

Nº. 3

MERCURY

JULY · 2025 · YEAR OF THE PIVOT



NETWORK ENTERPRISE TECHNOLOGY COMMAND

Headquarters located at Fort Huachuca, Arizona

OVERVIEW



Command Staff

**COMMANDING GENERAL
MG Jacqueline McPhail**

Is accountable for the operation and defense of the network, network modernization, operationalizing the Cyber Mission Forces, and the welfare of all NETCOM Soldiers, civilians, and family members. The CG's mission command philosophy extends to the commanders and directors of all our subordinate units.

**COMMAND
SERGEANT MAJOR
CSM Michael Runk**

Primary advisor on command climate, personnel, and training. Provides counsel and guidance to all subordinate commands, headquarters, and senior enlisted leaders within NETCOM. Responsible for enforcing the CG's policies and initiatives; makes executive-level recommendations on behalf of the enlisted force.

**DEPUTY TO THE
COMMANDING GENERAL
Mr. Patrick Dedham**

Manages and provides strategic direction for NETCOM activities to lead global operations for the Army's portion of the Department of Defense Information Network (DoDIN) and to ensure freedom of action in cyberspace while denying the same to our adversaries.

**COMMAND CHIEF
WARRANT OFFICER
CW5 Paul Sankey**

Primary technical advisor on all network and systems matters, specifically as it relates to strategic tactical systems integrations. Provides counsel and guidance to all Warrant Officers within NETCOM and subordinate units. Maintains situational awareness of DoD and HQDA ongoing strategic level efforts; emerging decisions, guidance, policies, and priorities relating to network, data and information services, and cybersecurity operation.

**CHIEF OF STAFF
COL Robert Topper**

Responsible for the organization and effective operation of NETCOM Headquarters, subject to the CG's guidance and direction. All Soldiers, civilians, and contractors assigned to NETCOM Headquarters have direct access to the CoS for any reason deemed appropriate.



Editorial Staff

**CHIEF OF PUBLIC AFFAIRS
and EDITOR IN CHIEF
Mr. Gabriel Archer**

Sole Release Authority for the command and its subordinate units. Advises the Commander and the Command Staff on matters of internal and external communications. Responsible for managing communication between the organization and the publics; including media relations, public relations, social media management, and community outreach. Responsible for managing the publication's budget, ensuring compliance with Army policies and regulations, and safeguarding the credibility and public image of the organization. Oversees all final editorial content, making sure it aligns with the publication's mission, standards, and strategic messaging goals.

**MANAGING EDITOR
Ms. Amanda Pearson**

Responsible for creating and managing high-quality visual content that supports the command's communication and public affairs objectives. Including designing graphics, layouts, and multimedia products for print and digital platforms, as well as capturing and editing photography and video documenting key events, missions, and initiatives. Ensures all visual materials align with Army branding and style guidelines, helping to maintain a consistent and professional image across all communications. Responsible for assigning and assisting in editing articles, coordinating with writers and designers, ensuring content accuracy and consistency, managing deadlines, and guiding the layout and overall presentation of the magazine. Ensures the publication is clear, cohesive, and aligned with organizational goals.

Some photos in this publication have been edited for clarity, composition, or operational security.

The design and editorial content of this publication is the responsibility of the NETCOM Headquarters Public Affairs Office (PAO).

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EDITORIAL

NETCOM: Powering the Army's Global Mission Through the Network. In today's fast-paced and multidomain operational environment, victory depends on more than just boots on the ground—it requires instantaneous, secure, and reliable access to information across the globe. At the forefront of this effort is the U.S. Army Network Enterprise Technology Command (NETCOM), the Army's premier provider of enterprise-level network operations and service support.

As a subordinate command of U.S. Army Cyber Command (ARCYBER), NETCOM is tasked with a monumental mission: to operate, maintain, and defend the Army's portion of the Department of Defense Information Network (DoDIN-A), enabling global command and control and supporting joint, coalition, and Army forces at every echelon.

One Team. One Network. One Mission.

With a presence spanning five continents and support for over 1.4 million users, NETCOM executes its mission through a combination of strategic partnerships, innovative technologies, and skilled professionals, including Soldiers, Department of the Army Civilians, and contractors. The command ensures that network capabilities are not only responsive and resilient, but also adaptive to evolving threats and operational needs.

To help inform and share our story, this publication brings together articles and insights from both our headquarters and subordinate units.





YEAR OF THE PIVOT:

NETCOM'S ROLE IN TRANSFORMING THE
ARMY FOR FUTURE WARFARE

MG JACQUELINE "DENISE" MCPHAIL,
COMMANDING GENERAL,
U.S. ARMY NETWORK ENTERPRISE TECHNOLOGY COMMAND

This past year, we have witnessed a defining moment in the evolution of the U.S. Army’s digital future—a true “Year of the Pivot.” As one of the Army’s vital transformational engines, NETCOM has embraced a bold new footing, guiding the service toward a fully integrated, data-centric, and resilient network that underpins all aspects of modern warfare.

Transforming Our Footing to Meet Tomorrow’s Demands

The heart of this transformation is the rapid implementation of the Army Unified Directory Service (AUDS)—a cutting-edge, cloud-based directory and device management system that consolidates all unclassified Army directories into a unified digital ecosystem. This initiative enables seamless, secure, and instantaneous access to critical resources from anywhere in the world, across all theaters—CONUS, Europe, the Pacific, Korea, and Southwest Asia.

By September 30, 2025, all unclassified end-user computers will be migrated to AUDS. Currently, 55% of the Army has adopted this technology, which exemplifies our commitment to integrating innovation into our operations. Key features include:

- No VPN Needed: Soldiers can connect to Army 365 applications like Teams and Outlook directly from compliant devices, streamlining communication.
- Global Mobility: Standardized access controls enable rapid deployment and responsiveness regardless of location.
- Single Sign-On (SSO): Simplified login processes, reducing operational friction.
- Enhanced Security: AI-powered threat detection and endpoint protections proactively defend our data and infrastructure.

This modernization fundamentally reshapes how the Army manages and secures its digital landscape, shifting from siloed legacy systems to a

unified, scalable network—crucial for enabling decisive action in complex combat environments.

Empowering the Warfighter: Introducing BYOAD for Enhanced Mobility

Complementing AUDS, we launched Azure Virtual Desktop (AVD) and Intune Mobile Application Management (MAM) alongside Hypori—these voluntary Bring Your Own Approved Device (BYOAD) solutions allows Soldiers and Civilians to securely access organizational apps on personal devices. Supporting iOS and Android, AVD, MAM, and Hypori provide:

- Secure Access: Data remains encrypted, with policies ensuring data isolation and integrity.
- User Privacy: Minimal telemetry collection safeguards personal privacy.
- Operational Flexibility: Instant access to tools like Teams, Outlook, OneDrive, and Office apps, anywhere, anytime.

Implementing BYOAD solutions represents our commitment to enabling a flexible, mobile workforce capable of operating in the most challenging environments—empowering Soldiers to stay connected and effective, anytime and anywhere

NETCOM as a Strategic Driver of the Army’s Future

This year’s pivot is emblematic of NETCOM’s pivotal role in the Army’s broader modernization. The future battlefield will be characterized by joint, cyber-intensive, and data-driven conflicts—where cyber warriors are frontline forces and networks are the new ammunition.

Tomorrow’s conflicts will be fought across all domains, fueled by AI, Machine Learning (ML), autonomous systems, and integrated with our allies and partners worldwide. To succeed, the Army must:

- Develop a resilient, data-centric network capable of moving information at speed and scale.

- Integrated Zero Trust architectures, Identity Credential and Access Management (ICAM), and attribute-based access to ensure cyber defenses are as advanced as our kinetic capabilities.
- Accelerate the fielding of next-generation systems—such as AI-enabled decision support and autonomous weapons—while eliminating outdated infrastructure.

NETCOM’s Role in the National Defense Strategy and the Army Transformation Initiative

Aligned directly with the National Defense Strategy and the Army Transformation Initiative (ATI), NETCOM stands as a transformational engine to bolster the Army’s lethality, agility, and resilience. We are transforming from a traditional infrastructure provider into a strategic enabler of operational dominance—outfitting the force with the digital agility required for the warfighting realities of the 21st century..

Our efforts support the strategy’s emphasis on multi-domain operations, joint interoperability, and cybersecurity. By converging enterprise and tactical networks and embedding data at the core of all operations, NETCOM is ensuring that Commanders and Soldiers can make faster, better-informed decisions—turning information into decisive advantage.

A Call for Partnership and Leadership

Achieving these goals requires partnership—industry, academia, and military innovation working hand in hand. We seek rugged, secure, and intuitive solutions tailored to future battle conditions, aligned with evolving Army and joint requirements.

As leaders, your role is to embrace this technological shift, foster innovation, and drive a culture of agility. The “Year of the Pivot” is proof that adaptation is our greatest strength.

CELEBRATING 250 YEARS OF STRENGTH

MONTHLY PHYSICAL FITNESS
CHALLENGES INSPIRES READINESS
AND RESILIENCE

CSM MICHAEL RUNK
COMMAND SERGEANT MAJOR
NETCOM HEADQUARTERS



In honor of the U.S. Army's 250th birthday, NETCOM has launched a year-long physical fitness challenge initiative designed to promote health, resilience, and esprit de corps across the force.

Each month features a new fitness challenge—from strength training calisthenics and circuits to endurance training, running, biking and walking events—encouraging Soldiers and DA Civilians alike to push their limits while celebrating the Army's legacy of strength.

Participants can compete at various levels of intensity, with tiered achievement categories recognizing individual effort and improvement. Whether aiming for the Warrior, Elite, or Champion tier, each level is acknowledged personally by the NETCOM Commanding General and Command Sgt. Maj., reinforcing the importance of physical readiness as a cornerstone of Army excellence.

This initiative not only fosters personal wellness and motivation, but also strengthens unit cohesion through shared goals and friendly competition. It serves as a powerful reminder that physical fitness is mission-critical—an essential part of staying prepared to meet any challenge on or off the battlefield.

As we commemorate 250 years of service and sacrifice, this ongoing series of challenges highlights the Army's enduring commitment to readiness, resilience, and pride in the profession. Every rep, step, and mile is a tribute to the Soldiers and Department of the Army Civilians who came before—and those driving the mission forward today.

ACCOUNT VALIDATION SYSTEM

MR. PATRICK DEDHAM
DEPUTY TO THE COMMANDER
NETCOM HEADQUARTERS



Team Building is Key to **NETCOM Success**

Successfully solving a complex problem and deploying a new global process and system within 60-days is a significant challenge. This challenge becomes even more extraordinary when the new system and associated process changes span all organizations within the Army. An incredible group of individuals, led by NETCOM, came together from across the Army to develop a new Account Validation System (AVS), replacing a critical function of the retiring Army Training and Certification Tracking System (ATCTS) in a remarkably short timeframe. How did the NETCOM team accomplish this feat? Through team building and collaborative teamwork.

Army Training and Certification Tracking System Shut Down

The decision to decommission the Army Training and Certification Tracking System (ATCTS) was made on February 28, 2025. The Army-wide team, led by NETCOM, was subsequently given 60 days to determine a replacement system capable of providing

the Army with a process and tool to validate user access to NIPR and SIPR systems by May 1, 2025. While this compressed timeline presented a significant challenge, the team recognized an opportunity to prioritize efficiency and modernization. The previous decade-old process of manually submitting DD Form 2875 and DA Form 7789 for signatures and uploading copies to ATCTS was both cumbersome and outdated. The team's replacement solution is the Account Validation System (AVS), which automates and streamlines the previously ineffective process of exchanging PDF documents via email.

Rollout of Replacement: Account Validation System

The Account Validation System (AVS) began handling user account provisioning on April 25, 2025. The new system leverages existing Army Enterprise Service Management Platform (AESMP) processes and requests while enhancing PEO C3N Enterprise-Identity, Credential, and Access Management (E-ICAM) to support AVS functionality. The core principle of AVS is to replace paper-based forms with digital equivalents within E-ICAM and to utilize compliance dates whenever feasible.

AVS will serve as the standard for all network access requests. All Army personnel requiring new or renewed access to the Department of Defense Information Network (DoDIN) must initiate their requests through AESMP (<https://www.aesmp.army.mil/csm>), which will then guide them through the AVS process.

The system will be rolled out in phases. As AVS is not a direct replacement for ATCTS, its functions will be integrated with similar capabilities across diverse systems. Phase 1 encompasses the following: (1) account request requirements for network access, (2) validation of network access (NIPR and SIPR) request training requirements (Cybersecurity Awareness Training, IT User Agreement, and Derivative Training), (3) privileged account requests, and (4) reporting functionality based on minimum implemented capabilities.

ATCTS Sunsetting Hub

The temporary landing page facilitating the transition period (<https://armyetaas.sharepoint-mil.us/teams/ATCTSSunsetting>) serves as a centralized resource for frequently asked questions, relevant orders, how-to guides, and near real-time updates. The hub directs visitors to supporting information and sites – including AESMP Training, AVS

Training, the Cyber Workforce Readiness System (CWRS), and voucher information – as these resources become available. The hub will be deactivated upon completion of all AVS phases and achievement of Initial Operational Capability (IOC) for supporting systems.

Moving Forward

Detailed instructions for preparing for this transition and accessing key functions are available on NETCOM's SharePoint site (temporary landing page hub). All personnel and those responsible for administrative actions are encouraged to consult this resource for additional information.

The significant 60-day initiative exemplifies a core element of NETCOM's success: effective team building. High-performing teams are built upon the contributions of exceptionally talented, innovative, and mission-dedicated individuals – qualities we have in abundance across NETCOM.

For questions regarding Network Access Management, please contact: usarmy.huachuca.netcom.mbx.atcts-sunset-rfi@army.mil



STRENGTHENING THE MISSION

THE VALUE OF THE ARMY AND NETCOM INDUSTRY ENGAGEMENTS

CW5 PAUL SANKEY
COMMAND CHIEF WARRANT OFFICER
NETCOM HEADQUARTERS

In today's rapidly evolving technological landscape, collaboration between the U.S. Army, NETCOM, and industry partners is more important than ever. These engagements serve as a critical bridge between military needs and private-sector innovation, enabling the Army to stay ahead of emerging cyber threats, modernize communications infrastructure, and enhance operational capabilities.

By engaging with industry leaders, NETCOM gains valuable insight into cutting-edge technologies and best practices that can be leveraged to support the Army's mission. These partnerships allow for early integration of advanced solutions, helping to streamline processes, improve network security, and increase the agility of Army communications systems.

Industry engagements also foster mutual understanding—allowing commercial developers to better tailor their products to the Army's unique requirements, while giving military leaders a clearer view of the possibilities and limitations of available technologies. This collaborative approach ensures that solutions are not only effective but also scalable and sustainable for future operations.

Ultimately, these partnerships are essential to maintaining technological superiority, strengthening cyber defense, and enhancing the Army's readiness. By continuing to invest in open dialogue and strategic collaboration, NETCOM and the Army ensure they are well-equipped to meet the challenges of tomorrow's digital battlefield.

MOVE FORWARD AND GO FURTHER

THE NETCOM CHIEF OF STAFF
DEPARTS WITH A FEW WORDS



As we say farewell to someone who was more than just our Chief of Staff, he was a mentor, a sounding board, and a source of trusted counsel to officers, enlisted personnel and civilians alike, he leaves us with a few words:

Teammates,

As I prepare to transition from my role as Chief of Staff of the Network Enterprise Technology Command to the G6 of the 18th Airborne Corps, I want to take a moment to express my deepest gratitude for the privilege of serving alongside each of you.

It has been an absolute honor to be part of this

incredible team. Over the past two years I've witnessed firsthand the dedication, professionalism, and resilience that define this command. Whether managing day-to-day operations, executing complex projects, or responding to unexpected challenges, you consistently rise to the occasion with determination and pride.

This role has been one of the most rewarding of my career—not because of the position itself, but because of the people. You've challenged me, supported me, and made me better.

I've learned as much from our junior Soldiers and DA Civilians as I have from our leaders in the Fishbowl.

Your commitment to excellence and each other has been both inspiring and humbling.

Thank you for your candor, your hard work, and your willingness to push this command forward. Thank you for the long hours, the attention to detail, and the

relentless pursuit of mission success. Most of all, thank you for trusting me to serve with you and for you.

As I move on to the next chapter, please know I will carry with me a deep respect for what we accomplished together—and even more importantly, for who you

**COL ROBERT "BOB" TOPPER
CHIEF OF STAFF
NETCOM HEADQUARTERS**

are as professionals and teammates. Please answer the phone when I call – I will need your help again to be successful and be a good partner in your pursuit of the Unified Network built on Zero Trust Principles.

Continue to Move Forward and Go Further to take care of each other. This team is in great hands with Col. Heather McAteer coming on board. She is coming out of a Brigade very familiar to this command - 35th Corps Signal Brigade.

Heather – Good Luck and trust the Team of Teams here at Fort Huachuca and around the globe – they are truly the best of the best.

As we turn the page, we do so with gratitude—for the leadership, mentorship, and unwavering commitment that helped shape this team. While we say farewell for now, the impact of your time here will continue to guide and inspire. You will always be part of the NETCOM family.

ARCYBER AND NETCOM BEST SQUAD COMPETITION AT FORT HUACHUCA

IMAGE SUPPORT:
55TH COMBAT CAMERA
&
NETCOM HHC UPAR

Soldiers from U.S. Army Cyber Command (ARCYBER), NETCOM, and the U.S. Army Intelligence Center of Excellence (ICOE) came together at Fort Huachuca, Arizona, to test their physical endurance, mental agility, and team cohesion during the annual ARCYBER/NETCOM Best Squad Competition.

The competition was designed to evaluate squads on their technical and tactical proficiency while promoting leadership, resilience, and the warrior ethos. Over the course of several days, participants engaged in a rigorous lineup of events that pushed them to their limits and highlighted their readiness to support Army operations in any environment.

Soldiers took on the Army Fitness Test (AFT), weapons qualification, day and night land navigation, a grueling 12-mile foot march, and a series of warrior tasks and battle drills. Each team was also assessed on their communication and problem-solving skills through knowledge boards, stress shoots, and tactical scenarios that simulated real-world combat conditions.

Throughout the event, squads demonstrated their ability to operate under pressure, adapt quickly, and function as disciplined, cohesive teams. Their performances reflected months of preparation, strong leadership, and a deep commitment to mission success.





After an intense and action-packed week, the results were in:

NETCOM's Best Squad:
2d Theater Signal Brigade

ARCYBER's Best Squad:
11th Cyber Battalion

NETCOM's Top NCO:
Sgt. Ferrazzano, 2d Theater Signal Brigade

NETCOM's Top Soldier:
Spc. Vincent, Cyber Protection Brigade

ARCYBER's Top NCO:
Sgt. Buckwalter, 11th Cyber Battalion

ARCYBER's Top Soldier:
Spc. Robey, 11th Cyber Battalion

Laying the Foundation for Excellence:
NETCOM's 2d SIG BDE's Path to Best Squad Success

Behind every high-performing squad is a dedicated team committed to setting the conditions for success. At the 2d Theater Signal Brigade (TSB), that team includes Sgt. Gavin Ferrazzano, Sgt. Kyle Yonke, Sgt. Josiah Clark, Pfc. Cameron Perez, and Pfc. Melody Seeker. The squad's camaraderie and coordination were instrumental in preparing for the win at the ARCYBER/NETCOM Best Squad Competition.

The team developed a comprehensive training plan, building a foundation of readiness at home station and emphasizing physical fitness, technical and tactical proficiency, and—most importantly—team cohesion. Thanks to the strong support of the

brigade command team, the leaders had the flexibility and resources to train as they saw fit.

"We pushed each other every day—not just to win, but to become better Soldiers, better teammates, and better leaders," said one team member. Spc. Cameron Perez of the 52d Strategic Signal Battalion added, "Winning Best Squad isn't just about the title. It's about reflecting onto others that nothing is impossible for you if you train with intention and determination, have trust in your Soldiers, and take initiative. We lifted each other up, pushed past limits, and demonstrated what it means to be Army Strong! HOAAA!"

That vision extends beyond one competition. The leadership team at the 2d TSB is committed to institutionalizing a Best Squad

Program that not only delivers results in the field but also fosters personal and professional growth among Soldiers.

While the Soldiers of 2d TSB stood out on the competition field, NETCOM leadership worked quietly in the background—present at every event, cheering from the sidelines, and celebrating alongside all of the squads. Their story highlights the power of the brigade's motto: "Excellence Always."

The emphasis is on building a culture of excellence—one that prepares Soldiers not just for the next event, but for lifelong success in the Army. As the brigade looks ahead, the recent success at the Best Squad Competition is only the beginning. With engaged leaders and motivated troops, the 2d TSB is setting the standard—one squad at a time.



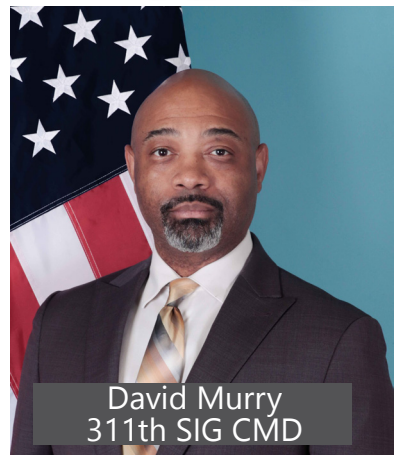
Christopher Plummer
160th SIG BDE



Michael Lemings
7th SIG CMD



Paulette Griffis
NETCOM HQ



David Murry
311th SIG CMD

2024

NETCOM GLOBAL CIVILIAN NOMINEES



Leonardo Bacilio
2d SIG BDE

2024 GLOBAL CIVILIAN WINNER



Theda Bates
CPB

The NETCOM Global Civilian of the Year Program culminates the employee recognition process. It recognizes the past calendar year's Civilians and Jr. Civilians of the Year from throughout NETCOM who have been selected as deserving employees.

The Civilians and Jr. Civilians of the Year exhibited superior work records,

2024

NETCOM GLOBAL JUNIOR CIVILIAN NOMINEES



Dennis Lunnon
7th SIG CMD

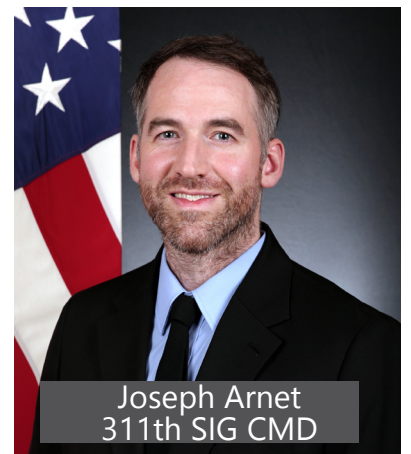
2024 GLOBAL JUNIOR CIVILIAN WINNER



Beata Foldenauer
NETCOM HQ



Aleana Lynne
CPB



Joseph Arnet
311th SIG CMD

or performed meritorious acts or services, on or off duty, contributing significantly to the mission, quality of life of NETCOM personnel, or NETCOM's role as a good neighbor in the surrounding community.

The NETCOM Global Civilian & Jr. Civilian of the Year are selected by a board of senior leaders from among our separate Brigades and Theater Signal Commands. From these submissions, each was named in each category of NETCOM Global Civilian and Jr. Civilian of the Year in the Spring of 2025.

To learn more about NETCOM's Headquarters and Global recognition programs visit [NETCOM SPO](#).



SECURING THE FUTURE:

Q&A ON PKI WITH MR. JAMES WARD

TO SPOTLIGHT THE TEAM BEHIND ARMY TRANSFORMATION EFFORTS, NETCOM HEADQUARTERS PUBLIC AFFAIRS SAT DOWN WITH MR. WARD, PKI CAPABILITY MANAGER, FOR A CONVERSATION ABOUT HIS ROLE AND HIS TEAM'S IMPACT.

PKI UNLOCKED

Q: What is the Army PKI Program all about?

A: The Army Public Key Infrastructure (PKI) program is about making sure that all eligible 1.2 million personnel throughout the Army have secure access to the NIPRNET and SIPRNET. The Army Public Key Infrastructure (PKI) Program is a cybersecurity initiative designed to ensure secure digital communication and information access across Army networks. It's part of the Department of Defense's broader PKI efforts, which use digital certificates and public/private key encryption to authenticate identities and protect sensitive data.

Q: We understand the Army Registration Authority (RA) Office has not always been at Fort Huachuca.

A: That's correct — the Army Registration Authority (RA) Office was previously located at Fort Belvoir, Virginia. It has since been relocated to NETCOM Headquarters at Fort Huachuca, Arizona,

and the impact has been outstanding. Prior to the move, we were receiving as many as 10 serious concerns per day from general officer teams. Since transitioning to Fort Huachuca, those complaints have dropped to zero — a clear indicator of improved service and responsiveness.

This success extends beyond just one office. We support 18 additional RA sites across all Army theaters and indirectly oversee the efforts of more than 3,600 Trusted Agents worldwide. The progress we've made is a testament to the strength of the Army PKI Program and its vital role in enabling secure, modern Army operations.

Q: Tell us about support to general officers and senior executive service leaders. Any good news there?

A: According to our records, we've recently surpassed support to over 500 general officers and senior executive service leaders. These individuals often require tailored solutions that



go beyond standard user support, given the unique nature of their roles and responsibilities. Our team has consistently risen to the challenge, delivering personalized, high-quality assistance that reflects both technical expertise and a deep understanding of mission requirements. It's a point of pride and a strong indicator of our commitment to excellence at every level.

Q: The Army is going through Transformation and looking for ways to improve efficiency. How has the PKI Team met the challenge?

A: The PKI Team has fully embraced the Army's Transformation efforts by identifying and executing significant efficiencies. We successfully reduced the number of Online Certificate Status Protocol (OCSP) responders from 171 to 50,

JAMES WARD, NETCOM HQ

resulting in a 75% reduction and an annual cost savings of approximately \$825,000. Additionally, we streamlined our backend infrastructure by cutting the number of hardware devices from 68 to just 15—a 75% decrease that translates to roughly \$1.2 million in yearly savings. These efforts not only enhance operational efficiency but also demonstrate our commitment to being responsible stewards of Army resources.

Q: What is the best part of the mission?

A: The most rewarding part of the mission is collaborating directly with end-user customers to solve complex challenges. A prime example of this is our work with over 12,000 foreign military students who require network login access. Prior to NETCOM PKI's involvement, there was no clear solution to this issue. However, we were able to develop and implement an alternative token, which has since become the standard across

the Department of Defense. This accomplishment underscores the impact of our team's innovation and commitment to supporting the broader defense community.

Q: Is token issuance the only thing you do?

A: Not at all — token issuance is just one part of what we do. Our CAC/PKI engineering team plays a vital role in a broad range of mission-critical efforts. We support approximately 18 tests annually, contribute to the deployment of the Army Unified Directory Services PKI infrastructure, and provide high-level expertise to the Army Common Access Card (CAC) PIN Reset Program, also known as CPR. This program alone processes over 300,000 CAC resets each year. Our work ensures secure, seamless access and authentication across the force.



FORT HUACHUCA, Arizona – The U.S. Army Network Enterprise Technology Command (NETCOM) completed a force-wide deployment of Microsoft SharePoint Online (SPO) in February 2024, significantly enhancing collaboration and information sharing capabilities for Soldiers across the Army. The modernization effort provides a secure, unified platform for streamlined workflows and improved mission support.

NETCOM implemented SPO to create a common operating picture for its headquarters and subordi-

nate commands – including the 7th Signal Command, the 2d Signal Brigade, and the 160th Signal Brigade. This centralized approach enables rapid information dissemination and fosters seamless collaboration, crucial for maintaining operational readiness.

To ensure a standardized experience, NETCOM developed the NETCOM SPO Standard Operating Procedure (SOP) and initially distributed the NETCOM Branding Guide to all units. These resources promote consistency and ease of use throughout the enterprise.

Both the NETCOM Branding Guide and the SPO SOP are currently undergoing updates to further refine guidance, address user feedback, and ensure continued standardization across the platform.

Recognizing the importance of user adoption, NETCOM launched the NETCOM Army365 Champions program in partnership with Microsoft. These trained subject matter experts provide local support and troubleshooting, empowering units to maximize the platform's potential. Champions receive training on the Power

NETCOM LEVERAGES SHAREPOINT ONLINE & POWER PLATFORM ENHANCING ARMY COLLABORATION

CHRISTOPHER SHOCKLEY, NETCOM HQ

Platform – including Power Apps, Power Automate, and Power BI – to build custom solutions.

The Power Platform is revolutionizing how NETCOM and its units leverage data for informed decision-making. Power Apps enable the creation of custom applications to streamline unit-level tasks, such as equipment tracking and personnel reporting, reducing administrative burden and improving accuracy. Power Automate increases efficiency by automating repetitive processes within SharePoint, freeing up personnel to focus on higher-priority missions. Crucially, Power BI transforms raw data into customizable, real-time dashboards providing commanders and decision-makers with critical insights into key metrics – from network performance and resource

allocation to personnel readiness and operational status. This data-driven approach empowers proactive problem-solving and enhances overall mission effectiveness.

NETCOM's commitment extends far beyond the initial SPO deployment. Ongoing efforts prioritize platform sustainment, ensuring a reliable and secure environment. This includes continuous monitoring of vulnerabilities and the implementation of advanced security enhancements to protect sensitive information. Furthermore, NETCOM is actively developing new Power Platform solutions tailored to specific Army needs. These initiatives focus on automating key processes – such as incident management and reporting – and optimizing workflows to improve efficiency and

reduce operational costs. By embracing innovation and continuous improvement, NETCOM is ensuring that SPO remains a vital asset for the Army's evolving mission requirements.

NETCOM remains committed to proactively adapting the SPO environment to address emerging challenges and evolving mission needs, ensuring its long-term relevance and effectiveness.

Looking ahead, NETCOM will continue to leverage SPO to improve mission effectiveness, integrate with the Army's overall architecture, and support the principles of Zero-Trust.

SATCOM

21ST THEATER SIGNAL BRIGADE
LEADS ARMY'S PUSH FOR UNIFIED
SATCOM OPERATIONS

TRACY LYNGE, 7TH SC(T)

NETCOM Strengthens Army SATCOM Resiliency Amid Global Disruptions
NETCOM is spearheading efforts to position the Army force for a significant technological shift in SATCOM operations. As the primary SATCOM provider for the Army—including managing half of NETCOM's 84 ground terminals—NETCOM collaborates with counterparts across the Department of Defense, Space Force, and other defense agencies to prepare for the integration of commercial SATCOM capabilities into the existing military satellite communication infrastructure.

Under the auspices of NETCOM's SATCOM Steering Committee (NSSC), which monitors strategic decisions and implementation options, NETCOM is working to unify and



enhance global SATCOM operations. The NSSC convenes twice a year, both in person and virtually, to review issues, develop courses of actions that inform strategic decisions made by NETCOM and Department of Army leadership. Its primary areas of focus include personnel development (training), policy alignment (processes), and technological advancement (tools). The NSSC also tracks emerging threats and operational trends to inform Army leadership and ensure continuous alignment with evolving global demands.

People (Training):

The NSSC is working to standardize SATCOM training across the Army's Regional Hub Node (RHN) sites—five dedicated facilities established to improve network control and capability post-operations in Iraq and Afghanistan. These modern RHNs differ from older facilities, such as the historic Camp Roberts teleport, by focusing solely on the Army's mission requirements. A key initiative is the development of a Professional Development Skill Identifier (PDSI) that certifies Soldiers after completing RHN training, facilitating skill transferability between sites. This standardization enhances operational flexibility and readiness.

Processes (Policy):

Beyond training, the NSSC is actively harmonizing SATCOM policies and procedures across all facilities to enable seamless resource integration. Regular "SATCOM Sync" meetings with representatives from FORSCOM, NETCOM, DISA, US Space Force, and US Space Command facilitate open communication, synchronization of efforts, and proactive problem resolution. These collaborations have included tabletop exercises (TTX) focused on operational challenges such as satellite saturation limits during deployments and the impact of adverse weather on signal reception.

The NSSC is also reviewing policies concerning Authorized Service Interruptions (ASIs)—planned outages for maintenance and upgrades—providing flexibility vital during

rapidly changing operational environments illustrated by recent conflicts.

Tools (Technology):

The NSSC continues to evaluate and integrate emerging tools and technologies into Army SATCOM operations. During the latest virtual meeting, stakeholders provided updates on their respective SATCOM development roadmaps, which will inform the NSSC’s strategic timeline toward achieving unified operations. As new capabilities become available, they will be incorporated to bolster the resilience and effectiveness of Army SATCOM.

Looking ahead, the NSSC will host forums and think tanks where Soldiers and technical experts can share insights, address challenges, and refine strategies. These efforts aim to develop a progressively unified SATCOM enterprise capable of meeting the dynamic requirements of modern and future battle environments.

Mitigating Risks from Global Infrastructure Vulnerabilities

On Christmas Day 2024, a fiber optic cable connecting Estonia and Finland went dark, causing power and data disruption and prompting allegations of Russian sabotage. This high-profile disruption, although under investigation, served as another stark reminder of the vulnerabilities inherent in terrestrial infrastructure. Incidents like this, whether accidental or malicious, have occurred for decades and have underscored the strategic importance of reliable and diversified communication methods. In response, SATCOM has gained renewed attention as a vital layer of resiliency. When land-based communication lines are severed or compromised—whether by natural disaster, cyberattack, or hostile action—SATCOM can maintain continuity of operations and ensure that command and control systems remain functional. These systems provide a geographically unconstrained method of data and voice communication, making them less susceptible to regional disruptions.



Historically, SATCOM requirements were predominantly supported with military satellite resources. However, in recent years, commercial capabilities have greatly increased capacity and availability while simultaneously decreasing costs. The rise of low Earth orbit (LEO) constellations and partnerships with private sector firms have made commercial SATCOM a viable, scalable alternative to traditional military communications infrastructure.

Even before the Baltic disruption, the Department of Defense recognized this necessity. In August 2023, DoD Instruction 8420.02 formally directed a shift in strategy: “The DoD SATCOM architecture will fully leverage innovative commercial SATCOM data transport capabilities to satisfy operational user requirements.” The instruction emphasized that the SATCOM enterprise must ensure interoperability, cybersecurity, and resiliency—a message fully aligned with NETCOM’s direction and the NSSC’s mandate.

A Strategic Pivot for Army Transformation NETCOM’s leadership in these initiatives aligns closely with the Department of Defense’s Enterprise SATCOM Strategy and the broader Army Transformation Initiatives. As global threats become more complex and adversaries target infrastructure with hybrid tactics, the integration of commercial and military SATCOM ensures the Army is not reliant on a single-threaded communications model.

By uniting training, policies, and technologies under a coordinated framework, NETCOM is reinforcing the Army’s capacity to maintain uninterrupted, secure communications in contested environments—whether in Eastern Europe, the Indo-Pacific, or on the Home Front.

Through these ongoing efforts, NETCOM is not only adapting to the evolving communications landscape but actively shaping the future of resilient, global Army operations by driving innovation, strengthening interoperability, and reinforcing strategic partnerships across joint, interagency, and multinational domains.

BUILDING STRONGER FORCES:

HOW BSRT IS SHAPING RESILIENCE AND READINESS ACROSS THE ARMY AND NETCOM

The Building Strong and Ready Teams (BSRT) program continues to prove itself as a cornerstone of support for Soldiers and their families across Network Enterprise Technology Command (NETCOM). More than just a training initiative, BSRT is a dynamic force for fostering resilience, strengthening connections, and enhancing the overall readiness of the Army's cyber enterprise.

Through an expanding variety of events and training experiences, the program meets Soldiers and their families where they are—offering both practical tools and emotional support for navigating the challenges of military life.

Unprecedented Growth and Impact

Over the past three fiscal years, BSRT has seen remarkable growth in both reach and impact. In Fiscal Year 2023 the program hosted 42 events, reaching 1,382 Soldiers and family members. By Fiscal Year 2024, that number had skyrocketed: 96 completed events impacted 4,302 individuals—a 238% increase in participation in just one year. So far in Fiscal Year 2025, BSRT continues to build momentum. As of April 22, 2025, the

program has executed 70 events, touching the lives of 2,686 attendees. While the pace of event scheduling has leveled slightly, the increased number of participants per event indicates the program is becoming more impactful and efficient. With 106 events already created for the year, BSRT is on track for continued high-volume delivery and meaningful engagement.

Real Voices, Real Impact

The true measure of BSRT's success lies in the voices of those it serves. "It's about readiness," said Chaplain (Maj.) Steve Taylor. "It's about making sure that our Soldiers and their family members are ready and prepared at a moment's notice to do what they need to do as Soldiers—to deal with the rigors of their day-to-day jobs and any challenges on the horizon."

Spc. Peggy Angel shared a more personal reflection: "They build morale and teamwork. They show you different ways to look at life and remind you that you have a choice in how you react. You have more control over your happiness than you think."



For many families, the program is a lifeline during separation and stress. "When your spouse is away for deployments or assignments, you sometimes lose that connection," said Staff Sgt. Vanessa Young. "These events help you sync back up—coping, communicating, and reconnecting as a household."

Sgt. Morgan Smith added, "We all need a little help recalibrating our morale compass. This is a helpful tool to get back on track."



Sgt. Mark Abalos perhaps summed it up best:

The BSRT program is essential to maintaining a ready and resilient force. By investing in the well-being of our Soldiers and their families, we're strengthening the foundation

of our Army. "

Investing in People, Strengthening the Mission

As BSRT continues to evolve, its mission remains clear: equip Soldiers and their

families with the skills, support, and resilience they need to thrive—on duty and at home. With each passing year, the program not only grows in size but deepens its impact, ensuring that the heart of the Army—its people—remains strong, ready, and connected.

SGT. MARK ABALOS, NETCOM HQ

LETHAL READINESS:

516TH SIGNAL BRIGADE'S COMMITMENT TO EXCELLENCE IN ARMY MAINTENANCE AND INNOVATION

NORBERTO CONDE, 516TH SIG BDE



For two consecutive years, the 516th Signal Brigade has led the charge in transforming Army communications and sustainment operations within the Indo-Pacific, exemplifying innovative practices and a commitment to strategic maintenance programs that directly bolster combat lethality and operational readiness across the theater.

By prioritizing excellence in sustainment and network reliability, their efforts enable the Army's evolution toward multi-domain dominance, supporting resilient communications vital to securing the strategic interests of INDOPACOM and advancing the objectives of the National Defense Strategy.

"Yearly since 1982, The Army Chief of Staff, Army Award for Maintenance Excellence Program has sought out the most exemplary maintenance programs in the Army," said Chief Warrant Officer 5 David Majcher, 311th SC(T) Maintenance Manager. "Our Signal Teams and Maintainers are committed to ensuring that combat-ready, adaptable communication systems remain at the forefront—enabling seamless multi-domain operations and strengthening the lethality of our forces in the Pacific theater."

The U.S. Army Network Enterprise Center at Camp Zama was recognized as the Runner-up in the TDA category for FY24 CSA AAME, a testament to the brigade's transformation-driven approach. Building on this momentum, the FY25

saw the 307th Expeditionary Signal Battalion-Enhanced selected as one of three semi-finalists in the MTOE Large Category—both achievements reflecting a deep commitment to innovation, adaptability, and operational excellence necessary for modern warfare.

What fuels this sustained success? Col. Andy Brokhoff, Commander of the 516th Signal Brigade, emphasizes the importance of innovation and leadership in advancing Army readiness and lethality:

"Our units consistently attain the highest recognition through their ability to innovate in maintenance and sustainment, directly enhancing operational effectiveness and combat power. By ensuring readiness,

efficiency, and resource optimization—especially in a complex, multi-domain environment—we lay the groundwork for decisive victories and resilient force projection," Brokhoff explained. "This is achieved through maintaining Soldier proficiency, fostering visionary leadership, and integrating advanced maintenance procedures aligned with the evolving demands of modern warfare and the strategic priorities of INDOPACOM."

Transformational leaders prioritize proactive maintenance, fostering a culture of sustained operational excellence. Leaders who safeguard time for maintenance, actively participate in Preventive Maintenance, Checks and Services (PMCS), and develop deep system knowledge empowering their teams to succeed in

complex environments. "What impresses me the most," noted Sgt. 1st Class Eric Urquhart, 311th Signal Command Maintenance NCO, "is the emphasis on professional growth and technological mastery. When our Soldiers earn certifications like Automotive Service Consultant or Cisco Certified Network Associate, we're enhancing their ability to support emerging, adaptive systems crucial for multi-domain, high-intensity conflict. Sending Soldiers to specialized courses demonstrates our investment in their development and commitment to Army modernization."

The brigade recognizes that maintenance and sustainment are integral to operational success—especially as systems grow more sophisticated and

multi-domain capabilities expand. Developing expert knowledge across operational and maintenance disciplines ensures that the Army's joint force remains lethal and adaptable in the face of emerging threats.

"The leadership of the 516th Signal Brigade has pioneered some of the most innovative maintenance programs across the Pacific," Majcher remarked. "Their dedication to excellence ensures mission readiness and operational resilience, making them a model of how agile sustainment supports the Army's strategic shift toward multi-domain dominance and enhances the lethality of our forces in the Indo-Pacific."

GREELY HALL WIFI PROJECT

CONNECTING THE FUTURE:
DELIVERING MODERN CAPABILITY
TO NETCOM HEADQUARTERS

In the Spring of 2022, the NETCOM Command Group coordinated with the Army Program Executive Office to initiate a successful two-year effort to bring WiFi to Greely Hall. This WiFi was brought to Greely Hall as a pilot project to overcome issues with an aging Passive Optical Network, traditional CAT-3 and CAT-5 cabling, and to bring a future BYOD capability to the headquarters. The Program Executive Office Enterprise Executive Systems (PEO EIS) was identified to oversee the effort, including overseeing VAE, the contractor who won the contract to install WiFi in Greely Hall. PEO EIS held a kickoff meeting at the Fort Huachuca Network Enterprise Center (NEC) to discuss design, implementation, and expected capabilities in September of that year.

Over the next year, PEO EIS finalized the functional requirements, design, and installation plan. Once they ordered the equipment and it began arriving at Greely Hall, NETCOM G6 and the NEC coordinated with offices throughout Greely Hall to arrange access to rooms for installation. The team completed the installation of the WiFi hardware in August of 2023.

VAE worked with the Fort Huachuca NEC to configure the system and resolve technical issues. In July of 2024, VAE conducted a

training day for the NEC personnel to maintain the system. They handed off the WiFi to the NEC on 24 July 2024, and the NEC began testing WiFi to ensure it met the functional requirements.

The NEC turned on WiFi in Greely Hall on 25 July 2024. Any member of the Army with a CONUS-based DoD Information Network – Army (DoDIN-A) machine can now come to Greely Hall and use their Government laptop to connect to the Greely Hall WiFi. Anyone coming from OCONUS can use an AUDS device to connect without any additional approval.

Over the past nine months, the Greely Hall WiFi has proven to be a reliable resource, supporting faster data transfer, secure communication, and reduced reliance on aging infrastructure throughout Greely Hall.

CHARLES WRIGHT, NETCOM HQ

PIVOTING TO THE FUTURE:

7TH SIGNAL COMMAND’S ROLE IN ACHIEVING THE UNIFIED NETWORK



The digital landscape of modern warfare is constantly evolving, demanding a network infrastructure that is not only secure, but also adaptable and user-friendly. For the U.S. Army, that future is embodied in the “Unified Network,” and the 7th Signal Command Theater (7SC(T)) is bringing that vision to life across the continental United States (CONUS).

Our vision for the future is encapsulated in three key tenets: See, Know, and Decide. “See” refers to our increased visibility of the network and potential adversary activities. “Know” represents understanding and improving the user experience. And “Decide”

signifies the ability to make data-driven, operationally focused risk decisions for cyber security controls. This is NETCOM’s “Year of the Pivot” – a year of at-CONUS-scale transformation, and we are building on our 700-Day Plan published in 2024 to outline the way ahead. This isn’t just a technical upgrade; it’s a fundamental shift in how Soldiers and DA Civilians access, utilize, and secure data.

From Change to Scale: The Unified Network Takes Shape

Last year, the 7SC(T) signaled “CHANGE IS COMING.” Now, that change is accelerating. We recently published an updated 700-Day Plan building on the first edition published in 2024. The plan focuses on three core

pillars: User Experience (Ux), Cybersecurity, and Workforce Experience. These aren’t treated as separate initiatives, but as interconnected elements crucial to the success of the Unified Network. The ultimate goal? Seamless connectivity for users, a fortified defense against cyber threats, and a workforce empowered to focus on critical tasks.

Imagine a Soldier transferring duty stations. Currently, that process often involves a tangle of paperwork and IT access requests. Under the Unified Network, that is a thing of the past. The future is where users experience “seamless horizontal movement,” eliminating administrative hurdles and streamlining transitions. This extends to “vertical movement” as well—ensuring data

flows effortlessly from garrison environments to field operations and deployments.

Our strategy also sets ambitious targets for IT service delivery in Fiscal Year (FY) 2025, aiming for 24-hour resolution for critical issues, 48 hours for high-priority requests, and a maximum of 4 business days for medium and low-priority tasks. In FY26 and beyond, there are opportunities to accelerate response time even further. This commitment to meeting Army IT Service Catalog standards underscores our dedication to providing timely support so our customers can maintain productivity and achieve mission success.

Empowering the Workforce

The transformation won’t happen without a skilled and adaptable workforce. The 7SC(T) recognizes this and is actively restructuring roles and responsibilities to optimize efficiency. The centralized, responsive

help desk (Army Enterprise Service Desk) will handle Tier 0/1 support tasks, freeing up Network Enterprise Center (NEC) staff and mission partner system administrators to tackle more complex issues. Updating our Supported Command Integration Program (SCIP) will streamline and standardize training, creating reciprocity across CONUS installations and allowing our people to focus on the most challenging problems.

This shift isn’t about reducing personnel; it’s about empowering them to be more effective and responsive. By automating routine tasks and centralizing support, we will create a more fulfilling and impactful work environment for our Soldiers and Civilians. The 700-Day Plan acknowledges that the Army is in a “persistent environment of change,” and emphasizes the need to reorganize, and optimize the workforce and our customer support structure, to meet evolving demands.

Looking Ahead: Seeing, Knowing, and Deciding

By the end of FY25, 7SC(T) will achieve: increased network and threat visibility; improved user experience with expanded access and streamlined processes; and improved ability to make data-driven decisions based on operational risk. Throughout the past year, I have continued to emphasize the importance of feedback from customers and our workforce as we refine and assess our way ahead. Identifying policy, process, and training gaps is crucial to ensure we are adequately prepared. This open dialogue is essential for achieving our ambitious goals.

The success of this plan hinges on a commitment to embrace change. The 7th Signal Command (Theater) is proud to play a critical role in NETCOM’s “Year of the Pivot” as we continue to build a foundation for the Army Unified Network and achieve Army campaign objectives.

BRIG. GEN. ERIC VAN DEN BOSCH, 7SC(T) COMMANDER

DEO LAUNCHES PERSONNEL MANAGEMENT TOOL

LAURA GONZALES, 2D TSB

WIESBADEN, Germany — The 2d Theater Signal Brigade’s Data Engineering Office (DEO) announces the launch of the innovative Personnel Management Tool.

This tool revolutionizes personnel management within the organization and gives the brigade the power to achieve greater efficiency, accuracy, and effectiveness in managing personnel data and operations.

The Personnel Management Tool encompasses three key areas:

- Personnel Status Validation: Now live in production, this feature ensures accurate and timely updates on personnel status, which is crucial for maintaining up-to-date records and guaranteeing that the right personnel are in the correct positions.
- DOD Performance Management and Appraisal Program: Currently in testing, this will aim to streamline performance evaluations and appraisal status tracking.
- Position Management and Enhanced Manning Analysis: In development, this tool will provide advanced analysis and insights into position management and staffing needs.

PERSONNEL MANAGEMENT TOOL’S IMPACT

Staying ahead of trends and performance measures is crucial in today’s fast-paced digital landscape.

That’s why the DEO is excited to collaborate with the Personnel and Human Resources Directorate to develop an innovative tool for capturing personnel data from Army Vantage centrally pulled from the Defense Civilian Personnel Data System and Integrated Personnel and Pay System-Army, the Employee Management, Processing and Recruitment



System, and Business Objects Business Intelligence tools.

OPERATIONAL OVERVIEW

This web-based IT solution empowers users with advanced business intelligence capabilities to capture, record, manage transactions, and standardize reports related to the brigade’s positions and personnel.

The DEO’s IT solution uses advanced data analytics and machine learning algorithms to deliver comprehensive, actionable insights.

Key benefits include:

- Efficiency: Significantly reduces the time spent on personnel accountability and command manning end-strength forecasts.
- Standardization: Streamlines processes and standardizes reporting procedures for consistency and accuracy.
- Improved Tracking: Enhances the accuracy of tracking personnel actions and source systems.

ON THE HORIZON

DEO is working on the following additions to the suite of tools and reports, including:

- CES Training Tracker: A new feature to streamline and monitor training progress.
- Foreign Overseas Tour Extensions: Enhancements to manage and track overseas tour extensions.
- Comprehensive Reports: An array of new reports to provide deeper insights and support informed decision-making.

PACIFIC SIGNAL “HOOLIGANS” DOMINATE

NOBLE SKYWAVE GLOBAL COMPETITION

SFC. ROBERT MALONE, 516TH SIG BDE

WAHIAWA, HAWAII — The 30th Signal Battalion’s “Hooligans” High Frequency Gateway Team, call sign “Guardian Ridge,” took top honors outpacing 400 global competitors during the 2-24 Noble Skywave competition.

“HF communication is being modernized through the integration of advanced signal processing techniques, automated link establishment (ALE) systems, and new waveform designs,” said Sgt. Sunny Roldan, former 30th HF Radio Operator, “which allows faster data transmission rates, improved reliability in challenging environments, particularly for military applications where resilient long-range communication is crucial.”

Established in 2013, Noble Skywave is a global competition hosted by the Canadian Forces, bringing together 397 registered competitors from various organizations and military services—including participants from Canada, Peru, Germany, Australia, the U.S. Navy, Marine Corps, and other Department of Defense personnel. Points are awarded based on the type of transmission and the duration of the connection.

One of the Hooligans’ most notable achievements came on the second day of the competition, when the team established a radio connection with a competitor in Iraq at 2300 hours—spanning 8,546 miles and earning the maximum 7.5 points. This long-distance contact, along with a series of other successful connections, contributed to their overall score of 557 points.



This accomplishment serves as an inspiration to others in the field of signal communications and reflects the high standards of excellence within the 30th Sig. Bn. The team’s outstanding performance in Noble Skywave 2024 highlighted their exceptional skills and commitment to excellence in signal communications.

“HF communication is a skill that is only going to increase in relevance. If recent conflicts have shown us anything, it’s that resilient analog comms are a must for survivability and operational reach,” said Capt. Johnathan Marcelli, Commander, HHD, 30th Sig. Bn. “Many organizations with “HF” in their PACE plan likely haven’t validated that skill; we’re trying to help change that. We conduct training with organizations across Oahu, frequently as train ups for CTC rotations, FTXs, or multinational exercises. It’s a team effort, and the U.S. Military is the greatest team on earth, so you can learn something from everyone.”

“In order to “Get the Message Through,” we must continue to push the envelope and test our HF communications systems to ensure we are confident with knowing their limitations,” said Army Signal Regimental Command Sgt. Maj. Linwood Barrett. “HF is extremely important and being able to communicate and adapt to the challenges when other systems are degraded during Large Scale Combat Operations is what will win! The commitment, expertise and efforts of the 30th Signal Battalion HF team is a prime example of this.”

SECURE. SCALABLE. AFFORDABLE.

NETCOM EXPANDS COST-EFFECTIVE,
SECURE, AND SCALABLE DATA SOLUTIONS
FOR ARMY OPERATIONS

FORT HUACHUCA, Arizona. – The U.S. Army Network Enterprise Technology Command (NETCOM) is the U.S. Army’s cyber space owner, responsible for the security and operation for nearly all Army networks. NETCOM is made up of twelve directorates serving telecommunications solutions to the Army community worldwide. The Army Computing and Data Centers Directorate (ACDC) manages ten of the twelve Army Enterprise Data Centers (AEDC) and the on-premises cloud alternatives within four continents.

ACDC oversees virtual computing operations at the NETCOM-owned AEDCs. They offer a comprehensive suite of On Premise Edge Computing Alternative services at a half or less of commercial cloud costs. The data center services include Data Centers as a Service (DCaaS) and Army Edge Computing Capability (AECC), providing Infrastructure as a Service (IaaS) and Platform as a Service (PaaS). These services support key Army applications such as the Command Post

Computing Environment (CPCE) while ensuring security, scalability, and flexibility. Inside the ACDC, the Enterprise Computing Operations and Support Center (ECOSC) Division provides seamless migration support, helping units transition smoothly while ensuring mission continuity. Additionally, ACDC partners with the Product Director for Acquisition, Logistics, and Technology Enterprise Systems and Services (PD ALTESS) to provide high-touch development and environment management services.

On average, AEDC-hosted systems cost only 25 percent of commercial cloud alternatives, significantly reducing capital expenditures on hardware and software. AECC systems are billed monthly and can be scaled based on operational needs, while DCaaS hosting at AEDC locations is available at 50 percent the price of comparable commercial or DISA offerings. Future initiatives may allow units to leverage hoteling services on a case-by-case basis for legacy equipment at AEDCs IAW Army IT Portfolio catalog for funding



baseline, above baseline, or overhead shared cost.

Onboarding into AECC or DCaaS environments is a streamlined process, with a projected 60-day timeline from initiation to full operational capability. By utilizing ACDC’s services, Army and Department of Defense units can enhance agility, eliminate infrastructure burdens, and focus on mission execution while relying on a trusted and experienced partner for infrastructure management. Units are encouraged to register early to take full advantage of ACDC’s secure, scalable, and cost-effective data solutions.

All Department of Defense applicants may contact us at USArmy.Huachuca.NETCOM.mbx.ECOSC@Army.mil to get started today.

JONATHAN GAGNON, NETCOM HQ

FINANCIAL MANAGEMENT

Invoice
Application

2D SIGNAL BRIGADE LAUNCHES FINANCIAL MANAGEMENT TOOL

CANDY KNIGHT, 2D TSB

WIESBADEN, Germany — In an era where efficiency and accuracy are paramount, the introduction of innovative applications can make a significant difference in operations. The 2d Theater Signal Brigade's new Financial Management Invoice Application is replacing the aging Configuration, Accounting Integrity Reports Security (CAIRS) application, marking a pivotal shift in how invoices are managed and processed.

The Financial Management Invoice Application, designed by the 2d Theater Signal Brigade Data Engineering Office, is a comprehensive tool that simplifies various aspects of the invoicing process. Its functionality extends beyond mere submission to include invoicing accuracy, customer cost association, and generating verification reports.

A few of the app's standout features include:

- Ability to compare communication service invoices against PDF totals.
- Link funding from the General Fund Enterprise Business System to customer codes.
- Export data in text format, including Journal Voucher amounts.

The app also includes a "rollback" feature. This enables users to identify specific transactions requiring reversal while also verifying details and ensuring the adjustments reflect accurately in the customers' financial records. This feature also aids Financial Managers in maintaining transparency and trust in billing practices.

PRECISION BILLING POWERED BY INNOVATION

"Additionally, the application enables finance managers to link customer mobile telephone numbers directly to their respective customer codes," said Chris Kolbe, Financial Management Specialist, 2d Theater Signal Brigade. "This functionality ensures financial records are meticulously organized, allowing managers to retrieve and manage customer information during transactions or inquiries quickly. By associating mobile numbers with unique customer identifiers, the app enhances communication efficiency and improves customer relationship management, making it easier to reach out to clients when necessary."

A CRITICAL NEED FOR CHANGE

The transition to the Financial Management Invoice Application is not just a matter of modernization; it is a crucial financial strategy meant to save substantial

resources. The previous CAIRS application had become obsolete, requiring costly licensing fees — expenses that the new app seeks to alleviate. With an estimated \$1.2 million in annual funding saved through its implementation, this application promises a significant return on investment.

The Financial Management Invoice Application is a notable enhancement in operational efficiency, according to U.S. Army Sgt. Malcolm Pope, the brigade's Data Officer and the app's principal software developer. He emphasized that the app not only simplifies financial operations but also improves accuracy, enabling personnel to focus on mission-critical tasks with greater reliability.

"The time taken to submit an invoice has plummeted from 24 hours to under one hour, freeing up valuable staff resources and enabling quicker financial processing,"

he said. "The new app also improves accuracy, which is vital in preventing the loss of funds that had been a recurring issue under the previous system."

COMMITMENT TO INNOVATION

The launch of the Financial Management Invoice Application showcases the commitment of the 2d Theater Signal Brigade

to innovation. By using existing resources, such as Power Apps, Power Automate, and Power BI — tools that fall under their already purchased software subscriptions — the brigade is efficiently reallocating its funds toward the development of this new application.

"Power Apps serves as the foundation of this new project, enabling the

creation of a responsive and user-friendly interface that enhances the overall user experience," Sgt. Pope said. "Power Automate automates repetitive tasks, minimizing human error and increasing efficiency. Meanwhile, Power BI integrates data sources to generate accurate reports, allowing for real-time insights and interactive visuals that bolster decision-making processes."

FUTURE GOALS AND EXPECTATIONS

The Financial Management Invoice Application is poised to be fully functional and available to all applicable users by the end of May 2025. As it prepares for launch, its integration into the daily operations of the Financial Management Directorate stands to redefine billing processes and financial management within the organization.

The anticipation surrounding the Financial Management Invoice Application reflects

not only an embrace of technology but also a broader commitment to enhancing operational effectiveness and fiscal responsibility. With its array of innovative features and the potential for significant financial benefits, the Financial Management Invoice Application is more than just a software replacement; it represents a strategic advancement towards greater accountability and transparency in the invoicing process.

As organizations strive for excellence in service delivery, the Financial Management Invoice Application sets a benchmark for innovation, demonstrating that by leveraging available resources and embracing new technologies, the brigade is able to provide exceptional financial management for its customers.



FORGED IN EXCELLENCE

7TH SIGNAL COMMAND (THEATER)
ACHIEVES RETENTION SUCCESS

CSM KATRINA RICHARDSON, 7TH SC(T)

For the first time in years, 7th Signal Command Theater (7SC(T)) achieved 100% of its retention mission in 2024 and 2025, and is on track to do so for 2026—thanks to its outstanding Army Career Counselors and Retention NCOs. This mission is an uphill climb because signal and cyber skills are highly marketable—and often lucrative—in the private sector. How did this talented team of retention professionals flip the script? By highlighting the command’s central role and the many opportunities it provides Soldiers, helping them advance professionally while making an outsized impact through uniformed service.

1. Professional Development

Joining the 7SC(T) means Soldiers have unparalleled opportunities for professional growth. We offer educational and training benefits, ensuring that Soldiers are equipped with the skills the Army needs to succeed. Our role in implementing the Army Unified Network Plan 2.0 means our Soldiers can also develop expertise in state-of-the-art technologies.

2. Global Impact and Prestige

Soldiers serving in 7SC(T) will have opportunities to take on high-profile roles that have a direct impact on global operations. Whether they are assigned to a Signal Brigade Headquarters, a Global C3 Team supporting a 3-star command, or a U.S. Signal Activity (SATCOM) site, they are part of an elite group. This command’s prestige gives Soldiers a sense of pride and purpose—and it allows them to build a professional network that serves them well wherever they go.

3. Advancement and Leadership Opportunities

This command values leadership skills in many career paths, and Soldiers can progress through the ranks at a pace that reflects their skills, commitment, and dedication. The experiences gained in a theater environment, coupled with leadership development programs, make Soldiers highly competitive for senior leadership roles within the Army.

4. Mission-Driven Culture and Camaraderie

7SC(T) operates with a mission-first and people-centered mentality. We provide services 24/7/365 to the Army, so we rely heavily on teamwork, which builds a sense of shared purpose and camaraderie. Our Soldiers become part of a that team and our family, where contributions are valued, and successes are celebrated.

Our Soldiers serve at the forefront of the Army’s network transformation for a unified network. They develop cutting-edge skills and contribute to a critical mission that supports global communication capabilities and operations with multinational partners and our nation’s continued security.

Our dedicated team of retention professionals have leveraged the critical 7SC(T) mission and its many advantages to reach new heights of mission success, and we are confident they will continue to make a positive impact for the command and the U.S. Army.



CLEAR SIGNALS, SAVED LIVES

44TH ESB-E TRAINS MEDICS IN CRITICAL COMBAT COMMUNICATION

BAUMHOLDER, Germany – In a crucial effort to bolster military communication capabilities, the 44th Expeditionary Signal Battalion-Enhanced’s Charlie Company provided annual radio training to a dedicated group of medics from the 30th Medical Brigade, May 6, 2025, in Baumholder, Germany.

The training underscored the importance of effective communication in tactical scenarios and emergencies for combat medics, ensuring that they are well-prepared for future missions. During the training sessions, the Soldiers focused on the foundational aspects of radio communication and signal operations — skills that are essential for maintaining clear lines of communication in the heat of battle.

“CLEAR COMMUNICATION IS VITAL FOR COORDINATION, COMMAND AND CONTROL, AND SITUATIONAL AWARENESS,” EMPHASIZED U.S.

ARMY STAFF SGT. MARK MCGLASSON, SECTION SERGEANT, 44TH ESB-E. “THIS TRAINING IS MORE THAN SIMPLY ROUTINE; IT IS A VITAL COMPONENT IN PREPARING SOLDIERS FOR THE DEMANDS THEY MAY ENCOUNTER DURING A REAL-WORLD EMERGENCY.”

In a combat setting, the stakes are even higher, where the chaos of war can turn into a race against time. The ability to relay proper communication during a medical emergency on the battlefield can spell the difference between life and death for injured service members.

The medics’ remarkable adaptability and profound understanding of the material truly inspired their fellow signal Soldiers. For instance, their quick grasp of signal theory and their ability to set up, load, and operate the radio set, and handle COMSEC with



impressive skill, served as a potent reminder that determination and teamwork can elevate everyone around them, fostering an environment of growth and resilience.

“We learned that the medical brigade Soldiers are quick learners,” said U.S. Army Cpl. Ahmir Gordon, IT Specialist, 44th ESB-E. “They adapted seamlessly to the concepts of signal theory and were able to set up, load, and operate the radio set, and handle COMSEC with impressive skill.”

In addition to building technical skills, the training also fostered camaraderie between signal and medical personnel. This collaboration showcased the benefits Soldiers gain from cross-training with different military occupational specialties, such as a broader understanding of the battlefield, improved coordination during operations, and a more comprehensive approach to problem-solving.

“Working with the 30th Medical Brigade was rewarding,” said U.S. Army Sgt. Joshua Kaulave, SNN Team Chief, 44th ESB-E. “Training together helps strengthen our warfighting abilities, while also building

relationships that are essential on the battlefield.”

Such training sessions embody the United States Army’s commitment to maintaining operational readiness through collaboration and continuous learning. As the Soldiers of the 30th Medical Brigade prepare for future missions, their enhanced communication skills will undoubtedly play a pivotal role in the effectiveness and safety of their operations.

For Charlie Company and the 30th Medical Brigade, this training was more than just an annual requirement; it was a vital step in ensuring that every member understands the importance of communication in saving lives during combat.

CANDY KNIGHT, 2D TSB

SAFETY FIRST:

HOW NETCOM IS BUILDING A CULTURE OF SECURITY AMID TRANSFORMATION

FORT HUACHUCA, Ariz. – As the U.S. Army advances into a new era of modernization under initiatives like the Army Transformation Initiatives (ATI), one constant remains: the critical importance of safety. At the center of this evolution is the U.S. Army Network Enterprise Technology Command (NETCOM), which is not only transforming cyber operations but embedding safety into every step of that journey.

Transforming with Safety in Mind

Change is inevitable—especially in the ever-evolving realm of cyber technology. From network upgrades to the deployment of new systems, every initiative introduces some level of risk. NETCOM’s approach is clear: prioritize safety to safeguard people, equipment, and mission success.

“Safety isn’t just a policy; it’s a mindset,” said Dr. Jeffrey C. Speer, NETCOM Safety Director and Engineer. “When we embed safety into our planning and execution, we’re better positioned to adapt quickly while maintaining the well-being of our teams.”

A Culture of Accountability

Central to NETCOM’s safety strategy is active engagement with tools like the Army Safety Management Information System (ASMIS). Through timely reporting, inspections, assessments, and surveys, leaders collect essential data to identify hazards and shape preventive measures.

“Every incident or near miss is an opportunity to learn,” said Dr. Speer. “By systematically analyzing that data, we can apply actionable changes that enhance safety across the board.”

Collaboration Fuels Progress

True safety culture is built through teamwork. NETCOM’s proactive model encourages collaboration between leadership at all echelons, safety professionals, and operational teams to create open communication and shared responsibility. This unified approach allows safety practices to evolve alongside mission demands and technological advancements.

“Safety empowers change,” said Dr. Speer. “When everyone understands their role and feels responsible, it creates an environment where innovation and security thrive together.”

Enabling Innovation through Safety

As NETCOM leads modernization across the Army’s cyber enterprise, maintaining a resilient safety culture is not a side task—it is foundational. By integrating safety into every phase of transformation, the command ensures that progress doesn’t come at the cost of protection.

For NETCOM, the message is clear: safety is not an afterthought—it is the enabler that drives sustainable innovation, mission effectiveness, and the readiness of the force.

HENRY VASQUEZ, NETCOM HQ



311TH CMD HIGHLIGHTS ROLE AT LANPAC

SUPPORTING INDO-PACIFIC READINESS

LIANA KIM, 311TH SIG CMD

As strategic competition intensifies in the Indo-Pacific, the U.S. Army continues to serve as the bedrock of the Joint Force, providing the capabilities required to project and sustain power across all domains. At this year's Land Forces Pacific (LANPAC) Symposium, held in Honolulu, military leaders and defense experts gathered to examine how the Army is adapting to the complex and evolving demands of this region. Among the key participants was the 311th Signal Command (Theater), whose presence underscored the vital role of cyber and communications infrastructure in maintaining joint force readiness.

The LANPAC Symposium highlighted the Army's four strategic roles—shaping operational environments, preventing conflict, prevailing in large-scale ground combat, and

consolidating gains. These are executed through core competencies that include setting and sustaining the theater for joint operations and integrating national, multinational, and joint power. For the 311th Signal Command, these competencies are at the heart of their mission.

"While meeting with our units across the vast Indo-Pacific theater during our first year serving together, Command Sgt. Maj. Stroud and I have observed that our current operating environment is characterized by complexity, which continues to grow in scope, scale, and pace," said Brig. Gen. Ray Phariss, Commander, 311th SC (T). "To operate effectively in the midst of this complexity, we require the best technology we can afford to enable us to stay ahead of our adversaries. We also need highly skilled, highly educated Soldiers,



civilians and contractors on our team to maximize our effectiveness. Events like this help tremendously in bringing together leaders, industry partners and future Soldiers, all of whom are critical to our current and future success."

The Army's ability to communicate across vast distances and in denied or degraded environments is critical to mission success in the Indo-Pacific. 311th's infrastructure and personnel ensure commanders have real-time access to the information they need,

when they need it—across thousands of miles and multiple time zones.

Deploying its resources across the region, the 311th Signal Command defends and manages the Department of Defense Information Network-Army (DoDIN-A) within the theater. This communications backbone is essential for ensuring secure and resilient command and control for forces operating across air, land, sea, space, and cyber domains.

"In our Pacific DoDIN-A Operations Center, the team integrates organic and rotational units into a cohesive, theater-wide network," Phariss said. "The command's redundant regional hubs and interior lines of communication ensure continuous support, even across the International Date Line—a unique challenge in the Indo-Pacific area of responsibility."

In a region where strategic distances and dispersed forces pose persistent challenges, the 311th's ability to maintain network resilience directly contributes to joint operational readiness. The command provides communications support to more than 65,000 Active Duty personnel, 9,000 civilians, and 5,000 Army Reserve Soldiers—enabling seamless execution of operations, training, and exercises.

The Army's integration of reserve forces was another key theme at LANPAC, with allied leaders emphasizing their importance in reinforcing regional capabilities. For the 311th Signal Command, which includes a significant Reserve component, this integration is more than theoretical. Mobilizing and training Reserve Soldiers is part of the command's routine mission, ensuring a fully capable force ready to respond to any contingency.

"In the cyber domain, readiness means daily vigilance," said Lt. Gen.

Maria Barrett, Commanding General of U.S. Army Cyber Command. "Fighting tonight is something we do every day."

The 311th embodies this ethos by providing persistent cyber defense and maintaining information dominance in a dynamic and contested theater. Their efforts, alongside U.S. Army Pacific and other joint and allied partners, form a foundational pillar of deterrence and defense in the Indo-Pacific.

The takeaway from LANPAC is clear: to succeed in this complex region, the U.S. Army must continuously adapt, innovate, and integrate across services, domains, and borders. The contributions of the 311th Signal Command illustrate the Army's broader commitment to serving as the linchpin of the Joint Force, ensuring that the United States and its allies remain prepared to tackle the challenges of today and tomorrow.

"While the nuances of our complex environment are challenging, they also make our work exciting, especially when we can collaborate with colleagues and partners to achieve success," Phariss said. "The 311th Signal Command is a critical part of a cohesive, capable and motivated team that is working hard every day to make sure that we are ready to answer the call when needed."



FORGING DATA WARRIORS

COURSE PREPARES 39TH SSB FOR DATA DRIVEN FUTURE

Members of the 39th Strategic Signal Battalion (SSB) recently seized an invaluable opportunity to expand their leadership capabilities by participating in the Data for Leaders

Course, which took place from April 30 to May 1, 2025. This two-day workshop, led by U.S. Army Capt. Derrick Kozlowski, Chief Data Officer, U.S. Army Signal School, was tailored to enhance participants' understanding of data's transformative potential within military operations.

The course tackled critical topics essential for modern leadership, including data literacy, governance, cloud fundamentals, zero trust principles, and the use of Power BI, a powerful analytics tool. Designed for officers, non-commissioned officers, warrant officers, DoD Civilians, and emerging data professionals, the program aimed to cultivate a data-centric mindset vital for decision-making in today's rapidly evolving landscape.

Ms. April Pinsonneault, an IT Specialist with the battalion, emphasized the course's relevance.

"The training provided practical skills that are directly applicable to our missions. The segments on data cleaning and Power BI reporting were particularly invaluable," she said.

Cpt. Kozlowski's engaging anecdotes and real-world examples injected a practical dimension into the training, making complex concepts accessible.

"His passion and experience elevate the Data for Leaders course beyond a standard training session; it's a true master class," Ms. Pinsonneault added, highlighting how these elements deepened the participants' understanding of data analysis.

The initiative to bring this training to the Watchdog Battalion stemmed from the

proactive efforts of U.S. Army 1st Lt. Ashley Ulricson. Aware of the critical need for improved data literacy in modern military operations, Lt. Ulricson orchestrated the course's scheduling, exemplifying her dedication to the professional development of her peers.

"I met Cpt. Kozlowski during my undergraduate internship with the 160th Special Operations Aviation Regiment's Data Integrated Maintenance Environment," 1st Lt. Ulricson recounted. "His influence inspired me to commission as a Signal Officer. He has been at the forefront of the U.S. Army's adoption of data literacy and has championed a data-centered Signal Corps."

1st Lt. Ulricson's vision for the course centered on creating a shared understanding among senior leaders about the significance of adopting a data-centered mindset to facilitate faster and better-informed decision-making within their operational areas.

"As members of a strategic signal battalion, our missions are increasingly data-centric. It's imperative that we cultivate at least a fundamental understanding of data governance and its implications."

In an ever-evolving military landscape, initiatives like the Data for Leaders Course represent crucial steps toward cultivating an informed and agile force. The 39th Strategic Signal Battalion, alongside the 2d Theater Signal Brigade, is not merely keeping pace with the future; they are actively shaping the next generation of leaders for success in a data-driven world. Armed with the skills acquired from this course, participants are leading the charge in the Army's crucial data transformation efforts.

CANDY KNIGHT, 2D TSB

PACIFIC CYBER WARRIOR SUPPORT HURREX 2024

SIGNAL ENABLES DISASTER
RESPONSE READINESS

LIANA KIM, 311TH SIG CMD

HONOLULU – Soldiers and civilians of the 311th Signal Command (Theater) worked around the clock to provide Signal support for a Hurricane Readiness Exercise with organizations throughout the state of Hawaii.

"This is the second iteration of this exercise that we've participated in," said Mr. Ron Green, Supply and Services Division Chief, 311th SC (T) G4 Logistics Team. "It provided a challenging yet needed experience, as it facilitated external coordination among many organizations, thereby streamlining our processes and our internal playbooks so that when a real-world incident occurs, we are all more prepared to work together to find solutions and assist those in need."

Led by U.S. Army Pacific Command Operational Headquarters for Army units across the Indo-Pacific, the goal of this Theater Joint Force Land Component Command (TJFLCC) exercise was to rehearse and refine unified reaction to disaster response.

"Staff readiness exercises like HURREX 2025 are vital to our ability to respond and support efficiently during emergencies," said 311th SC (T) Deputy Commander, Col. Joseph Miller. "In preparation for this annual hurricane exercise, I want to emphasize the critical roles of the staff. These exercises not only allow our teams to refine their planning skills but also foster essential relationships with external agencies that we may not interact with daily. By collaborating in this capacity, we enhance our readiness and ensure a more coordinated response in real emergencies."

"While this event required focus and



prioritization as an additional requirement to our routine signal operational tasks, I actually enjoyed it and learned a lot," said Capt. Cierra Butler, "I gained valuable experience through my participation in HURREX 25, particularly in understanding how Tropical Cyclone Condition of Readiness (TCCOR) levels dictate the response and coordination support to ensure personnel safety to include critical operations for both safe havens and shelters during disasters. This exercise highlighted the importance of having pre-established plans to ensure a smooth and effective response especially while working with the Defense Security Cooperation Agency."

"The involvement of our skilled Department of Army Civilian workforce in preparedness exercises like this is essential, said Mrs. Michele Bolinger, Civilian Deputy to the 311th SC(T) Commander. "Civilians provide crucial continuity within our organizations, as they often stay in their roles long-term. This stability is a vital resource that cannot be overstated. Our civilian team possesses invaluable institutional knowledge, allowing us to retain important lessons learned over time. This continuity ensures that we continuously improve and refine our processes, which significantly enhances our overall readiness and effectiveness."



44TH ESB-E DELIVERS AGILE SOLUTIONS THROUGH INNOVATION

CPT. AMANDA HALL, 44TH ESB-E

The 44th ESB-E Network Engineers and Information Dissemination Management Team implemented enhanced Virtual Server Stack (VSS) solutions that host remote management, improved cybersecurity, and tactical voice capabilities to the battalion. The VSS provides the Battalion Command Post live network analytics to better monitor and track network performance for teams spread out across the USAREUR-AF theater. By utilizing VSS, the 44th ESB-E exercised a cost-effective option to self-host virtual machines without relying on outside vendors enabling the 44th ESB-E to handle increased workloads with improved C2 from home station.

44th ESB-E established a tactical network for 1-57 ADA in several countries as a part of Large Scale Exercise (LSE) 2025. The team provided a connection between Army and Navy Air Defense Systems over a tactical network by utilizing an application

that extends the network beyond its traditional line of sight constraints. While the network typically relies on radio frequency (RF) transmissions, which are generally limited to a couple hundred nautical miles, the application used leverages the internet protocol (IP) to enable long-range data exchange. By combining the two, we were able to provide real-time communication for NATO members between their military aircraft, ships, ground forces, and command centers, producing a common air picture. This exercise demonstrated that a Scalable Network Node (SNN) can facilitate the secure connection between NATO partners and enablers, enhancing a Common Operational Picture, including air-space, between the U.S. Army and Navy.

44th ESB-E continues to test and validate Rapidly Deployable Node (RDN) options in order to deliver a scalable solution that is specifically tailored to unique and prompt mission requirements across the USAREUR-AF theater. These Commercial Off-the Shelf (COTS) baseband options can support between one to thirty users. By repurposing existing equipment as well as securing COTS options, the 44th ESB-E can rapidly deploy teams with minimal equipment to support users on a secure network.

ENHANCING RESILIENCE AND RELATIONSHIPS

CANDY KNIGHT, 2D TSB

WIESBADEN, Germany — The military lifestyle demands resilience—from Soldiers, Department of the Army Civilians, and their families alike. Recognizing the toll that stress and separation can take on operational effectiveness and personal relationships, the 2d Theater Signal Brigade, alongside the 52d and 509th Signal Battalion Unit Ministry teams, hosted Building Strong and Ready Teams (BSRT) events throughout Germany and France in April and May 2025.

These carefully organized events, set in culturally rich and serene locations, offer more than just a break from routine. They are structured to nurture holistic health by focusing on essential relational skills such as communication, conflict resolution, and emotional awareness—critical pillars of both individual resilience and mission success.

“The military presents a lot of unique challenges. We live with a lot of uncertainty,” said Chaplain (Capt.) Maxwell Groene of the 509th Signal Battalion. “There are times when we spend months away from our families, all in order to prepare to fight and win our nation’s war. The need to constantly invest in ourselves, our marriages, our families, and our relationships is great because it gives us the strength to deal with these stressors.”

Interactive sessions, led by the chaplains, challenge participants to engage in real-world relationship scenarios. Through reflective exercises, individuals and couples identify growth areas, refine their communication, and strategize healthier responses to conflict—benefits that extend from the home front to the workplace.

For many participants, BSRT is a rare opportunity to focus on their most important relationships. U.S. Army Sgt. Cameron Hector, newly assigned to the 52d Signal Battalion,



attended with his wife and found the experience transformative. “After a year in Korea, we didn’t have time for ourselves. BSRT gave us the space to reconnect and really communicate. That makes us stronger and more resilient,” he shared.

Despite perceptions that BSRT events are simply retreats, Chaplain (Maj.) Jesse Adkinson, Senior Chaplain for the 2d Theater Signal Brigade, emphasized their strategic value. “Building Strong and Ready Teams training events serve as motivations for identifying areas of growth and addressing the social, emotional, and spiritual aspects of holistic health—this training equips participants with tools to engage actively in their professional and personal relationships.”

Chaplain Adkinson also highlighted the link between personal well-being and mission performance: “Mission success in the United States Army depends on the ability of Soldiers, DA Civilians, and their families maintaining holistic health and fitness. When families struggle, Soldiers and DA Civilians will struggle at work.”

As the brigade continues to champion BSRT events across Europe, one truth resonates: investing in people is a force multiplier. Strengthening relationships doesn’t just enhance personal resilience—it fortifies the collective strength of the Army’s global mission.

“Our people make the mission happen,” Adkinson concluded. “Conducting training that strengthens people and families in holistic health and fitness is a force multiplier that helps us achieve mission success.”



COMMUNICATION AT THE EDGE:

44TH ESB-E LEADS THE WAY IN MULTI-DOMAIN OPERATIONS

2LT ALEX BRADLEY, 44TH ESB-E

From April to June 2025, the 44th Expeditionary Signal Battalion-Enhanced (ESB-E) played a vital role in supporting the U.S. Army Europe and Africa’s large-scale exercise (LSE) season and additional missions. This period included major multinational exercises deploying teams from 44th ESB-E across multiple continents, to deliver reliable, resilient, and expeditionary tactical communications to enable command and control for U.S. and allied forces.

Each exercise tested the readiness and interoperability of the 44th ESB-E and its allied partners in dynamic operational environments. The battalion consistently demonstrated adaptability and expertise in providing expeditionary communications at scale.

SNN 350 from Bravo Company deployed to support the largest Integrated Air and Missile Defense exercise conducted in Europe. This team established critical SATCOM links and data transport capabilities for 5-4 Air Defense Artillery, enabling real-time coordination of live-fire scenarios. As the first team in the Brigade to deploy and operate a Scalable Network Node (SNN) in the Arctic Circle, they ensured a seamless connection between naval task forces, joint command centers, and multinational partners, reinforcing the Battalion’s role as a key enabler in contested and denied environments.

“Located in Germany, we are not typically exposed to arctic conditions. However, my team’s adaptability to extreme cold weather field environments while jumping to eight different locations was crucial to the overall mission success,” stated Sgt. Jessie Munoz, team 350’s Team Leader. “We established interoperability through multi-domain communication systems, resulting in the supported unit’s first time successfully creating an Army and Navy air picture through the multi-layered defense Forward Area Air Defense (FAAD) system”.

Through these deployments, the 44th ESB-E demonstrated its technical excellence, expeditionary skill, and steadfast support to warfighters—reaffirming its role as the Army’s premier tactical signal battalion in Europe and Africa.

FOLLOW THE YELLOW BRICK ROAD

A FRAMEWORK TO MAXIMIZE DATA LITERACY

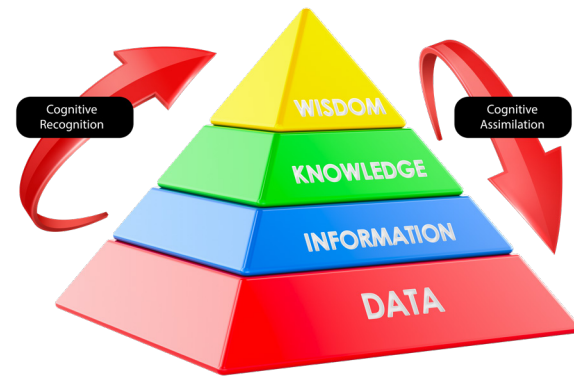


FIG. 1

M“It is all about the data.” During the recent Alfred J. Myer Signal Corps Regimental Association Awards dinner, Lt. Gen Jeth B. Rey noted the importance of data and how the Army is moving to maximize opportunities, through the Army Unified Network Plan 2.0, for delivering critical capabilities the Army needs to operate in ever changing and multi-domain environments. However, data, in and of itself, has no implicit or explicit value. How one utilizes the data for situational awareness, decision-making, or framing problem sets creates value for the individual and the organization.

This is analogous to a car parked on the highway where the car is data, and the highway is the network. The car has no value in moving people from point A to point B while parked but does create value when moving people on the highway. Consequently, technology may provide the framework, but people and processes are

critical to maximizing data decision making opportunities.

The first step in maximizing data driven decision making is data literacy. Data literacy is defined as “Data literacy is the ability to read, write, and communicate data in context, with an understanding of data sources and constructs, analytical methods and AI techniques. Data literacy helps people identify, understand, interpret and act on data within a business context to influence business value or outcomes.” Although focused on business value from a private sector perspective, data literacy is critical to meeting the demands in the current and future operational environments. Moreover, the Army Transformation Initiative clearly articulates delivering war-fighting capabilities as a key tenet for current and future success. Predicated on achieving adversarial overmatch is the Army’s ability to integrate emerging technologies and capabilities with refined operational processes and comprehensive and enduring training opportunities and regimens. Finally, General Gary M. Brito noted -

“Technology is evolving at an ever-increasing rate...and our adversaries are growing stronger and getting bolder. This requires mentally agile leaders who can quickly adapt to a rapidly changing operational environment. A data-literate force will be better prepared to best understand and operate in the current and future operational environment and leverage the full capability of the tools in their toolkit.”

To better understand the cognitive and causal relationship between data ingestion and integration, it may be helpful to conceptually frame through the D-I-K-W pyramid. Figure 1 depicts the relationship between data and wisdom coupled with corresponding feedback loops for cognitive recognition and assimilation. As we incorporate data literacy as a key skill enabler for Soldiers and Army Civilians, understanding the transitions and dynamics between raw data and gleaning wisdom through information and knowledge become paramount.

The three “C’s” of data literacy are critical thinking, creativity, and curiosity and a robust data literacy framework serves as a foundational approach to maximizing the Army’s ability to exploit technology and operationalize data literacy. This framework outlines a structured approach to leveraging data literacy across various levels of the Army, from Network Enterprise Centers (NECs) to Regional NECs, Brigade elements, and Command elements. Inclusive in the framework are objectives to enhance decision-making, optimize operations, and foster collaboration. Additionally, training strategies to build workforce proficiency and a unified dashboard powered by Data Fabric technology provides refined processes for key decision-makers and leadership with a comprehensive, real-time view of operations. Furthermore, the framework aligns with the Army’s Transformation Initiative, the Army Unified Network Plan 2.0, and emphasizes actionable data-driven decision-making.

At echelon, the framework addresses data literacy requirements within the Army’s

network enterprise structure. Within the local NECs, data literacy focuses on data interpretation, data entry, and transitioning to dashboards for real-time monitoring. At the Regional NEC level, data literacy moves from basic interpretation and entry to intermediate analytics, cross-NEC aggregation, and trend analysis. Rising to the theater signal brigade level, advanced analytics for operational planning, predictive modeling, measures of effectiveness, and mission partner collaboration come to the forefront. Finally, at the command level, data literacy centers on strategic data governance, enterprise-level analytics and decision support modeling, coupled with policy development and implementation management.

Data literacy training follows a tiered approach akin to training methodologies in use today. However, refined processes and approaches to training integration and systemic utilization are required for success. The training tiers are broken down into four categories:

- **Tier 1** Foundational Data Literacy (NEC Level) – The target audience are IT specialists, help desk agents, and network technicians. Content includes Understanding data types (structured vs. unstructured), reading and interpreting localized dashboards (e.g., ServiceNow reports, SLA metrics, and data entry best practices. Initial training would be approximately 8-12 hours with planned quarterly refresher sessions.
- **Tier 2** Foundational Data Literacy (RNEC Level) – The target audience are Regional IT managers, data analysts, cybersecurity specialists, asset managers, acquisition planners, and personnel managers. Content includes data aggregation and cleaning techniques, utilizing tools for analytics and trend analysis, identifying key performance indicators (KPIs) for IT services, and basic statistical methodologies and modeling. Initial training is approximately 20-30 hours with semi-annual refresher sessions.
- **Tier 3** Advanced Data Literacy (Brigade Level) – The target audience is signal and logistics staff, data warfare teams, cybersecurity staff, acquisition staff,



and personnel staff. Content includes predictive analytics and machine learning basics, data integration for logistics, operational planning, training, cyber compliance, asset lifecycle, acquisition, and personnel management, and statistical modeling. Initial training is approximately 40-80 hours with annual refresher or recertification.

- **Tier 4 Strategic Data Literacy (Command Level)** – The target audience are senior leaders, Commanders, Directors, and Program Managers across echelon. Content includes data governance and policy development, enterprise-wide analytics for strategic planning, integrating unified dashboards for holistic decision-making, and understanding statistical modeling for causal and predictive analysis. Initial training is approximately 30 hours with refresher training conducted via senior leader forums, formal senior enterprise talent management training, and skills development via career-broadening assignments.

Achieving excellence in data-driven decision making will require careful balancing of current and emerging technological transformations coupled with refined processes and training regimens for data literacy to 'make the right choice, at the right time, and achieve the right effects'. Or, as Col. James Starling (Center for Data Analysis and Statistics) noted, "By enabling personnel to interpret and analyze data effectively, data literacy ensures informed and timely decisions, which is critical in military operations... In cybersecurity, data literacy aids in early detection and efficient incident response, mitigating damage and improving recovery." Consequently, data literacy and the associated framework serves as a springboard to the next level of operational and tactical excellence.

**DR. JAMES CRONKHITE &
MR. SHELDON BURK, 7TH SC(T)**

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VOICE OF THE PACIFIC SOLDIERS GIVE BACK

OPERATION CLEAN SWEEP
RESTORES SALT LAKE WATERWAY,
WILDLIFE RETURNS

STAFF SGT. KALEB SMITH, 516TH TSB



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ONOLULU – Under the warm Hawaiian sun, Soldiers of the 516th Theater Signal Brigade rolled up their sleeves to support a series of environmental stewardship activities to save the Salt Lake

Waterway here, throughout 2024 and 2025. Dubbed “Operation Clean Sweep” by the leading Neighborhood Board, the effort is focused on revitalizing an ancient waterway and surrounding greenways that were polluted by excess brush, debris and bacterial buildup.

With boots on the ground, rakes in hand and a shared mission in their hearts, Soldiers and their families worked alongside neighbors and fellow service members to make a difference in their community during a series of clean up events this past year.

The events typically begin with a hands-on workshop where volunteers learn how to create “Ghenki” mudballs—baseball sized nutrient-packed spheres made of clay, rice bran and water-cleansing microorganisms. The mudballs are cured for several weeks, then tossed into the water to break down harmful bacteria and improve water quality over time. As the Soldiers carefully shaped and packed the mixture into smooth balls, many expressed a sense of pride in knowing their small efforts will lead to long-term change.

Once the mudballs are completed and set aside to cure, volunteers shift focus to manicuring the greenways along the waters edge. Armed with gloves, rakes, and plenty of determination, the teams cleared thick brush, overgrown limbs, and rubbish from the edges of the waterway.

"These efforts signify more than environmental stewardship," said Lt. Col. Donnie Pratt, Deputy Commander, 516th TSB, who rallied Signal Soldiers on Oahu to support the events, resulting in the Army bringing the highest numbers of volunteers of all the services, to the early iterations. "It is a demonstration of unity and purpose between the military and the communities in which we are privileged to live and work."

While the Navy and Air Force quickly responded with a larger presence for later iterations, Pratt ensured maximum participation by the Soldiers and families of the 516th for every iteration. His engaged leadership, and the efforts of the team, were recognized by the Neighborhood Board for the Salt Lake / Aliamanu congressional district, with their very first "Warrior Award" of 2025 during their televised January meeting.

Col. Rachel Sullivan, Commander, U.S. Army Garrison Hawaii, joined the meeting to help recognize and celebrate the Soldiers and their families for leading the way in community service, and for earning this award reserved for community members who exemplify philanthropy and genuine care for the "aina" (land) of the paradise island of Oahu.

"These selfless acts by our Soldiers and Families are such a wonderful way to show our neighbors that we are more than tenants

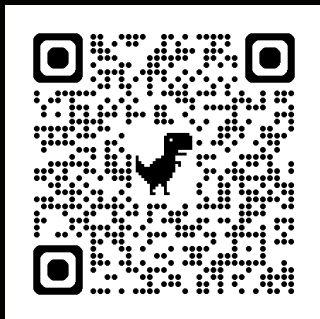


– we are mindful, and grateful to be a part of this island community," Sullivan said. These events are great opportunities to show the next generation how impactful our actions can be, and serve as reminders that service extends beyond the uniform and into the heart of the places we call home."

With each iteration, more children and their parents from the neighborhood joined in, asking questions and learning from the volunteers, adding an uplifting and educational element to the Soldiers' experience.

As each iteration draws to a close, volunteers can be seen strolling the bank to look for new signs of wildlife returning. Many depart awestruck at the transformation. What was for more than 50 years an overgrown and murky stream emitting foul odors, is once more beginning to teem with fish and fowl.

"The work was hot and challenging, but the sight of a clearer, healthier stream by the end of the day made it all worthwhile," said a 516th TSB mom with several kids in tow, all of whom visibly enjoyed getting their hands in the mud and helping return the island to its natural beauty. "For our ohana (family), today wasn't just about cleaning a waterway—it was about strengthening ties, setting an example, and leaving a lasting impact on the island ohana whom we proudly serve."



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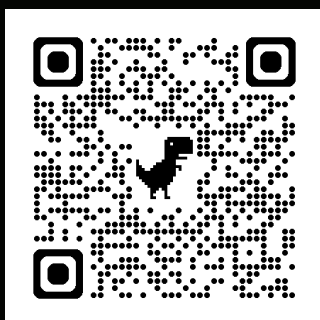
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