

# PREMIER SIGNAL

THE OFFICIAL PUBLICATION OF THE 311TH SIGNAL COMMAND (THEATER)

## CELEBRATING 25 YEARS



## EXCELLENCE IN THE INDO-PACIFIC





# PREMIER SIGNAL

## VOLUME 11 | 2020-2021 EDITION

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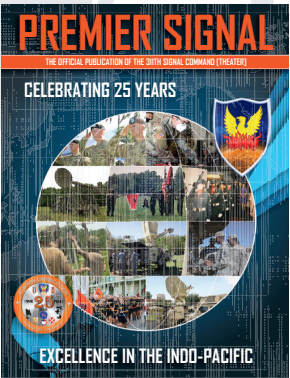
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Master Sgt. (Ret.) Joseph Audie Murphy Dunbar completes a painting commemorating the 25th anniversary of the 311th SC (T). Stay tuned on 311th social media to see the completed masterpiece!



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What's your story about Signal equipment or support, exercises, volunteering, or enjoying the Indo-Pacific? Ideas and feedback welcome! Contact us at [liana.m.kim2.civ@mail.mil](mailto:liana.m.kim2.civ@mail.mil) / DSN 315-437-4095 / COM 808-787-4095.



## Aloha Team Signal-Cyber Pacific!

This edition of Premier Signal celebrates the 25th Anniversary of the 311th Signal Command (Theater). Since the activation ceremony held on the Fort Meade parade field on June 21, 1996 with Maj. Gen. Woodrow Boyce taking charge, the 311th has evolved from an Army Reserve CONUS stationed unit to a forward based OCONUS multi-component headquarters in direct support of U.S. Army Pacific. Through the 9/11 attacks and Global War on Terror spanning four decades, the 311th continues to enable mission command, enhance readiness and contribute directly to competition, deterrence and stability in the Indo-Pacific region. The mission (DODIN-Army) footprint of the 311th

now includes California, Hawaii, Alaska, Japan, Korea, Guam, Kwajalein and in the coming years will expand to meet strategic goals for dynamic forward posture and force presence in Southeast Asia, South Asia and Oceania. For a quarter of a century, people have and will continue to be the critical component in sustaining the network 24 hours/7 day a week. The network remains the “foundational weapon system” in our Pacific Army with no ‘cease fire’ or pause in keeping the digits of command and control transmitting. The 3,000 plus Soldiers, Civilians and contractors of the 311th Signal Command (Theater) keep this weapon system alive, protected and functioning.

As the COVID19

Pandemic wanes in 2021, the dependency on our network to connect people (remotely, in the office or the field) remains constant. Use of collaborative tools like Army Office 365 (and Teams) have fundamentally changed our daily operating posture and NETCOM is now the Army’s enterprise 365 service provider. Looking ahead, we’ll continue to modernize and defend our Theater network infrastructure, and expand it when and where needed. We’ll also align to an Army Enterprise Unified Network Operations construct, bridging our strategic and tactical networks with and in support of our Joint and Coalition partners. A Unified Network will be imperative for supporting multi-domain operations as will the Mission Partner Environment to compete, win and secure a Free and Open Indo-Pacific.

Please enjoy this edition of Premier Signal and special content commemorating the people who drove the activation, restationing, integration and sustained relevance of The Army’s Premiere Pacific Theater Signal Command. I’m honored and humbled to have been mentored by many of those founding leaders while serving with the 311th in three separate assignments spanning 21 years (in Korea and Hawaii) while holding the ranks of Captain, Major, Lieutenant Colonel and Colonel in the unit. And today I’m exceptionally proud to serve as your Commanding General.

Here’s to another quarter century of Excellence!

Thanks for all you do for the Nation!

**ONE TEAM!  
THEATER VOICE!  
PHOENIX6**

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**BRIGADIER GENERAL  
JAN C. NORRIS**  
Commanding General  
311th Signal Command (Theater)  
U.S. Army Pacific Network  
Authorizing Official (AO)



teams across the Army building stronger Soldiers and Leaders. With all the new changes, I believe the Army is heading in the right direction to build teams that are more cohesive and one that will treat everyone with dignity and respect, which in the end will make the U.S. Army a more ready and lethal force to protect and defend our nation.

As everyone may know, this year marks our 25th Anniversary for the 311th Signal Command (Theater) and throughout this magazine, you will read many stories that illustrate the great successes and maybe some struggles of the command. For me, this organization and its people have played a huge role in my life and career as my time here started back in 2006 in the G3, again in 2013 as the G3 Sgt. Maj., and finally back now serving as your Command Sergeant Major. Therefore, I want to thank everyone, past and present for your support and for helping me achieve my goals. Additionally, thanks for being part of this awesome Pacific Signal Team!

In conclusion, let us continue to make this year great and continue fighting to eradicate COVID and the destructive behaviors across our Army. Like last year, I ask everyone to make sure you continue to take care of your people (your “squad”), take care of your Family, and lastly take care of yourself and maintain your Warrior Spirit.

**One Team! Theater Voice!**

## Aloha Team,

Wow! I cannot believe it has been a year since our last Premier Signal Magazine; time really flies by serving with this awesome team. Before I continue, I want to say thanks to everyone on the Pacific Signal Team for your commitment, professionalism, and dedication to supporting all of our Soldiers, Civilians, and Family members across the Pacific Theater and our Army.

The last 16 months were challenging as we continued to fight COVID-19. However, I do believe we are moving in the right direction as we see vaccination rates increase and fewer cases of infection overall. As we continue to move forward in this war on COVID, I ask everyone to remain positive, vigilant, and resilient.

Over the last year, we have seen many changes in the Army. We now have the new and improved Army Green Service Uniform that new recruits are receiving in Basic Training. We continue to train on the Army Combat Fitness Test, which is getting closer to becoming our official fitness test. The People First, Winning Matters concept has

strengthened our Army to be a more diverse, equal, and inclusive team. This is My Squad (TIMS) campaign also strengthened our



**COMMAND SERGEANT MAJOR  
RANDY W. GILLESPIE**  
311th Signal Command (Theater)



## XVI.VI.MCMXCVI

Aloha kākou po'e hoa nui a me nā hoa hana!

This is a most special edition of Premier Magazine. It is not often in our collective military experience that we are able to celebrate a key milestone of unit's history such as our 25th Anniversary. Yes, we do celebrate anniversaries such as the upcoming 246th Army Birthday and 161st Signal Corps Birthday. But the magic of a 25th Anniversary and what makes it special is contained inside this edition. The articles and recollections tell the modern story of the 311th Signal Command (Theater) from those who made that history. Sadly, as time marches on, the stories of triumph, friendships, joy, and Soldiering inevitably fade away while being transformed into official accounts and records. And in this journal, we hope, that these memories will endure and survive the next 25 years for a new generation.

The past, is our prologue. On June 16th, 1996, the 311th Signal Command was established and adopted the lineage and honors of the former 311th Signal Group (deactivated in 1963). 1996 was a pretty incredible year and many world events foreshadowed the enduring Global War on Terrorism and the turmoil that continues to this day in central Asia. NATO faced its first big post-cold war test with the IFOR peacekeeping mission in Bosnia while the Afghanistan government fell to the Taliban. Osama bin Laden declared war on the USA while a U.S. Air Force military housing complex was destroyed by a car bomb in Saudi Arabia.

In 1996, the world was about to change in other ways too. For \$1,000 you could have a state-of-the-art mobile phone from Motorola. This analog phone kick started the cell-phone craze and even received (though could not send) SMS text messages. Nintendo introduced the world to the Nintendo64. The Internet search engine giant "Ask Jeeves" told us there were 1 million internet servers worldwide (today it's over 100 million). A crazy upstart called Amazon went all-in and started selling books online in 1996. And to top things off, IBM's Deep Blue defeated Chess Champion Gary Kasparov, the world's best ranked chess player. In theaters, Warner Brothers released the movie "Outbreak" speculating how far our government would go to contain a highly contagious deadly disease.

When I reflect on these bits of trivia from the past, I am fascinated at how the mundane, often overlooked ones, are what have shaped life in 2021. The birth of the 311th Signal Command in 1996 was an essential part of the Army's transition to and creation of the larger cyber-domain. Today, our Joint Forces rely on cutting edge communications and evolving technology even more so than it did in 1996. Your contribution as part of the 311th team enables our Commanders to make decisions at light-speed from nearly any place, it allows real-time intelligence, it facilitates inter-state partnerships, and it gives our Soldiers freedom to maneuver in peace and conflict. Without doubt, in the next 25 years, the 311th team will continue delivering these future technologies and capabilities as its enduring contribution to the fabric of America's and Army's legacy. I am proud of what this command brings to USARPAC and proud of your impact.

Mahalo for your service and leadership to our Soldiers and to our great Nation. I'm proud to be standing with you. **One Team! Theater Voice!**



**COLONEL KENNETH HAYNES**  
Chief of Staff  
311th Signal Command (Theater)

## Aloha Team Pacific,

This edition marks the 25th Anniversary of the 311th Signal Command (Theater). It's a history filled with jaw-dropping technological growth as well as accolades that celebrates the diversity and contributions of its most precious asset - people.

The Army is an organization that is constantly evolving and undergoing transformation. The last 25 years has been filled with numerous changes in Signal force structure, equipment capability sets, and technologies. To meet the demands of change, the 311th Signal Command (Theater) has evolved from its modest roots at Fort George G. Meade, Maryland, into a formidable Signal Command that stretches thousands of miles across the Indo-Pacific area of responsibility providing both tactical reach-back and strategic communications for the Joint Force from some of the most austere environments on the globe.

During the last 25 years, we also saw the integration of Army Warrant Officers into their respective branches. On July 9, 2004, the Warrant Officer Eagle Rising Insignia – worn by warrant officers since 1921 - was replaced by the Officer Branch Insignia corresponding to the branch of the warrant officer's primary MOS. Signal warrant officers, for example, saw their dress blue lapel colors changed from brown to signal orange and their eagle rising replaced with the signal flags. While these symbolic changes were a significant event for some, it didn't change the warrant officer's role as the subject matter technical expert. Later this year, on July 9, 2021, will mark the 103rd Anniversary of our Warrant Officer cohort. I'm proud to exclaim that there are over 25,000 warrant officers serving across 18 branches and 48 technical specialties at all levels of the Army.

***The road ahead - Importance of communication networks*** - Multi Domain Operations become almost impossible if there is a breakdown of communications. Reaching remote and austere areas is significant when disaster strikes and our teammates are called upon to support Humanitarian Assistance / Disaster Relief and/or combat operations; hence, our investments in innovative, robust, and secure communications is key for preparedness. Additionally, extending our networks forward throughout the AOR, particularly west of the IDL, within countries that currently lack a robust communications infrastructure, will allow for timely mission execution and support. We must continue to enhance our ability to provide reliable and seamless connectivity throughout the Pacific. The lessons learned from over 25 years of communications support, as well as lessons captured from upcoming exercises, will pave the way for development of concepts of operations that will allow for better communications support in the future.

Modernization of the Army Network is one of the Army's "Big Six" modernization priorities. Our team of highly skilled professional Soldiers and Civilians are engaged 24/7 discovering ways to transform and modernize through experimentation, innovation, and theater exercise engagements. It is the people behind the technology that makes us successful!

Finally, while we have made great progress against COVID-19, and our optimism is building, we are not quite out of the woods yet. I urge you to continue to look out for one another, keeping our families safe, and I promise these times of crisis will be a blur in the rear view mirror.

Mahalo for all you do!

**One Team! Theater Voice!**





# Celebrating 25 years of Signal-Cyber excellence – A Signaleer's perspective in the Indo-Pacific

An interview with the Command Sergeant Major



**Q - When did you first serve with the 311th Signal Command?**

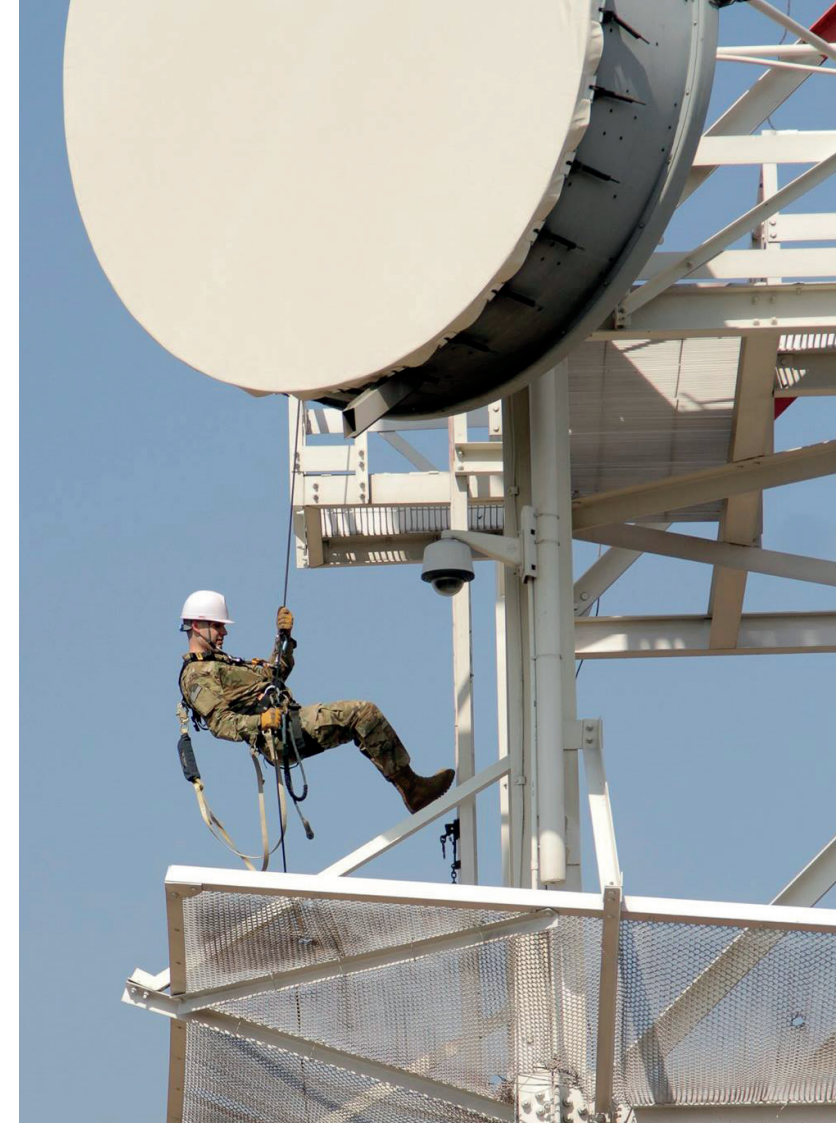
**A –** My first tour with the 311th was 2006 -2008 upon returning from OIF 05-06 as a Sergeant 1st Class. Shortly after arrival, I was promoted to Master Sgt. and was part of the original G3 team from IOC to FOC. I returned to the 311th in 2013 and served as the G3 Sgt. Maj. under Col. Sam Williams and Col. Claire Cuccio. I assumed command as the Command Sgt. Maj. in May 2019.

**Q - In what capacity did you serve and what were your memories with the 311th Signal Command?**

**A –**During my first tour, 2006-2008, I served as the G33 OPS NCOIC and later tasked by the G3, Col. Bolinger to help stand-up the G2 and get it on track to meet our FOC timeline. During this time, the command was very busy participating in most all USARPAC exercises along with IOC/ FOC validation. During our first year, I remember moving four to five times to accommodate for building 520 renovations and it was challenging.

**Q - Can you recollect and share any special or significant operational events that you participated in during your time with the command?**

Soldiers set up a Tropospheric Scatter Terminal where radio waves at UHF and SHF frequencies are randomly scattered as they pass through the upper layers of the troposphere.



**A –** There were several significant events during my previous assignments in the 311th, but probably one of the most significant times was when I was the G3 Sergeant Maj. As the G3 Sergeant Maj. I worked with our Force Management team, Chief of Staff, and DCG on a few projects to help validate the Theater Signal Command concept and its value to USARPAC and INDOPACOM. We participated in numerous high level workshops at NETCOM, Signal CoE, and HQDA to develop and validate our current MTOE structure, Contingency Command Post Ops mission, and future Signal Brigade structure.

Another event I remember and probably had some high stress levels was when I had to plan and execute two palm circle ceremonies in one day. We had a Change of Responsibility in the morning for the CSM and then a full change of Command Ceremony

in the afternoon for Maj. Gen. Walton to Maj. Gen. Brock with a full pass and review. Both ceremonies were executed to standard without incident.

**Q - What are your most memorable moments with the 311th Signal Command, then or now?**

**A –** One of my most memorable moments is when we went into lockdown last year due to COVID. It was challenging for most and for the Army to be shut down and not able to come to work and see our Soldiers and Civilians. COVID was new and not knowing anything was stressful to my family and me. It was odd being in Hawaii and not seeing cars on the roads and no one on the beaches, very eerie. However, after a couple of weeks,

we began using video tools such as MS Teams to communicate and this capability eased the tensions some.

**Q - How do you feel about the 311th Signal Command's role in the Indo-Pacific today and where they or the Signal Corps is headed in the future?**

**A –** I believe the Command has a significant role in the Pacific theater as the command is responsible for operating and maintaining the DODIN-A for the theater, strategic and tactical. We must be available to support contingency operations at any time. Within the Pacific, there are numerous threats that we must prepare for, from Humanitarian Assistance Disaster Relief (HADR) to full conflict. For future competition and conflict, a Theater Signal Command type organization is an essential Theater Enabler for the ASCC and Combatant Commander.

**Q - What additional thoughts or messages do you have with regard to the 25th Anniversary of the 311th SC (T)?**

**A –** The 311th Team is an awesome organization and I believe that when people assigned here leave they take our great warrior and Ohana spirit with them and help improve other organizations. Over the last 25 years, the 311th Signal Command (Theater) transformed from a strategic Army Reserve organization located at Fort Meade, to a 24/7/365 fully-operational multi-component command that supports the largest theater.



# 311th Signal Command (Theater); 25 Years of Signal-Cyber Excellence in the Indo-Pacific

BY MARC AYALIN

311th Signal Command (Theater) Public Affairs Office



Maj. Gen. Woodrow Douglas Boyce (right) officially assumes command of the 311th Theater Signal Command with Maj. Gen. Charles "Chuck" Sutton (center), commander of the Network Enterprise Technology Command, during the activation ceremony at Fort George G. Meade, Maryland, June 22, 1996.

June 16th marks the 25th Anniversary of the 311th Signal Command (Theater). The command's rich history and its diverse people have a storied past. From the unit's days of providing signal support during World War II to their current role of enabling joint forces continuous access to an ever-modernizing cyber domain, the people of the command are now

ever-postured to help maintain a free and open Indo-Pacific.

With deployable joint and expeditionary capabilities, the 311th SC (T) provides strategic and tactical network access to the Army's portion of the Global Information Grid and functions as a Command, Control, Communications, Computers, and Information operational headquarters.



A ceremonial coin from the 311th Theater Signal Command activation ceremony held at Fort George G. Meade, Maryland, June 16, 1996.

## A Brief History

The 311th Signal Command (Theater) originated in 1944 as the 3112th Signal Service Battalion at Ft. Monmouth, New Jersey, supporting allied efforts during WWII. The 3112th participated in campaigns in Normandy, Northern France, Rhineland, Ardennes-Alsace and central Europe.

The battalion was reorganized multiple times until it became the Headquarters and Headquarters Company, 311th Signal Group in March of 1952 as part of the Organized Reserve Corps, which later became the Army Reserve. Due to growing requirements within the Army, the 311th was identified to become a general officer, theater-level command



Maj. Gen. Woodrow Douglas Boyce officially assumes command of the 311th Theater Signal Command during the activation ceremony at Fort George G. Meade, Maryland, June 22, 1996.



Soldier connecting cables during Exercise Grecian Firebolt 2001



Soldiers at Command Post Oscar (Camp Walker), Korea, during Exercise Ulchi Focus Lens (2002).

with the subsequent designation as the 311th Theater Signal Command at Ft. Meade, Maryland, on June 16, 1996.

Reorganized to support modularization and transformation of the Army in the Indo-Pacific, the 311th Signal Command (Theater) combines the strengths of active duty Soldiers, Army Reserve component forces, and a robust team of Civilian employees, to ensure secure communications throughout the region.

## Fort George G. Meade, Maryland – A New Beginning

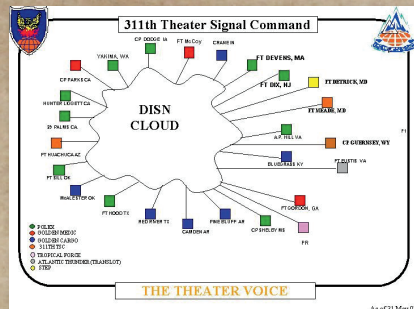
When the United States Army Reserve Command first published the orders to stand up the 311th Theater Signal Command in May of 1995, they were authorized 255 personnel consisting of 89 officers, 8 warrant officers and 158 enlisted. The general officer selected to lead the command was Maj. Gen. (U.S. Army retired) Woodrow Douglas Boyce, who was commanding the 261st Signal Command of the Delaware National Guard. According to Boyce, there was an offsite review conducted by Headquarters, U.S. Army to reassess units in both the Army National Guard and the Army Reserve. This review was an important aspect of the creation of the 311th TSC.

"The product of that offsite agreement resulted in moving the signal command from the National Guard to the Army Reserve," Boyce



Sgt. Maj. (retired) William Ginter (left) with Soldiers pose during a noncommissioned officer and Soldier of the Year Board.





Defense Information Systems Network  
(DISN) Cloud setup during Exercise Grecian  
Column 2002

said. "The 261st in Delaware reverted to a Signal Brigade."

Soon after Boyce and the Soldiers of the 311th TSC moved to Ft. George G. Meade, Maryland, the operational tempo kicked off to a fast start. The new staff members found themselves immersed in multiple military exercises including joint training exercises in South Korea such as Foal Eagle, Ulchi Focus Lens. Additionally, the 311th TSC also planned and led a large bi-annual training exercise called Grecian Firebolt.

"Grecian Firebolt was significant to the 311th in the fact that we put together one of the largest satellite communications exercises that connected the units that were associated with us," Boyce said. "Those units included those in Korea, Ft. Shafter, Hawaii, and Ft. Huachuca, Arizona, and other supporting units."

According to Command Sgt. Maj. Randy Gillespie, 311th SC (T), the Grecian Firebolt Exercise was an important annual exercise for Army Reserve Signal units as it tied together a global communications network supporting many other Army Reserve exercises throughout each summer, such as Golden Medic, Rio Lobo, POLEX, and QLEX, to name a few.

“Grecian Firebolt was the culminating training event for most USAR Signal Battalions/Brigades that provided opportunities to validate collective training,” Gillespie said. “It was truly the one exercise a year that Signal Soldiers could focus on honing their tactical field craft with installing, engineering, operating, and maintaining a tactical communications network that supported many customers.”

## Detachment 1 – Hawaii

With a newly established headquarters and the command slowly and steadily solidifying operations in the Indo-Pacific, the 311th SC (T) would subsequently absorb smaller signal units in its theater of operation. The first of these was Detachment 1, a multi-component signal unit comprised of approximately 6-8 personnel that served as the forward cell in support of USARPAC and fell under the 516th Signal Brigade during peacetime. The unit was established in the fall of 1991 and had already served as a crucial link between the 311th TSC back in Maryland and USARPAC in Hawaii. For Col. (U.S. Army retired) Rich DeBreuil, who served as the deputy operations officer for Det. 1, between 2004-2006, the vastness of operating in the Indo-Pacific is an important task for the Army.

“The posturing of a headquarters to command an environment such as the Pacific, is huge,” DuBreuil said. “Our ability to work with the Marines in Okinawa, to work with the Koreans, and even potentially work with the Taiwanese and all the other forces, means that you must have that Army component as we are the biggest element when it comes to communications in that arena.”



**Defense Information Systems Network (DISN) Cloud setup during Exercise Grecian Column 2002**

## Detachment 2 – Korea

Detachment 2, 311th SC (T) was established in Yongsan, Korea, in 2000 with 38 AGR Soldiers embedded within Eighth U.S. Army (EUSA) G6 staff. The senior AGR Signal Col. in charge of Det. 2, 311th served as the

EUSA G6 primary staff officer on behalf of the 1st Signal Brigade Commander. Det 1 personnel served in the role of planning communications support to both daily communications and recurring exercises, and executed OPLAN communications validation conferences with all wartime supporting Signal units annually.

“We supported anybody in any capacity that needed communications,” Sgt. Maj. Mark Papenfuss, (U.S. Army retired) who served with Detachment 2 in Korea from 2000-2002. “Our team all had the same mindset and varying degrees of mobilization and deployment experience and we made decisions that would affect how units were going to get supported because it needed to be done.”

According to Papenfuss, the team held a series of engagements with command teams throughout the Korean Peninsula to inform them of the role of the 311th SC (T) as an enabler to do their jobs and to provide adequate levels of communications to execute their command and control. Papenfuss also served as the G-3 Operations sergeant major of the 311th SC (T) from 2006-2007.

“This operational effort was continuous and, on a periodic basis, the training exercises were the validators of our mission of having educated everybody around us on what we could provide, and what the 311th could do,” Papenfuss said. Det. 2 personnel remained forward in Korea until 2006 when the entire unit was centralized and re-stationed at Ft. Shafter.

## Fort Shafter, Hawaii Bound

In Spring 2006, Headquarters Department of the Army and Army Service Component Commands announced a concept of changing major command structures including new modularity to USARPAC. This required a new Signal Command (Theater) model to be fundamentally different from the mobilization-focused Theater Signal Command of the past. Ten years after the 311th TSC stood up at Ft. George G. Meade, in September of 2006, the command



311th Theater Signal Command Soldiers  
setup I-DAMPS communications equipment  
during Exercise Grecian Firebolt 2001.

effectively became the 311th Signal Command (Theater) and was scheduled to relocate to Ft. Shafter, Hawaii. The future of the 311th SC (T) was to become a theater-enabling command of U.S. Army Pacific Command, which maintains operational control, while also reporting to both U.S. Army Reserve Command and U.S. Army Network Enterprise Technology Command, for administrative support. Subsequently, the 311th SC (T) took operational control of the 516th Signal Brigade and many of its theater-level architecture and engineering functions.

For Maj. Gen. (U.S. Army retired) Donna Dacier and her staff, setting up shop was not an easy task. The command now had a new home located far from the “Old Line State,” with Maj. Gen. Donna Dacier as the first commanding general in the newly established tropical location.

According to Dacier, her chief of staff at the time secured 28 minimum two-year tours for the first set of Army Reserve Soldiers slated to carry out the transition to Hawaii. These tours included all ranks from colonel to the noncommissioned officers.

“That was one of our biggest concerns - that we weren’t going to have enough manpower full time to make this happen,” Dacier said.

When the 311th SC (T) arrived in Hawaii, they were definitely the new kid on the block, as there were no pre-existing structures for the Soldiers to operate from and call their headquarters building. Some of the command's components were scattered in several buildings throughout Ft. Shafter and, according to Dacier, some of the staff lived and worked out of the old bunkers/tunnels on post. Fortunately, for the command, some Soldiers had commercial construction and engineering backgrounds and once a building was identified to become the headquarters, these Soldiers were key in designing and planning the retrofitting the command's headquarters. For Sgt. Maj. (U.S. Army retired) Gerald Wayne Capps, this was one highlight of his time with the command.

“At that time, we were split up all over the island in different buildings,” Capps said. “Along with a few senior NCOs and warrant officers, we helped the Army Corps of Engineers in the design of the offices in the current building.”

Meanwhile, the 311th SC (T) was still the new multi-component unit on the island and Dacier felt that the stigma of “weekend warriors,” often referred to for Reserve service members, would dampen relationships with USARPAC and other adjacent or higher units. This placed significant pressure on the 311th SC (T) team to prove themselves. According to Dacier, there were some initial growing pains, but through proactive coordination with other signal units like the 25th Infantry Division G6, the storming and norming phases of relationship building quickly solidified.

"I felt that although we might not have been the first choice that USARPAC had on the list for a signal command, I do believe that we acquitted ourselves satisfactorily and we set the conditions for all those following on and I'm so proud."

In 2010, when EUSA was designated a Field Army aligned for Title 10 support under U.S. Army Pacific (as the single Army Theater ASCC HQs), the 311th SC (T) assumed administrative (technical/network/resourcing)

control of Headquarters and Headquarters Company, 1st Signal Brigade and its assigned forces in the Republic of Korea while operational control remained with EUSA.

This posed an important opportunity from a task-organization standpoint. The Soldiers and staff of the 311th SC (T) had to ensure that all supported units operating in the Korean Peninsula knew how to coordinate with them for communications and resourcing (funding, personnel and logistics) support and the 311th SC (T) staff in Hawaii had to quickly adapt and learn this new supporting role as well. Fortunately, many of the command's personnel, at the time, were experienced officers and non-commissioned officers and Department of the Army Civilians.

## Indo-Pacific Looking Forward

As Brig. Gen. Jan C. Norris, the current commanding general of the 311th SC (T) often reminds his staff and Soldiers, since its inception, the 311th SC (T) has always been aligned to the Pacific. This tradition of alignment to what is now referred to as the Indo-Pacific Theater, began 25 years ago for the 311th SC (T). “The 311th continues to enable mission command, enhance readiness and contribute directly to competition, deterrence and stability in the Indo-Pacific region,” Norris said.

New and ever-changing cyber threats pose more complex challenges than traditional warfare capabilities. The need for a more unified signal-cyber network capability to face digitally advanced adversaries will test the readiness and resolve of the Command, as will the Command's ability to align with and support the evolving multi-domain operating concept of the Army and Joint Force.

"In the coming years," Norris said, "311th will modernize to meet strategic goals for dynamic forward posture/presence, enhanced design, increased Joint/Combined Network lethality, and expand the DODIN to Southeast Asia, South Asia and Oceania to ensure successful competition for a Free and Open Indo-Pacific."



## COMMANDING



MG WOODROW BOYCE



MG GEORGE BOWMAN



MG EDWIN SPAIN III



MG GEORGE J. SMITH



MG DONNA DACIER

## GENERALS



BG ALAN LYNN



BG WILLIAM SCOTT



MG JAMES WALTON



MG LAWRENCE W. BROCK III



BG LAWRENCE (LARRY) THOMS

## COMMAND SERGEANTS



CSM GERALD WAYNE CAPPS



CSM WATSON STEPHFON



CSM KEVIN J. THOMPSON

## MAJOR



CSM TRAVIS CHERRY



CSM DARRIS CURRY



CSM TRACY BARLOGIO

May 1995 - 311th Theater Signal Command First Formation



June 16, 1996 - 311th Theater Signal Command Activated at Fort Meade, Maryland



1999 - Exercise Grecian Firebolt



2002 - Ulchi-Focus Lens exercise with 311th TSC Fwd Korea Det. 2



2005 - Republic of the Philippines -United States Balikatan exercise



2008 - Command Team visits Okinawa, Japan



2017 - Change of Command



2019 - 78th Signal Battalion ribbon cutting ceremony



1990

2000

2010

2020

1996 - 311th Theater Signal Command, Fort Meade, Maryland



1997 - Maj. Gen. Woodrow D. Boyce, commanding general, 311th Theater Signal Command, visits the Republic of Korea



2001 - Exercise Grecian Firebolt



Sept. 2006 - 311th Theater Signal Command moves to Fort Shafter



2007 - 311th Signal Command (Theater) HQ - Bldg. 520



April 2018 - Governor Ige JROTC awards and review



July 2020 - 311th Signal Command (Theater) Army Superior Unit Award



# Command, Control and Communications in the Southwest Pacific Area Campaign (1943-45):

A retrospective to inform future C2 and Competition in the Indo-Pacific

BRIG. GEN. JAN C. NORRIS



Map of Southwest Pacific Area (1943-1945)

Communications are seldom mentioned in official dispatches or noted in historian's accounts unless they fail, (Thompson and Harris, 1966).

Communications constitute the weapon placed in the hands of the commander to accomplish the mission, just as the rifle is placed in the hands of an infantryman, (Thompson and Harris, 1966). The Southwest Pacific

Area (SWPA) theater liberation campaign (1943-45) led by Gen. Douglas MacArthur demanded innovative communications solutions given the vast distances, jungle terrain and archipelagic landscape in support of maneuver. Not since that campaign has the United States had such a force presence in the region. The current DoD and Indo-Pacific strategy calls for a dynamic forward posture and

presence in Southeast Asia, South Asia and Oceania (formerly the SWPA). While the communication challenges and operating environment remain largely unchanged, advanced 21st century communication technologies will only be as effective as the sophisticated adversarial threat capabilities built to deny them. This retrospective intends to provide context for command and control, and communications for future competition and conflict, if required, in the South Pacific to maintain a free and open Indo-Pacific.

Drawing directly from the Center of Military History Publication 10-18, Signal Corps: The Outcome, mid-1943 through 1945, by George Raynor Thompson and Dixie R. Harris, 1966, the following historical narrative and excerpts capture the SWPA campaign command and control and communications environment.

*Tropical combat in the Southwest Pacific placed Army communications and the Signal Corps in an environment similar to that of adjacent Pacific Ocean areas. Jungle conditions, excessive heat, and rain sorely strained Signal Corps men and their equipment. Great distances over water required sole dependence upon heavy-duty*

*long-range radio. Actions under Allied and amphibious commands demanded close co-ordination of signalmen, signal procedures, and signal equipment in co-operation with the Navy, the Marine Corps, and often with British and Dominion forces. These circumstances of military operation were common to the South and Central Pacific as well as to SWPA, but in its organizational structure and manner of operation SWPA differed. If the Pacific war was principally the Navy's war, Army conforming there with, SWPA provided an exception. The SWPA staff was definitely Army, not Navy. The naval commander of the Seventh Fleet that supported SWPA, in Morison's words, was seldom admitted to General MacArthur's strategic staff discussions; he was simply told that the General intended to land at such a place on such a date, and the Navy must see that their movement to the objective was properly covered.*

*Whatever unified command there was in SWPA existed at the top only, in the commander in chief himself, General MacArthur, and in his staff relations. There was in SWPA no joint organization that reached down into the task forces and island commands, as it did in the South and Central Pacific. There were no joint communications centers in SWPA, and no joint units such as Joint Assault Signal Company (or JASCO), until the assaults upon the Philippines. Each participating service maintained its own communications centers and kept its own circuits separate for its own sole use. Co-ordination was accomplished, below MacArthur's GHQ, by co-operation and consent, (Thompson and Harris, 1966). General HQ's SWPA had taken form in MacArthur's hands during the spring of 1942 in Australia. Head of the Signal Section and the Chief Signal Officer, SWPA, was Brig. Gen. Spencer B. Akin. Akin had departed from Corregidor in March 1942 and accompanied MacArthur to Australia.*



Major General Akin arrives at Hollandia.

*He remained the chief signal officer for SWPA throughout the war and beyond, through all the subsequent moves and redesignations of MacArthur's command, from Australia to Tokyo and until his appointment in 1947 as the Chief Signal Officer of the Army in Washington, D.C.*

*General Akin sought in every way to insure the success of any operation, moving equipment and personnel as the immediate needs of the situation might require. Whenever he took direct action, he did so in conformity with the wishes of the local commander while informing the GHQ chief of staff. In SWPA operations, the GHQ chief signal officer first arranged for and supervised the necessary signal co-ordination and cooperation of the several participating forces to the end that confusion, waste, and duplication might be minimized. General Akin gave the highest Army commander in combat areas the responsibility (while providing to him the needed equipment and troops) for the installation and maintenance of major communications facilities. The highest Army commander in most SWPA operations (apart from the conquest of the Lae-Salamaua area by the end of 1943 in which a large number of Australian forces bore the brunt of combat) was General Krueger, commander of the Sixth Army (sometimes called the ALAMO Force). Krueger's signal officer throughout the Pacific war was Col. Harry Reichelderfer, (Thompson and Harris, 1966).*

*Each element-Navy, Sixth Army, AAF, SOS-had certain missions, and each, he emphasized, used its own communications. The only joint circuits that they employed were limited to naval gunfire support and to air support communications during the landing phase of an operation. The SWPA command system "worked very well," Reichelderfer told an Armed Forces Staff College audience in 1947, "and I liked the way we did it," (Thompson and Harris, 1966).*

*Amphibious assaults, requiring the closest possible contact between air, sea, and ground forces, depended heavily upon radio, the only means of communicating under the circumstances, beyond the reach of ear or eye. The radio blueprints for each action were necessarily complex and extensive. The communications plans for the amphibious portion of an operation, Reichelderfer recalled, "always culminated in a conference prior to the issuance of the necessary field or operation orders which was attended by representatives of GHQ, SOS, Sixth Army, the Navy and the Air Force." Individual conferences for each of the many actions in New Guinea area took one or two days. Later on, preceding the large-scale Leyte and Luzon landings, the conferees took much more time. Every detail fell under scrutiny. Frequencies were assigned. Communications procedures and plans for coordination were formulated. The decisions at which the conferees arrived went into the signal annexes of the operation instructions and into the field orders of the troop units, (Thompson and Harris, 1966).*

*Conditions under which Signal Corps men worked in SWPA were frequently wretched-wretched for the men, whether laying and maintaining wire or working in message centers, and wretched for the equipment also. The steaming heat often rendered life equally difficult indoors and out. "Imagine,"*



Colonel Reichelderfer commented, "what the in side of a six-ton van, housing nine radio operators ... felt like, completely closed up [under blackout conditions] with the temperature and humidity both in the nineties." Even at that, the communicators perhaps had it a bit better facilities of the Sixth Army, General Krueger himself noted that "priority was given to the message center." He thus underscored the vital importance of the communications links in the isolated circumstances of jungle warfare in the Pacific. He listed as next in priority cooking and eating arrangements, and, last, the shacks and tents for his own headquarters personnel, (Thompson and Harris, 1966).

The region and its peculiarities directly affected communications. The assignment of radio frequencies that had succeeded farther south failed badly in the scene of these actions. Colonel Reichelderfer found that "frequencies which worked perfectly over the comparable distances at 10 degrees south latitude both day and night, would not function at all at night and were erratic in the daytime in the vicinity of 6 degrees south latitude. A great deal more experience and data on radio propagation," he reported to the Washington headquarters, "will be necessary before the solution will be fully satisfactory." Even Safehand Airplane Courier Service suffered from the climate. Intended to operate on a daily schedule, it could not. Often the couriers and their message pouches had to sit out hours and even days of violent weather. "As this is being written," Reichelderfer commented, "no airplane has arrived or taken off from the airstrip serving this headquarters for three days, because of torrential rain storms," (Thompson and Harris, 1966).

Despite transmission troubles, radio was succeeding in carrying Army's messages. Ten days after the last of the three landings, Colonel

Reichelderfer reported, "the Army is operating a total of 24 high-powered radio circuits. Twelve of these circuits are at the rear echelon and seven are at the Command Post." Small radios worked well, within the recognized limitations imposed by the jungle (the dense vegetation absorbing radio waves, reducing the range of the sets), (Thompson and Harris, 1966).



Walkie-Talkie Signal Corps Radio (SCR)-300

"The SCR-300 radio sets," he reported further, "have proved to be a godsend in amphibious operations for ship-shore communications and shore party communications."

Before the end of 1942, as operations against the enemy began in the island and ocean areas northward from Australia, amphibious communications became necessary, and General Akin outfitted a Signal Corps fleet, a flotilla of small vessels equipped with radio. At first they served in a small way as relay ships from forward areas to headquarters in the rear. Their function soon expanded, however, till they took aboard the forward command post communications facilities. The little aggregation became the Army's CP



Army Radio Ship PCE(R)-848 in Humboldt Bay, Hollandia

fleet, (Thompson and Harris, 1966).

The small communications ships proved so useful in amphibious actions that Army elements in SWPA operations continually competed to obtain their services. Army commanders preferred them to Navy communications ships, or AGC's. For one thing, Navy AGC's were hard to obtain for Army operations. For another, Navy AGC's tended to stay too far off-shore, and they tended to depart from the vicinity of land combat as soon as possible. The naval commander of a large AGC was always mindful of enemy suicide boats and planes and he would generally, come darkness, move his ship out several miles from the beach, too far to provide the close communications support that Army elements ashore very much needed, (Thompson and Harris, 1966). None could deny that these ships served the Army well. Their temporary use to insure communications so vital to over-all success, during the crucial hours and difficult first days of an amphibious action, entirely justified all the effort that went into them.

General Akin himself had no doubt of the value and necessity of Army communications ships in SWPA combat. On 21 March 1944, he set up in GHQ SWPA Signal Section a separate Seaborne Communications Branch to plan for extensive communications afloat and to



Signal Supply Dump, White Beach, Leyte

provide a more adequate CP fleet.

Signal supply in the SWPA, as anywhere else, needed good planning and adequate training of the personnel. There was no time for either. Nowhere else did the signal depots serving overseas experience so many moves and vicissitudes as in SWPA over the thousands of miles of sea and jungle terrain that stretch from down under to Tokyo. Bad as were these unavoidable difficulties, there were exasperating moves of depot locations made within a single area. There were sharp differences between the views and objectives of signal supply officers at a base and the signal officers at the front. The former, reported Colonel Strasburger, signal officer of the XIV Corps at Bougainville (SOPAC) in mid-1943, sought for his base large quantities of supplies, the need for which was not so much immediate as anticipatory. The signal officer of a tactical unit, however, wanted only a minimum of general supplies but a maximum of whatever was needed to meet immediate requirements, (Thompson and Harris, 1966).

However much of the equipment may have been stored in the rear base depots, not enough of it got into the hands of the troops forward. Such was the complaint of the 162d Infantry regiment after its operations in the Sala Maua area of New Guinea late in the summer of 1943. "At no time," the regiment complained, "was a sufficient supply of all signal items on hand." The thing the men wanted was an ideal that could never be realized—"a completely equipped signal dump and repair section . . . in operation as near to the action as deemed feasible," (Thompson and Harris, 1966).

The Southwest Pacific Theater liberation Campaign and elements of command, control and communications described here do not reflect the current state of competition for the Theater Army and Joint Force in the Indo-Pacific. We are not at war (conventionally), do not have the same force presence forward (yet), nor are the resources fully committed to execute a like campaign of 'competition'. The terrain, climate and operating environment are unchanged. The

ability to command and control is as critical as ever and communications remain the foundational weapon systems for enabling C2. In the coming years, forces operating and competing in the South Pacific will certainly encounter similar communications challenges as Maj. Gen. Akin and his subordinate Signal Officers faced supporting maneuver, supplying and enabling Commanders across an archipelagic landscape. Unlike Gen. MacArthur's SWPA GHQ task organization in 1943, any future competition/fight will undeniably be an integrated 'joint and coalition' fight across all echelons, across all domains and with supporting joint and all domain communication systems. Exercising, experimenting and rehearsing in these geographic areas at scale will validate existing and developing communications capabilities.

In his forward to CMH Pub 10-18, Brig. Gen. Hal Patton, Chief of Military History, reflecting on the Signal Corps contributions in WWII, commented, "Of all the technical services, the Signal Corps was least prepared for war in 1941. But by mid-war the Corps was operating efficiently at home and all over the world. Even so, there were always difficulties to be overcome. The Army and its Air Forces, though using Signal Corps equipment through the end of the war, was never satisfied with it."

By reflecting on lessons learned in SWPA, Signal/Cyber forces have an opportunity to better prepare and enable Theater Army and Joint force goals for competition in the Indo-Pacific.



# Soldiers Extend the Node during Field Training Exercise

1ST LT. VANYA TOLL  
30th Signal Battalion



Soldiers validate NIPR/SIPR voice and data during a Mobilization Force Generation Installation (MFGI) training event.

During peacetime or conflict, secure rapid and reliable communication is critical to ensuring the successful collaboration of government agencies, civil authorities and mobilization of military forces.

To address the challenges faced when providing C4IM services during multi domain operations, the United States Army Network

Enterprise Center-Schofield Barracks (USANEC-SB), 30th Signal Battalion, welcomed these challenges and executed a Mobilization Force Generation Installation (MFGI) training event from Nov. 30 - Dec. 3, 2020, by extending Dodin-AP services to Area X-ray Training Area, Schofield Barracks.

The training event highlighted

potential requirements and gaps that USANEC-SB could possibly experience when onboarding forces from within Oahu or external during joint operations.

The purpose of the training was to validate NIPR/SIPR voice and data, compliance, and deployment activities. The collective training also validated team and individual Soldier

proficiency in preparing for Operational Plan (OPLAN), Defense Security Cooperation Agency (DSCA), Mobilization Force Generation Installation (MFGI), and Defender Pacific 2021 (DEFPAC21) support requirements such as installing information systems and conducting network operations.

In addition to validating NIPR/SIPR voice and data, key training objectives also included monitoring the network, executing patch management, and validating cyber security compliance via ACAS. Over a span of five days, a team of 11 Soldiers and Civilians extended services to 10 huts within Area X-ray. Soldiers used one-on-one as well as group training to accomplish tasks such as configuring network switches, running fiber and Ethernet cables to all locations, and troubleshooting information systems. Following the successful validation of voice and data capabilities, the team transitioned to patch management and leveraged the Enterprise Services Division (ESD) located within the Company's headquarters. Finally, the Network Infrastructure Division (NID) evaluated network performance to determine throughput and validated seamless and uninterrupted services.

Although USANEC-SB is a strategic organization, they were able to provide provisional enterprise services in an expeditious manner. In the event a natural disaster occurs, USANEC-SB determined their ability and capability to enable mission command at Area X-ray within a few hours. Training events such as this posture the Pacific Theater to respond and combat worst-case scenarios in a joint environment. Because the operational environment is ever changing, proactive and realistic, scenario-based training events are crucial to minimizing the unknown. USANEC-SB has accepted this challenge and has committed to executing similar training events quarterly, ensuring they are prepared to support MFGI, DSCA, and OPLAN requirements.



Spc. Eric Smith (left), Spc. Matthew Caulfield (center) and Spc. Trinity Williams (right) go over key training objectives to include monitoring the network, executing patch management, and validating cyber security compliance via ACAS



During the exercise, Soldiers configured network switches, ran fiber and Ethernet cables to all locations, and while troubleshooting information systems.



# Reserve Soldier leverages military skills to aid students in need

BY STAFF SGT. RON KEENAN  
311th Signal Command Support Unit



U.S. Army Reserve Sgt. 1st Class Jonathan Peterson gives his full attention to a select group of students at Ernest O. Lawrence Elementary School.

**Garden Grove, Calif.** - U.S. Army Reserve Sgt. 1st Class Jonathan Peterson gives his full attention to a select group of students at Ernest O. Lawrence Elementary School. The students have recently returned to the classroom after learning virtually for nearly one year due to the COVID-19 Pandemic.

Peterson, a Network Technician for the Garden Grove School District, is there to teach a group of 4th-6th grade students – all of whom have been academically impacted by the pandemic - how to use the latest e-learning software in an effort to jump start their academic journey.

“With the transition to and from online instruction, we found that many of these students were without

adequate computer systems and internet,” said Peterson. “As a team, we started to focus not only on helping the faculty and teachers, but to transition directly to helping the students and their parents,” he explained.

Peterson, an Information Systems Operations noncommissioned officer assigned to the 311th Signal Command (Theater) Support Unit in Tustin, Calif., believes his military and civilian careers work hand-in-hand with each other.

“Prior to joining the Army, I had no formal training in Information Technology,” Peterson said. “The Army gave me the foundation in computers and networking, which has led to the successful balancing of my civilian and military occupation.”

“One thing that I most like about my military job is mentoring Soldiers. I want to make sure that they are on the correct path for their desired goal,” Peterson said. “Similar to how you mentor a Soldier in their early years of their career, I associate it to supporting the students and helping them accomplishing their goals by aiding their ability to learn skills that they can later use to help others.

Leveraging civilian job related skill sets is one way the 311th SC (T) Support Unit can bring additional knowledge and out-of-the-box thinking to the Pacific Signal-Cyber Team.

“I have a better understanding of the technology utilized in the Army because of my expertise gained at Garden Grove School District,” explained Peterson. “I have been able to hone my networking skills because of my civilian job, which has been very beneficial to my Army career and sharing that knowledge to my fellow Soldiers,” he added.

As a Reserve Soldier, Peterson won’t put on his Army uniform for another month, but he believes he can continue to serve and make a lasting impact with the children in his school district.

“I am proud knowing that what I am doing is helping these kids progress in their education and will benefit from it their entire life, especially considering what they’ve been through over the past year,” said Peterson. “I enjoy walking into a classroom and knowing that I have helped these kiddos get online and access what they need.”

# RCC-K Reshapes Valuable Relationships in South Korean Peninsula

STORY AND PHOTOS COURTESY OF RCC-K INTERNAL SERVICES BRANCH

Throughout the past year, the Regional Cyber Center-Korea (RCC-K) reached out to various organizations, in the South Korean Peninsula, to reshape strategic partnerships through community outreach and participation.

According to Lt. Col. Robertrel Sachi, director of RCC-K, this was done in an effort to enhance cyber awareness and frame expectations among supported commands and the community.

“Since RCC-K is part cyber, part intelligence, and part signal, there are many on the peninsula that do not understand what we do or may not be aware of our mission,” said Sachi. “As doctrine is changing and the Army is moving to a multi-domain operation focus, the role of signal and cyber in the battlefield becomes more important.”

First, the Soldiers and personnel from RCC-K reached out to United States Forces in Korea (USFK) Joint Cyber Command (JCC) to be included into the Combined Command Post Training (CCPT) Exercise, 21-1, planning efforts. As a result, USFK provided RCC-K with scenarios that allowed them to provide critical expertise and enhance cyber security while performing two of their Mission Essential Tasks (Conduct Defensive Cyber Operations and Regional Cyber Center Theater Operations).

“As USFK prepares for CCPT 21-2, RCC-K is postured to continue building of this partnership and enhance USFK’s Cyberspace

capabilities,” Sachi said.

Secondly, RCC-K looked into increasing their partnership with elements of the Eighth Army’s Staff. According to Sachi, while relationships are already good with the Eighth Army G-6, they sought out to build up our relationship with the G-39 Cyber Electromagnetic Activities (CEMA) cell and the G-2. The benefit of engaging with G-2 and G39 is that they can amplify RCC-K’s effort and ability to achieve Eighth Army cyber objectives.

“RCC-K is part of the larger Eighth Army Intelligence community,” said Col. Richard A. Malaga, chief of operations for G-2, Eighth Army, after an engagement reviewing RCC-K’s intelligence products and capabilities.

The final outreach effort took place with the 19th Expeditionary Sustainment Command (ESC) and United States Army Garrison (USAG) Daegu as they bonded in the fight against COVID-19. They supported all 19th ESC’s efforts to fight the virus and protect the force.

“The RCC-K team is a strategic partner that enhances our ability to support the theater you are a part of the family,” said Brig. Gen. Steven L. Allen, 9th ESC Commanding General.

Once the Health Protection Levels dropped, RCC-K’s integration effort went beyond the uniform as they assisted USAG Daegu’s community programs by competing in garrison sponsored intramural events such as Ultimate Frisbee, soccer, golf, and softball. RCC-K also participated in



RCC-K sports: Top to bottom: Softball team with 169 Sig Co; Ultimate Frisbee (Lt. Col. Robertrel Sachi); Soccer Team (Mr. Evangelista, Sgt.1st Class Flowers); Golf Team (Mr. Blair, Sgt. Maj. Shane Short, Mr. Cruise, Mr. Bird).

USAG Daegu’s Halloween trunk-or-treat with memorable costumes.

“My goal is to build a team of trust, so that when we say something is wrong with the network, everyone stops to listen,” said Sachi. “Our efforts have not gone unnoticed; all levels of command have thanked the RCC-K leadership for our teamwork, professionalism, and support from meetings to pick-up soccer tournaments. One Team, One Fight! Guardians of the Gateway!”



# Establishing Full Motion Video access on CENTRIXS-Korea Network

ROK Partner Capability enhanced with pilot hosting of UVDS

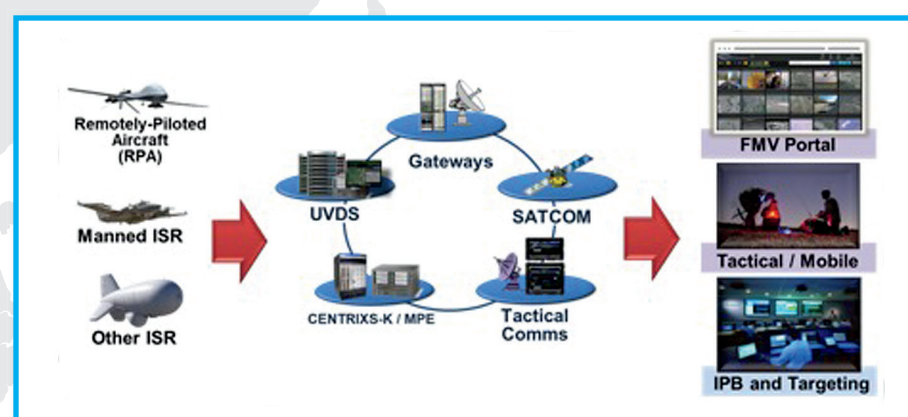
BY MR. MARK GUNGGOLL AND CHIEF WARRANT OFFICER 4 SCOTT TAYLOR

8A G6, Network Enterprise Services Division  
U.S. INDO-PACOM

**Pyeongtaek/Camp Humphreys, Korea** – March 2021 – DISA, USFK J6, 8A G6, 8A G2, 2nd Infantry Division (2ID) C6, 2ID C2, and 2CAB established a pilot Unified Video Dissemination System (UVDS) in USFK's Combined Mission Command Network (CENTRIXS-K/ CX-K) enabling ROK, and U.S. access to full motion video (FMV).

Overview: The team was successful in integrating UVDS on CENTRIXS-K, the warfighting coalition network, for the first time in the Korean Theater of Operations. We worked through numerous challenges to enable multicast traffic, to install and test video servers, to complete Risk Management Framework (RMF) process, and to refine Tactics Technique and Procedures (TTP), resulting in displaying live, real-time FMV feeds from MQ-1C Gray Eagle onto the UVDS CX-K server. The desired end state is to increase our interoperability with our ROK partners by not only sharing our Gray Eagle feeds but also integrating ROK's ISR/UAS feeds into CX-K. This capability will greatly enhance ROK and US combatant commander's situational awareness of the battlefield and reinforce their decision-making process.

UVDS is a DOD enterprise-wide intelligence, surveillance, and reconnaissance (ISR) dissemination service executed by DISA, and focused today on enabling highest quality, lowest latency connection



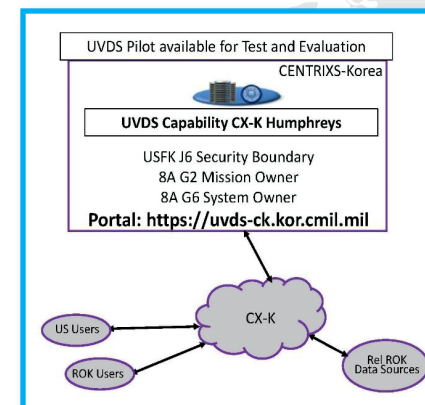
Combined (Releasable) Full Motion Video (FMV) on CENTRIXS-KOREA

between FMV sources and users to support ongoing operations, intelligence analysis, and situational awareness. The Camp Humphreys UVDS is the seventh in the DISA Global enterprise and first ever to have a separate pilot component built directly in a partner network (Figure 01). The UVDS pilot in CX-K provides a single “meet me point” for all ROK-releasable FMV collected on the Korean Peninsula for real-time access via the standard web-browser on any CX-K terminal. Underlying the portal capability is the pathfinder for UVDS CX-K to become the network backbone optimized for Korean Theater FMV transport. UVDS offers the potential to eliminate the burden on theater communications planners of having to engineer numerous connections between sources and users in the middle of executing contingency

operations. UVDS CX-K also will enable access to any partner-originated FMV shared by the Republic of Korea (ROK) in CX-K.

UVDS in CX-K was conceived at the end of 2017 in an 8th Army Operational Needs Statement, recognized as a requirement by INDO-PACOM, and subsequently resourced in a special initiative fund managed by the Under Secretary of Defense for Intelligence (USD(I)). Starting January 2020, DISA began installation of a full UVDS Enterprise Hub with the CX-K Pilot sized for Armistice operations in spaces provided by 2nd Infantry Division in their Camp Humphreys Headquarters. UVDS CX-K is designed to allow US and ROK C2 and Intelligence users to have direct access to Releasable-to-ROK FMV in the network environment established for Combined Mission Command

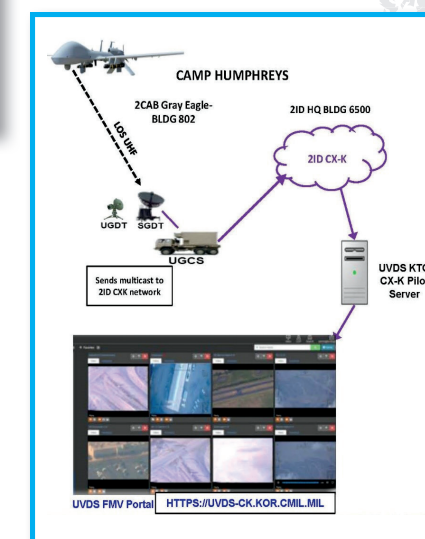
of Operations in the Korean Theater (Figure 02).



With the final phase of installation starting February 2021, local integration of 2CAB Gray Eagles into UVDS as the first FMV source in CX-K became the main effort. On March 17, 2021, live FMV from a single 2CAB MQ-1C Gray Eagle was received and available on the UVDS CX-K Pilot. This was the first successful real-time, end-to-end test of live video from the airborne Gray Eagle directly into UVDS CX-K. Additional successful tests occurred on March 23 and 31. Of note on April 4, live FMV from two Gray

Eagles operating simultaneously were seamlessly supported and available in UVDS CX-K.

Since those initial tests, Gray Eagle FMV automatically flows into UVDS CX-K and is accessible to properly credentialed CX-K user via the UVDS Web portal (HTTPS://UVDS-CK.KOR.CMIL.MIL). In addition, the FMV feeds are stored locally in UVDS for future viewing (Figure 03).



Above – Gray Eagle source to UVDS CX-K FMV Portal Connectivity Overview  
Below – MQ-01C Gray Eagle

Next steps for UVDS CX-K include demonstrating web portal access through the peer ROK sovereign network, Allied Korea Joint Command and Control System (AKJCSS); integrating additional Korean Theater FMV sources such as the US Airborne Reconnaissance Low (ARL), the US SHADOW UAV and ROK sensor platforms; and laying the groundwork to expand the pilot to full operational capability.

As part of the Global UVDS Enterprise, Camp Humphreys UVDS provides real-time information flow to Korean Theater Commanders enabling the ability to respond deliberately with precision to emerging threats as a force multiplier to combined mission success.

Signal Company in the Pacific Theater,” said Capt. Jonathan Sills, Commander, Alpha Company, 307th ESB. “The successful preparation and execution from the team, set the standard for others to emulate.”





# Tustin, California Signaleers Perform Proficiency Training in a “SNAP”

BY STAFF SGT. RON KEENAN AND STAFF SGT. MIKE ARANDA  
311th Signal Command (Theater) Support Unit



Throughout a weekend battle assembly, Soldiers train on upgraded Secure Internet Protocol Router/Non-secure Internet Protocol Router (SIPR/NIPR) Access Point satellite terminals which improve their unit's speed of deployment.

**Tustin, California** – U.S. Army Reserve Soldiers of the 311th Signal Command (Theater) Support Unit perform proficiency training on the Secure Internet Protocol Router/Non-Secure Internet Protocol Router Access Point (SNAP) terminal at the U.S. Armed Forces Reserve Center in Tustin, California, on April 18, 2021. “The SNAP terminal is important because it allows us to expeditiously establish and set communications in a remote, austere environment,” said Sgt. 1st Class Johnathon Peterson, the 311th Signal Command (Theater) Support Unit (311th SC(T) SU) Information Systems Operations NCO. The Signaleers conducted the training after months of attending virtual battle assemblies due to the circumstances created by COVID-19.

This was the first fully attended in-person battle assembly by the 311th SC(T) SU since the pandemic began. “Now that we are attending battle assemblies in person, we can really focus on our core competencies as Signaleers,” said Peterson. “As a Ready Force X (RFX) unit, we are ready to operate on short notice anywhere in the world,” he added.

The 311th SC(T) SU is one of several hundred Reserve units that have been

designated as “Ready Force X.” These units train to deploy on short notice and often have a higher operational tempo than most Reserve units.

The SNAP terminal familiarization training maintains these Soldiers’ unique skill set, ready to support communication missions in the U.S. Indo-Pacific Command area of responsibility and beyond.

“We’re ready,” said Peterson. “Any place, any time, we’ll be there.”



# ‘GAIT’ increases to allow better network connectivity

BY 2ND LT. AVERI-ALEXYA BECK,  
307th Expeditionary Signal Battalion



Soldiers of the 307th Expeditionary Signal Battalion (ESB) and 30th Signal Battalion collaborated on implementing four fiber switches to extend the Global Agile Integrated Transport (GAIT) Point-of-Presence at Scholfield Barracks, Hawaii, to Helemano Military Reservation, Hawaii, in March, 2021.

The 307th Network Engineers coordinated with the GAIT NSC to establish network connectivity through the GAIT to RHN (Regional Hub Node)-Guam. This allowed them to establish NIPR/SIPR VOICE/DATA and confirmed services were fully operational. The battalion can now monitor the tactical network utilizing the GAIT infrastructure.

“The implementation of this technology will allow the TNOCC to proactively assess the network and to provide assistance to the deployable nodes,” said Capt. Gabriel Sanchez Maldonado, 307th ESB Network Systems Engineer. “The high speed redundant link through the GAIT

infrastructure reduces the latency associated with SATCOM transport,” he added.

The GAIT leverages the Department of Defense fiber infrastructure and lease lines to create a mesh network. The GAIT network will allow the 307th ESB to conduct network operations for the nodes that will deploy in exercises throughout the INDOPACOM. Without GAIT, the Battalion will have to utilize satellite communication to conduct Network Operations, which is slower than the network connection provided by GAIT.

“By using this transport, the TNOCC is able to reduce the latency almost in half,” said Sanchez. “Now the traffic goes from the TNOCC through the HSRL to the RHN-Guam and over the SATCOM transport to the terminals and back.”

RHNs are the largest transport nodes for the Army’s tactical network. The five regionally located RHNs enable global connectivity to transport information from intra-inter theater tactical networks around the world. They support current and

contingency operations, humanitarian disaster relief and national emergency response.

The GAIT network design interconnects the RHNs, and can also interconnect Department of Defense (DOD) Teleport Sites, to create a global network mesh that enables high-capacity fluid data exchange from anywhere on the planet.

“Our GAIT implementation directly supports the Commander’s intent of conducting network monitoring during exercises,” said Sanchez. “This validates a proof of concept for the 307th ESB to conduct network monitoring through the High Speed Redundant Link (HSRL) provided by the GAIT infrastructure.”

GAIT provides more routing options, more paths and solutions for data to flow through allowing the Army to leverage the global network more efficiently and effectively. The GAIT delivers a more unified and robust network, enabling current expeditionary network capabilities and laying the ground work for future network transport innovation.

Capt. Gabriel Sanchez Maldonado, 307th ESB Network Systems Engineer (left) and Chief Warrant Officer 2 Samuel E. Beasley (right and top), Network Systems Technician implement the Global Agile Integrated Transport (GAIT) Point-of-Presence at Schofield Barracks to Helemano Military Reservation in Hawaii.





# Army Reserve Soldiers of Pacific Signal-Cyber Team conduct headquarter's first field culinary operations

BY LIANA KIM

311th Signal Command (Theater)

**Schofield Barracks, Hawaii** – Soldiers of Headquarters and Headquarters Company, 311th Signal Command (Theater) experienced hands-on training in their field while sustaining their team in the field, and bringing the command tactically closer to mission-ready during range qualification operations at Area X here, Apr. 9-11.

“We prepared about 350 meals throughout the exercise to include steak, beef and broccoli, and roast turkey,” said Sgt. Kem Nunn, one of the Culinary NCOs who oversaw the set-up of the Mobile Kitchen Trailer and the Field Sanitation Center while also serving as a Range Safety Officer for Soldiers qualifying on the range nearby. “The Soldiers’ motivation

and determination to succeed made it easier to transition between my Culinary NCO and RSO duties.”

“The challenge 90 days out from our HHC 1st Sgt. Baer was to perform this mission from 0 to 100, a major hurdle for this timeframe, which we accomplished thanks to everyone for their support, especially our motor sergeants, Staff Sgt. Watkins and Sgt. Ranasinghe, drivers Sgt. 1st Class Whitesell and Sgt. 1st Class Murphy, and Staff Sgt. Erwin who taught the driver course 30 days out,” said Staff Sgt. Jomar Matias, Culinary Specialist Manager. “With our Culinary Specialists, we hit the ground running, and fast, from refresher training and testing to opening the MKT and familiarizing with and utilizing all the equipment.”

“My goal for our team was to begin implementation of all 92G operations, from garrison to field, which is key to our overall readiness of the 311th SC (T),” Matias said. “The opportunity to set up and utilize the Field Sanitation Center and MKT, as well as the generator, water buffalo, LMTV and HUMWV, allows my Soldiers to learn and progress as experts in their field. The more they touch, feel and see the more they will progress.”

“I think what helped prepare the

Soldiers for real-world missions the most about this event was our tenacity and demonstrated ability to see any problem through to the end,” Nunn said. “For instance, we couldn’t get the power to work at one point but we never gave up, and we got the power going and accomplished the mission successfully.”

“Even at the beginning of the run phase at the range, the Soldiers performed to a very high standard and I’m happy to say the leadership appreciated all the efforts the Soldiers put in from late nights to early mornings,” Matias said. “I told my Soldiers that we would be the first ones up and the last to leave, and they showed up guns hot and ready to perform!”

“I am proud of our Culinary Specialists, and how much motivation we brought to the range,” said Matias, “thanks to the leadership of our NCOs Sgt. Pilar and Sgt. Nunn who support my goals and ideas for implementing field and garrison feeding capabilities.”

According to Matias, there are many reasons field feeding is important aside from the practicality of preventing Soldiers from having to use their personal vehicles and funds to purchase food during unit events. By remaining at the training site, they simply have more time to get to know one another and build essential trust.

“I believe that providing amazing cooking will always increase Soldiers’ morale and motivation, because food make us happy!” Matias said. “And our mission is critical as it provides sustenance to fuel Soldiers’ nutrition and performance, and helps maintain accountability of personnel and equipment.”

“We were very successful thanks to many teammates, from the vehicle and equipment pick-ups to rations requested through the 9th Mission Support Command,” said Matias. “Now we can perform our duties and execute our mission, and I have no doubt that these Soldiers will perform amazingly in the near future as NCOs, Warrant Officers or Officers, and they



Culinary Specialists assigned to Headquarters and Headquarters Company, 311th Signal Command (Theater) serve a welcome hot meal to fellow Army Reserve Soldiers in and beside their Mobile Kitchen Trailer during range qualification operations at Schofield Barracks, Apr. 9, 2021.



Culinary Specialists assigned to Headquarters and Headquarters Company, 311th Signal Command (Theater) set up a Mobile Kitchen Trailer and prepare to serve a meal to their fellow Army Reserve Soldiers in the field during range qualification operations at Schofield Barracks, Apr. 9, 2021. Army photos by W01 Alyson Tugaoen and Mrs. Liana Kim, 311th SC (T)



will go on to serve as instructors, and even compete in their field.”

“We have a strong team that is willing to put in the work to progress and be the best,” Matias said. “We still have a few things to work on, and that is our final challenge, to keep improving to be better than we were yesterday.”

Culinary Specialists assigned to Headquarters and Headquarters Company, 311th Signal Command (Theater) pause for a photo in front of their Mobile Kitchen Trailer with their NCO leaders, Staff Sgt. Jomar Matias, Sgt. Kem Nunn and Sgt. Alan Pilar, during range qualification operations at Schofield Barracks, Apr. 10, 2021. “I am proud of our Culinary Specialists,” Matias said, “and how much motivation we brought to the range.”



# Simple Interoperability Testing Results in Unimaginable Possibilities

BY MAJ JOOSHIN PARK

Eighth Army G6, Network Enterprise Services Division  
U.S. INDO-PACOM (Theater)

**Pyeongtaek/Camp Humphreys, Korea** – The Eighth Army G6, 94th Military Police Battalion, Republic of Korea (ROK) Army 169-1 Infantry Battalion, and KSC recently conducted interoperability testing of ROK-US Lower TI utilizing the Mini-Secure Communications Controller (Mini-SCC).

Overview: Mini-SCC highlights Eighth Army's interoperability efforts with our ROK partners. We were able

**Below** – 169-1 INF BN ROKA Master Sgt. Kim (Left), ROKA SIG CO CDR Capt. Oh (Center), 94MP Bn., Pfc. Gutierrez (Right) conduct radio check from the 999K to Mini-SCC.



to communicate between tactical radios, but also, between other typically incompatible audio devices. Furthermore, Mini-SCC allowed us to conduct secured/encrypted tactical radio communications while maintaining integrity of country-specific encryption types and settings. This device allows us to conduct secured communication without the use of shared coalition keys. The initial purpose was to increase interoperability between ROK and US.

However, through the initial testing and understanding of the Mini-SCC, we were able to revolutionize our US radio capabilities by leveraging communications between HF, UHF, VHF, and cellular networks. We learned that we could pass traffic of one type of communication using the transport method of another communication. This means it is possible to communicate from a SINCGARS Manpack in Camp Casey, Korea, to units down in Busan, Korea. It may even be possible to communicate with anyone in the world on any type of communication device.

The Mini-SCC supports audio bridging of dissimilar radios including tactical radios, (HF, UHF, VHF), SATCOM, public safety radios, partner nation radios, and cellular networks. A key feature of the Mini-SCC is its ability to cross-link incompatible audio devices regardless of type, half or full-duplex operation, COMSEC or frequency hopset. Multiple independent radio networks can be cross-linked while maintaining their own unique parameters (e.g.



**Above** – Mini-SCC front (left) and back (right)

encryption, frequency). Mini-SCC takes the analog audio output from one radio/communication device, and sends it to another radio/communication device connected to the Mini-SCC.

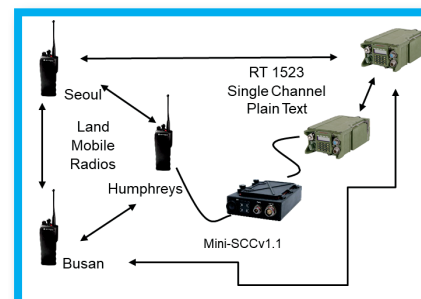
During the interoperability testing, a variation of U.S. SINCGARS 1523E, PRC 999K (ROK), Land Mobile Radio (LMR), and cell phones were used. The tactical radios were also on variations of Single Channel Plain Text (SC PT), Single Channel Cipher Text (SC CT), and Frequency Hop Cipher Text (FH CT). The tactical radios were co-located in Camp Humphreys while the LMR users were in Seoul, Pyeongtaek, Daegu, and Busan. We conducted a total of four (4) tests that day.

The first test included an RT 1523 in SC PT bridged through the Mini-SCC to the LMR. We successfully communicated from the

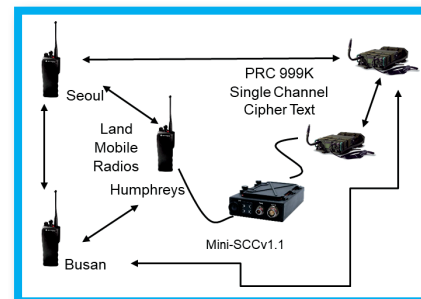


(From the left Sgt. 1st Class Lak Gil Kim, Capt. Chae Kwon Oh, Maj. Jooshin Park, Master Sgt. Jung Hyun Kim, Capt. Sang Ko, Maj. Byung Chan Shin, Chief Warrant Officer 4 Scott Taylor); 8A, 94th MP BN, and ROKA 169-1 IN BN showcase our interoperability efforts; Katchi Kapshida! (We Go Together)

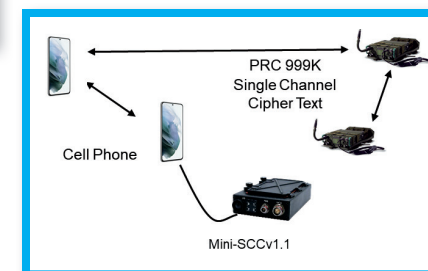
RT 1523 (untethered from Mini-SCC) to LMR users in Seoul, Pyeongtaek, Daegu, and Busan. Vice versa, each of the LMR users were able to communicate to the RT 1523. (Figure 01)



The second test was very similar to the first test. We replaced the RT 1523s with PRC 999K (ROK) radios, and encrypted the PRC 999K with ROK COMSEC to be in SC CT. The encrypted PRC 999K was successful in communicating to LMR users in Seoul, Pyeongtaek, Daegu, and Busan. (Figure 02)



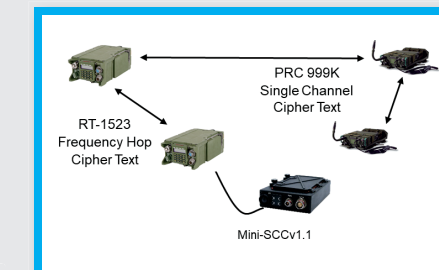
In the third test, we kept the PRC 999K on SC radio generated cipher, and replaced the LMR with cell phones. We were once again successful in communicating from a commercial cell phone to an encrypted PRC 999K tactical radio. In a separate testing session, we connected a PRC 999K and a cell phone that made an international call between Korea and United States. The encrypted PRC 999K in Korea was able to talk with the cell phone user in United States. (Figure 03)



Used confidential key for encryption

Lastly, we connected the US COMSEC encrypted RT-1523 in FH CT to an ROK COMSEC encrypted PRC 999K in SC CT. We were successful in transmitting messages; however, we had to make minor adjustments to the Mini-SCC to increase the volume of the handsets. The final test proved that it is possible to communicate between two

encrypted radios with separate keys, thus greatly improving our interoperability between ROK-US Lower TI communications. (Figure 04)



The interoperability tests proved that the Mini-SCC could cross-link incompatible audio devices regardless of encryption settings, and proved that one radio type can rely on another to transmit voice communication. This device bridges the gap not only between the US radios and our partner nation radios but also with our sister organizations. Eighth Army plans to continue testing the Mini-SCC, and to operationalize the device. One of the focus areas is providing tactical radio coverage during convoy operations throughout the Korean Peninsula. Implementation and training are still in its infancy phase. There are many elements to consider like OPSEC to establish good tactics, techniques, and procedures. Sustained efforts to increase interoperability with our ROK partners will advance the understanding of our own capabilities.



At the end of the test, the group conducts a small AAR to discuss future implementation. Capt. Ko and Maj. Shin discussed how they can utilize the Mini-SCC in their upcoming convoy mission.



# Reflections of Pacific Signal-Cyber Team's Accomplishments as the 516th Signal Brigade Commander

BY COL. CRAIG SMITH  
Commander 516th Signal Brigade



When asked to write a reflection of my time in command, my initial instinct was exactly that, a reflection on what the team accomplished in two very short and fast years. The stream of challenges, accomplishments, lessons, and so much more is impressively long. What also came to mind was how this journey started.

While assigned to the Joint Staff J6 in 2017, the U.S. Indo-Pacific Command J6 team provided a briefing addressing communications challenges in the Pacific. I came away from the briefing trying to wrap my mind around the context of the information, but even more importantly, the response from those in the room. Simply put, the only thing that appeared to resonate with the action officers in attendance was that there was a lot of ocean surrounding a widely dispersed area of responsibility, and the communications challenges were complex.

That briefing occurred well before I was selected to command the 516th Theater Strategic Signal Brigade (TSSB), but little did I know how important the experience was. The memory of that briefing played a significant role in how I prepared for command; in particular, we had to change how we tell our story in order to break down the challenges into

digestible elements that demonstrate a clear operational impact and address risk to mission.

Fast forward to July 2019 and the change of command on historic Palm Circle. The in-briefings from the brigade staff and the initial interactions with the battalions provided significant depth to what I had learned in that Pentagon briefing. The challenges were (and still are) as incredible as described. At the same time, something much more important was illuminated. Those very first conversations were punctuated by a shining light . . . the 516th TSSB is home to the most incredible and amazing people. I was blessed to join a family of Soldiers, Department of Army Civilians, Japanese nationals and contractors that take pride in making the impossible look easy every day.

The 516th TSSB serves in a region that is full of historical relevance and home to incredible international neighbors. Brigade command provided me an opportunity to learn alongside

my teammates in places most will only read about in media and books. I have had the honor of standing with teammates while we visited the hallowed grounds of the U.S.S. Arizona Memorial in Pearl Harbor. I ran with some of our youngest Soldiers as we made our way around Wheeler Army Airfield and saw the reminders of the attack that launched into WWII. I have talked through operational understanding while on the walls of the ruins of an ancient Japanese fort on Okinawa and walked the grounds where the 7th Infantry Division liberated Kwajalein Island. I have stood alongside teammates as we learned about all that the Chamorro population endured during the assault on Guam in 1942. There was more, but this should paint the picture.

Besides going by far too fast, the past two years of command has provided experiences that will last a lifetime. Four incredible battalions supported by the brigade



From the 516th Signal Brigade, Sgt. Robert M. Palomo (left), Command Sergeant Major Katrina Richardson (middle), and Spc. Vijay Luangrath take a break from training to both receive challenge coins.



Soldiers from the 516th Signal Brigade leveraged innovative devices to support various training and team-building events through the year.

headquarters, this formation of approximately 1,300, carries an extraordinarily heavy rucksack.

The 30th Signal Battalion demonstrates the fact that while they are small in number, they are truly large in deed. Their commitment to provide uninterrupted support to the U.S. Army Pacific headquarters has been amazing, even more so is the fact that they put effort in to ensure every customer on Oahu receives that same level of service. Watching the 30th carry the mission at Kwajalein has been one of the more incredible feats of my command. The sheer dedication to mission accomplishment in order to ensure lifesaving communications are available across this small and very remote island in the Pacific has led to accomplishments where others were not able to make headway for years.

Spending time with the 59th Signal Battalion and Charlie Company 307th Expeditionary Signal Battalion meant traveling to Joint Base Elmendorf-Richardson (JBER), Fort Wainwright, and Fort Greely. Our Arctic Warriors live the life of long dark, cold winters and long days of short summers. These same environmental conditions provide challenges to communications support. The 59th's battles spread across the strategic communications realm as the work through single points of failure, aging infrastructure, beyond end-of-life on key capabilities, and so much more. The magic in their efforts is the intestinal fortitude and professionalism they put behind their never-quit work ethic.

The 78th Signal Battalion

demonstrates a unique ability to function across long distances spread over three islands; Camp Zama on Honshu, Japan, Camp Foster Annex on Okinawa, Japan, and Naval Computer and Telecommunications Station on the island of Guam. The 78th not only operates a formation dispersed across thousands of miles, but with a battalion headquarters staff split between two islands – something no other unit I am aware of does outside of a deployed situation. This battalion is the definition of the most Joint / Non-Joint element in the Army. The opportunity to visit with our teammates at these locations resulted in lessons at every turn.

The mission set of the 307th Expeditionary Signal Battalion demonstrates a level of commitment that adjusts the way I look at our youngest Soldiers. In the midst of the pandemic, our team leaders (Sergeant E5) have taken center stage. Their responsibility as leaders for teams that operate in remote locations spread across the first and second island chains is taking on a renewed emphasis given the strategic climate. Beyond the technical requirements of establishing and maintaining communications, these young Leaders will lead their teams through some of the toughest times in recent history. Our senior Noncommissioned Officers have accepted the challenge to develop these young Leaders to a level that ensures mission success.

The incredible mission set of this brigade means we get to work with incredible mission partners; RCC-P, RCC-C, DISA-PAC, NIWC, RSSC, NCTAMS-HI, NCTS-G, SMDC, MDA, JRM, IMCOM-PAC, USAG CDRs across the footprint just to list a few. There is also the complicated C2 architecture that the unit follows, dependent on where the unit is based and the nature of the conversation; 311SC(T), NETCOM, USARPAC, USARHAW, USARAK, and USARJ all play critical roles in our daily operations. The so-what in this is the reality that this complicated patchwork quilt of teammates leads to constant lessons in communication and relationship building.



Soldiers of the 516th Signal Brigade conduct the Army Combat Fitness Test.

There are commonalities among every member of this great organization. I have learned about true resiliency and commitment to excellence. I have seen problem solving amidst resourcing shortages that took me back to the budget cuts we experienced in the 80's. Through it all, I have felt a commitment to Family in the 516th TSSB that can show our senior leaders what right looks like. Every corner of the 516th TSSB is a source of pride for me that leaves an impression that will endure forever.

The onset of the COVID Pandemic and all of the actions that followed have been referenced by so many and the impacts have been definitive. We have stood together through this historic time and we have learned how to be better. Finding the positives in the midst of adversity is a gift . . . and the positive nature of the 516th family is such that every day is one of smiles.

The most important lesson I learned every day is that the 516th TSSB works with an incredible group of teammates. It is an honor to have stood with this family through so much. As I tell the team, "If it was easy anybody would do it, but we get to do it!"



Sgt. Hayden T. Wise (left), and Command Sergeant Major Katrina Richardson, 516th Signal Brigade review a participant roster during a Sexual Assault Awareness and Prevention event.





# PACIFIC SIGNAL

# CYBER TEAM LEADER TRANSITIONS

(Outgoing)



Lt. Col.  
Talisha Lockley



(Incoming)



Lt. Col.  
Kyle Yates

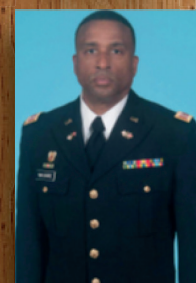


Command Sgt. Maj.  
Patrick Nicholson



Command Sgt. Maj.  
Dominique Davis

(Outgoing)



Capt.  
Jeremy Navarre



(Incoming)



Capt.  
Jerome Rabanal

(Outgoing)



Command Sgt. Maj.  
Jimmy Joe Castro



(Incoming)



Command Sgt. Maj.  
Vincent Labrador

(Outgoing)



Director  
Lt. Col.  
Heath Giesecke



(Incoming)

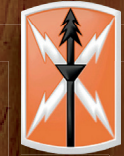


Director  
Lt. Col.  
Michael Denison

(Outgoing)



Lt. Col.  
William Cherkaskas



(Incoming)



Lt. Col.  
Andrew Chaffee

(Outgoing)



Capt.  
Emily Bye



(Incoming)



Capt.  
Francis Rivera

(Outgoing)



Col.  
Craig Smith



(Incoming)



Col.  
Lee Adams

(Outgoing)



Lt. Col.  
Eddie Diazrivera



(Incoming)



Lt. Col.  
Edward Minor

(Outgoing)



Lt. Col.  
Erin Eike



(Incoming)



Lt. Col.  
Miller

516th Sig Bde  
307th ESB



516th Sig Bde  
59th Sig Bn



Lt. Col.  
Erin Eike

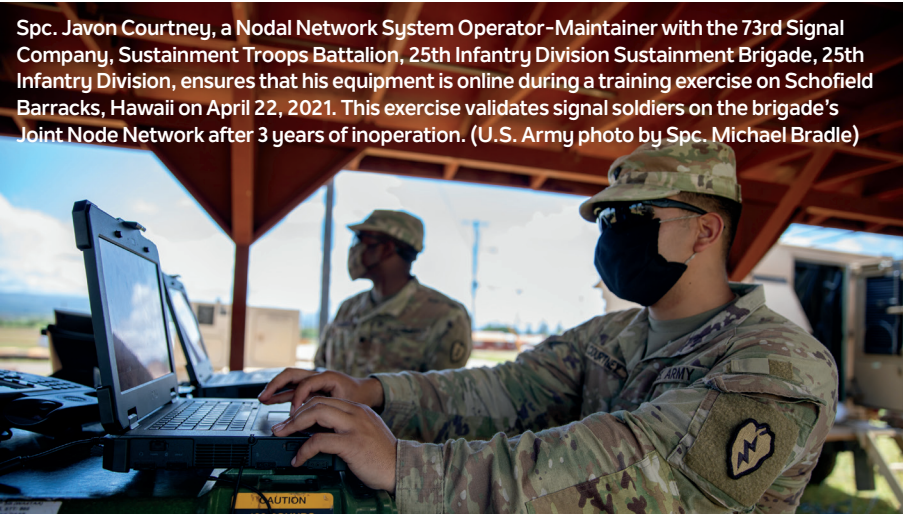
Lt. Col.  
Miller

Lt. Col.  
Miller



# Signal Company Restores Combat Communications

BY SPC. MICHAEL BRADLE,  
25th Infantry Division Public Affairs Office / April 27, 2021



**Schofield Barracks, Hawaii** – Soldiers of the Joint Network Node Platoon, 73rd Signal Company, Division Sustainment Troops Battalion, 25th Infantry Division Sustainment Brigade, 25th Infantry Division, restored field communication to the entire 25th DSB after three years of



**Left** – Spc. Nazir Johnson, an Information Technology Specialist with the 73rd Signal Company, Division Sustainment Troops Battalion, 25th Infantry Division Sustainment Brigade, 25th Infantry Division, moves phone equipment during a training exercise on Schofield Barracks, Hawaii on April 22, 2021. This exercise validates signal soldiers on the brigade’s Joint Node Network after 3 years of inoperation. (U.S. Army photo by Spc. Michael Bradle)

**Right** – Spc. Ryan Gillard, a Satellite Communications Operator Maintainer with the 73rd Signal Company, Division Sustainment Troops Battalion, 25th Infantry Division Sustainment Brigade, 25th Infantry Division, ensures that his equipment is online during a training exercise on Schofield Barracks, Hawaii on April 22, 2021. This exercise validates signal soldiers on the brigade’s Joint Node Network after 3 years of inoperation. (U.S. Army photo by Spc. Michael Bradle)

inoperation. This restoration is part of a recent equipment and training validation held for the 73rd Sig. Co. on Schofield Barracks, Hawaii, on 22 April. According to Sgt. Daniel Redburn, a satellite communications systems operator-maintainer and part of the 25th DSB Communications Shop,



the Joint Network Node suffered from a fatal overheating issue in 2018, causing it to go offline permanently. The next year, the JNN equipment was sent to an external source for a repair and reset, finally returning to the 73rd Sig. Co. in spring 2021. Once back in the hands of the "Lightning Support" communicators, restoring field communications on the blank equipment became priority. A joint effort consisting of the JNN platoon, 25th DSB Communications Shop, the 25th Inf. Div. Communications Shop, and external sources; the equipment was operational within weeks. “It’s crucial for the brigade to be ready at all times,” said Sgt. 1st Class Ramiro Carlos, platoon sergeant for the JNN Platoon and noncommissioned officer in charge of the validation event. While this training is normal for some, for Pvt. Demiya Staples, a cable systems Installer-maintainer and recent graduate of the U.S. Army Signal School at Fort Gordon, GA, this is an opportunity for better real world training while at her first duty station. “This training gives us the opportunity for hands on experience,” Staples said. “We get to experience this as though we were out in the field or on assignment. It’s a great time to learn.” For Spc. Javon Courtney, a nodal network system operator-maintainer with 73rd Sig. Co., this is a testing opportunity after years of rebuilding the Joint Network Node for the brigade. This is also an opportunity to cross train Soldiers like Staples on JNN equipment. “It’s good for other Soldiers to see this kind of training because we can have them efficient in it,” Courtney said. “In case one of our operators has a Permanent Change of Station and no one else knows. That little bit of training will help the soldiers get into it.” With the equipment fully restored by 2020 and the validation event for the JNN platoon completed in 2021, voice, data, and satellite communications will become more effective and efficient for the division’s sustainment brigade.

# Discovering the Benefits of Zero-Trust Architecture in Our Organization

STORY COMPILED BY THE 2ND INFANTRY DIVISION C/G6 CYBER NETWORK DEFENSE TEAM

**Camp Humphreys, Republic of Korea** – The 2nd Infantry Division (2ID) Cyber Network Defense (CND) team faced off with two Army “Red Teams,” one from the Threat Systems Management Office (TSMO) and one from the 1st Information Operations Command (1st IO), during recent Rotational Unit Validation and Combined Command Post Training (CCPT) exercises. These World Class Cyber Opposing Force (OPFOR) teams assessed the division’s ability to protect their coalition mission network during a simulated cyber assault by a near-peer adversary for both events. 2ID received commendable marks by completely denying Red Teams’ access through a combination of Army-fielded and open-sourced security tools and appliances. Key to the team’s success was implementation of a “Zero-Trust Architecture” (ZTA), based on the framework’s design concepts, to develop an unrivaled defensive perimeter. Zero-Trust architecture is exactly what the name implies; “Zero-Trust” is a concept whereby none of the organization’s users or devices are trusted by default, even if they are managed by an organization’s Local Area Network or previously granted access to network resources. 2ID is leading the way because on May 12, 2021, the President of the United States Joe Biden signed an executive order requiring all federal agencies to develop a plan to implement ZTA within 60 days to better identify and manage cybersecurity risks. The team attributes much of their

success to the adoption of the ZTA framework combined with the broad range of talents that already existed within the team. All commercial cyber defense tools used to succeed during the exercises were fielded by PEO-C3T’s Mission Command Cyber office and DISA, which are a collection of commercial and open-sourced security tools primarily used to secure and defend networks. These tools helped support a ZTA implementation by inspecting every packet of information, scrutinizing every digital process, and authenticating every object wishing to access a network resource. The data collected by each of these tools were fed and consolidated into an Elastic SIEM (w/ Elastic Endpoint) dashboard. 2ID’s ZTA approach involved three steps. The first step was to install the necessary tools to collect the essential data needed to build a complete map of the network. The second step involved the development of ZTA policies, purely in a state of detection, to alert the Elastic SIEM of any undesired activity. The third and final step was a state transition from detection to prevention that leveraged 2ID’s ZTA policies. Despite the benefits of ZTA architecture, this implementation can consume a large portion of an organization’s resources. Additionally, the consequences of improper implementation can be severe and bring operations to a halt. Due to the confidence in 2ID’s CND team, the leadership assumed the risk and supported this initiative with the understanding that the benefits would far outweigh any potential risks.

The CND team achieved success thanks to the collective team in the 2ID C/G6. For example, the Network Engineering section ensured network devices were correctly configured for ZTA implementation. The Automations section implemented many of the policies and synchronized software deployment systems. The NETOPS section communicated risks and benefits to senior leadership, and additionally coordinated with other staff sections within the division headquarters to ensure impacts to operations were minimal. Though 2ID has enjoyed great success leveraging ZTA, this model may not work for every organization and planners should exercise caution if ZTA is desired for their organization. The team recommends that each organization conduct their own analysis by comparing and experimenting with various security concepts in closed environments until the organization discovers the cyber defense methodologies and tools that work best for their operational environments. The CND team continues to plan for the future by further harnessing the benefits and advantages a ZTA implementation can offer. 2ID’s ultimate goal is to achieve the highest maturity level for network defense by which all defenses are fully automated, and that is Level 3. (See Table 1.) According to Chief Warrant Officer 3 Koontz, 2ID’s Information Protection Technician, “My goal is to take the team on a two week vacation and be able to sleep at night knowing the organization’s network and missions are 100% secure.”



# The 311th Signal Command (Theater) 2021 Best Warrior Competition Soldiers across the Indo-Pacific

BY MARC AYALIN

311th Signal Command (Theater) Public Affairs

Soldiers from various units of the 311th Signal Command (Theater) competed in several Best Warrior Competitions within the Indo-Pacific Command Theater this spring both in the Active and Reserve Component categories.

The 311th SC (T) conducted their competition virtually with each Soldier performing graded tasks at their home station. Among the winners were Staff Sgt. Timothy Iott, U.S. Army Network Enterprise Center, 59th Signal Battalion, 516th Theater Tactical Signal Brigade and Pfc. Kyle Kingman, 293rd Signal Company, 41st Signal Battalion, 1st Theater Tactical Signal Brigade. Iott won the Active Component Noncommissioned Officer of the Year. Kingman won the Active Component Soldier of the Year for the 311th SC (T).

The Active Component runners up were Sgt. Lindsey Yale, 41st Signal Battalion, 1st Theater Tactical Signal Brigade and Spc. Krystal Hernandez-Rosario, Headquarters and Headquarters Company, 311th SC (T).

The Reserve Component winners were Sgt. Gerard Garcia, 311th SC (T), Support Unit and Pfc. Jan J. Salud, Headquarters and Headquarters Company, 311th SC (T).

The graded events of the competition included; a written examination and essay, a formal board in front of senior leaders, Army Combat Fitness Test, land navigation plotting, and a timed 12-mile rucksack march. The Soldiers also performed

disassembly/reassembly and function checks of the M-4 rifle, M-17 pistol and M-249 Squad Automatic Weapon. The Soldiers demonstrated proficiency in a communications drill with the Single Channel Ground and Airborne Radio System field radio by simulating a 9-line medical evacuation call. The Soldiers were also graded in applying first-aid techniques and field dressings where needed onto simulated triage victims.

Lastly, competitors tested their knowledge of Chemical, Biological, Radiological, Nuclear and Explosive measures. Each Soldier donned themselves in Military Oriented Protective Posture level 4.

For Sgt. Maj. Randy Gillespie, the 311th SC (T) Command Sergeant Major, this year's competition was a bit different from previous years since this BWC event was virtual.

"With the 2021 BWC, we were able to get a little back to normal as subordinate units were able to conduct their own BWC and sent their best NCO/Soldier to our competition," Gillespie said. "Our Reserve and Active Component competitors were motivated and did an outstanding job and I know we will be represented well at the next levels."

This was evident as Hernandez-Rosario went on to compete and win as the Soldier of the Year for U.S. Army Network Enterprise Technology Command's 2021 BWC in May. In addition, Salud represented the 311th SC (T) in the U.S. Army Reserve Command's 2021 BWC in Ft. McCoy, Wisconsin.

Meanwhile, the 1st Theater Tactical Signal Brigade Soldiers and one Korean Augmentation to the United States Army (KATUSA) vied for the top spot in their brigade BWC between April 12-16, 2021. Events included, an Army Combat Fitness Test, Drill and Ceremony, Multiple Choice Exam, Obstacle Course, STX Lanes, Ruck March, Mystery Event, Range, Water Survival, Land Navigation, Formal Board.

One service member to highlight in this year's 1st TTSB BWC was Cpl. Hoonsik Jo. Jo was the only KATUSA in the 1st TTSB to compete. The



**Left** – Spc. Krystal Hernandez-Rosario, Headquarters and Headquarters Company, 311th SC (T) was the Active Component runner up. She went on to compete and win as the Soldier of the Year for U.S. Army Network Enterprise Technology Command's 2021 BWC in May.



**Right** – Pfc. Jan J. Salud, Headquarters and Headquarters Company, 311th SC (T) represented the 311th SC (T) in the U.S. Army Reserve Command's 2021 BWC in Ft. McCoy, Wisconsin.



Republic of Korea Army consists of Korean drafted personnel who are augmented to the Eighth United States Army. He wanted to prove himself by competing in the competition to show the brigade he can do it.

"I participated because I wanted to prove to myself that I can accomplish far more than I thought I was able to," said Jo. "Also, if and when I win, I can use the awards to help me become a U.S. citizen one day."

Jo felt that some of the competitors were formidable at first. He found some events were advantageous while other events like water survival deemed most challenging for him.

"The competition was definitely intense," Jo said. "There were soldiers who were just absolute beasts, but I hung in there with those guys and

competed. Everyone has events that they're good at and I was able to beat them in those events, whereas water survival was definitely the hardest event because I am not much of a swimmer."

The winners of the 1st Signal Brigade BWC moved on to compete in the Eighth Army BWC.

In Japan, Staff Sgt. Hatali Broderick, an Army cable system installer-maintainer with the 78th Signal Battalion, scored a 600, the maximum score on the Army Combat Fitness Test. The Atlanta, Georgia, native achieved this during the U.S. Army Japan's (USARJ) BWC at Camp Zama, Japan, May 12 for the first time in USARJ BWC history.



**Left** – Staff Sgt. Timothy Iott, U.S. Army Network Enterprise Center, 59th Signal Battalion, 516th Theater Tactical Signal Brigade was the Active Component Noncommissioned Officer of the Year for the 311th Signal Command (Theater) Best Warrior Competition 2021.



**Right** – Pfc. Kyle Kingman, 293rd Signal Company, 41st Signal Battalion, 1st Theater Tactical Signal Brigade was the Active Component Soldier of the Year for the 311th Signal Command (Theater).



Staff Sgt. Hatali Broderick, an Army cable system installer-maintainer with the 78th Signal Battalion, scored a 600, the maximum score on the Army Combat Fitness Test. (U.S. Army photos by Maj. Trevor Wild, 38th Air Defense Artillery Brigade Public Affairs)



# Bravo Company hones skills during FTX in Republic of Korea

STORY AND PHOTOS BY PFC BRANDON WALKER

1st Tactical Theater Signal Brigade Public Affairs



Spc. Pacheco trains soldiers how to low crawl with a weapon system at Camp Humphreys, Republic of Korea, on March 9, 2021.

**Camp Humphreys, Republic of Korea** – Soldiers of Bravo Company, 304th Expeditionary Signal Battalion (ESB), participated in a Field Training Exercise (FTX), March 8-11, 2021 at Camp Humphreys.

The Soldiers prepared for their field exercises over the past three weeks. The company has been taking advantage of weekly sergeants'-time training to focus on the common warrior tasks and drills.

In prior weeks, focus has also been towards vehicle repairs and weekly vehicle maintenance. The company command team has focused on training the influx of new Soldiers on how to properly use and secure lower Technical Inspection (TI).

The platoon sergeant, Sgt. 1st Class Warren Beeson's primary concern was testing the readiness of Bravo Company's ability to do a full vehicle roll out to see how ready

they can conduct movement in a moment's notice. The first platoon sergeant, Staff Sgt. Larry Grant, took advantage of the opportunity to take the Soldiers out of their typical motor pool learning environment to create technical training and improve unit readiness. The Soldiers spent a week in the field doing various field exercises during the FTX. Every morning the Bravo Company team loaded up, staged, and rolled out a convoy of vehicles at 10 a.m. returning to the company motor pool at 4 p.m., during the week-long exercise.

The first aid training was conducted by Spc. Andrew Cheung from Bravo Company. Cheung taught Soldiers how to apply first aid while in combat situations. One of the lessons that helped refresh the Soldiers' memories was applying a tourniquet while on security detail.

During the training Spc. Taylor Liptrot and Spc. Jeb Stauffer, both from Bravo Company, supported the training exercise by assisting Soldiers in application methods.

"First aid is important, because everyone is a soldier and everyone needs to be ready to provide aid, no matter what their job is in the Army," said Cheung. "Specialist Liptrot, lent his expertise from his experiences at his last duty station at 1st Combat Aviation Brigade."

The instructor's taught holds like the fireman's carry, which is one of the harder holds to enact, versus a two-man carry, which gives a Soldier additional leverage and support when conducting the carry method. One of the longest classes was the chemical, biological, radiological, nuclear



**Top to bottom:** Staff Sgt. Grant goes over land navigation training exercises with soldiers at Camp Humphreys, Republic of Korea on March 9, 2021. Army photo by Pfc. Brandon Walker, 1st Signal Brigade Public Affairs; Bravo company soldiers Learn how to react to fire and enemy contact at Camp Humphreys, Republic of Korea on March 9, 2021; Spc Liptrot teaches soldiers different carry movement drills at Camp Humphreys, Republic of Korea on March 9, 2021.

and explosives (CBRNE) training. The CBRNE training consisted of a three-day course led by Spc. Booyong Choi from Bravo Company. The Soldiers donned full Mission Oriented Protective Posture (MOPP) gear during this training exercise to learn how the equipment is utilized and how it will protect them in a specialized attack. Choi went over proper decontamination techniques once out of the MOPP gear. Choi also went over how to identify the various signs of CBRNE contaminations.

"After this training, I'm pretty confident in the gear the Army gives us to protect ourselves in cases of biological warfare," Choi said.

Sgt. Darrell Green, a Bravo Company team leader, took charge of teaching the Soldiers how to operate and assemble the .50 caliber machinegun, M-249 Squad Automatic Weapon, and M-4 carbine weapon systems during his training event. The Soldiers involved in the training also learned how to react to enemy fire, which was led by Spc. Bobby Hughes. Hughes and a few other Soldiers dressed as enemy insurgents, while Soldiers responded to their attacks and trained on the methods taught to them.

Meanwhile, the command team of the Bravo Company, 304th ESB, utilized this valuable time to train the Soldiers in preparation for the "fight tonight" mission here on the Korean Peninsula. The Soldiers of Bravo Company continue to build unit cohesion and train to build mission readiness.





# 304th ESB Challenges Leaders to Stay Ready to “Fight Tonight!”

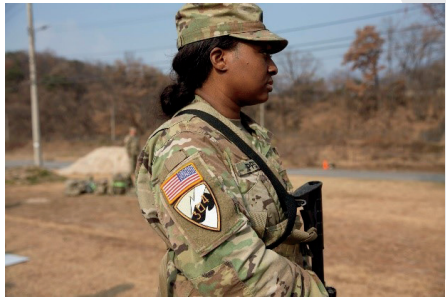
STORY BY 2ND LT. INUK HWANG  
ARMY PHOTOS BY PFC. BRANDON WALKER



**Camp Humphreys, Republic of Korea** – Leaders in the Ready Battalion participated in an eight-hour crucible called the “I AM READY” challenge on November 13, 2020, which dates back to May 6, 1953, when the battalion changed its motto to “Ready, Always Ready.” The Commander designed the challenge to test leaders physically and mentally,

validate leaders’ credentials, and confirm their ability to shoot, move, communicate, and survive under high levels of stress and fatigue. The battalion command team divided participants into teams of seven, where cadre assessed on a variety of tasks, which included: radio operations, preventive maintenance checks and services, weapons assembly

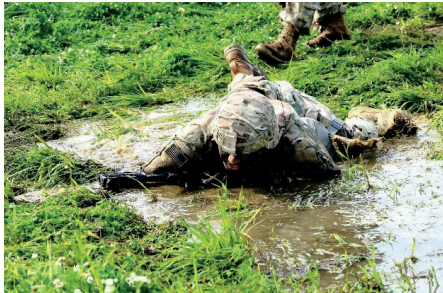
and disassembly, marksmanship, NBC chamber, and a ten mile ruck march. All participants who completed the challenge were awarded the unique 304th ESB challenge patch which dates back to the Korean War. “This challenge helps build confidence, esprit de corps, and pride in the Ready Battalion.” said the challenge coordinator Sgt. 1st Class Asif Mubarak.



“I AM READY. ARE YOU?”



“Build the Team” is one of the Commander’s priorities. The “I AM READY” challenge brings leaders across all staff sections and Companies together to show them that every member of the team is a valued asset and teamwork is required in order to help the battalion successfully complete the mission.



“The ‘I AM READY’ challenge emphasizes teamwork and test leaders’ abilities to react and make decisions in a stressful environment, while preparing them to tackle possible real world scenarios.” – Capt. Tommy M. McKelvey. The “I AM READY” challenge incorporates the foundation of the Army’s “This Is My Squad” initiative. The challenge enforces the importance of the team cohesion through shared hardships from team focused events like the HMMWV push, an obstacle course, casualty evaluation and litter carry.



**Left** – “Do not quit. I say it again, do not quit.” Lt. Col. Mickey M. West Jr., 304th ESB Commander, said during his opening remarks to the participants. “When you are done with this, you will have a better understanding of what it means to be a member of the Ready Battalion.”

**Right** – The Ready Battalion conducted three “I AM READY” challenges thus far since July 2020. The next challenge is scheduled for June 13, 2021. We are Ready. Are you?



# 311th Signal Command (Theater) Conducts Contingency Command Post Exercise in Guam - Focusing on Network Operations

BY MARC AYALIN

311th Signal Command (Theater)  
Public Affairs Office

The Soldiers of the 311th Signal Command (Theater) conducted a Contingency Command Post exercise at the Defense Coordinating Element (DCE) - West Tactical Operations Center in Santa Rita, Guam, March 8-12, 2021.

The exercise was conducted to validate that network operation sections could deploy west of the International Date Line and conduct monitoring of tactical assets throughout the Pacific, according to Capt. Andrew Buchter, G3 Plans and Exercises, 311th Signal Command (Theater) and lead planner for the event.

The CCP team deployed with a small, expeditionary package to Guam. The core team consisted of nine personnel with only three tough boxes worth of equipment - all of which was hand carried. While there, the CCP carried out its mission with a focus on Network Operations. Participants of the CCP exercise included the Tactical Integration Branch and Plans/Exercises section of the 311th SC (T). The rest of the G1, G2, G4, G8 staff participated virtually and remotely from Fort Shafter, Hawaii.

Some of the main mission-essential goals of the exercise were to perform and plan network management and enterprise system management, establish a tactical network and conduct actions associated with force projection at Echelon Above Corps.



Maj. Gen. Reginald G. Neal (right), the U.S. Army Pacific Deputy Commanding General receives a Contingency Command Post technical brief of the Tactical Network Monitoring System from Chief Warrant Officer 3 Quintin Lawrence (left), the system technician & security advisor, 311th Signal Command (Theater).

In order to accomplish these goals, various tactical processes were employed to include remotely connecting Tactical Network Monitoring System stacks on Schofield Barracks, Hawaii, in order to monitor tactical assets from both the 304th and 307th Expeditionary Signal Battalions. The CCP worked with the DCE-West building managers to extend Non-Secure Internet Protocol Router to our workspace, which helped establish a 'warm site' for rapid establishment of the CCP in this building during future events. According to Buchter,

this exercise was an important step in enhancing the DoD Information Network mission in the Indo-Pacific Theater for the U.S. Army.

"The network operations section is continuing to improve by working toward monitoring the strategic network, which will allow the 311th to paint a better picture of the network for the United States Army Pacific Commander," Buchter said.

The CCP also monitored tactical assets in the Republic of Korea and the Pohakuloa Training Area on the big island of Hawaii, during this exercise. Despite the long distance and time differences, the CCP exercise showed what the 311th SC (T) could bring to the fight.

"The main mission essential tasks were met," Buchter said. "We focused on deploying a force forward and planned and performed network management - the primary tasks of the CCP. This CCP provided the 311th commander the information needed to keep the United States Army Pacific Commander informed of the health of the tactical and strategic network, and its potential impacts on operations."



Sgt. Derik Gonzales (left) and Staff Sgt. Dane Kaneakua (right), run network cables in Santa Rita, Guam, in support of Contingency Command Post operations.

## Pacific Signaleers Recognized for Supporting USARPAC Mission Readiness

STORY AND PHOTOS BY MARC AYALIN

311th Signal Command (Theater)



Sgt. Maj. James W. Van Zlike (left), G-3, 311th SC (T), reads the certificates of appreciation from U.S. Army Pacific G-2 to Sgt. 1st Class Jeremy Crawford (middle) and Capt. Jonathan R. Tsujimura for restoring fingerprint capability of the Secure Web Fingerprint Transmission (SWFT) program to the USARPAC G-2 section.

**Fort Shafter, Hawaii** – Soldiers from the 311th Signal Command (Theater) were recognized in June for their support in sustaining regional mission capability for U.S. Army Pacific (USARPAC).

Capt. Jonathan R. Tsujimura, special security officer, G-2, and Sgt. 1st Class Jeremy Crawford, information technology supervisor, Information Management Office, both received certificates of appreciation from USARPAC G-2 for outstanding support in

restoring fingerprint capability of the Secure Web Fingerprint Transmission (SWFT) program to the USARPAC G-2 section. The restoration played a key factor in maintaining USARPAC's national security mission.

"The SWFT program enables cleared Department of Defense industry users to submit electronic fingerprints and demographic information through SWFT to the Defense Counterintelligence Security Agency's (DCSA) Fingerprint Transaction System for in-



Col. Trent A. Smith (left), Capt. Jonathan R. Tsujimura (second), Sgt. 1st Class Jeremy Crawford (third) and Sgt. Maj. James W. Van Zlike (right) pose after an awards presentation. Tsujimura and Crawford both received certificates of appreciation from U.S. Army Pacific G-2 for restoring fingerprint capability of the Secure Web Fingerprint Transmission (SWFT) program to the USARPAC G-2 section.

dividuals who require an investigation by the DCSA for a personnel security clearance," Tsujimura said.

The process of restoring the fingerprint capability began with software installation by Crawford. Upon successful completion of the software installation, Tsujimura assisted with technical issues in getting the software operational. According to Tsujimura, the SWFT program is an intrinsic part of ensuring investigations are processed in a timely manner.

"Fingerprints are used as part of the investigation, adjudication, and hiring processes to verify a person's eligibility for positions and security clearances," Tsujimura said. "If an individual cannot complete their fingerprint requirement, their clearance eligibility process will be halted or the individual may not be considered for a hiring position."

For 311th SC (T) leadership, the Soldiers' efforts are a perfect example of the command's continued efforts in supporting the DoD Information Network in the Indo-Pacific Command region.

"The recognition our Soldiers received today are a testament to our mission of enabling mission command and continuous access to the cyber domain," said Col. Trent A. Smith, deputy commanding officer, 311th SC (T). "Our Soldiers displayed a level of dedication that represents a team of ready and resilient professionals."



# Pacific Signal-Cyber Team Supports SHARP, Advocates for Survivors

BY LIANA KIM

311th Signal Command (Theater)

## Fort Shafter, Hawaii –

Throughout the month of April, Soldiers and Civilians of the 311th Signal Command (Theater)'s Pacific Signal-Cyber Team led numerous events in observance of April as Sexual Assault Awareness and Prevention Month.

"This month went viral, and we are so thankful for the opportunity to honor our survivors and walk beside them as they heal," said Alyxandria Paslay, a Victim Advocate for the 516th Signal Brigade.

Organizations across the Indo-Pacific region assigned to the 311th SC (T) hosted SAAPM events in alignment with this year's theme of Building Cohesive Teams through Character, Trust and Resilience.

These events included a 24-hour run/walk challenge, weekly Monday PX pop-up tables and jeopardy games, Facebook live teal talks, teal boot displays, scavenger hunts, escape room group activities, a bowling competition, a brigade teal run, a mentorship session with ROTC students, denim day observances, a Sisters in Arms bystander skit and discussion, a proclamation signing, and finally a SHARP newcomers hike.

According to Paslay, the teal boot displays provided an important visual connection towards victim support and advocacy across the command.

**Right –** Throughout the month of April, the 311th Signal Command Theater, SC (T) and the 516th Signal Battalion (SB) teams observed SAAPM with numerous events including a 24-hour run/walk. (Photo by Alyxandria Paslay, 516th Signal Brigade, Victim Advocate)



Sgt. 1st Class Alise Ashley (right), SARC and Alyxandria Paslay (left), Victim Advocate for the 516th Signal Brigade proudly display two of many "Teal Combat Boot," displays created to further build awareness, support and advocacy for survivors of Sexual Assault and Sexual Harassment.



Teal Boots Hike 1 – Carrying his teal-colored boots in honor of SAAPM, Staff Sgt. Demarco Pennington, of Alpha Company, 307th Expeditionary Signal Battalion, pauses to take in the view atop the "Stairway to Heaven" on the island of Oahu, Hawaii, during a group hike in April of 2021 to honor survivors of sexual assault. (Photo courtesy of Staff Sgt. Demarco Pennington, 307th Expeditionary Signal Battalion)

"The teal boot displays are meant to honor sexual assault survivors in our formations. These victims stand with us, alongside us performing the mission each and every day, but they carry a silent burden," Paslay said. "With these displays across our battalions, we salute these soldiers and pledge to traverse this path with them as protectors and gatekeepers."

"Your SHARP team has an extremely supportive command team and an excellent crew of front line battalion victim advocates and SWAT team members," said Paslay. "Together we will take this momentum and continue the conversation about culture change and stamping out sexual harassment and assault in our Army."



Col. Kenneth Haynes, Chief of Staff, 311th SC (T), takes aim at the bowling pins during a SAAPM Bowling Tournament at Fort Shafter, Hawaii, Apr. 22.



Soldiers of the 311th SC (T)'s Information Management Office Team pause for a photo with SAAPM prizes during a SAAPM Bowling Tournament at Fort Shafter, Hawaii, Apr. 22.



**YOU ARE NOT ALONE!**

DOD safe helpline: 877-955-5247

24/7 SHARP HI hotline: (808) 655-9474

BDE SARC, Sgt. 1st Class Ashley: (910) 206-5148

BDE VA, Ms. Paslay: (808) 321-7106



# African-American Soldier Perseveres Through Drawbacks

**STORY AND PHOTOS BY 2ND LT. AVERI BECK**  
307th Expeditionary Signal Battalion, 516th Signal Brigade

Sgt. Brielle Perras was born in Austin, Texas, to Alfred (AJ) Perras and Monica Perras. Perras enlisted in the Army on March 30, 2015, as a 25Q Multichannel Transmission Systems Operator. Blossoming from a dual military household, Perras was familiar with the lifestyle of an active duty Soldier. Before enlisting, she imagined the U.S. Army to be “a little more hardcore” because of her parents’ descriptions of their experiences. Though her father was a drill sergeant, she never received harsh treatment from either parent.

Outside of her immediate family, many other family members served in the military, further influencing her decision to join. Before arriving to the 307th Expeditionary Signal Battalion (ESB), Perras has been stationed at Foxtrot 1-79, Fort Sill, Okla., Charlie Co., 369th Signal Battalion, Fort Gordon, Ga., then at the 57th ESB at Fort Hood, Texas.

Though early in her career, Perras faced many setbacks, she quickly figured out how to conquer them.

“I was originally supposed to pick up sergeant back in 2017, but things happened, then I got demoted down to PFC. All of those experiences just humbled me. I look at it as the opportunity to learn and grow, and to be able to really hone my leadership style.”

After arriving to Hawaii, she decided to regain control of her career by stepping up as a leader and focus on mission accomplishment.

What motivates Perras the most to continue performing her best are the Soldiers.

“Without them I wouldn’t be who I am today. They give me the drive to



U. S. Army Sgt. Brielle Perras was born in Austin, Texas, and enlisted in the Army on March 30, 2015, as a 25Q Multichannel Transmission Systems Operator. According to Perras, she is considered a minority, yet finds it essential to recognize and accept people’s differences. Though outnumbered by other ethnicities, it does not mean Perras has been outperformed as a Soldier. She refuses to allow social stigmas hinder the leader within her.

continue to be better and successful,” Perras said.

Initially, Perras did not have a drive for her job, but after learning the ins and outs of the technical aspect of being a Signal leader, she was filled with excitement.

According to Perras, she is considered a minority, yet finds it essential to recognize and accept people’s differences. Though outnumbered by other ethnicities, it does not mean Perras has been outperformed as a Soldier. She refuses to allow social stigmas hinder the leader within her.

“It’s what I bring to the table,” Per-

ras said. “I might come across certain people that might look at me or treat me a certain way, but I don’t let that stop me being me.”

Perras says units should not shy away from being afraid to talk about African-American History Month for fear of being uncomfortable with the discussion. “We should definitely incorporate more events that acknowledges Black History Month and celebrate the beauty of Black History.”

One Soldier who has left a positive impact on Perras is the 516th Signal Brigade Command Sergeant Major Katrina Richardson. At the time, Perras was in Advanced Individual Training, Richardson was her First Sergeant.

“It was just really empowering to see a black female at such a high caliber,” Perras said. “Every time she speaks, she’s poised, but it’s still her. It was nice to see her succeed, and it just gave me more hope that I can do this Army life.”

Meanwhile, Perras plans to earn her Bachelor’s degree in Cyberspace Security and eventually transfer her skills to the civilian world. Perras’ personal goals include being healthier mentally, physically, and spiritually, and expanding her horizons.

Perras reflects on the younger version of herself and now has a different outlook on life.

“Be open to learn because not everyone is going to understand where you come from and not everyone is going to accept where you come from, but just being able to open yourself to learn creates more opportunity for yourself,” Perras said.

# The Ultimate Wireless Connection

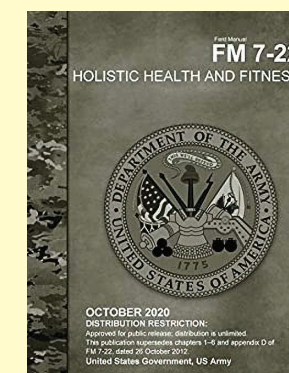
**BY CHAPLAIN (COL) BRAD LEE,**  
311th Signal Command (Theater)



“Green is good; Red is bad.” Those words embodied success or failure in the signal world when I first entered the Chaplaincy in 1999, in my first unit, the 50th Signal Battalion (ABN). Technology has changed and capabilities have expanded, but those words still ring true in the 311th SC (T), and the global network for which we are responsible. The same is true in our spiritual lives today as well. Our spirituality is what I call the ultimate wireless connection, but it does not require any equipment on our part! However, it does require maintenance, if you will.

There was a time in the Army when spirituality and faith were relegated to something of an afterthought. I recall standing in the back of more than one formation as the Company

Commander or First Sergeant said something to the effect, “If you’ve got any problems and need to talk to the Chaplain, he’s back there.” Times have changed however, and in October 2020, the Army published FM 7-22, “Holistic Health and Fitness,” which incorporated spiri-



tual fitness as an integral and critical element of overall Soldier fitness and readiness. Spiritual readiness is now recognized as a vital core element working in concert with the other domains, which include Physical, Nutrition, Mental, and Sleep readiness. Furthermore, Commanders are charged with the responsibility to encourage Soldiers to develop and foster their own spiritual growth. Make no mistake however, you and I are ultimately charged with the personal responsibility for our own spiritual growth and readiness.

FM 7-22 describes spirituality as “a sense of connection that gives meaning and purpose to a person’s life” (Para. 10-2). While this definition is certainly broad and far-reaching, it is also very personal. For me, spirituality is fostered in the context of my own personal faith and exercised through my particular faith group or organized religion. Many can relate to this and have similar practices, while others experience spiritual growth in a more individualistic manner.

To be human is to be spiritual; it is part of our human make up and a critical component of our existence. Even our Army language talks about the “Warrior ethos.” The word ethos can be expounded to literally mean spirit. The Marines use the slogan, “The fighting spirit of an entire nation” in their recruiting efforts. Our spirit is a huge part of what “makes us tick,” as the saying goes. And unlike cellular service which can fluctuate and even disappear, our spirit is always on and searching for connection. Thus, why our spiritual growth and development is critical to our personal growth and development. So the question is this: What have you connected to, spiritually speaking? Is it helping you grow spiritually? Is it helping you find meaning and purpose in life? I encourage you to check your own spiritual connection, is it red or green? My hope and prayer for each of you is that your Ultimate Wireless Connection is thriving and helping you to be the best you that you can be!



# 41st Signal Battalion Commander Overcomes Challenges Amidst Pandemic

BY MARC AYALIN  
311th Signal Command (Theater) Public Affairs Office

Before the thought of joining the U.S. Army ever crossed her mind, Tilisha Lockley learned to deal with adversity and leading in uncertain environments. When she started college, she was paying out of her own pocket and helping her grandmother, mother, and two sisters make a living around the Outer Banks of north-eastern North Carolina. During her junior year of college, Lockley made the decision to join the North Carolina Agricultural & Technical State

Before the thought of joining the U.S. Army ever crossed her mind, Lt. Col. Tilisha Lockley learned to deal with adversity and leading in uncertain environments. Fast-forward to a few decades later, the 5-foot-4-inch-tall lieutenant colonel commands the 41st Strategic Signal Battalion in the Republic of Korea (ROK).



University Reserve Officer Training Corps (ROTC) program. That decision would put her on the path to becoming an officer in the U.S. Army. The lessons she learned balancing work, going to school, and helping her family continue to inform her as a battalion commander in the U.S. Army.

Fast-forward to a few decades later, the 5-foot-4-inch-tall lieutenant colonel commands the 41st Strategic Signal Battalion in the Republic of Korea (ROK). The 41st Strategic Signal Battalion is the largest operational signal battalion in the U.S. Army. Lockley is responsible for all communications, to include the transport of network circuits, satellite communications, voice and data security for the entire South Korean Peninsula. She commands over 900 Soldiers, Department of the Army Civilians, Local Nationals, Korean Augmentation to the United States Army (KATUSA) and Contractors dispersed across the entire Korean Peninsula.

For Lockley, a career signal officer, inheriting an organization of this size came with new challenges.

“We faced a new set of challenges commanding a geographically dispersed organization with a small battalion staff in an uncertain environment, supporting the communications requirements of a four-star, three-star, and two-star

command,” Lockley said. However, Lockley attributes the success of her organization to the balance of command and control, requirement prioritization and the technical expertise of the Korean and U.S. military and civilian workforce - which ensured that the entire organization had the same strategic understanding and scope of the mission.

According to Lockley, the blended workforce comprised of American Soldiers, Department of the Army Civilians, Contractors, and KATUSAs added a certain level complexity to the mission. Over 200 members of the 41st Strategic Signal Battalion are local Korean Nationals, many of whom have worked within the organization for 20-plus years. Most of the Korean workforce followed clear traditions and rarely interacted with a female battalion commander. So, one of the first objectives was to establish mutual trust and understanding amongst the Korean leadership and Korean Union members within the battalion.

Lockley continued to command a battalion and provide communication services during the COVID-19 Pandemic with her personnel working remotely and 40% of her workforce (over 2,000 years of collective service within the battalion) being furloughed and not allowed to work until a new Special Measures Agreement was signed.

“This is by-far, the most challenging mission I have encountered since being in the Army,” Lockley said.

She was challenged with balancing the safety and health of older individuals, mission and emergency essential workforce, and ensuring the network was sustained for warfighter support. Despite these challenges, Lockley and her reduced workforce still accomplished the mission during COVID-19 operations. Lockley attributes mission accomplishment to amazing leadership from every member of the organization and by



Lt. Col. Tilisha Lockley with her team in Korea after a R2 Team Building Event. The 5-foot-4-inch-tall lieutenant colonel commands the 41st Strategic Signal Battalion in the Republic of Korea (ROK). The 41st Strategic Signal Battalion is the largest operational signal battalion in the U.S. Army.

building trust with the workforce early on. Lockley made it clear that she provided the intent and direction and the 41st team rose to the challenge to make the mission happen though it was not easy.

Lockley was recently selected, to the rank of colonel and will soon move on to be the Military Assistant to the Secretary of the Army in Washington D.C. In retrospect, an Army career was not something Lockley saw herself doing, even though she came from a military family.

Lockley is the second of three daughters, born to a single mother. She and her older sister grew up living mostly with her grandparents. Her great grandfather, grandfather, and uncles all served in the military. Though she admired the uniform and even found curiosity in what her uncles did during Operation Desert Storm, she still did not think joining the military was in her future.

Dreaming about the future was difficult when she felt she did not know who she was as a person.

“Growing up, life was about the essentials and not luxuries, things like food and clothes, which is why my sister and I lived with our grandparents,” Lockley said. “We were poor and I just didn’t want to struggle and I wanted to go to college and take care of myself, my family, my grandmother and my mother who took care of me.”

As Lockley departs for her new position, she reflects on her time in Korea with a smile and clear pride in discussing the work the battalion did to reshape its current operational/business climate.

“I feel good about seeing our vision come to life and seeing it in true form,” Lockley said. “I think it’s that Aha moment when everyone else comes back and says: ‘you said it and it happened’.”



# Pacific Soldiers Selected to Serve On Diversity, Equity and Inclusion Council

BY WARRANT OFFICER ALYSON TUGAOEN,  
311th Signal Command (Theater)



Master Sgt. Ian Northrup

Master Sgt. Ian Northrup and Spc. Sandy Perez of the 311th Signal Command (Theater) were selected to serve within the Judge Advocate General (JAG) Corps as members of the Diversity, Equity and Inclusion Council at Ft. Shafter, HI.

Northrup and Perez were selected among a vast, competitive field of global applicants for this endeavor.

The council, created in 2020 within the JAG Corps, is tasked with taking a comprehensive review at all facets of the Judge Advocate’s legal services in order to identify any obstacles to diversity, equity and inclusion and to make recommendations on how to overcome those obstacles.



Spc. Sandy Perez

“I am grateful for the opportunity to make, not only the JAG Corps, but the Army as a whole, a more diverse and inclusive entity,” said Northrup. “The review includes everything from Judge Advocate recruiting, retention, and accession to promotions and assignments,” he added.

Northrup is an active component paralegal noncommissioned officer who offers the council perspective from more than 18 years of experience in both garrison and tactical environments.

“Diversity and talent management is definitely a passion of mine,” said Northrup. “I’m proud to serve in an organization that recognizes its unconscious biases and are willing to

explore options for change,” he added.

Perez, first approached by Northrup about the position, considers this a great opportunity to work on issues that are very important to her, issues that she has already dedicated her time and energy into.

“I helped lead the first Black and Latina Women’s Summit at my university to address the poor retention rates and need for support of women in higher education,” Perez said. “I hoped to apply the discussion around diversity in higher education to the JAG Corps,” she added.

Perez finds it encouraging that some of the first meetings she and Northrup attended were filled with board members that were open to discussion and had a willingness to be honest and candid about their experiences.

“This is essential to real progress in their diversity efforts within the JAG Corps,” Perez said.

“I am extremely proud of Northrup and Perez for their selection and commitment to our JAG Corps's Diversity, Equity, and Inclusion Council,” said Lt. Col Scott Oravec, 311th SC (T) Staff Judge Advocate.

Oravec feels that diversity is a cornerstone for growth in any organization, including the Army and JAG Corps.

“Equity and Inclusion are part of a leader's duty to our emphasis on people first,” Oravec said.

“Spc. Perez is a highly impressive Army Reservist Paralegal who fully committed to many opportunities in her time at the 311th SC (T), overcoming any obstacles in her path,” said Oravec. “I am confident she will bring that same perseverance to the council,” he added.

“Master Sgt. Northrup brings a wealth of experience to the council. We count on his expertise and depend on his mentorship, said Oravec. “Perspectives of council members like Master Sgt. Northrup and Spc. Perez will be key to the council's vision of a more diverse, equitable, and inclusive climate across Jude Advocate Legal Services,” Oravec explained.

# 516th Signal Brigade Soldier Earns Expert Soldier Badge

BY 2ND LT. AVERI BECK,  
307th Expeditionary Signal Battalion



Staff Sgt. Tyvonn Lee, Headquarters and Headquarters Company, 307th Expeditionary Signal Battalion, became the first Soldier in 516th Signal Brigade to earn the Expert Soldier Badge. This is far from an easy task and takes total mastery of basic Soldier tasks such as physical training, land navigation, rucking, and a host of weapons, medical, and patrolling skills.

History was made when Staff Sgt. Tyvonn Lee from the 307th Expeditionary Signal Battalion, 516th Signal Brigade became the first Soldier to earn the Expert Soldier Badge, April 2021.

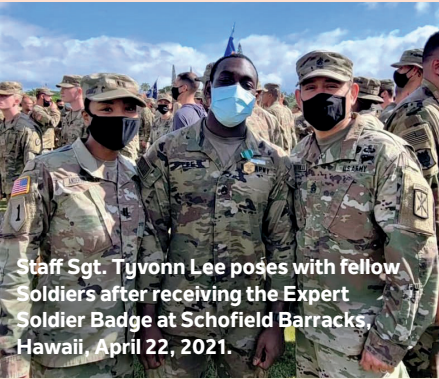
The Expert Soldier Badge, introduced to the Army in 2019, is equivalent to the Expert Infantryman Badge and Expert Field Medical Badge, and mirrors how those badges test core infantry and combat medic proficiency outside of deployments.

The concept of the Expert Soldier Badge was initially proposed in 2015 as part of the United States Army

Training and Doctrine Command's noncommissioned officer 2020 Strategy, as one way to improve combat readiness in the Army.

The badge is designed to test the combat skills, fitness, and overall readiness of soldiers whose Military Occupational Specialty (MOS) isn't considered combat, special operations, or combat medic.

Competitors are expected to master basic Soldier tasks to include physical training, land navigation, rucking, and a host of weapons/medical/ patrolling lanes. When the challenge arose, Lee did not think twice about



Staff Sgt. Tyvonn Lee poses with fellow Soldiers after receiving the Expert Soldier Badge at Schofield Barracks, Hawaii, April 22, 2021.

facing it head-on.

“This is my second time trying for the badge,” said Lee, who hails from Columbus, Georgia. “I was just refusing not to get it. I made sure I got the job done. The first time I had health issues, but this time I refuse not to get it.”

Prior to competing for the badge, Soldiers must shoot expert in the new Army marksman qualification system. Lee received zero “no-go’s” or “perfect edge.” According to Lee, this was the most challenging event.

“The functions check at the end because after doing that ruck with all the gear, I was drained,” Lee said. “To add on, the stress levels were high because it was the last one. It was definitely the most challenging mentally.”

Though he has made significant history within the brigade, Lee still remains level-headed.

“I haven’t really basked in it,” Lee added. “I can say it is motivating and humbling to be the only 516th Soldier with the badge. Soldiers always look up to leaders and being a leader as well as the first one, I hope it motivates Soldiers to go out and get it.”



# Soldiers of Team Signal Cyber Pacific support the Oahu community

COMPILED BY 30TH SIGNAL BATTALION



Soldiers, Civilians and Families of the 30th Signal Battalion pause for a photo while safely preparing food for delivery to those in need during the COVID-19 Pandemic.

**Wahiawa, Hawaii** – The 30th Signal Battalion and the North Shore Food Bank have teamed up monthly since the COVID-19 Pandemic began to affect residence on Oahu last March.

Over the past year, 64 members have volunteered over 2,000 hours to keep the Oahu Ohana safe by providing contactless support to deliver vital nutrition to local

residence in need.

TEAM 30th, along with the North Shore Food Bank’s volunteers have directly impacted the lives of over 10,000 families through the distribution of goods from the generosity of businesses, civic organizations, and individual donations to support those residence most vulnerable in our community.



# 1st Theater Tactical Signal Brigade Brings BOSS Program to New Levels

BY SPC. ALEX ESTRADA  
Public Affairs Office, 1st Theater Tactical Signal Brigade



U.S. Army Soldiers of the 1st Signal Brigade pose for a group photo on the Boss Awards Ceremony at the Lt. Gen. Timothy J. Maude Hall, Camp Humphreys, Republic of Korea, on March 24, 2021. Army photo by Spc. Estrada Alex, 1st Signal Brigade Public Affairs.

**Camp Humphreys, Republic of Korea** – Soldiers of 1st Theater Tactical Signal Brigade (TTSB) Better Opportunities for Single Service members Program (BOSS) have supported the program in multiple events throughout April 2021.

Many of the BOSS activities and events have given single and unaccompanied Soldiers in the 1st TTSB the opportunity to share experiences and meet new friends.

"Being in the BOSS program is fun meeting new people all over post while helping the community," said Pvt. Corey Hutson, a 92Y Unit Supply Specialist for the 1st TTSB. "Getting to take on new experiences, whether volunteering or going on the BOSS

trips, is always a good time."

The motivation of the volunteers not only ends there but in the broad participation of program events, they have won awards in the BOSS Inclusion Cup competition "BOSS Madness," and a basketball tournament at Collier Fitness center on Camp Humphreys.

The BOSS basketball tournament was a great morale booster and team-building event. The setup, structure, and organization of the events were well planned and executed. The Soldiers played and had a good time competing against each other.

The BOSS program created an event to support a new group called "Operation Cake for Quarantine" on

February 13, 2021. This new group is powered by a 16-year old girl who has a great vision of bringing happiness with a cupcake gift to Soldiers and families on quarantine at Camp Humphreys. 1TTSB brought 22 volunteers, with most volunteers coming from Headquarters and Headquarters Company.

Many of the volunteers have been vital to the success in each program's activities, with much recognition.

"My experience so far with the BOSS program has been a ride," said Spc. Pedro Katuku, 1st TTSB BOSS representative. We have the highs of going on trips, planning events, doing activities we enjoy, meeting people from different cultures, continuously learning, and many more."



**Left** – U.S. Army Soldiers of the 1st Signal Brigade pose for a group photo on the Boss Basketball at the Collier Community Fitness Center (Super Gym), Camp Humphreys, Republic of Korea on March 16, 2021. Army photo by Cpl. Keum, 1st Signal Brigade Public Affairs.

**Right** – Army Cpl. Yejong Jeung, Spc. Katak, Pedro, Pvt. Hutson on March 11, 2020. Army photo by Cpl. Keum, 1st Signal Brigade Public Affairs.



# Regional Hub Node Guam Soldiers Commended for Community Beach Cleanup

COURTESY OF REGIONAL HUB NODE, GUAM



**Above** – RHN-G Soldiers and their families participated in a beach clean-up at Jimmy Dee's Beach. Pictured from left to right: 1st Lt. Brittany Mustybrook, Sgt. 1st Class Alex Mitchell and son, Spc. Martez Evans, Sgt. 1st Class Tellas Butler, Spc. Bobby Goodson, Mr. George McCready, Spc. James Vankeuren, and Mr. Leon Maddox.



The Soldiers of Regional Hub Node Guam (RHN-G) placed selfless service at the forefront of their values during their off-time, by volunteering to help the local community by organizing a beach clean-up at Jimmy Dee's Beach, in Guam in April of 2021.

During the month of April, Mayor Louise Rivera, Municipality of Tamuning-Tumon-Harmon, Guam, recognized RHN-G with Certificates of Appreciation for their outstanding volunteer efforts. She thanked them for planning and organizing the beach clean-up, a frequented beach by both military and civilian residents.

"We love to come together as an Army family to keep Guam clean," said 1st Lt. Brittany Mustybrook, RHN-G officer in charge. "We are incredibly lucky to be stationed in such a beautiful place, so this is the least we can do."

Mayor Rivera also commended RHN-G on their participation in a food drive that fed over 1,000 Guam households. RHN-G Soldiers spent over eight hours putting together boxes of non-perishable goods for families in need.

"The COVID-19 Pandemic made it a tough year for everyone. Coming together and helping each other out is crucial during times like this," said Mustybrook, adding that volunteering as a platoon maintained unit cohesion and raised morale for her Soldiers and the local community.

Day in and day out, RHN-G provides 24/7 world-class support to customers across the Pacific.

**Left** – RHN-G Soldiers volunteered their time at a local food drive. Mayor Louise Rivera (pictured) personally thanked them for their help. Pictured from left to right: Spc. Bobby Goodson, Mayor Louise Rivera, Pfc. Angel Alvarez, and Sgt. 1st Class Tellas Butler.

# 30th Signal Battalion Enhances Community Safety through Unity of Effort

COMPILED BY 30TH SIGNAL BATTALION

For more than a year, the 30th Signal Battalion's Trusted Empowered Accountable Mission-focused (TEAM) representatives have supported three garrison commands to enable mission command and access to the Department of Defense Information Network – Army Pacific (DODIN-AP) while leading efforts to enhance the community's safety.

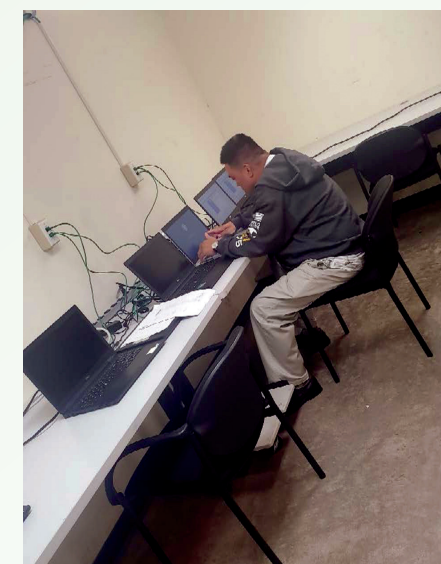
The establishment of a decentralized management approach provided the hierarchy management style needed to service 20,000 customers while supporting a remote work force. The United States Army Network Enterprise Center – Schofield Barracks (USANEC-SB) established DODIN-AP access at two isolated COVID-19 testing sites that provided over 250,000 military service members, DoD retirees, Department of the Army Civilians, and family members with enhanced medical treatment safety capabilities.

"The trusted professionals of the battalion continue to support the community and enable enhanced safety standards," said Command Sergeant Major Richard C. Moore, 30th Signal Battalion. "The 30th highlighted their adaptability to remain accountable and mission focused while operating in the restricted COVID-19 environment, through the empowerment of subordinate leaders."

TEAM 30th sprang into action when senior leadership sought to expand physical fitness center



**Left** – The United States Army Network Enterprise Center – Schofield Barracks (USANEC-SB) established DODIN-AP access at two isolated COVID-19 testing sites that provided over 250,000 military service members, DoD retirees, Department of the Army Civilians, and family members with enhanced medical treatment safety capabilities.



**Right** – TEAM 30th researched, resourced, and validated the expansion capabilities to extend round-the-clock access to fitness facilities.

access beyond normal duty hours to enhance safety while increasing capabilities. With the implementation of the Army Combat Fitness Test, the battalion worked directly with U.S. Army Hawaii and the garrison command team to expand access to fitness facilities. TEAM 30th researched, resourced, and validated the expansion capabilities to extend round-the-clock access to fitness facilities. The extended hours allowed a safer environment to promote DOD's

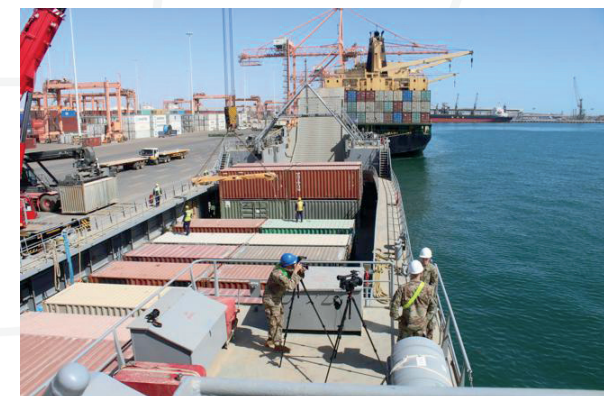
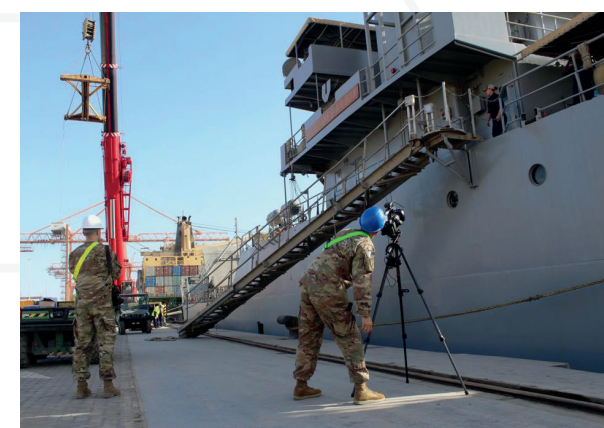
adherence to CDC guidelines.

Maj. Andrew McKee, Mr. Harry Shindo, and the battalion project section synchronized efforts from the garrison, installation contracting office, vendors, and Morale Welfare and Recreation to facilitate the installation of access scanners to enable a 24/7 operation capability. The TEAM completed the mission and cut established timelines in half to support the prioritization of the project from the USARPAC Commander.



# From Ordinary to Extraordinary: Willing and Adaptable Soldiers Excel During Deployment

BY CAPT. CHRISTOPHER KIM,  
311th Signal Command (Theater) Support Unit



All Soldiers in the US Army, at a minimum, are trained on their Mission Occupational Specialties. However, during a Soldier's Army career, they will inevitably obtain more knowledge and experience from on the job training. These valuable first-hand experiences cannot be taught from a textbook.

Staff Sgt. Ronald Keenan and Staff Sgt. Michael Aranda recently mobilized with the 304th Sustainment Brigade to Kuwait as integral members of the Public Affairs team and they gained lifelong lessons that they will carry with them for the rest

of their Army careers.

"Working alongside the Kuwaiti government, military and civilian personnel was a very rewarding experience," said Keenan. "I enjoyed learning about the Kuwaiti culture, language and way of life."

Although both Keenan and Aranda have a wide variety of Public Affairs experience both from the military and civilian work force, they would adopt a mindset of humility and be willing to learn and adapt. Since this was Keenan's fourth time deploying overseas, he did his due diligence to ease into his new area of operations.

"This was my fourth deployment to an Arabic speaking country and knowing a bit of Arabic was very helpful," said Keenan. "The locals very much respect someone who puts in a little bit of effort to learn their language."

The main mission of the 304th Sustainment Brigade Public Affairs team was to tell the story of the United States Army, the 304th Sustainment Brigade, and their working relationship with the country of Kuwait. Although the mission is ever changing, the Public Affairs team was there to capture it all.

"In Kuwait, every day we would have to be flexible and learn daily without knowing exactly what to expect," Aranda said. "There's a big demand to tell the Army story in Kuwait."

As both Keenan and Aranda were always rising to the occasion and accomplishing task after task, their willingness to take on new Public Affairs assignments came in a special form where they had no prior experience at all.

"I was asked to anchor an award winning news program, U.S. Army Central's Desert Vision," Keenan

said. "I am a traditional 46Q and this was the first time I anchored a news program.. I loved it!"

As both Keenan and Aranda are back in the United States serving as Public Affairs noncommissioned officers in the U.S. Army Reserve, the main lesson they took away was flexibility. As the mission changes, success depends on the adaptability and the ability to execute. Both Aranda and Keenan implore all Public Affairs Soldiers to be moldable once in theater.

"Keep an open mind, even if it's your first or 50th time, the mission

is always changing. Do not have set expectations and always be prepared to change with the new missions," Aranda said.

"Be flexible. Things can change quickly. Always have a backup plan and be ready to provide coverage at a moment's notice," said Keenan. "Spiritual and mental help if needed should not be a stigma that presents barriers to having a happy life."



# Training From 40 Degrees Below to 90 Degrees Above

**STORY COURTESY OF 59TH SIGNAL BATTALION, FUOPS NCO/ S3/ 311th Signal Command (Theater)**

Soldiers of the 59th Signal Battalion and Charlie Company 307th Expeditionary Signal Battalion, known as Team Signal (Alaska), train in frigid temperatures at the Cold Weather Indoctrination Course (CWIC) in Alaska, Feb. 20, 2021.

The Soldiers of Team Signal (Alaska) are responsible for strategic and tactical communication contingency operations in the arctic and pacific theater of operations. They train to operate in temperatures that can dip as low as -50 degrees.

“Get comfortable being uncomfortable, never will you operate in such an unforgiving and hostile environment as the Arctic,” said 1st Sgt. Wolfgang McLachlan, of the United States Army Network Enterprise Center (USANEC) Ft. Wainwright. “It is not that the Arctic environment hates you, it simply doesn’t care whether you live or die.”

“I have spent nine years of my military career being stationed in Alaska as both an Airborne Infantryman and as a Signaler,” explained McLachlan. “My experiences operating in the Arctic have taught me one undeniable fact; if you can successfully lead Soldiers in the Arctic, you can lead them anywhere.”

Training is conducted at the squad level. Each squad is responsible for the operation and maintenance of their own ahkio set. The ahiko is a sled designed to carry cargo in arctic weather. The operation of this system is the difference between life and death and survival in these brutal winter conditions. The ahkio

main stove systems. This ability gives our arctic Soldiers an important skill set to achieve the upper hand in both harsh winter and summer months.

“It is highly important to stay hydrated and well fed,” said Sgt. 1st Class Ernst Bennett, Platoon Sergeant, C Company, 307th ESB. “This is what fuels us to keep functioning, fight and win.”

“Simple tasks get increasingly difficult as the temperature drops, if you are unable to focus you will not be able to complete something as simple as tying your boots or correcting weapon malfunctions,” added Bennett. “It helps to keep morale up and the ability to keep moving forward.”

Taking what they have learned in the winter months, members from Team Signal Alaska test their abilities in August

has everything each squad needs to continue sustained dismounted operations with periodic resupplies. Soldiers collect and sterilize their own water for consumption on the move and utilize heat for their meals that consists of two

**Below – Sgt. 1st Class Ernst Bennett prepares water using squad stove systems in order to hot meals for his platoon during CWIC II training event. A high calorie diet is important to maintain optimal performance in freezing conditions. Feb. 21 photo by Spc. Hunter Rauschenberg, C Co 307th ESB.**



**Arctic Soldiers testing the capabilities of their assigned sleep system. It is important to gain trust in your equipment. CWIC training is essential in teaching each member of the team that their equipment works. During the initial 30 minutes of this event the internal temperature of the sleep system can raise over 20 degrees. Feb. 21 photo by Sgt. 1st Class Ernst Bennett, 59th Signal Battalion.**



each year by undertaking one of the more challenging trails in the Anchorage area. Crow Pass trail is a 26-mile trail starting in Girdwood, Alaska, and ending in Eagle River, Alaska. With more than 2,000 feet of elevation gain in the first four miles, two glacier river crossings, swamp lands and the chance to encounter wildlife, this trail is the most renowned trail in Anchorage and is not for the faint of heart.

“The trail is something I have never experienced before,” said 1st Lt. Sara Albertson, of C Company, 307th ESB. “It really makes you think about what you pack for the trip.”

“The first river crossing is a cold I have never felt before; I’m sure some people contemplate turning back,” added Albertson. “We have trained in cold environments and know the importance of keeping dry and in motion to stay warm, this is one of those times that knowledge is necessary.”

These local coordinated events, along with multi-domain training exercises throughout the U.S. Indo-Pacific Command area of operation, support the direction of the Army Arctic strategy 2022.

Team Signal Alaska is making an impact throughout the Indo-Pacific, continuously deploying small teams in support of missions in Japan, Guam and other locations within the region.

“No matter the mission, no matter the location, the Soldiers of Team Signal Alaska are trained to thrive in any



**Sgt. 1st Class Ernst Bennett pauses at the summit of Crow Pass to admire Raven Glacier. Utilizing skills and techniques of winter are as useful in the summer months of Alaska. Aug. 20 photo by Sgt. 1st Class Ernst Bennett, 59th Signal Battalion.**

condition the globe can throw their way,” said Sgt. Maj. Kyle Roscoe, 59th Signal Battalion Command Sergeant Major “The unique location that is Alaska has given us a step up on any other fighting force.”

With the experiences gained from their special training opportunities, Team Signal Alaska is capable to hold the strategic infrastructure and the tactical ability to deploy in any operational theater, withstanding the harshest environments.

“The worst of conditions are available to us in our own backyard, and we have learned to respect the cold and welcome the challenge,” said Roscoe. “Very few people learn to appreciate the skills we possess and what the human body can endure.”

“We learn, grow and fight together,” Roscoe added. “Never would I have thought that a 10 degree day would be a great day to train.”



**Sgt. Cynthia Dooley of USANEC Ft Wainwright, AK, smiling while waiting for Cold Weather Injury (CWI) checks. Utilizing warming shelters is an important step when training in arctic environments. CWI checks are part of recognizing a possible injury that will limit the ability to continue mission, the sooner they are recognized the faster the recovery steps can be taken. Nov. 20 photo by 1st Sgt. Wolfgang McLachlan, USANEC Ft. Wainwright.**

**Members form C Co 307th ESB employ an ahkio sled team during Cold Weather Indoctrination Course (CWIC) II skills training event. Soldiers work together to navigate frozen terrain to arrive at objective site. Feb 21 photo by Sgt. 1st Class Ernst Bennett 59th Signal Battalion**





# 1st Tactical Theater Signal Brigade Enjoys Warrior Adventure Quest Activities, Builds Resiliency

STORY BY CPL. YONGSUN KEUM & PHOTOS BY SPC. ALEX ESTRADA  
1st Tactical Theater Signal Brigade Public Affairs

**Camp Humphreys, Republic of Korea** – The 1st Tactical Theater Signal Brigade (1st TTSB) Unit Ministry Team put together a special event for Soldiers to participate in the Warrior Adventure Quest (WAQ) on April 27, 2021 in Taean, Republic of Korea.

Col. Charlie Lee, Brigade Chaplain of the 1st Signal Brigade, scheduled the WAQ for the Soldiers in the 1st TTSB to build resilience and provide entertainment, since off post activities have been restricted due to COVID-19 Pandemic.

“The purpose of the WAQ program is to provide resiliency training opportunities. We have been suffering from COVID-19 and I think this is a great opportunity for Soldiers to go out with the Chaplain and build relationships with others as well,” said Lee. “The WAQ program is not only for resiliency, but also for spiritual, social, and mental strength to increase morale,” he added.

The Brigade Chaplain team put

Top, right: U.S. Army 1st Signal Brigade Soldiers and Korean Augmentation to U.S. Army learn how to drive All-Terrain Vehicle (ATV) safely from a Korean instructor during Warrior Adventure Quest (WAQ) at Anmyeon Island, Republic of Korea on April 27, 2021. Bottom, right: Pfc. Jihoo Lee, Equal Opportunity Korean Augmentation to U.S. Army (KATUSA) of 1st Signal Brigade, occupies a flag of enemy to win the game during paint ball event of Warrior Adventure Quest (WAQ) at Anmyeon Island, Republic of Korea on April 27, 2021.



together this event in support of Soldiers to boost morale within the Brigade. The team encourages Soldiers to participate in the team building events to help strengthen spiritual fitness within the unit.

“There is plenty of stuff to do out here in Korea - instead of finding activities to do while on post, how about taking an opportunity to actually go out and explore Korea by going to these events?” said Sgt. Carlos Rivera, Unit Ministry Team Leader (UMT), 1st TTSB. “With water rafting, zip lining, ATV and Paintball right across the shoreline, these events not only give soldiers something to do but also provides chances to explore the country they support.”

The chaplain team took all necessary COVID-19 safety measures during the WAQ event.

“We had planned an event following HPCON B, but we were still looking over the COVID cases in the Republic of Korea (ROK) to maintain our Soldiers' safety during the trip,” said Sgt. Donghyun Kim, UMT Korean Augmentation of the U.S. Army (KATUSA). “We followed ROK social distancing guidelines by wearing masks, sanitizing our hands and physically staying six feet apart to prevent the spread of COVID-19.”

The UMT’s mission is to maintain the spiritual and emotional wellbeing of our unit’s Soldiers. The team continues their efforts in building strong unit relations by supporting Soldiers’ religious, life, and mission through team cohesion. The events like the WAQ continue to be the building blocks of our unit’s spiritual fitness and continue to raise unit readiness.

“I wanted to participate in the event because I could build bonds with Soldiers, not only with KATUSAs but with U.S. Soldiers,” said Cpl. Dongwon Lim, 1st Signal Brigade, Headquarters and Headquarters Company. “The event was very enjoyable and if I have another chance to participate in such events I would love to participate.”

The Soldiers of the 1st Signal Brigade enjoyed the WAQ activities that the UMT put together for them. The Soldiers developed new leadership skills, built new friendships and strengthened the U.S.-ROK Alliance. The spiritual fitness of our Soldiers continue to be our country’s iron clad bond, and it is events like these that strengthen our nation’s warriors.



U.S. Army 1st Signal Brigade Soldiers and Korean Augmentation to U.S. Army are learning how to operate All-Terrain Vehicle (ATV) as they follow each other through the obstacle course at Anmyeon Island, Republic of Korea on April 27, 2021.



U.S. Army 1st Signal Brigade Soldiers and Korean Augmentation to U.S. Army are learning how to operate All-Terrain Vehicle (ATV) as they follow each other through the obstacle course at Anmyeon Island, Republic of Korea on April 27, 2021.



# Aloha!

(Welcome new leaders)



**COL. SUZANNE FIELD**  
G1 Personnel Officer  
311th SIG CMD (T)



**COL. ZACH COYAN**  
G3 Operations Officer  
311th SIG CMD (T)



**STEPHEN RAY**  
Deputy G3 Plans & Engineering Division  
311th SIG CMD (T)



**MIKE CLARK**  
Deputy Operations Officer  
516th TSSB

# A Hui Hou!

(Farewells)



**MS. CAFEY MILLARD**  
G35 IT Project Manager  
311th SIG CMD (T)

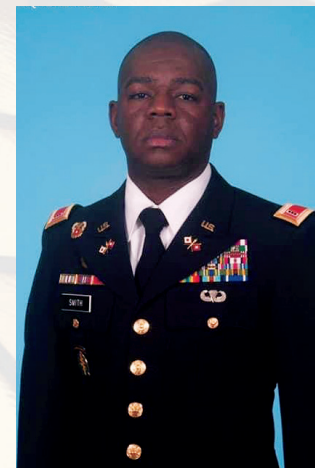
Ms. Millard has retired after nearly 40 years of service as a Department of the Army Civilian.



**MARY BRADLEY**  
Civilian Deputy  
59th Signal Battalion

Ms. Bradley is moving on to another organization with more than 35 years as a Department of the Army Civilian.

# In Memoriam



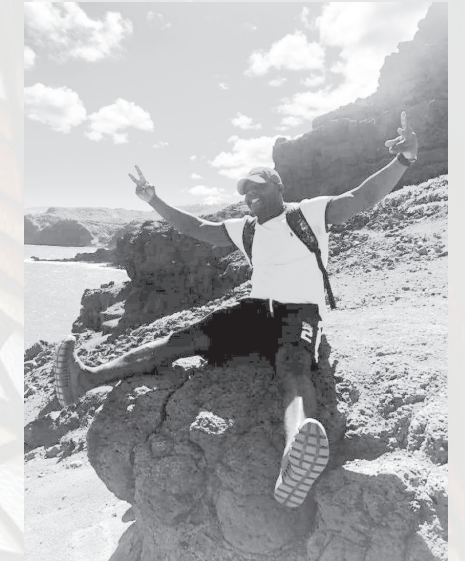
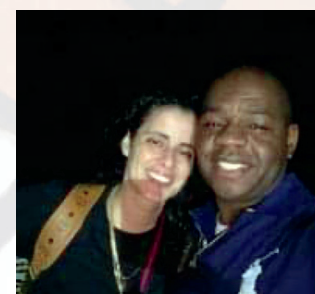
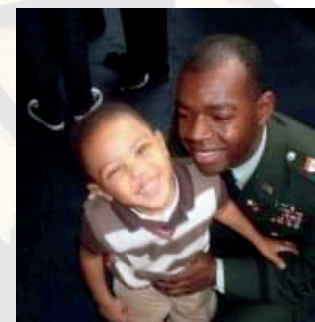
## CHIEF WARRANT OFFICER 3 MARQUIS SMITH

Oct. 2, 1978 - May 6, 2021  
Tactical Satellite Systems Team Chief  
Charlie Co., 307th Expeditionary Signal Battalion

Chief Warrant Officer 4 Marquis Smith was born in Virginia and raised in Texas. He enlisted into the United States Army in September of 1996 and transitioned to the Warrant Officer Corps as an Information Services Technician in 2010. Throughout his military career he served honorably in positions of increasing responsibility, culminating with his most recent position as the Chief of Defensive Cyberspace Operations and Engagements with U.S. Army Pacific Command's G6 Team. He found fulfillment in mentoring Soldiers, and frequently received coins of excellence and tokens of appreciation from previously assigned Soldiers, peers and leaders. Marquis is survived by his son Marquis Elijah Smith, his daughter Serenity A. M. Smith, his mother Wanda Howard, his father Michael Smith Sr., his step-mother Angelia Smith, his sister Ainge, and his brothers Matthew Smith and Michael Smith, Jr. Marquis Smith will be long remembered, treasured and missed by all who knew him.

"I've known Marquis for about half my life. From the moment we met in 2003, he became my big brother who always had my back. We watched each other grow up, rank up, level up, tear up, marry up... through deployments, assignments, relationships, we've always been there for each other. Marquis pinned my E5, W01 and W03 ranks, and he is the reason I am a warrant officer. He wanted more for me in these ranks than at times I wanted for myself. He was the epitome of a leader. He thrived at taking care of his Soldiers. Marquis was special, and made the Army better and everyone around him! A phenomenal father, leader, friend, Soldier, and Warrant Officer, Chief Warrant Officer 4 Marquis Eugene Smith was an amazing man with a heart bigger than life who truly embodied selfless service in life, work and love. Thank you for honoring him!"

- Chief Warrant Officer 3 Sandra Lopez,  
former 311th SC (T) Cyber Security Technician







Aloha Team,

311th Signal Command (Theater) is 25 years old, technology has come a long way since 1996 when Google, a search engine, started development as a research project, Nintendo released the Nintendo 64 a few days after 311th SC(T) activated and we were using Netscape or Internet Explorer 3.0 to browse the Internet. Life in the Signal community was simpler in 1996 but not as exciting and high-speed as it is in 2021. Who would have thought in 1996 that the network would be considered a “weapon system,” that there would be a big push for tools to allow personnel to work from home, DoD would be moving at a fast pace to transition to the commercial cloud, cellular service would be looked at as a primary option to transport DoD information via 5G, and a commercial solution would be available to transport classified information.

Although there have been many changes with technology in the last 25 years, one change that has not and will not occur is that people are the most important piece in making the 311th SC(T) successful. Your contribution, ability to adjust and adapt, and hard work have enabled 311th to have met all challenges that have come in the last 25 years and also will be able to continue being a successful command in the future. It is an honor and my pleasure to be working for a wonderful group of people. Thank you for your great contributions.

 The 516th Signal Brigade can trace its lineage back to October 10, 1944, when it was constituted as the Headquarters and Headquarters Detachment, 3367th Signal Service Battalion. It wasn't until October 16, 1992, that we were redesignated as the Headquarters and Headquarters Company, 516th Signal Brigade, and activated at Fort Shafter. The communications and the information environment has changed from then until now and it's an amazing progression. When compared to our predecessors, our systems are more complicated and our workforce has never been smarter. In addition to this, access to information is instantaneous, which allows us to turn that information to knowledge and turn that knowledge into action. All of this is enabled by you and you are the very best at what you do.

As an intelligence communications professional, you will find no greater supporter of the Signal Community than myself. I am constantly amazed at what you do and I thank you all for the chance to make history with you. Voice of the Pacific!

 The 1st Theater Tactical Signal Brigade (TTSB) began its history on the Korean Peninsula in 1972 when the brigade relocated from the Republic of Vietnam. Since the arrival to the Korean Theater, our Civilian workforce, both Korean National and Department of the Army Civilians, have made significant contributions to maintaining peace and stability on a daily basis. My first experience interacting with the outstanding civilian corps of the 1st TTSB was when I was serving as an infantry battalion S6 stationed on the DMZ. I was coordinating with several Korean Nationals from the 41st Signal Battalion for support for our relocation to Camp Hovey. When I asked how long they had been serving – both individuals had fought as KATUSA's during the Korean War and one had survived the Battle of the Chosen Reservoir with the 7th Infantry Division in 1950. We consistently adapt to changes in technology and training but the one thing that remains consistent – our commitment to provide Mission Command at all echelons is ready and prepared. It's truly an honor and a privilege to serve alongside the members of the 1st TTSB – Soldiers, KATUSA's, Civilians, and our trusted Korean Nationals – we stand tall and ready to meet the challenges of tomorrow!

The Pandemic forced us to evaluate our workforce in terms of balancing mission requirements while keeping our workforce safe. This led us to seriously consider telework; something that was previously thought impossible for the DoD to do on a large scale. As a community, we were provided an opportunity to show off our skills and make this happen. Tackling the challenge to find the solutions to these problems, implementing those solutions and then sustaining them have been a serious undertaking and we are so impressed by the Soldiers, Civilians, Local National professionals, and contractors that made this happen and continue to make this work. Thank you for your dedication to the mission.



**KENNETH ISHIMATSU**  
Civilian Deputy to the Commanding General  
311th Signal Command (Theater)

Featured: Mr. Kenneth H. Ishimatsu (left), Civilian Deputy for the 311th Signal Command (Theater), Mr. Eric S. Albert (top), Civilian Deputy for the 1st Tactical Theater Signal Brigade and Mr. Cleodis May (bottom), Civilian Deputy for the 516th Signal Brigade participate in a video call to discuss future Department of Defense Information Network initiatives.



Aloha, 311th Signal Command (Theater) Ohana!

As we celebrate this 25th Anniversary of the 311th Theater Signal Command and the unit's amazing history of technological advancement, I thought it would be a good time to reflect and share a few things on how my faith and trust in God has helped me as a Signal Officer and leader throughout the past 25 years.

In 1996, I was a second lieutenant assigned as the Detachment Commander for Alpha Company, 240th Signal Battalion, in Bakersfield, California. We were a Mobile Subscriber Equipment (MSE) detachment, Node Center 96 (NC96) and we supported a number of exercises during my two-year tenure. Success for our mission meant that our customers could make a phone call and send a FAX. We also had Radio Access Units (RAU's) that allowed for Mobile Subscriber Radio Telephones (MSRTs) to provide voice communications in command vehicles on the move if you were within the footprint of the RAU. The overall network diagram was on a little card that I carried around in my pocket and used all of the time to ensure that data rates and systems were properly connected. When these communications became green, it was mission success and time to celebrate. My how times have changed in technology over the past 25 years!

Through all of life's changes, PCS moves and technology advancements to name a few, God's love and presence has not changed in my life.

Like the network diagram that I relied upon to help get the network green, I have learned to rely upon and carry a Bible with me everywhere I go to help me stay close to God and provide wisdom to lead my teams and family over the years. Through God's grace, mercy, word and prayer, my family and I have had a very blessed Army career. It is only because of Jesus that I am still in the Army, married and have the honor of wearing the rank of Colonel. If it were not for Him, I can honestly say things would have been much different.

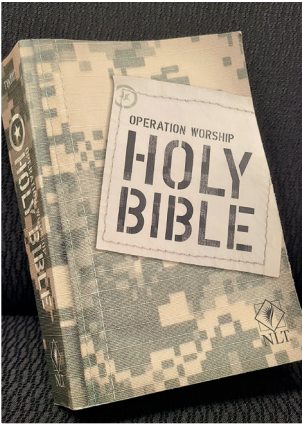
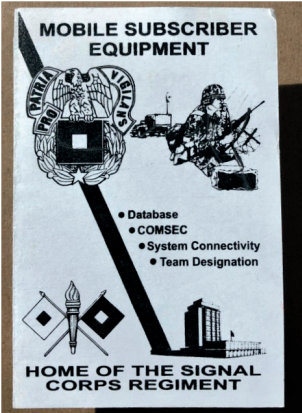
There is so much information in the Bible I could not begin to share with you all of the wisdom it has provided me over the years. A few verses that have been key throughout the last 25 years are Philippians 4:13 "I can do all things through Christ who strengthens me" and Philippians 2:3-4 "Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of others." As leaders we need to be reminded that we are not only servants to those appointed over us but also to those whom we lead. There have been times that I have allowed pride get the best of me (Proverbs 16:18). These verses have helped me to do my best to lead and take care of others with a humble and selfless heart.

Using the Bible as a template to live our lives will not only help us grow together as brothers and sisters in Arms but will also bring us closer together as a nation, "One Nation Under God."

It has been an amazing 25 years for the 311th Signal Command. If we can join as a nation, "Live Love" (1 John 3:18), pray for one another, and follow the Lords commands in His word, the next 25 years will be blessed and prosperous. I encourage everyone to place your trust and hope in God, to read His word daily, and I promise that He will take care of you (Hebrews 11:16) just like He has my family and I over the past 25 years.

God Bless you and God Bless America!

**COLONEL TRENT A. SMITH**  
Deputy Commander  
311th Signal Command (Theater)





# 311TH SIGNAL COMMAND (T) THEATER VOICE, ONE TEAM

**VISION:** ONE TEAM OF READY AND RESILIENT PROFESSIONALS ENABLING JOINT FORCES WITH CONTINUOUS ACCESS TO THE CYBER DOMAIN.

**MISSION:** ENABLING A THEATER ARMY WITH MISSION COMMAND AND CONTINUOUS ACCESS TO THE CYBER DOMAIN WHILE COMPETING FOR A FREE AND OPEN INDO-PACIFIC

## 1ST SIGNAL BRIGADE



41ST SIG BN



6TH SIG BN

KOREA



304TH ESB

JAPAN



78TH SIG BN



78TH SIG BN  
RHN GUAM



CELEBRATING 25 YEARS  
1996-2021

ALASKA



59TH SIG BN 307TH ESB



CALIFORNIA



307TH ESB 311TH SUPPORT UNIT  
PACIFIC (USAR)



30TH SIG BN

HAWAII



516TH SIG BDE



311TH SIGNAL  
COMMAND (THEATER)  
MULTI-COMPO



4RCC-P



30TH SIG BN  
KWAJALEIN

LINE OF EFFORT:

1. CONDUCT DODIN-OPS
2. SET THE THEATER: NETWORK MODERNIZATION
3. SUPPORT MULTI-DOMAIN OPERATIONS
4. SUSTAIN THE FORCE
5. ENABLING MISSION COMMAND