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Liz Rathbun	Managing Editor
Sam Votsis	Art Director
Gina Cavallaro	Senior Staff Writer
Christopher Wright	Production Artist
Kevin Kaley	Deputy Managing Editor
Karli Goldenberg	Staff Writer
Joseph Craig	Book Review Editor
Col. Scott Halstead , USA Ret.	On Leadership Editor

Contributing Editors

Lt. Gen. James Dubik, USA Ret.
Lt. Gen. Daniel Bolger, USA Ret.
Brig. Gen. John Brown, USA Ret.
Col. R.D. Hooker Jr., USA Ret.
Scott Gourley

Desiree Hurlocker

Advertising Production and Fulfillment Manager

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ON THE COVER



Cover Photo: Soldiers with the 75th Ranger Regiment scale the cliffs of Pointe du Hoc in Normandy, France, like Rangers did on D-Day. This photo was taken during 75th anniversary commemoration ceremonies for the famous landings that gave the Allies a foothold in Europe and helped end Adolf Hitler's reign of terror. The soldier on the left is wearing a World War II-era uniform.

U.S. ARMY/MARKUS RAUCHENBERGER

FEATURES

Loud and Clear: Growing Membership Gives AUSA Powerful Voice

By Gen. Bob Brown, USA Ret. President and CEO, Association of the U.S. Army

With more than 1.3 million members, the Association of the U.S. Army is building strong and lasting relationships with those who share its mission, including AUSA's national and community partners, and further strengthening the bond between soldiers and their communities. A larger voice also gives the association a greater responsibility to speak out and educate key decision-makers and the public about what is required to keep the Army strong.

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Wormuth Oversees a Hard-Pressed Force in Transition

By Rick Maze, Editor in Chief

Secretary of the Army Christine Wormuth leads an Army confronted with resurgent near-peer adversaries and global humanitarian crises. Her mission is to prepare the service to engage in multiple missions today while modernizing the force to meet tomorrow's challenges, all the while trying to lift sagging recruiting numbers amid congressional budget restraints.

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George Outlines His Focus Areas

By Michelle Tan, Deputy Editor in Chief

Nominated to be the Army's 41st chief of staff, Gen. Randy George is set to oversee a service training to fight at a moment's notice while aggressively pursuing critical modernization initiatives. With missions ranging from disaster relief to checking near-peer threats around the globe, the all-volunteer Army must address a troubling post-COVID recruiting slump. **Page 22**



New SMA Sees Back to Basics As Way Forward

By Michelle Tan, Deputy Editor in Chief

After a career serving in the shadows in special operations, new Sgt. Maj. of the Army Michael Weimer has been thrust into a very public leadership role. In his first message to the force as the Army's top enlisted leader and in troop visits since, Weimer has called on soldiers to cultivate what he calls a brilliance at the basics. **Page 30**



Guard Missions Stabilize As Force Looks Ahead

By Gina Cavallaro, Senior Staff Writer

Through the pandemic, natural disasters and missions overseas, the Army National Guard never said no, responding whenever and wherever it was needed. For Army National Guard Director Lt. Gen. Jon Jensen, his soldiers must continue to be always ready while they prepare for growing demands at home and an increasingly difficult future fight. **Page 38**



Daniels Builds Reserve Of 2030 and Beyond

By Gina Cavallaro, Senior Staff Writer

U.S. Army Reserve Chief Lt. Gen. Jody Daniels has reason for optimism as her force has steadied its pace and made gains in its effort to grow. It even unveiled a new logo. The Army Reserve also is ready to adapt, taking a cue from the Regular Army as it transforms and reorganizes for the future. **Page 46**



Shinseki's Service and Sacrifice Earn AUSA's Highest Honor

By Rick Maze, Editor in Chief

Having served from the front lines of Vietnam to Army chief of staff and head of the Department of Veterans Affairs, retired Gen. Eric Shinseki is the 2023 recipient of the George Catlett Marshall Medal, the Association of the U.S. Army's highest national award. Shinseki continues his service today as chairman of the Army Historical Society. **Page 54**



Year in Review

ARMY magazine revisits important events that have impacted the U.S. Army over the past year. From training for large-scale combat operations, to marking modernization milestones, to honoring its heroes and taking care of soldiers and families, to building stronger ties with allies and partners, the post-pandemic Army has proven its ability to adapt. **Page 65**



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Loud and Clear

Growing Membership Gives AUSA Powerful Voice

By Gen. Bob Brown
U.S. Army retired

Our Association of the U.S. Army has come a long way since its founding in 1950 as a nonpartisan, educational nonprofit dedicated to professional development, advancing national security and promoting greater recognition of the Army's vital role in American life.

The handful of infantry and field artillery officers who attended the association's first meeting in a small Pentagon office wanted the Army's professional association to grow. They couldn't have imagined that, in 2023, AUSA would have more than 1.3 million members committed to a strong national defense and to supporting the Total Army—the Regular Army, Army National Guard and U.S. Army Reserve—and Army families, Army civilians, retirees and veterans.

Since January 2019, AUSA membership has grown by 848%. Since the beginning of 2023, AUSA grew 251%. This explosive growth, the result of hard work by our 121 chapters and national staff, is building strong and lasting relationships with those who share our mission, including AUSA's national and community partners, and further strengthening the bond between soldiers and their communities.

Million-Member Impact

Having more than 1 million members makes a difference, and we already feel the impact when we visit congressional offices to advocate on behalf of Army issues and priorities. We are better advocates on behalf of the Total Army because of this growth. For an association that prides itself on being a voice for the Army, we have taken a major step forward. No one can do a better job than we can to support our many constituencies.



More members help us better achieve my three primary objectives to support the Army of today and the future—Educate, Inform and Connect.

“Educate” means many things at AUSA, including our many programs, publications, products, events and resources for soldiers and their families, Army civilians, veterans and retirees, as well as the many businesses and industries that support the Army. Using our platforms, we spread awareness of the Army’s critical role in national security and the unique capabilities and resources it provides.

Our 2-year-old AUSA Center for Leadership is a big part of the association’s education mission. Focused on sharing best practices and developing new ideas for helping young officers and enlisted leaders, the Center for Leadership uses podcasts, webinars and in-person events to help leaders and their teams succeed.

Informational Mission

“Inform” means telling the Army’s story to a wide audience, something that has been a priority for AUSA since its founding. Through *ARMY* magazine and our many other publications and events, we explain why the Army exists, its critical role in peace and war, and its many benefits to the nation. Our spectacular growth means we are telling the Army’s story to even more people.

“Connect” is what we are doing as our membership and partners grow. Our expanding network means we have far more impact when we get our members, industry and the public working together on behalf of America’s Army and the nation’s security.

AUSA’s new and stronger voice could not have come at a better time. America faces

Opposite: Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, speaks during an event in Arlington, Virginia, celebrating the association reaching 1 million members. **Above:** Paratroopers with the 82nd Airborne Division train on Fort Liberty, North Carolina, formerly known as Fort Bragg.

OPPOSITE: AUSA/LUC DUNN. ABOVE: U.S. ARMY/SPC. LUIS GARCIA



new and evolving national security challenges and a growing disconnect between service members and those they serve. The nation also faces tough national security decisions ahead and tightening financial resources dedicated to national security and defense priorities.

AUSA can be a steady voice as tough choices are being made about government spending and defense priorities. We can use the weight of our 1.3 million members to connect, inform and make a compelling case for the Army's priorities, including supporting critical transformation programs and championing compensation and quality-of-life initiatives for soldiers, veterans and their families.

A larger voice also gives us a greater responsibility to speak out and educate key decision-makers and the public through AUSA's many platforms—events, publications, podcasts, social media and more—about what is required to keep the Army strong.

Pressing Issues

There are two critical areas where we can use this bigger voice: sustaining support for the Army's transformation to ensure that the force is ready for the future and helping with the Army's most serious short-term problem of recruiting qualified and enthusiastic future soldiers.

In terms of transforming the force, the Army has an ambitious set of priorities that by 2030 will result in new capabilities and doctrine designed for the changing character of war. These include bold changes that, with the help of cutting-edge technology, will give the U.S. an edge when it comes to speed, range and lightning-fast communications and sensors.

The Army has six modernization priorities: long-range precision fires, the Next-Generation Combat Vehicle, Future Vertical Lift, air and missile defense, the network and soldier lethality. Everything must be linked, with a wide net of sensors that provide commanders with a seamless stream of data for information and decision dominance.

Soldiers compete in the U.S. Army Forces Command Best Squad Competition at Fort Campbell, Kentucky.

U.S. ARMY/PFC. ELIJAH CAMPBELL



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Our 1.3 million members can help—not by designing the communications network of 2030 or developing a superfast, all-weather supply delivery system—but by spreading the word about the importance of making sure the Army has the time and resources to make the big technology leaps needed for the future.

Critical Transformation

AUSA can remind the nation's leaders of the importance of the Army's role in the joint force and why this transformation, the most ambitious in four decades, is critically important.

There will be plenty of competition for scarce and essential government funding. We need our growing membership base to help fight for dollars and patience while the Army makes hundreds of decisions in preparation for global competition and large-scale combat operations.

Every voice counts when it comes to helping the Army maintain momentum on transformation, and every voice can help with the pressing recruiting problem.

One challenge facing the Army today is that fewer service-aged youth are eligible for military service because they can't meet the service's academic, health or fitness standards. A bigger hurdle is that less than 10% of those between the ages of 17 and 24 are interested in military service.

The Army is adjusting to the challenge, finding success in helping those who don't meet enlistment standards through the Future Soldier Preparatory Course. Available at Fort Jackson, South Carolina, and Fort Moore, Georgia, formerly known as Fort Benning, the course offers extra schooling to those who need a higher score on the Armed Services Vocational Aptitude Battery. Extra help also is provided at Fort Jackson for those who don't meet the Army's fitness standards. In its first year of operation, the course has helped more than 8,800 people qualify for service and has a 95% graduation rate.

To further boost recruiting, enlistment bonuses have been increased, and so have bonuses and promotion incentives for recruiters.

But the preparatory course and bonuses aren't enough. That's where AUSA members can help, by spreading the word and telling their Army stories, whether they are separated, retired or still serving.

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, speaks during the opening ceremony of the 2022 AUSA Annual Meeting and Exposition in Washington, D.C.

U.S. ARMY RESERVE/STAFF SGT. CHRIS JACKSON



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The Army's current recruiting campaign uses the iconic "Be All You Can Be" slogan from the 1980s in a pitch aimed at convincing service-aged youth of the vast opportunities available through military service. Marketing research has revealed that many young people admire the Army, but they don't see a place for them in the ranks. Army Secretary Christine Wormuth said filling the ranks requires convincing potential recruits and their friends and families of the many opportunities and jobs available in the Army and how service can benefit them throughout their lives, whether they serve one term or a 20-year career.

Tell Your Story

If you're an AUSA member who served or know someone who did, you can help by telling your story. You can help rebuild that connection between the Army and the nation it serves, helping dispel misconceptions about service and educating young people about the benefits of service.

There are many reasons to serve. You become part of a family that embraces a patriotic call to serve. You get the chance to do something meaningful and bigger than yourself. You become part of a team. And the Army offers adventure and the chance to travel and see new things.

The Army is a good place to learn a trade or valuable skills. It also offers strong financial incentives, from the Post-9/11 GI Bill to medical care to housing. You also receive 30 days of paid time off every year, and you have the chance to earn a pension.

Army recruiters can list these advantages and more to potential recruits, but it means so much more coming from someone who served and can share their firsthand experiences. I urge all our members to reach out. Talk to a young person. Share your story. You can make a difference.

Together, we here at AUSA and our 1.3 million members pledge to continue supporting and advocating for America's Army. ★

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, speaks at a Coffee Series event at AUSA headquarters in Arlington, Virginia.

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Forging Ahead

Wormuth Oversees a Hard-Pressed Force in Transition

By Rick Maze
Editor in Chief

Today's Army is "on the right path," says Army Secretary Christine Wormuth, but that path will be "steep and rocky" for the next couple of years.

"I think we are facing the most dangerous security environment I've seen in my professional career," she said in an interview. At the same time, the Army faces "constrained" resources and a budgetary top line that has been "largely flat," she said, and a "very, very politicized environment" that makes it difficult to talk through challenges and make decisions.

The biggest hill for the Army to climb is recruiting. The Army is still falling short of its recruiting goals, but it is making progress, and the service is eyeing some fundamental changes, Wormuth said.

Modest Gains

Big changes are coming in terms of how the Army recruits new members and the force structure they'll be called on to fill. Announcements are expected during the Association of the U.S. Army's 2023 Annual Meeting and Exposition in October.

Recruiting is a major challenge for all the services. Wormuth said the Army's path is "steeper and rockier than is ideal," but she sees room for optimism. "Recruiting, I think, is looking somewhat brighter. We are going to finish this year considerably better than we did last year," she said, noting that the Army completed about 300 con-



tracts a week in August. “That’s a lot,” she said.

This isn’t a complete victory, she acknowledged, but the Army will end the fiscal year “several thousand higher than what we made last year,” she said. She also expects the Army to be in a “better position” for recruiting in 2024 and 2025 as the service looks to changes that will involve how the recruiting workforce is selected, trained and managed and refocusing the prospect market. The changes will be big, she said, hinting at “really fundamentally going in some different directions.”

Changes Afoot

This all comes as the Army undergoes its biggest transformation in 40 years, one designed to provide new and better warfighting capabilities and reshape force structure. It’s a can’t fail mission because the Army must change so it is ready to deter or win the next conflict against any challenge or adversary.

“The new units that we are building are going to be fielding new weapons systems,” Wormuth said. She added that a bright spot for the future is that the Army’s modernization effort “continues to be going quite well.”

Hypersonic and directed energy weapons, the Maneuver-Short Range Air Defense system and the Next-Generation Squad Weapon program are examples of efforts that Wormuth said are making “good progress.” To afford everything the Army wants, it may need to shed older systems and some existing force structure, she said.

Prioritizing People

Wormuth, who has been the Army’s top civilian leader since May 2021, also is pleased that the Army “is on the right path” when it comes to taking care of soldiers and their families. “We have been investing a billion dollars a year in barracks,” Wormuth said. “I think in our next budget proposal you will likely see even more investment in barracks.” The improvements to barracks and other Army infrastructure are shared by

Opposite: Army Secretary Christine Wormuth speaks at the Army Birthday Festival at the National Museum of the United States Army, Fort Belvoir, Virginia. **Above:** Wormuth takes in a command post exercise featuring the 1st Infantry Division and Estonian armed forces at Fort Riley, Kansas.

U.S. ARMY PHOTOS BY SGT. DAVID RESNICK



Regular Army, Army National Guard and U.S. Army Reserve projects.

“We have a lot of infrastructure issues,” Wormuth said. “The Army’s inventory is just so enormous, and so that is something we really have to invest in.”

Efforts are also underway to improve pay. “Our soldiers are seeing pay raises that I think are substantial,” she said. Troops are in line for a 5.2% raise in January, slightly higher than the 3.25% increase in consumer prices in the 12 months preceding August.

The Army’s also made policy changes that have helped improve quality of life for soldiers and their families, like providing 12 weeks of paid parental leave. Wormuth said members of her team have already benefited from this change as they welcome children into their families. “That has been hugely popular and hugely valuable for men and women alike,” she said.

Better Teammates

Efforts also are underway to build cohesive teams and reduce harmful behavior, Wormuth said, citing a program at Fort Riley, Kansas, called Operation Victory Wellness as an example. Launched in 2020, Operation Victory Wellness is a comprehensive program for soldiers, civilians and families that addresses physical, emotional, social, family and spiritual needs.

The program has resulted in reduced suicides, domestic violence and alcohol abuse issues, Wormuth said. “Most of our major installations have something like that. We have been investing in our Health and Holistic Fitness program that a lot of our sergeants major tell us is really helpful,” she said. “They feel like that is doing a lot to just increase mental health and resilience.”

The Army also has started hiring the first wave of a workforce dedicated to preventing sexual assault and other harmful behaviors, Wormuth said. Part of their work will focus on following and identifying patterns and trends to better allocate resources, she

Secretary of the Army Christine Wormuth meets with soldiers participating in Exercise Talisman Sabre 2023 in Queensland, Australia.

U.S. ARMY/SGT. DAVID RESNICK

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said. They also will be experts in fields such as psychology, sociology and social work and able to provide advice and counsel to senior commanders on how to reduce harmful behaviors in their formations.

“We’ve done a lot, I think, to take care of soldiers and families,” Wormuth said.

Wormuth said she feels the operational side of the Army is on the right track. “We have been instrumental in training the Ukrainians to prosecute the counteroffensive,” she said. “We have been instrumental in the reassurance mission with our allies and partners. We’ve been instrumental in providing lethal assistance, obviously to the Ukrainian armed forces.”

At home, the Army is “investing substantially” in the organic industrial base, she said. The result is a significant increase in munitions production that both supports Ukraine and replenishes U.S. Army stockpiles. A prime example is the dramatic increase in production of 155 mm artillery rounds. Production jumped from 10,000 rounds a month to 20,000, she said, with production expected to increase to 75,000 rounds a month by late 2025. “That’s because of all of the investments we’ve been making,” she said.

Pacific Presence

The Army also has been successful in demonstrating the vital role land forces play in the Indo-Pacific, she said. In Australia, the Talisman Sabre 23 exercise, involving nearly 30,000 troops from 13 countries over several weeks in July and August, included joint logistical over-the-shore exercises and live-fire elements, Wormuth said. Afterward, the U.S. left equipment sets in Australia that could be useful pre-positioned stocks in the future.

The largest combined training exercise involving Australia and the U.S. saw two weeks of what the Australians described as high-end warfighting involving land, air, sea, cyber and space forces in complex maneuvers. Part of the value was to see the Army’s 3rd Multi-Domain Task Force in action, said Wormuth, who visited soldiers

Army Secretary Christine Wormuth puts a patch on a soldier during a rite of passage ceremony at Basic Combat Training at Fort Leonard Wood, Missouri.

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during Talisman Sabre, and to clearly identify the value that capabilities like the long-range hypersonic weapon will have in the Indo-Pacific.

That's not to say Wormuth is fully satisfied with the recognition of the major role the Army should play in the Indo-Pacific. "There is definitely more to be done," she said. "One of the things I've come to appreciate as a leader is there is no such thing as overcommunication. ... On important things, you usually never say it enough times and explain it enough times."

Still, she said, there has been great progress. Members of Congress were once "openly skeptical about the role of the Army in the Pacific," she said. "The responsibility is on us to just constantly explain the different things we are doing and how we would be contributing to the joint force."

The Army's Project Convergence exercises, which are conducted alongside the other services, have helped expand appreciation for what the Army can do. Wormuth said many of the exercise scenarios have been focused on the Indo-Pacific, and buy-in from other nations has also been supportive.

Wormuth said she expects the Army will have to continue selling its Indo-Pacific capabilities. "I don't think we can afford to stop talking about it, because I think it is like a lot of things, where the boulder will roll back down on you," she said.

Battle Lines Drawn

The Army's role in Europe is easier to grasp. "The Russian invasion in Ukraine has, in my mind, only reinforced the understanding of the kinds of contributions that the Army would make if we ever got into a war," Wormuth said. The Army "will be kind of the center of gravity there if that ever comes to pass," she said. "No one needs to have that pointed out to them because it is so obvious."

The Ukraine experience has validated what the U.S. Army is doing in terms of capabilities and doctrinal shifts, she said. "We were right to invest in more integrated air and missile defenses," she said. "We were right to be looking at how to make our command posts much more mobile with much lower signature."

The future requires a balancing act made more difficult by flat budgets, she said. "I've got a major modernization program I want to achieve. I know I need to take care of soldiers and families. I've got all this infrastructure inventory that I want to recapitalize. How do I balance all of that inside of a flat top line?"

The right approach is a balanced approach, which is what Wormuth plans. "Within a flat top line, we're not going to be able to do all those things to the maximum degree," she said. "Each year, [we] look very, very carefully at how do we strike that balance."★

Secretary of the Army Christine Wormuth meets with soldiers of the 25th Infantry Division at Schofield Barracks, Hawaii.

U.S. ARMY/SGT. RACHEL CHRISTENSEN

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After the Green Book was printed, Gen. Randy George was confirmed by the U.S. Senate to be the 41st Army chief of staff. He was sworn in Sept. 21.

'We Will Be Ready'

George Describes His Focus Areas

By Michelle Tan
Deputy Editor in Chief

Facing quickly evolving and ever-deepening threats, the Army must focus on warfighting and being ready for any mission it's called upon to perform, said Army Vice Chief of Staff Gen. Randy George.

George, who has served as Army vice chief of staff since August 2022, has been nominated to be the next Army chief of staff, succeeding Gen. James McConville, who retired Aug. 4 after four years as the Army's top general officer.

As this *ARMY* magazine Green Book shipped to the printer, George's nomination was approved by the Senate Armed Services Committee but had not been taken up by the full U.S. Senate. George was serving as vice chief of staff and performing the duties of the chief of staff.



“The Army faces many challenges today at home and abroad, and there will be more in the years ahead, but this is not new. ... Facing down challenges both known and unknown is what our Army is built to do,” George said Aug. 4 at McConville’s relinquishment of responsibility ceremony.

“Whether it’s large-scale combat operations, disaster response, something in between or something unprecedented, we will be ready. We will adapt, and we will win,” he said.

To do this, the Army must remain focused on its warfighting mission and continue training to fight at “every echelon,” George said. The Army also must continue to inspire young men and women to serve, George said, referring to one of the toughest recruiting environments the Army has faced since it became an all-volunteer force 50 years ago.

Command Experience

Before becoming the Army’s 38th vice chief of staff, George was the senior military assistant to Defense Secretary Lloyd Austin. A former commander of I Corps and the 4th Infantry Division, George is a 1988 graduate of the U.S. Military Academy at West Point, New York. He commanded I Corps at Joint Base Lewis-McChord, Washington, from February 2020 to June 2021, and the 4th Infantry Division at Fort Carson, Colorado, from August 2017 to October 2019.

As division commander, George led the 4th Infantry Division headquarters to Afghanistan in support of Operation Freedom’s Sentinel. He also was a brigade commander in the division, leading soldiers to Afghanistan in 2009. He also served multiple deployments to Iraq, including as a battalion commander.

If confirmed by the Senate, George would lead the Army during a critical time as it faces a historically challenging recruiting environment, growing demands and evolving threats across the globe, and a sweeping transformation that will change the way soldiers fight.

Opposite: Army Vice Chief of Staff Gen. Randy George answers questions from members of the Senate Armed Services Committee during his confirmation hearing to become the next Army chief of staff. **Above:** Soldiers with the 1st Armored Brigade Combat Team, 3rd Infantry Division, prepare their Bradley Fighting Vehicles for a live-fire exercise at Fort Stewart, Georgia.

OPPOSITE: U.S. ARMY/SGT. DAVID RESNICK. ABOVE: U.S. ARMY/SPC. DUKE EDWARDS



The Army is updating its doctrine and formations and developing leap-ahead technologies and equipment to prepare for large-scale combat operations and multidomain fights. It is competing with China, supporting operations in Ukraine, reassuring allies and partners in Europe, building relationships in the Indo-Pacific and the Middle East, and supporting missions at home.

It also is struggling to compete with the private sector for talented young people who want to and are qualified to serve, and it continues to work on retaining and taking care of those already in the ranks.

Focus on Warfighting

A veteran of combat deployments to Iraq and Afghanistan, George has long honed a focus on warfighting. “I’ve basically grown up in these formations, from platoon all the way to corps,” he said in an interview, adding that he is “just a couple years removed from being out there as a corps commander.”

His focus was reinforced during a recent troop visit to Europe, where thousands of soldiers are deployed to reassure America’s NATO allies and support Ukraine. “Our original motto is ‘This We’ll Defend.’ That’s why the Army exists, and I think once [soldiers] come in, they want to do whatever their MOS is, whatever their skill, whatever they’ve been trained on,” George said.

For the soldiers in Europe, in close proximity to the war in Ukraine, the focus on warfighting “has resonated well with everyone,” George said. “But I think we have to have a real focus on that.”

As he meets with commanders, George said he has a simple message. “If something doesn’t contribute to warfighting, or it doesn’t contribute to cohesive teams, ... then we have to have a look at whether or not we should be doing it,” he said.

The Army must be ready for any mission anywhere. “The Army is going to have to fight at echelon,” George said. “The Pacific is different than Europe. Every theater is going to be a little bit different, and generally, the joint force falls in on the backbone of the Army to provide [command and control] and logistics at every echelon.”

From platoons and companies up to divisions and corps, “we don’t have a choice about

Army Vice Chief of Staff Gen. Randy George, left, shakes hands with Lt. Gen. Sean Bernabe, commanding general of III Corps and Fort Hood, Texas, now known as Fort Cavazos, during a Project Convergence 2022 exercise at Fort Irwin, California.

U.S. ARMY/STAFF SGT. MATTHEW LUMAGUI

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being good at what level and just picking a level,” George said. “Everybody’s got a job to do at every level, and you have to figure out exactly what that is,” he said. “What our soldiers count on out there is that everybody’s doing their job at every level.”

Trials in Ukraine

To meet the challenges of the future, the Army must continuously transform. “The character of war has changed significantly in the last couple years,” George said. “I think it’s changed a lot with electronic warfare, with counter [unmanned aerial systems], loitering munitions, the impact of long-range fires, information, cyber, sensors and space.”

The Army is “going to have to focus on how we’re going to operate differently and be even more lethal,” George said.

As part of its evolution, the Army is paying close attention to Ukraine’s ongoing fight with Russia, George said.

Among the key takeaways so far is the importance of strong relationships with partners and allies, he said. The Army also is seeing the importance of long-range fires and logistics, and the combat effectiveness of its equipment, he said. “I think if we’ve learned anything, everybody, the whole world, has learned that U.S. equipment, and most of that has been U.S. Army equipment, is very good,” George said. “Very lethal.”

But the Army must look beyond just equipment, he said. “The equipment is important, but it’s also how you use that equipment and then how you transform,” George said.

The Ukrainians have done a “remarkable” job in many areas, George said. “But a lot of the things that they’re doing are techniques, tactics and procedures, like how rapidly they can move, how they’re doing concealment,” he said. “So, there’s just a lot of lessons that I think we’re going to learn.”

The Army also can do better when it comes to “leveraging American ingenuity” and working with industry, George said. As an example, the Army can look to industry for ideas and innovation as it makes its command posts leaner, less visible and more mobile for the future fight. “If you think about what you do with your phone or with a tablet, there’s no reason why we can’t have people on those kinds of systems rather than big, bulky [systems],” he said.

Focus on Soldiers

The Army’s ability to deliver ready combat formations and strengthen the Army profession are two other areas important to George. “Delivering ready combat formations is to make sure that your soldiers and families are ready and taken care of,” George said.

An initial effort is to make sure commanders have what they need based on their specific requirements and demands. “I commanded Fort Carson and then commanded [Joint

Army Vice Chief of Staff Gen. Randy George chats with a young enlistee during an enlistment event with 20 military recruits at Fort Meade, Maryland.

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Base Lewis-McChord]. Those were two separate and unique installations with different challenges, and Alaska is a very different place with unique challenges, Hawaii is a different place with unique challenges,” George said. “So, how do we give flexibility and authorities and funding ... to help them solve problems?”

It takes a lot to build cohesive teams ready for the rigors of combat, but they are critical to the Army’s success, George said. “That’s been my experience all along the way; fit and disciplined and cohesive units perform better, are happier, thrive, are more resilient,” he said.

Underpinning those efforts is the Army profession. “We’re professionals,” George said. “That’s a foundation for everything else that we have to do.”

In addition to a focus on standards and discipline, George said he wants to rekindle “professional discourse” in the Army. “Social media is part of our fabric now, but I want the professional discourse for us to happen with professional writing,” he said.

Inspired to Serve

As the Army builds the force it needs for 2030 and beyond, recruiting and the war for talent remain a challenge. “We’re obviously really focused on recruiting, and we’re meeting ... [to see] how we can make some fundamental changes in that,” George said. This could include changes to how the Army selects and trains its recruiters, and the cities and towns on which it plans to focus.

The Army offers opportunity, George said, using his own story of enlisting as a private before attending West Point, as an example. Growing up in the small town of Alden, Iowa, George said he did not come from a military family, but he was inspired to talk to a recruiter after working for and spending time with a local Korean War veteran.

Even then, he didn’t plan to make the Army a career. “I have stayed because of the mission and the people,” George told lawmakers in July as they considered his nomination to become chief of staff.

The Army also must overcome misconceptions about service, George said. Many young people are worried military service means putting their lives on hold, George said. It’s quite the opposite. “It’s going to accelerate your life,” he said. “I think we need to get the word out.”

Recruiting is a challenge the Army must solve, especially as the force remains busy and in-demand around the world. “I think the Army’s doing a lot of really good things. We’re obviously deployed a whole bunch still, as busy as ever,” George said. “I’m proud of the Army. When I go out there, everybody I meet, they’re super proud of what they’re doing. They’re fired up about their mission.” ★

Army Vice Chief of Staff Gen. Randy George smiles during the chief of staff of the Army relinquishment of responsibility and sergeant major of the Army change of responsibility ceremony Aug. 4 at Joint Base Myer-Henderson Hall, Virginia.

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Simple Strategy

New SMA Sees Back to Basics as Way Forward

By Michelle Tan
Deputy Editor in Chief

Sgt. Maj. of the Army Michael Weimer has spent most of his career in some of the Army's most elite special operations units, training for and fighting America's wars in Iraq and Afghanistan.

Now, as the Army's senior enlisted soldier and one of the service's most visible leaders, Weimer's focus has not changed.

"We've got some tough, tough times ahead of us with decision-making and resource allocation and how we shape the Army to be able to be ready, like really ready," Weimer said. "So, where am I going to focus? It starts with warfighting. It goes to being able to project ready forces, and it's a continual state of transformation."

Working closely with Army Vice Chief of Staff Gen. Randy George, who has been nominated to be the next Army chief of staff and whose top focus area is warfighting, Weimer said achieving and sustaining that level of readiness is not easy or quick. "It's a mindset," he said.

Additionally, the Army is grappling with a significant transition within its ranks. "What I've observed is a transition from a continual state of war ... to transition back to more of a peacetime Army," he said. Today's Army includes leaders like Weimer, who



served during the global war on terror but also in the 1990s. “I remember the peacetime Army,” Weimer said. “It was a different kind of readiness. We had an adversary. We studied that adversary, and we trained to be ready if called upon to fight that adversary.”

Then there are the leaders who joined after the 9/11 attacks. “They came right into it, right off the street, into a country at war,” Weimer said. The notion of a so-called peacetime Army “is new for them ... and that’s important to acknowledge,” Weimer said.

Finally, there’s the new generation of soldiers, those who have joined recently, who “don’t know any of the global war on terror,” Weimer said.

“I think that’s some of the tussle that we’re seeing right now,” he said. “It’s a bit of a transition.”

Despite those differences, Weimer said he’s not overly concerned, noting that the fighting in Ukraine has been a uniting force for the U.S. Army. The war is “horrible,” and “I’m proud of how the Ukrainians are fighting right now,” Weimer said. “But it has really been the hand in front of your face of, no, this is real. We have to be prepared. We have to get our doctrine right. We’ve got to get our modernization priorities right. We’ve got to get our leader development right.”

Growing Up Green

Weimer was sworn in as the 17th sergeant major of the Army on Aug. 4, succeeding Sgt. Maj. of the Army Michael Grinston. Most recently the senior enlisted soldier for the U.S. Army Special Operations Command, Weimer was an Army brat, moving multiple times during his youth, including spending nine years in Europe, while his father served in the Army for almost 27 years.

Opposite: Sgt. Maj. of the Army Michael Weimer smiles during a change of responsibility ceremony Aug. 4 at Joint Base Myer-Henderson Hall, Virginia. **Above:** Weimer, left, listens to a briefing from Command Sgt. Maj. Kofie Primus, right, of the 21st Theater Sustainment Command, during a visit to a work site in Mannheim, Germany.

OPPOSITE: U.S. ARMY/CPL. CHRISTOPHER GREY. ABOVE: U.S. ARMY/CAMERON PORTER



Weimer enlisted in 1993 and earned his Green Beret in 1996. He served tours with the 7th Special Forces Group (Airborne) and spent nearly 20 years in special mission units, deploying to combat multiple times.

As sergeant major of the Army, Weimer is the Army chief of staff's adviser on matters affecting the enlisted force, spending much of his time traveling throughout the Army to observe training and meet with soldiers and their families.

Making the leap from special operations, where he often operated in secret, to serving as one of the most visible leaders in the Army has been an adjustment. This was driven home when one of his daughters, a cadet at the U.S. Military Academy at West Point, New York, pointed out that his photo is on every floor in every hall and in every barracks. "It's weird for me," Weimer said. "How is it not weird for her?"

"I spent all my time in a place where you stay off the radar, and then it became a place where you were completely off the radar," Weimer said. "And now I'm back to being me, fully. Me and my kids joke about how we can post family vacation pictures on Instagram."

Weimer credits Grinston for helping prepare him for the challenges of the job. "I'm incredibly grateful because I was able to hit the ground running, and instead of it being a complete vertical climb—it's still steep, don't misinterpret what I'm saying—but it's much more tolerable now," Weimer said.

As he adjusts to his new role, which includes a lot of selfie requests from soldiers, Weimer comes to the job at a pivotal time for the Army. The service is in the middle of a sweeping transformation, its largest in 40 years, as it works to develop leap-ahead capabilities and update its doctrine to prepare for large-scale combat operations. It also is grappling with a severe recruiting shortfall that Army leaders say will take

Then-Command Sgt. Maj. Michael Weimer, who was the senior enlisted leader of the U.S. Army Special Operations Command, speaks at Fort Bragg, North Carolina, now known as Fort Liberty, in August 2022.

U.S. ARMY/K. KASSENS

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years to overcome and some fundamental changes in how the Army attracts and keeps talent in its ranks.

The force remains busy at home and abroad, with operations in Europe and the Indo-Pacific demanding the most attention. The operations tempo is high, while the force is not getting any bigger.

Focused on Fundamentals

Faced with these challenges, Weimer believes there's a simple place to start, and that's with the basics.

In his first message to the force as sergeant major of the Army and in troop visits since, Weimer has called on soldiers to cultivate what he calls a brilliance at the basics. "What are the fundamental basics that are no-fail for you that you have to bring to whatever commander you're working for?" Weimer said. "Those are the things you absolutely have to be really good at."

Soldiers can't rely on a piece of equipment to make up for their shortcomings or make excuses for why they're not keeping up with their basic skills, Weimer said. "When we talk about a warfighting culture, change really starts happening at that lowest level," Weimer said. "We can talk about change all day long in the Pentagon, but, really, it's the leaders at echelon that have to lead that change."

Every soldier must hone their skills, Weimer said. "It doesn't matter if you're a vet tech or whether you're a cook or whether you're a logistician or a truck driver. You're a warfighter, and you have a purpose in a warfighting culture."

Being a good teammate is also critical. "You can't be a good warfighter if you're not a great teammate," Weimer said. "It just doesn't work ... because there's huge consequences for not being good at what somebody was counting on you to be good at."

For NCOs, the challenge is even greater, Weimer said. "Being a noncommissioned officer should feel like a heavy weight," he said. "There's a lot of responsibility. We say the noncommissioned officer is the backbone of the United States Army, and it's the envy of all the other militaries in the world, so I think we're obligated to make sure that we gird that up and really transform into what we need it to be as we move forward."

Maintaining Discipline

Standards and discipline are another important piece to building a warfighting culture, Weimer said. "It's a fundamental basic across all MOSs," he said. "If you lack personal discipline, you lack team discipline, you lack squad discipline, you lack company discipline, and it just goes up every echelon."

In turn, soldiers must have the personal courage to correct someone else when they're not meeting the standard, Weimer said. "It takes personal courage to stop somebody when they're doing something they shouldn't be doing," he said.

NCOs must take time to coach, teach and mentor their soldiers, Weimer said. Young soldiers today are curious, and they want to know why they're being asked to do something, he said. "I actually say this generation's a lot smarter than my generation because they want to know the why," Weimer said. "They're going to research the why. They're incredibly curious. They'll look it up before you can tell them. Curiosity's a good thing. That's a key to critical thinking."

To connect with young soldiers and keep them interested in serving, NCOs must be



Sgt. Maj. of the Army Michael Weimer's official Army portrait.

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empathetic but also explain why things are being done a certain way. “If soldiers feel they’re cared for, they’ll take course correction all day long,” he said.

They also will be receptive to leaders who model what right looks like. “If you’re going to enforce standards, you have to be the standard,” Weimer said. “That’s hard in this day and age, because you’re on the X all the time.”

Leaders can’t be perfect all the time, Weimer said. “So, at least being consistent and then being humble enough when you mess something up, I think actually buys credit with this generation,” he said.

Valued Teammates

As he looks ahead, Weimer said he’s concerned about retaining talent, particularly as the Army struggles with recruiting. Quoting former Army Chief of Staff Gen. James McConville, Weimer said, “We’re in a constant war for talent, so how do we retain our talent, and how do we make sure people know they’re valued?”

Part of that effort means providing soldiers with good quality of life. “Do they deserve proper barracks? Of course, they do. Do they deserve housing? Of course, they do,” Weimer said. “Do they deserve absolutely all the quality-of-life things? Absolutely. But it takes time.”


Recruiting also is a challenge, and Weimer said he is focused on reconnecting the Army with the communities and nation it serves. “You’re watching us ... open up, bring the community on base for functions, but also bring the base and the soldiers out to the community,” he said. “I told a group the other day, I said, ‘Hey, we’re your Army. We’re you. Please come learn your Army from us.’”

As the Army works through its challenges and builds a warfighting culture, Weimer said the force must remain consistent. Soldiers must not forget the “very reason we exist,” Weimer said.

“The only reason we exist is to be the premier warfighters the world has ever seen,” he said. “To do that, you have to be a good teammate. You’ve got to take care of your family. You have to actually develop yourself. You’ve got to have the right leaders. You’ve got to have the right equipment.” ★

Outgoing Sgt. Maj. of the Army Michael Grinston, left, shakes hands with Sgt. Maj. of the Army Michael Weimer during the Aug. 4 change of responsibility ceremony at Joint Base Myer-Henderson Hall, Virginia.

U.S. ARMY/SGT. DEONTE ROWELL



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Guard Missions Stabilize as Force Looks Ahead

By Gina Cavallaro
Senior Staff Writer

After 20 years of war followed by an unprecedented level of activity at home, the Army National Guard is more integrated than ever with the Total Army and ready to support the joint force, said Lt. Gen. Jon Jensen, director of the Army National Guard. Fighting overseas in Iraq and Afghanistan, then responding to the COVID-19 pandemic and widespread civil unrest during one of the most challenging times in recent U.S. history, the National Guard has become more than a traditional strategic reserve, Jensen said.

The active and reserve components have “come a lot closer, and it’s no longer truly a discussion about strategic reserve and operational reserve, which existed for a long



time,” said Jensen, a former adjutant general of Minnesota who has been the 22nd director of the Army National Guard since August 2020.

As head of the nearly 325,000-strong Army National Guard, Jensen has captured the component’s contributions to the joint force and its place in the Army by focusing on the term “integrated reserve,” which he said reflects the fact that the Army National Guard is integrated at every echelon in the Army, and every soldier and every unit is contributing to the readiness of the joint force.

“There’s not one headquarters in the Army that you can go to and not find a Guardsman,” he said, pointing out that National Guard soldiers and units are integrated into every Army mission and training exercise, whether they’re in the European or Indo-Pacific theaters, the Middle East or the United States.

During his tenure as director, a four-year term set to conclude in August 2024, Jensen said, “I’ve personally grown, professionally grown, but I also feel like this head-

Opposite: Army National Guard Director Lt. Gen. Jon Jensen speaks to Minnesota National Guard soldiers in Washington, D.C. **Above:** Soldiers from the Alabama National Guard’s 231st Military Police Battalion undergo vehicle recovery training with NATO partners during an exercise in Romania.

OPPOSITE: MINNESOTA NATIONAL GUARD/STAFF SGT. MAHSIMA ALKAMOONEH.
ABOVE: U.S. ARMY/SGT. 1ST CLASS WILLIAM FRYE



quarters has grown” through the crucible that was the COVID-19 pandemic response, a mission for which there was no playbook.

In summer 2020, more than 100,000 soldiers were mobilized in communities across the country in response to the COVID-19 pandemic and the civil unrest that continued through the presidential election and inauguration in 2021. “Coming out of that, I think we’ve been able to expand our horizons again as an intermediate headquarters” that interfaces with the National Guard Bureau and Army senior leaders to execute “our core mission, which is to enable readiness through our adjutants general,” Jensen said.

As of late August, there were some 39,000 citizen-soldiers mobilized, almost 15,000 of them on duty in the U.S., Jensen said.

Much to Do

With a return to a more traditional pace of operations, most National Guard soldiers are back to a drill cycle of 39 days a year—one weekend a month and two weeks of annual training in the summer—with some exceptions driven by the Army’s modernization strategy.

Training days may increase depending on what type of unit soldiers are in. For example, if an infantry or armor unit receives a new vehicle, there will be a training period, but not necessarily for the entire unit, only the soldiers who are the mechanics, operators and drivers, Jensen said.

If a unit receives a new weapon system or night-vision equipment, items everyone would use in combat, training days could increase for the entire unit, he said, adding that for many soldiers, “it also depends on where you are in your training cycle.”

“If you’re doing a combat training center rotation, that’s about a 30-day training event, not for every soldier in that brigade, but for many of them,” Jensen said, point-

Lt. Gen. Jon Jensen, director of the Army National Guard, shares a high-five with New Jersey Army National Guard Sgt. Amanda Pisanko during the 44th Infantry Brigade Combat Team’s rotation at the Joint Readiness Training Center, Fort Johnson, Louisiana, formerly known as Fort Polk.

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ing out that even those rotations, which take place at five-year intervals, are more predictable now.

To build in that predictability, Jensen said, training planners meet twice a year to “look over the horizon” and adjust the calendar if, for example, National Guard units in a particular state are mobilizing for a national security event such as a political convention.

Modernization Mandate

A deeper level of integration also comes with the responsibility to build long-term readiness in preparation for what is expected to be large-scale combat operations on a multidomain battlefield.

“It takes a whole career to get ready to successfully execute war like what we see in Ukraine,” Jensen said. He pointed out that preparing for future combat through predictable and repetitive training is something the Army National Guard is doing right now.

But a challenge affecting the Total Army is filling the ranks during a tough recruiting environment brought on by a low national unemployment rate, private-sector competition and a lack of willingness or eligibility among young people to serve in uniform.

Last year, the Regular Army missed its recruiting goal of 60,000 new soldiers by about 15,000 and was on track again this year to miss its goal of bringing in 65,000 new soldiers. But the Army National Guard, which missed its recruiting goal last year by about 14,000 new soldiers, was on track to meet or exceed its goal of roughly 31,000 recruits this year, Jensen said.

“We’re not declaring victory yet,” Jensen said in early July, explaining then that the National Guard recruiting mission was at about 98%. “I feel really good about us getting to our recruiting mission.”

The key to the Army National Guard’s success is community-based recruiting, “the ability to connect with young men and women and their centers of influence. This is still a trust-based business,” Jensen said. He predicted with increases in end strength goals for the next two years, there will be “a glide slope back up where we were ... routinely recruiting between 40,000 and 43,000” people. The fiscal 2023 end strength goal for the Army National Guard was 325,000 soldiers.

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Lt. Gen. Jon Jensen, second from right, and Command Sgt. Maj. John Raines, right, Army National Guard director and senior enlisted leader, respectively, meet with leaders of the Hawaii Army National Guard’s 29th Infantry Brigade Combat Team during training at Fort Johnson, Louisiana, formerly known as Fort Polk.

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National Guard has a presence at approachable, permanent facilities. Now that the pandemic is over, “we’re just able to get out and truly reconnect with young men and women,” Jensen said. “A lot of focus has gone into this effort.”

Making recruiting even more attainable is a hunger to deploy among new and serving National Guard soldiers, Jensen said. “They want to have operational experience where they go somewhere and contribute to the big team. That desire is still out there, and it’s very strong,” he said.

According to Jensen, they won’t be disappointed. There were some 27,000 National Guard soldiers deployed as of July, a number he described as a “very manageable number” inside the Army National Guard. “It feels steady state,” he said.

“Thirty years ago, 27,000 would have been unprecedented, but now it’s almost like, OK, this is the sustainable effort, we can do this,” he said.

Versatile Force

As he looks ahead to completing his tenure as director of the Army National Guard, Jensen said his mind turns first to how the component handled the “monumental” task of responding to the pandemic and how “you’re never really sure about what your organization can do until you ask them to do something,” he said.

National Guard soldiers responded to the pandemic over the course of more than two years in communities and cities across the country. They provided support to testing and vaccine centers, helped with logistics and traffic control, delivered meals and water, staffed call-center phones, helped mortuary officials manage casualties and, in some cases, filled in as teachers at schools where they also performed sanitization duties.

While pandemic response dominated the first two years of his tenure, Jensen is satisfied that citizen-soldiers were all in on their role in a national crisis and were able to also respond to requests from governors and the Army, overseas and in the United States.

“We never said no,” Jensen said.

When the Army National Guard’s next director starts next August, it will be “in a different environment than when I came in,” he said, when most of the staff were working remotely and everyone wore masks.

“We won’t have that [pandemic] crisis hanging over us, but that’s not to say a year from now there won’t be something else that will be equally catastrophic and equally demanding,” he said. ★

Army National Guard Director Lt. Gen. Jon Jensen speaks at a breakfast during the Association of the U.S. Army 2022 Annual Meeting and Exposition in Washington, D.C.

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Path to Growth

Daniels Builds Reserve of 2030 and Beyond

By Gina Cavallaro
Senior Staff Writer

The U.S. Army Reserve is on a strategic path to grow its force, enhance its capabilities and effect the cultural change needed for the Army of 2030 and beyond, the component's top officer said.

During the COVID-19 pandemic, when recruiting plummeted and the Army was forced to make big changes to the way it trained soldiers, the Army Reserve saw its troop strength flag, and many of its soldiers were unable to make it to battle assembly weekends.

After weathering the circumstances for more than two years and instilling a new ethos that empowers leaders to forgo repetitive paperwork in favor of field training, the Army Reserve has steadied its pace and made gains in its effort to grow the force.



“We’re stable now, and I have optimism that we will continue to grow,” said Lt. Gen. Jody Daniels, who has been the 34th chief of the Army Reserve and commander of the U.S. Army Reserve Command since July 2020. She is the first woman to hold the job.

“We were declining month over month over month, week over week for a while there,” said Daniels, whose four-year assignment is slated to conclude next July.

The Army Reserve’s end strength goal of 177,000 for fiscal 2023 was achieved ahead of schedule and holding for at least three months through early August, “plus or minus 500 or 1,000, depending on the week,” she said

While end strength was holding steady, Daniels predicted the Army Reserve most likely would not meet its fiscal 2023 recruiting goal of 14,650. This was in line with the Regular Army’s forecast that it would miss its recruiting goal of 65,000 new soldiers by about 10,000.

For the first time in its history, the Army Reserve in April adopted a new logo, and the component has benefited from the Regular Army’s renewed recruiting campaign with the retro slogan “Be All You Can Be,” but reaching the youngest eligible generation has still been a challenge.

Robust Retention

Despite those challenges, Daniels is optimistic that the Army Reserve’s growth will continue its upward trend. She attributed the encouraging rise in troop strength to steady retention numbers and other factors, including moves by more active-duty NCOs and officers into the Army Reserve through the Active Component to Reserve Component program.

The active-duty soldiers who switch to the Army Reserve through this program already have learned the art of soldiering, which “helps the Army Reserve because we have less training that we need to do for folks that are already coming in with some number of years of service,” she said.

Enrollment in education benefits, such as the generous Minuteman Scholarship, which helps attract highly qualified ROTC cadets, is up for the coming year, Daniels said, even though scholarship recipients aren’t in uniform right away as they work on their education.

Opposite: Lt. Gen. Jody Daniels, chief of the U.S. Army Reserve and commanding general of the U.S. Army Reserve Command, meets with soldiers at an event in San Antonio. **Above:** A soldier with the Army Reserve’s 412th Civil Affairs Battalion (Airborne), left, adjusts his parachute harness before boarding a Black Hawk helicopter during an exercise at Camp Atterbury, Indiana.

OPPOSITE: U.S. ARMY/SGT. 1ST CLASS ALAN BRUTUS. ABOVE: U.S. ARMY RESERVE/SPC. JASON PALACIOS



Also contributing to the influx of new talent is the direct commissioning program for people with professional skills such as civil affairs, law, medical, cyber, logistics and chaplaincy. The program helps build the ranks of combat support and combat service support officers who make up the bulk of the Army Reserve. Direct commissioning, Daniels said, is “doing really well.”

“Last year we were probably at 30 or 60” direct commissions, she said, noting that “this year we’re probably several hundred.”

In her first three years as chief, Daniels pushed to streamline the direct commissioning process, which could take up to 18 months and potentially put a chill on candidates’ willingness to join the Army Reserve. Now, she said, the process is “down under a year ... and improving.”

“Historically, we always do medical and legal, and now, the civil affairs team has done really well,” she said, adding that civil affairs commissions “are probably close to a hundred or better this year, and it’s great because they come in as a captain or a major for the most part, and that’s where we really need them.”

With soldiers and officers coming in at higher numbers and a stable end strength heading into the end of the fiscal year, Daniels said, “it’s not massive, but stable is good, and trending positively is encouraging.”

Future Force

With a new post-pandemic energy, she said, Army Reserve troops are in the field dusting off atrophied skills and, working with the Regular Army, the component is pursuing organizational efforts that will boost its ability to support large-scale combat operations.

It is with a view toward the Army of 2030 and beyond that Daniels has continued evaluating what the Army Reserve can bring to the fight. In addition to training the right talent, it means modernizing gear and tactics, and reorganizing or growing some formations such as cyber, space and engineers.

“We have a cyber brigade, and we’re going to flesh it out more fully. We’re going to add more cyber protection teams,” she said, pointing out that the Army Reserve can attract the right people. “We actually have more of a challenge in the training pipeline than we do in recruiting,” she said.

The Army Reserve’s 2nd Space Battalion, 1st Space Brigade, in Colorado Springs, Colorado, comprises soldiers from the Army Reserve, National Guard and active Army, and is slated to grow, she said.

Also set to expand is the Houston-based 75th Innovation Command, an Army Re-

Lt. Gen. Jody Daniels, left, chief of the U.S. Army Reserve and commanding general of the U.S. Army Reserve Command, speaks with 1st Lt. Amos Lamah of the 3rd Battalion, 25th Aviation Regiment, during a bilateral exercise in Lop Buri, Thailand.

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serve organization that focuses on operational concepts, innovation and capabilities. “They’re doing a lot of interesting stuff. They’ve worked with Project Convergence; they’ve supported the XVIII Airborne Corps in Poland with some data management,” Daniels said.

The Army Reserve also has had “some exploratory conversations” with the Army’s Security Force Assistance Command about what Reserve soldiers can contribute to the mission of advising and assisting allies and partners, Daniels said.

As an example, Daniels pointed to the basic training capabilities resident in the Army Reserve, along with other skills such as professional military education and building an NCO corps. The Army Reserve’s capabilities could augment the security force assistance brigades’ capabilities as they help allies and partners grow or educate their forces, she said.

The Army Reserve also is ready to adapt, taking its cue from the Army as it transforms and reorganizes for the future. “We’re a part of that conversation, you know, how can we help from a Reserve perspective,” Daniels said.

“We’re already doing some reorganization of some of our engineer units because their skill sets are needing to adapt as well,” Daniels said as an example. “We’re looking to change their structure a bit and how they plan to be used for the future.”

Street-Level View

Daniels’ visibility of the health of the Army Reserve and her conviction for the way forward comes, in part, from a midtour review she conducted last year to see if she was on the right track. Her view also is informed by pounding the pavement.

As the Army Reserve’s cheerleader-in-chief, Daniels takes to the road and, sometimes unannounced, shows up and puts her ear to the ground with unit leaders and individual soldiers. She fires up morale while learning who needs what, how things can be done better and whether soldiers are getting needed training.

During recent annual mission readiness briefings, Daniels said, she learned from leaders that field exercises, which had slowed substantially during the pandemic, are back in full swing, building palpable enthusiasm among soldiers.

Responding to her drumbeat to discontinue the practice of reporting unit metrics each week because “it’s too much, and nothing changes that fast,” Daniels said, units have eagerly moved away from the stagnation of telework during the pandemic and into the field to drive and maintain their vehicles, fire their weapons and use their equipment as it was meant to be used.

“Sometimes I’ll tell them, ‘Don’t break it, break it in,’” she said, though at times

Lt. Gen. Jody Daniels, left, chief of the U.S. Army Reserve and commanding general of the U.S. Army Reserve Command, and her staff arrive to observe an exercise in Lop Buri, Thailand.

U.S. ARMY/SGT. 1ST CLASS JOSEPH VonNIDA

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things do break. “It happens, but, OK, fine, get after it. We know the maintenance bill has the potential to go up a little bit, but that’s OK. We’re planning on that.”

As a result, she said, soldiers are becoming more confident in their abilities because “they’re just more excited about learning skills and going out and doing missions that have purpose.”

Daniels cited as an example the Army Combat Fitness Test (ACFT), a six-event test whose movements are designed to replicate the demands of combat. “Fear of the ACFT was huge,” she said. Initially, many soldiers thought, “We’re all going to die, we’re going to fail, we’re going to have to leave the service, we’ll never pass the test,” Daniels said. But once they got out and did the test, they realized, “I’m in better shape than I thought I was,” she said.

Sharing Stories

Above all, Daniels said, she wants Army Reserve soldiers to be able to go back to their civilian lives on Monday mornings after battle assembly weekends or summer training and tell great stories about their service in the Army.

She has worked to instill an ethos of pride in service, reasoning that Army Reserve soldiers should be less modest about their role in the defense of the nation. “This just goes back to my basic philosophy of, if they’re engaged in doing interesting, purposeful work, that will help retention,” Daniels said. “If they’ve got something to talk about, then they can talk about it, and that’ll solve recruiting, because we are our own best advocates if we tell our stories.”

“We’re very modest about how we talk about ourselves to the public, particularly the Army Reserve, and this 1% have done some amazing things,” Daniels said, explaining that she works to help soldiers recognize that what they’re doing “is unique from the other 99% of the population.”

Enhancing their training experiences, she said, could mean that “we’ll have more people that know about it and might in the future be interested in coming and being a part of service.” ★

Lt. Gen. Jody Daniels, left, chief of the U.S. Army Reserve and commanding general of the U.S. Army Reserve Command, leads Army Reserve senior leaders on a tour of a 99th Readiness Division equipment and vehicle maintenance and storage site at Joint Base McGuire-Dix-Lakehurst, New Jersey.

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‘Selfless Servant’

Shinseki’s Service and Sacrifice
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By Rick Maze
Editor in Chief

Retired Gen. Eric Shinseki, the 34th Army chief of staff and former secretary of Veterans Affairs who fought and was wounded in Vietnam, and was the first Asian American to reach the rank of four-star general, is the 2023 recipient of the Association of the U.S. Army’s highest award. The George Catlett Marshall Medal, named for General of the Army George Marshall, the World War II leader who also served as secretary of state, secretary of defense, president of the American Red Cross and special U.S. envoy to China, is presented annually at the conclusion of the AUSA Annual Meeting and Exposition in Washington, D.C.

A native Hawaiian, Shinseki had a long career of service to the nation, rising to become a distinguished twice-wounded cavalry soldier who served as Army chief of staff from 1999 to 2003 and secretary of Veterans Affairs from 2009 to 2014. He currently

serves as chairman of the board of the Army Historical Foundation.

Soldiering is “an honorable profession,” Shinseki said during his 2003 Army retirement ceremony. “I am privileged to have served every day for the past 38 years as a soldier.”

Military service is filled with challenges, he said. “The Army must do two things well each and every day—train soldiers and grow them into leaders. Leaders who can unequivocally and without hesitation answer the critical question asked of any warfighter—can you fight?”

In Good Company

Awarded by AUSA’s Board of Directors, the Marshall Medal recognizes extraordinary selfless service. Past recipients include military leaders such as Generals of the Army Dwight Eisenhower and Omar Bradley, and Gens. Gordon Sullivan, Martin Dempsey and Colin Powell; political leaders such as former Presidents George H.W. Bush and Gerald Ford, and former Secretaries of State Henry Kissinger and Madeleine Albright; and prominent Americans including Bob Hope, Tom Brokaw and Michael Krzyzewski. Last year’s recipient was Elizabeth Dole, a former U.S. senator whose career included serving as labor secretary, transportation secretary and American Red Cross president.

Retired Gen. Bob Brown, AUSA president and CEO, said Shinseki deserves the recognition. “Gen. Eric Shinseki has dedicated his life to serving his country and others. He is the epitome of a selfless servant, a leader of character and intellect, and a tireless advocate for our service members and their families,” Brown said. “His deep commitment

to America’s Army and the nation’s veterans has had a lasting impact, and I am proud the Association of the U.S. Army is recognizing him with our highest award.”

Born in 1942, less than a year after the Japanese attack on Pearl Harbor and 17 years before Hawaii became a state, Shinseki describes his early life as a Huckleberry Finn sort of experience, living along a river “that became my playground,” he said in a 2017 interview. “It was a great experience as a youngster, with a lot of freedom and independence.”

He was active in the Boy Scouts and served as class president at Kauai High School, which is where he met his future wife, Patricia.

Motivated Young Man

His decision to apply to the U.S. Military Academy at West Point, New York, was due, in part, to his recognition that he came from a family with modest means. But that wasn’t the only reason, he said. Shinseki had visited West Point as a teen, and while he was interested in the academy, he wondered if he was up to the rigors. “It was a little bit of a challenge,” he said.



Opposite: Then-Secretary of Veterans Affairs Eric Shinseki addresses the American Legion’s national convention in August 2013 in Houston. **Above:** Gen. Shinseki’s official Army portrait.

OPPOSITE: DEPARTMENT OF VETERANS AFFAIRS/TOM STRATTMAN. ABOVE: U.S. ARMY



Family culture was also part of the decision, he said, describing how Japanese Americans were viewed with suspicion after the Pearl Harbor attack, with many being placed in internment camps.

Three of Shinseki's uncles served in World War II in the famed 442nd Regimental Combat Team. The unit, made up of second-generation Japanese Americans, or Nisei, is one of the most highly decorated units in U.S. military history.

"Because of what they did, I lived my life without suspicion. I had an opportunity to serve in uniform," Shinseki said. "In the background, there is this recollection of uncles, brothers-in-law, family members who had served. Except for them, I might not have had the opportunity to serve as I did."

Early Army Career

Shinseki graduated from West Point in 1965 and was assigned to the 25th Infantry Division, where he was almost immediately deployed to Southeast Asia. An NCO taught him things he'd missed because he never attended his branch school. Thanks to the help, Shinseki said, he was "decent" at his required tasks. "In 11 days, he performed a miracle," Shinseki said of that NCO, a lesson that guided Shinseki's respect and dependence on NCOs throughout his career.

In Vietnam, Shinseki was injured in a helicopter crash after serving just nine months as a forward observer, suffering a broken jaw and broken arm, among other injuries. "One thing I learned is the human body is pretty resilient if you give it a chance to heal and then you work yourself back into physical condition," Shinseki said. He spent eight months in the hospital.

He changed branches, becoming an armor officer, and deployed again to Vietnam in the summer of 1969 as a cavalry troop commander. He was injured again, this time when he stepped on a mine during a mission to rescue a Special Forces outpost near Mai Loc. "It was one of those things," he said. "It cost me most of the right foot." He spent about 15 months in the hospital.

Shinseki remains grateful to his soldiers, who made their way through a minefield to rescue him. "Great young American soldiers do their duty. I have great respect for

President George W. Bush, second from left, talks with members of the Joint Chiefs of Staff, including Army Chief of Staff Gen. Eric Shinseki, third from right, after a meeting at the White House in October 2001.

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the profession as a result,” he said, describing how the soldiers carried him out of the minefield on their shoulders.

His injuries were severe enough that he faced medical discharge, but Shinseki applied to remain on active duty. This wasn’t guaranteed, because the Army was drawing down as the Vietnam War was winding down. Thousands were sent home, but a few armor officers, including Shinseki, were allowed to remain. He worked hard to regain his strength and returned to active duty in 1971.

In 1979, still on active duty after additional schooling and an assignment as a West Point instructor, he reported to the 3rd Armored Cavalry Regiment at Fort Bliss, Texas. Initially on the regimental staff, he became a squadron executive officer, a position that aided him in making the command list and starting him on an upward career path.

Command Responsibilities

Shinseki would spend more than 10 years serving in Europe, including several assignments in the 3rd Infantry Division and as assistant chief of staff for operations, plans and training for VII Corps and as deputy chief of staff for support for Allied Land Forces Southern Europe, an element of the Allied Command Europe.

From March 1994 to July 1995, Shinseki commanded the 1st Cavalry Division at Fort Hood, Texas, now known as Fort Cavazos.

In June 1997, Shinseki became the first Asian American to achieve the rank of four-star general, assuming duties as commander of U.S. Army Europe, NATO Land Forces, Central Europe, and the NATO Stabilization Force in Bosnia-Herzegovina.

Shinseki expected his last assignment in Europe to be a terminal three-year assignment. But after 15 months, he returned to the Pentagon to serve as the Army vice chief of staff, a role he expected to fill for a short time during the end of then-Gen. Dennis Reimer’s term as chief of staff.

Six months before Reimer’s retirement, Shinseki was told he’d been selected as the next chief of staff.

On Reimer’s advice, he rushed to build a team by canvassing the force to see “what was on the minds of people. I thought I had a pretty good sense, but still, you aren’t everywhere,” he said.

Shinseki began his tenure as the Army’s top general prepared “to challenge all

Retired Gen. Eric Shinseki, right, shakes hands with a newly commissioned second lieutenant at the U.S. Military Academy’s commencement at West Point, New York, in May 2015.

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assumptions,” he said. “When all was said and done, we came up with a set of priorities that exceeded a simple definition of change,” he said. “Now this was structurally different, with transformation becoming the byword.”

Future Force

This meant pressing for new doctrine and operational design on what many saw as a path to innovation that balanced heavy forces with excellent staying power along with lighter, more responsive units. He called this the Future Force.

The Sept. 11, 2001, terrorist attacks showed that the Army arguments were right, Shinseki said, noting that there was a sudden demand for land forces “in theaters that were never expected to be part of the Cold War scenario.” He acknowledged that there was also an anti-Army undercurrent, because the fight for force structure left some in the Pentagon feeling the Army “was not a team player.”

“That was the downside of standing firm,” Shinseki said. He served one term as Army chief of staff, retiring in August 2003.

In his farewell address, Shinseki said he was proud of the force. Deployed in combat, on peacekeeping missions and disaster relief, “there have been no dropped balls—none on any mission.”

“To soldiers past and present with whom I have served, you have my deep and abiding respect and my profound thanks,” he said.

Shinseki said he was surprised by the invitation to speak with President-elect Barack Obama after the 2008 election. The retired general had “no plans” to return to government.

Shinseki said everyone thought he and Obama knew each other because they both grew up in Hawaii, but they didn’t, and the two men had vastly different backgrounds. “He’s about 20 years younger than I am,” Shinseki said, noting that he was serving in Vietnam when Obama was born.

He didn’t accept the offer to serve as secretary of Veterans Affairs until he’d discussed it with his wife, who suggested he might regret turning down the offer. “It was a chance for me to take care of the people I went to war with as a young man and a chance for me to care for the people I sent to war as the chief,” he said. “It was a chance for me to care for the giants of World War II.” ★

Then-Secretary of Veterans Affairs Eric Shinseki, right, speaks with World War II veteran Edgar Sowers during a visit to the Fort Harrison Veterans Affairs Medical Center, Helena, Montana, in July 2011.

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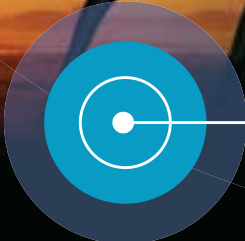


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Year in Review

Compiled by **Gina Cavallaro**
Senior Staff Writer

Hawaii Army National Guard soldiers conduct water drop operations from a CH-47 Chinook while supporting firefighting efforts on Maui, Hawaii.

ARMY NATIONAL GUARD/SPC. SEAN WALK/ER



October 1

After years of work and delays, the Army Combat Fitness Test becomes the physical fitness test of record. In its newest version, the six-event ACFT comprises a deadlift, standing power throw, hand-release pushups, sprint-drag-carry, plank and 2-mile run. Designed to replicate the movements soldiers make in combat, the test replaces the 40-year-old Army Physical Fitness Test that required soldiers to complete 2-minute sets of pushups and situps, and a 2-mile run.

Soldiers from the 1st Signal Brigade in South Korea take the Army Combat Fitness Test.

U.S. ARMY/SGT. ALEX ESTRADA



October 2

Thousands of National Guard soldiers are on duty in southwestern Florida after Hurricane Ian's destructive winds and powerful storm surges kill more than 100 people and devastate coastal and inland communities.



Top: After Hurricane Ian, Florida National Guard soldiers evacuate residents in Arcadia. **Below:** A Florida National Guard CH-47 Chinook aircrew lifts a Humvee to one of the many barrier islands affected by the storm, rated a Category 4 at landfall.

TOP: U.S. ARMY/SPC. SAMUEL HERMAN. BELOW: U.S. ARMY/PFC. ALEXANDER HELMAN



October 4

Former Staff Sgt. Harold Nelson, 107, receives the Silver Star for heroic actions during World War II. A native of Fort Crook, Nebraska, Nelson was drafted into the Army on July 14, 1941, and assigned to the 3rd Infantry Division's 2nd Battalion, 7th Infantry Regiment. He was discharged from the Army in June 1945. Nelson, whose records were partially destroyed in a 1973 fire, was approved for the Silver Star, the nation's third-highest award for valor, on June 22, 2022, following a petition in 2019 to the Army Board for Correction of Military Records. Maj. Gen. Charles Costanza, commander of the 3rd Infantry Division, presents the award to Nelson at a ceremony at Fort Carson, Colorado, near Nelson's home.

Former Staff Sgt. Harold Nelson, left, a 107-year-old World War II veteran, receives a belated Silver Star from Maj. Gen. Charles Costanza, commanding general of the 3rd Infantry Division, during a ceremony at Fort Carson, Colorado.

U.S. ARMY/PFC. BERNABE LOPEZ III

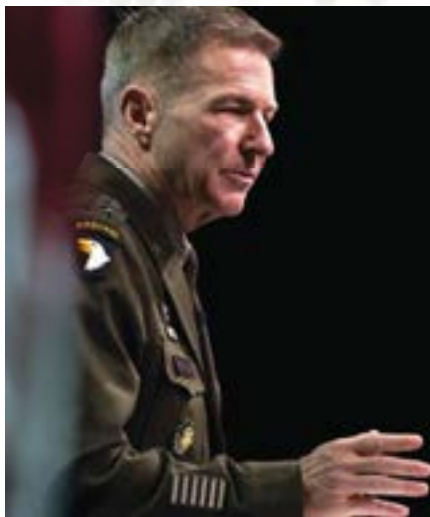


October 10

Five soldiers from the 75th Ranger Regiment's 1st Battalion are announced as the winners of the Army's inaugural Best Squad Competition. The Army's NCO and Soldier of the Year also are recognized during a luncheon at the Association of the U.S. Army 2022 Annual Meeting and Exposition in Washington, D.C. Members of the winning squad are Spc. Coy Anderson, Spc. Nathan Wallen, Spc. Jake Reichman, Staff Sgt. Devon Simpson and Sgt. Jonathan Warren of Fort Stewart, Georgia. Anderson, Wallen and Reichman are promoted to sergeant during the luncheon. The 2022 Soldier of the Year is Spc. Samuel Alvarez of the 101st Airborne Division (Air Assault), at Fort Campbell, Kentucky, who also was promoted to sergeant, and the NCO of the Year is Sgt. Garrett Paulson from Bayne-Jones Army Community Hospital at Fort Polk, now Fort Johnson, Louisiana.

The logo for the Army's Best Squad Competition.

U.S. ARMY



October 11

Marking a major milestone in the Army's transformation, Army Chief of Staff Gen. James McConville unveils the long-awaited update to Field Manual 3-0: Operations. The update, which could change the way soldiers train and fight in the future, codifies Multi-Domain Operations as the Army's "official capstone doctrine," McConville says during his keynote address at the Association of the U.S. Army 2022 Annual Meeting and Exposition. McConville says the Army must have combat-credible forces around the world. "There is no substitute for having American soldiers on the ground for reassurance and deterrence," he says.

Army Chief of Staff Gen. James McConville speaks at the 2022 Association of the U.S. Army Annual Meeting and Exposition in Washington, D.C.

AUSA/CAROL GUZY



October 12

In recognition of her deep commitment to service members and their families, former Sen. Elizabeth Dole receives the George Catlett Marshall Medal, the Association of the U.S. Army's highest award for distinguished service. At the final event of AUSA's 2022 Annual Meeting and Exposition, Dole is praised for dedicating more than a decade of her life to the caregivers of wounded warriors, using her foundation to assist the spouses, parents, children and siblings who face many challenges.

Former Sen. Elizabeth Dole receives the Association of the U.S. Army's George Catlett Marshall Medal for distinguished service at the association's 2022 Annual Meeting and Exposition.

AUSA/JEROMIE STEPHENS



October 20

The Joint Pacific Multinational Readiness Center officially opens with a ceremony hosted by the 25th Infantry Division at Schofield Barracks, Hawaii. Headquartered at Fort Shafter, Hawaii, with another campus in Alaska and an exportable capability, the center is designed to enable joint forces, allies and partners from across the U.S. Army Pacific region to train for real-world operations.



Top to bottom: Soldiers from the 3rd Infantry Brigade Combat Team, 25th Infantry Division, arrive at Pohakuloa Training Area, Hawaii, for a Joint Pacific Multinational Readiness Center rotation. Brig. Gen. Jeffrey VanAntwerp, the 25th Infantry Division's deputy commanding general for operations, speaks during the training rotation's opening ceremony at Schofield Barracks, Hawaii. Soldiers from the 25th Infantry Division move to Pohakuloa Training Area for the rotation. During training, soldiers from the division's 2nd Infantry Brigade Combat Team move against an opposing force at Pohakuloa Training Area.

TOP TO BOTTOM: U.S. ARMY PHOTOS BY SGT. DANIEL PROPER, PFC. MARIAH AGUILAR, PFC. MARIAH AGUILAR, PFC. MARIAH AGUILAR



October 28

Massachusetts Army National Guard Sgt. Mickey Reeve wins the U.S. Central Command's inaugural Innovation Oasis competition. Reeve is recognized for developing software that could better equip the military as it seeks new ways to counter the rising and evolving threat of drones. Using his free time on a deployment to Saudi Arabia, Reeve developed the software that simulates every counter-unmanned aerial system in the U.S. military inventory and enables soldiers to train virtually on them.

Massachusetts Army National Guard Sgt. Mickey Reeve.

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November 8

Five Army veterans win new seats in the U.S. House of Representatives, bringing to 30 the number of former soldiers set to serve in the body beginning in January. The additions are part of the largest increase in veterans on Capitol Hill since Vietnam veterans arrived in Congress in the 1970s and 1980s. Four of the new Army veteran representatives are Republicans; one is a Democrat.

The U.S. Capitol in Washington, D.C.
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November 11 ▲

The discovery of the remains of 14 soldiers killed in the Battle of Camden on Aug. 16, 1780, is announced by the South Carolina Battleground Preservation Trust. Archaeologists unearthed the skeletal remains and accompanying artifacts of the Revolutionary War soldiers, some less than 6 inches below the surface, in seven locations across the battlefield over an eight-week period beginning in September.

The remains of 14 soldiers killed in the Battle of Camden, South Carolina, on Aug. 16, 1780, rest in flag-draped coffins.
SOUTH CAROLINA BATTLEGROUND PRESERVATION TRUST/SARAH NELL BLACKWELL

November 15

Taking a “modern twist on a classic commercial,” the 16th Combat Aviation Brigade at Joint Base Lewis-McChord, Washington, posts a tribute video using the Army’s iconic “Be All You Can Be” recruiting slogan from the 1980s. The video features pilots of the “Raptor Brigade” and touts that the Army is the only place where “you can go from high school to flight school,” the brigade says on Twitter.



A video still from the 16th Combat Aviation Brigade’s ‘Be All You Can Be’ recruiting slogan from the 1980s.
FACEBOOK



November 19

Former Maj. Richard Fierro, a 15-year Army veteran who served four combat tours in Iraq and Afghanistan, tackles and disarms an active shooter during a drag show at a bar in Colorado Springs, Colorado. Fierro and his family were celebrating a friend's birthday when the shooter opened fire. Without thinking, Fierro charged the shooter and took him down with the help of others. "I just went into combat mode," he says in a media interview. "I just know I have to kill this guy before he kills us."

Former Maj. Richard Fierro.
U.S. ARMY/JOE LACDAN



November 28

Army Secretary Christine Wormuth signs a proclamation recognizing the 100th anniversary of the Civilian Aides to the Secretary of the Army program. Tracing part of its origin to 1916 as the Military Training Camps Association during World War I, the association was recognized in 1922 for its efforts to prepare officers for war and foster voluntary military service. In 1950, the program was reformed to promote better relations between the Army and civilian communities. It became part of the Office of the Secretary of the Army and was redesignated as the CASA program in 1953. CASAs are business leaders, community leaders and force multipliers appointed by the Army secretary to advise and support Army leaders in each state, the District of Columbia and the five U.S. territories.

Army Secretary Christine Wormuth, left, appoints D. Noelani 'Noe' Kalipi as a Civilian Aide to the Secretary of the Army during a ceremony in August 2021 at Fort Shafter, Hawaii.
U.S. ARMY/SGT. KEISHA BROWN



November 29

Former Staff Sgt. Hiroshi "Hershey" Miyamura, the first living Japanese American to be awarded the Medal of Honor, dies at age 97. Already a veteran of World War II, Miyamura served in Company H, 2nd Battalion, 7th Infantry Regiment, 3rd Infantry Division, during the Korean War. During a battle in which he stayed behind to allow other soldiers to withdraw, Miyamura depleted his ammunition and was wounded while single-handedly killing more than 60 enemy combatants before being captured and spending more than two years as a prisoner of war. Miyamura received the Medal of Honor in 1953 from President Dwight Eisenhower.



Top: Staff Sgt. Hiroshi 'Hershey' Miyamura. **Below:** President Dwight Eisenhower, left, presents Miyamura with the Medal of Honor on Oct. 27, 1953.
WIKIPEDIA PHOTOS



December 3 ▲

Five Virginia Army National Guard soldiers are reunited with puppies they adopted during a deployment to Kenya. While deployed, the soldiers from the 1st Battalion, 116th Infantry Regiment, named two friendly dogs Noodle, a male, and Cheesestick, a female that became pregnant, Staff Sgt. Drew Edgar says. After the soldiers found Cheesestick and her puppies under a deck in May 2022, they named them and began trying to figure out how to get the puppies home. "As the puppies grew, they were ridiculously cute, and everybody on the base would come down, take some time off from their day and lay out in the sun on that deck and play with the puppies," says Edgar, who adopted a puppy named Modi. The puppies were brought home by the nonprofit Paws of War.



Top: Sarabi naps in her bed after being brought from Kenya to the U.S. **Below, left to right:** In Kenya, Virginia Army National Guard soldiers Spc. David Pettit holds Sarabi, then a puppy, and Staff Sgt. Drew Edgar holds his adopted puppy, Modi.

TOP: COURTESY PHOTO. BELOW: U.S. ARMY PHOTOS BY SGT. THOMAS JOHNSON

December 5

After years of testing, the Army awards a \$1.3 billion contract to Bell Textron Inc. to develop the Future Long Range Assault Aircraft. A tilt-rotor aircraft that blends the capabilities of a plane and a helicopter, the aircraft will replace a portion of the UH-60 Black Hawk fleet, which has served as the Army's utility and tactical transport helicopter since 1979.



Bell Textron Inc.'s V-280 Valor is being developed as the Army's Future Long Range Assault Aircraft.

COURTESY PHOTO

December 8

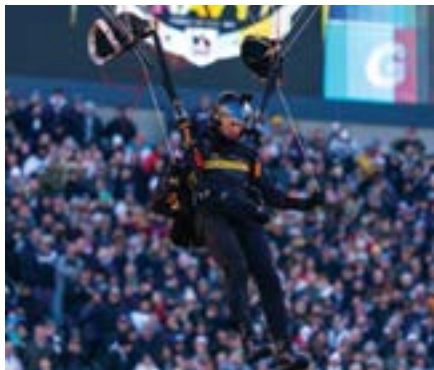
Army Chief of Staff Gen. James McConville announces his selection of Command Sgt. Maj. Michael Weimer to be the 17th sergeant major of the Army. Weimer, a Special Forces soldier with more than 20 years of experience in special operations, is the senior enlisted adviser at the U.S. Army Special Operations Command. Weimer is slated to succeed Sgt. Maj. of the Army Michael Grinston in August.

Command Sgt. Maj. Michael Weimer. U.S. ARMY/K. KASSENS



December 10

In a nail-biter of a football game, cadets from the U.S. Military Academy at West Point, New York, beat the midshipmen from the U.S. Naval Academy 20–17 in double overtime. It is the first time in the 123-year history of the Army-Navy game that a matchup has gone into overtime, with Cadet Quinn Maretzki kicking the winning 39-yard field goal. The Black Knights have defeated Navy in five of the past seven years.



Clockwise from top left: Navy cornerback Mbiti Williams Jr., left, defends against a pass intended for Army wide receiver Isaiah Alston during the 123rd Army-Navy football game at Lincoln Financial Field, Philadelphia. Army cadets send a message to their Navy midshipmen rivals. The Army Black Knights celebrate after winning 20–17 in double overtime. Defense Secretary Lloyd Austin takes in the game. Staff Sgt. Devin Diaz of the U.S. Army Parachute Team jumps into the stadium pregame.

CLOCKWISE FROM TOP LEFT: U.S. ARMY/CADET DREW ADAMS. U.S. ARMY/MEGAN HACKETT. DANNY WILD. DoD/PETTY OFFICER 2ND CLASS ALEXANDER KUBITZA. U.S. ARMY/MEGAN HACKETT



December 19

Soldiers with the 101st Airborne Division (Air Assault) deployed to Romania receive a holiday surprise from Romanian Land Forces soldiers, who host a Christmas event to deliver gifts to the Fort Campbell, Kentucky-based troops. "It's a bunch of snacks and goodies that will really help us get through the holiday season," Pfc. Cooper Tackett says as he opens a gift. Romanian Brig. Gen. Bixi-Pompiliu Mocanu says his troops wanted to share some traditional Romanian Christmas treats. "We try to make your winter holiday season more beautiful," he says.



Top: A soldier with the 101st Airborne Division (Air Assault) opens a present during a holiday event planned by the division's Romanian hosts at Mihail Kogalniceanu Air Base, Romania. **Below:** Pfc. Cooper Tackett, left, and Romanian Brig. Gen. Bixi-Pompiliu Mocanu pose for a photo during the event.

U.S. ARMY PHOTOS BY SPC. ALEXANDER CHATOFF

December 19

The San Diego Veterans Affairs Medical Center in La Jolla, California, is renamed the Jennifer Moreno Department of Veterans Affairs Medical Center in honor of Capt. Jennifer Moreno, a San Diego native and Army nurse who was killed in Afghanistan on Oct. 6, 2013. Moreno was attached to the 75th Ranger Regiment when she died during a raid on a residential compound. An Afghan woman wearing explosives detonated herself, triggering other bombs around the compound and injuring several soldiers. Moreno was killed when she rushed to help one of them, triggering one of the bombs. Three other soldiers were killed in the attack.

Capt. Jennifer Moreno.

WIKIPEDIA

December 28

Sgt. Cinthia Ramirez of the 1st Cavalry Division's 1st Battalion, 12th Cavalry Regiment, becomes the first female active-duty soldier to graduate from the M1A2 Abrams Master Gunner Course. She pushed through the notoriously challenging course to motivate other soldiers to set goals for themselves and to achieve them. "I was always getting in trouble as a private because I never really had a goal for myself other than 'Get through this contract.' But once I got promoted and became a noncommissioned officer, everything changed," Ramirez says. "In the past, I had some examples of pretty bad leadership, and I told myself I did not want to be that type of leader. So, I knew I needed to start setting standards and goals for myself to progress in my career."

Sgt. Cinthia Ramirez.

U.S. ARMY/PFC. DAVID DUMAS

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January 1

The U.S. Army Corps of Engineers' Portland, Oregon, district kicks off the new year with a 2023 calendar featuring photoshopped images of giant domestic cats lounging on, playing with and yawning at some of the district's major infrastructure projects. The calendar is declared a "must-have" by *USA Today*.

A clearly unimpressed kitty supervises work in the photoshopped August entry of the 2023 Cat Calendar created by the U.S. Army Corps of Engineers' Portland, Oregon, district.

U.S. ARMY

January 4

A new rule gives soldiers more time to spend with their growing families. Under the DoD Military Parental Leave Program, active and reserve component troops on active duty for 12 months or more who have given birth, adopted a child or had a child placed with them for adoption or long-term foster care are granted 12 weeks of parental leave. For birth parents, the parental leave follows a period of convalescent leave.



Capt. Grant Hewitt, commander of the Nebraska Army National Guard's 1057th Military Police Company, reunites with his wife, Lauren, and meets his daughter Aubrey for the first time at a Nebraska airport after a nine-month overseas deployment.

ARMY NATIONAL GUARD/STAFF SGT. LISA CRAWFORD

January 17 ▲

Instructors at Fort Sill, Oklahoma, begin training Ukrainian soldiers on how to operate and maintain the Patriot air defense system for use in the war against Russia. "The training will prepare approximately 90 to 100 Ukrainian soldiers to operate, maintain and sustain the defensive system over a training course expected to last several months," Pentagon Press Secretary Air Force Brig. Gen. Pat Ryder says.

Soldiers conduct Patriot missile live-fire training at Fort Bliss, Texas.

DoD/STAFF SGT. IAN VEGA-CEREZO



January 18

Addressing the challenging recruiting environment facing the nation, Army Chief of Staff Gen. James McConville issues a call to service in remarks at a Coffee Series event hosted by the Association of the U.S. Army. "What we need help with is inspiring people to serve," he says. The Army needs people, he says, but the nation also needs people inspired to serve as doctors and nurses, as teachers and in law enforcement. "We are in a war for talent," McConville says. "It is a war that we have to win. We need everybody's help."

Army Chief of Staff Gen. James McConville speaks during a Coffee Series event at the Association of the U.S. Army headquarters in Arlington, Virginia.

AUSA/LUC DUNN



January 24 ▲

The Soldier Referral Program is launched, offering promotion incentives for soldiers who lead young people to join the Army. Under the pilot program, privates to privates first class are eligible for a single rank advancement of one grade if they refer someone who enlists and ships to basic training or one-station unit training. Participating specialists and sergeants are eligible for promotion points by earning the newly created U.S. Army Recruiting Ribbon, which recognizes soldiers for contributing to the recruiting effort. Additionally, any soldier, officer or enlisted, who has a qualified referral enlist and ship to basic training can earn the Recruiting Ribbon.

Recruits recite the oath of enlistment in St. Joseph, Missouri.

U.S. ARMY/SPC. ALVIN CONLEY

January 26

Capt. Alexander Kenney and Sgt. 1st Class Douglas Petty of the Airborne Ranger Training Brigade's 6th Ranger Training Battalion at Camp Rudder, Florida, win the Command Sgt. Maj. Jack Clark Army Best Medic Competition. The grueling three-day event at the Joint Readiness Training Center and Fort Polk, Louisiana, now known as Fort Johnson, includes the Army Combat Fitness Test, an obstacle course, aircraft rappelling and a water survival test, a ruck march, casualty hoist operations, a written test, land navigation, tactical combat casualty care, prolonged field care and a chemical, biological, radiological and nuclear event.



Capt. Alexander Kenney, left, and Sgt. 1st Class Douglas Petty.

U.S. ARMY



February 8

Army veteran and legendary music composer Burt Bacharach dies at age 94. Drafted into the Army in the late 1940s, Bacharach was still on active duty during the Korean War, but his talents, which came to the attention of officers stateside, kept him from deploying to combat. Assigned to a unit in Germany, Bacharach wrote orchestrations for a military recreation center.

Burt Bacharach in 1972 during the *Burt Bacharach Special* on ABC TV.

WIKIPEDIA



February 15

Soldiers with the 3rd Battalion, 501st Aviation Regiment, 1st Armored Division, work with civilians in Elbistan, Turkey, to deliver humanitarian aid to citizens affected by a Feb. 6 earthquake that killed around 42,000 people and left thousands more injured and displaced. Flying CH-47 Chinook helicopters in support of the U.S. Agency for International Development, the soldiers deliver more than 1.8 million pounds of supplies, including kitchen sets, hygiene kits, heavy-duty plastic sheeting for temporary shelters and high thermal blankets.

Soldiers from the 1st Armored Division and Turkish civilians offload humanitarian aid from a CH-47 Chinook helicopter in Elbistan, Turkey.

U.S. MARINE CORPS/SGT. JAMES BOURGEOIS



February 16

Ranging in rank from specialist to colonel, more than 50 soldiers from the 160th Special Operations Aviation Regiment (Airborne) receive awards for valor. During a ceremony at Fort Campbell, Kentucky, 75 awards are given to 54 soldiers. They receive Distinguished Flying Crosses with valor devices, Bronze Stars, Air Medals with valor devices, Air Medals with combat devices and Army Commendation Medals with combat devices. The soldiers are recognized for actions in four operations between 2019 and 2022.

An illustration of the 160th Special Operations Aviation Regiment (Airborne) unit patch.

WIKIPEDIA



February 24

Army Secretary Christine Wormuth rescinds the COVID-19 vaccination mandate. Soldiers who sought an exemption on religious, administrative or medical grounds will no longer be separated for refusing to receive the vaccine, she writes in a memo. Additionally, reviews of exemption requests are stopped and deemed resolved, and soldiers' records are to be updated to remove or correct any adverse actions or flags associated with request denials. Accessions and commissioning programs no longer require proof of the vaccine, and former soldiers can request records corrections with the Army Discharge Review Board and the Army Board for Correction of Military Records.

A soldier receives the COVID-19 vaccination booster shot in January 2022 at the National Training Center, Fort Irwin, California.

U.S. ARMY/MAJ. SPENCER GARRISON

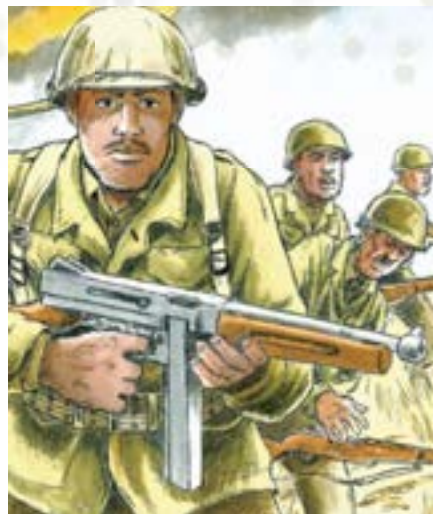


February 25

Retired Lt. Gen. Richard Trefry, a veteran of World War II and Vietnam who spent 33 years in uniform and was a longtime senior fellow of the Association of the U.S. Army, dies at age 98. Trefry began his Army career as an enlisted soldier, serving during World War II before attending the U.S. Military Academy at West Point, New York. Commissioned in 1950 as a field artillery officer, he served in Germany, Vietnam and Laos. Among his assignments was commanding an artillery battalion in Vietnam and later leading the Joint U.S. Military Advisory Group in Laos and serving as defense attache to the country, where he contributed to the defeat of a coup d'etat by exiled Laotian air force officers. In the mid-1970s, Trefry was the assistant Army deputy chief of staff for personnel, responsible for overseeing changes in the honor system at West Point after it was rocked by a cheating scandal. In his final active-duty assignment, Trefry spent six years as the Army inspector general. He retired from the Army in 1983 and continued service in the White House and working with Army programs.

Lt. Gen. Richard Trefry.

WIKIPEDIA/U.S. ARMY

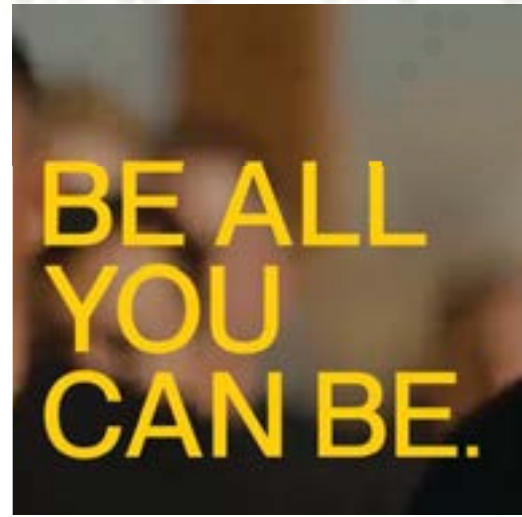


February 28

The heroic story of Staff Sgt. Edward Carter Jr., who single-handedly fought the enemy while wounded and helped U.S. forces capture a German town during World War II, is the focus of the latest graphic novel in the Association of the U.S. Army's Medal of Honor series. *Medal of Honor: Edward Carter Jr.* tells of the Los Angeles native's actions on March 23, 1945, near Speyer, Germany. It also highlights his incredible life before the Army.

A scene from the Association of the U.S. Army's graphic novel about Staff Sgt. Edward Carter Jr.

AUSA



March 3

Almost 60 years after the battle, retired Col. Paris Davis receives the Medal of Honor for saving the lives of fellow Special Forces soldiers during a harrowing fight near Bong Son, Vietnam. Davis, now 83, was a 26-year-old captain in command of Detachment A-321, 5th Special Forces Group, 1st Special Forces, in June 1965, and leading an inexperienced South Vietnamese regional raiding force. Davis and his team learned that a "vastly superior" North Vietnamese enemy force was operating in the area near Bong Son, the White House says. Leading a pre-dawn strike on the enemy camp, Davis was wounded as he engaged with and killed several enemy

soldiers, continuing to move forward and engaging in hand-to-hand combat. Under intense fire, Davis destroyed gun emplacements, captured more enemy fighters, was struck by automatic weapons fire and, despite his wounds, continued to fight. He suppressed enemy guns to rescue two wounded comrades and, shot twice more, was able to get the soldiers to safety. Davis continued to lead the fight until all his wounded troops were brought to safety. "Nearly 20 hours later, Capt. Davis had saved each one of his fellow Americans," President Joe Biden says during the White House ceremony in which Davis receives the Medal of Honor. "Every single one."

March 8

"Be All You Can Be" is back. The slogan, developed in the 1980s for a recruiting campaign and used for at least two decades, is revived with a refreshed website, updated star logo and two initial ads with more scheduled for release. Army leaders say the updated campaign is designed to help attract new enlistees by calling to mind a message that resonates across generations. Army Secretary Christine Wormuth says now "is a perfect time to be launching our new brand, launching our reinvented tagline, 'Be All You Can Be.' ... It evokes limitless possibilities for people from all walks of life."



Above: Retired Col. Paris Davis receives the Medal of Honor from President Joe Biden during a ceremony at the White House. **Left:** Then-Capt. Davis circa the early 1960s.

ABOVE: WHITE HOUSE/ADAM SCHULTZ. LEFT: U.S. ARMY

A screen grab from a new U.S. Army 'Be All You Can Be' commercial.

U.S. ARMY



March 15

Soldiers scoring 540 points or more on the Army Combat Fitness Test are exempt from the body fat assessment, regardless of their height and weight. Proposed by Sgt. Maj. of the Army Michael Grinston and approved by Army Secretary Christine Wormuth, the change comes after a body composition study is conducted over nine months in 2021 and 2022. There is no change in the percentage of body fat allowed in the Army's height and weight tables, but under the new rule, soldiers will now be measured with a tape around the waist only.

Soldiers with the 207th Military Intelligence Brigade (Theater) flip tires during an Army Combat Fitness Test-focused training session.

U.S. ARMY/1ST LT. KATHERINE SIBILLA



March 24

The Virginia National Guard's Fort Pickett is officially redesignated Fort Barfoot in honor of Col. Van Barfoot, a World War II Medal of Honor recipient with extensive Virginia ties. Barfoot was awarded the Medal of Honor in 1944 for his actions near Carano, Italy, as a technical sergeant in the 45th Infantry Division, battling German soldiers and tanks. He served through the Korean and Vietnam wars, and eventually became an accomplished aviator. Barfoot died in 2012 at age 92. Fort Pickett was one of nine Army installations earmarked for renaming as part of a congressional directive to remove names, symbols, displays, monuments or items that commemorate the Confederate States of America.



Barfoot

Fort Pickett, Virginia, is redesignated Fort Barfoot in honor of Col. Van Barfoot, a World War II Medal of Honor recipient, during a ceremony at Blackstone Army Airfield.

NATIONAL GUARD/MIKE VRABEL



March 29

First Lt. Chris Aliperti and Pvt. Salem Ezz, who invented the Mold Conditions Awareness Tool at Fort Stewart, Georgia, where they are members of the 3rd Infantry Division, win the eighth iteration of the Dragon's Lair innovation competition. Co-hosted by the U.S. Special Operations Command and the XVIII Airborne Corps, the finalist round takes place at the University of South Florida's Research and Innovation Park in Tampa. "It feels great to be recognized for our technical skills in software engineering and product management," Ezz says. "This tool has been months in the making, and it feels great that the hard work has been recognized by the Department of Defense." Known as the MCAT, the invention is a 3D-printed device that uses sensors to detect temperature and humidity levels within barracks rooms to identify early signs of mold.

First Lt. Chris Aliperti, left, and Pvt. Salem Ezz of the 3rd Infantry Division's Marne Innovation Lab at Fort Stewart, Georgia, pose for a photo after receiving the Army Meritorious Service Medal for winning the Dragon's Lair innovation competition in Tampa, Florida.

U.S. ARMY/SGT. MAXINE BAEN



April 10

Fort Rucker, Alabama, home of the U.S. Army Aviation Center of Excellence, becomes Fort Novosel in honor of Medal of Honor recipient Chief Warrant Officer 4 Michael Novosel Sr., a veteran of three wars and an Army aviation legend. Novosel, who died in 2006, served in World War II, Korea and Vietnam. He earned the military's highest award for valor on Oct. 2, 1969, during a medical evacuation mission in Kien Tuong Province, Vietnam, with the 82nd Medical Detachment, 45th Medical Company, 68th Medical Group. "It is fitting that we are redesignating the post after a true hero, an Army aviator and a warrant officer of impeccable character and extraordinary competence," says Maj. Gen. Michael McCurry, commander of the Aviation Center of Excellence and Fort Novosel.



Novosel

A sign near the Daleville Gate at Fort Novosel, Alabama, formerly known as Fort Rucker, bears the post's new name. U.S. ARMY/JIM HUGHES

April 13

For the first time in six years, an Army National Guard team wins the International Sniper Competition, besting a field of 35 teams. Team leader Sgt. 1st Class Erik Vargas of the New Mexico National Guard and Staff Sgts. Benjamin Cotten and Allen Smith of the Arkansas National Guard outperform sniper teams from the Army and its sister services, and teams from Denmark, Ireland, Sweden, Canada, Germany, the Netherlands, Estonia, Australia and the U.K. "It was a hard-fought match against some of the best snipers in the world," Vargas says.

Staff Sgt. Benjamin Cotten, left, of the Arkansas National Guard, and teammates Staff Sgt. Allen Smith of the Arkansas National Guard and Sgt. 1st Class Erik Vargas of the New Mexico National Guard compete in the International Sniper Competition at Fort Benning, Georgia, now known as Fort Moore. NATIONAL GUARD/CAPT. JANICE RINTZ

April 16

Spc. Justin Rein and Capt. Luke Ebeling of the 75th Ranger Regiment win the 39th Annual David E. Grange Jr. Best Ranger Competition at Fort Benning, Georgia, now known as Fort Moore. Rein and Ebeling best 55 other two-soldier teams to win the grueling three-day contest.

Winners of the 39th Annual David E. Grange Jr. Best Ranger Competition are Spc. Justin Rein, left, and Capt. Luke Ebeling of the 75th Ranger Regiment. U.S. ARMY



April 20

Gen. Randy George, the Army vice chief of staff since August 2022, is nominated by President Joe Biden to succeed Army Chief of Staff Gen. James McConville, who is scheduled to retire after a four-year term. Before being sworn in as the 38th Army vice chief of staff, George was the senior military assistant to Defense Secretary Lloyd Austin.



Top to bottom: Army Vice Chief of Staff Gen. Randy George greets soldiers at Fort Irwin, California. George answers questions about his nomination to be the Army's chief of staff from members of the Senate Armed Services Committee in Washington, D.C. George meets with soldiers during Project Convergence 2022 exercises at Fort Irwin.

TOP TO BOTTOM: U.S. ARMY PHOTOS BY STAFF SGT. MATTHEW LUMAGUI, SGT. DAVID RESNICK, STAFF SGT. MATTHEW LUMAGUI



April 23

For the first time in its history, the U.S. Army Reserve adopts a brand logo. Unveiled by Army Reserve Chief Lt. Gen. Jody Daniels on the component's 115th birthday, the logo, a yellow star with an upward stripe, is part of a new marketing campaign called "It's Your Time." Aimed at young people interested in furthering their personal and professional goals, the campaign includes four videos with stories told by Reserve soldiers. "With this campaign, we were intentional about capturing the faces and voices of the most demographically diverse component of the Army," Daniels says. "No matter your background, interests or skill set, the Army Reserve can help you reach your full potential and become part of something bigger than yourself."

The U.S. Army Reserve's new logo.
U.S. ARMY RESERVE



April 26

South Korean President Yoon Suk Yeol jointly announces with President Joe Biden that the remains of Cpl. Luther Story, who was killed during the Korean War and posthumously awarded the Medal of Honor, are finally coming home. Just 19 when he was killed on Aug. 31, 1950, Story and his fellow soldiers with the 1st Battalion, 9th Infantry Regiment, 2nd Infantry Division, took the brunt of a large-scale attack by elements of three divisions of the North Korean People's Army. Then a private first class and a weapons squad leader, Story was heavily engaged in stopping the early attacks and had just moved his squad to a position overlooking the Naktong River when he saw a large group of enemy fighters. He seized a machine gun from his wounded gunner



Story

and killed or wounded some 100 enemy, then alerted his comrades to take cover after seeing an enemy truck loaded with troops and towing an ammunition trailer moving toward them. Story stood in the middle of the road and threw grenades into the truck, crawling back to his squad for more so he could attack the vehicle again. He stayed behind to cover his company's withdrawal and was last seen firing every weapon available to fend off another assault. General of the Army Omar Bradley presented the Medal of Honor to Story's father on June 21, 1951.



Above: An Army honor guard carries the casket of Cpl. Luther Story, a Medal of Honor recipient whose remains were accounted for 73 years after he was killed in action, during a graveside ceremony at Andersonville National Cemetery, Georgia. **Left:** Fern Winbush, left, principal deputy director of the Defense POW/MIA Accounting Agency, presents Story's niece, Judy Wade, with a token during the ceremony.

U.S. ARMY PHOTOS BY SGT. WOODYLYNE ESCARNE



April 27

Fort Lee, Virginia, is renamed Fort Gregg-Adams in honor of Lt. Gen. Arthur Gregg and Lt. Col. Charity Adams, two Black officers who made notable achievements in Army sustainment and left their mark on U.S. history. At 94, Gregg, the former Army deputy chief of staff for logistics, becomes the only living person in modern Army history to have an installation named after him. He is the first African American to reach such a high rank, having begun his service as a private in 1946. Adams, who died in 2002, in 1942 enlisted in the Women's Army Auxiliary Corps and became the first Black officer in that corps.



Top: Retired Lt. Gen. Arthur Gregg at the unveiling of the Gregg-Adams Club sign at Fort Gregg-Adams, Virginia, formerly known as Fort Lee. **Below:** The new Fort Gregg-Adams logo.

TOP: U.S. ARMY/TERRANCE BELL. BELOW: U.S. ARMY



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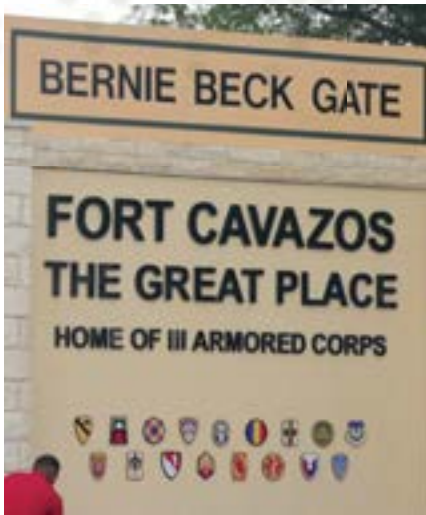




May 1

Command Sgt. Maj. JoAnn Naumann becomes the first woman to be sworn in as senior enlisted adviser at the U.S. Army Special Operations Command. She arrives at the position after serving as senior enlisted adviser for the Joint Special Operations Command Intelligence Brigade and Special Operations Command-Korea. Trained as a military intelligence soldier, Naumann transferred to a special operations career in 2002.

Command Sgt. Maj. JoAnn Naumann.
U.S. ARMY/STAFF SGT. JULIUS HARRIS



May 9

Fort Hood, Texas, is renamed Fort Cavazos in honor of Gen. Richard Cavazos, the first Hispanic Army officer to reach the rank of four-star general and a decorated leader who fought in two wars. Born in Kingsville, Texas, to Mexican-American parents, Cavazos was commissioned as an infantry officer in 1951 and went on to earn the Distinguished Service Cross twice for actions in Korea and Vietnam. He retired from the Army in 1984 after commanding the U.S. Army Forces Command.



Cavazos

A new gate sign at Fort Cavazos, formerly known as Fort Hood, Texas.

U.S. ARMY/STAFF SGT. CHRISTIAN NEVITT



May 11

In a ceremony at the historic Doughboy Stadium, Fort Benning, Georgia, is redesignated as Fort Moore in honor of retired Lt. Gen. Harold "Hal" Moore and his wife, Julia Moore. The couple's ties to the post date to the mid-1960s, when Lt. Gen. Moore commanded the 1st Battalion, 7th Cavalry Regiment, during the 1965 Battle of Ia Drang in Vietnam. Julia Moore was instrumental in the creation of family support networks, including the establishment of a formal casualty notification system following the Battle of Ia Drang, when families were notified of combat deaths via telegrams delivered by taxi drivers.



Top: Soldiers stand at attention during the ceremony redesignating Fort Benning, Georgia, as Fort Moore. **Below:** Harold 'Hal' Moore and Julia Moore on a May 1980 fishing trip to Dome Lake, Colorado.

TOP: U.S. ARMY/PATRICK ALBRIGHT. BELOW: COURTESY PHOTO



May 16

Gen. Charles Flynn, commanding general of U.S. Army Pacific, declares "the time is now for land power" in the Indo-Pacific theater, adding that the "collective goal" of partners in the region must be to ensure that "there is no war" by providing a joint and combined force focused on deterrence. Flynn makes his remarks at the opening of the Association of the U.S. Army 2023 LANPAC Symposium

and Exhibition in Honolulu, where Gen. James Rainey, commanding general of the U.S. Army Futures Command, notes that the Army must move quickly in one of the "most disruptive" periods in time. "We have one United States Army. When the country says go, we're going," Rainey says. "In the next 12, 18 to 24 months, we all collectively need to be incredibly obsessed with a sense of urgency as we transform our Army."



Gen. Charles Flynn, top, commanding general of U.S. Army Pacific, and Gen. James Rainey, below, commander of the U.S. Army Futures Command, speak at the Association of the U.S. Army 2023 LANPAC Symposium and Exhibition in Honolulu.

AUSA PHOTOS BY JARED LIEBERHER



May 23

Sgt. 1st Class Brian Colvin wins first place for the Army in the Food Network's Military Salute tournament on *Chopped*, a show that pits famous chefs and teams against each other during timed cooking matches. Colvin, enlisted aide for the commandant of the U.S. Army War College, brings the Army to first place as part of a joint service team of chefs who each won previous contests on the show. Colvin, a former combat medic, recruiter and explosive ordnance disposal soldier, says the military team won two of the three rounds on the final show, "so we won overall." When he's not cooking on a TV show, his signature dish is smoked barbecue. "If it can be smoked, I'll do it. Have hickory, will smoke," he says.

Sgt. 1st Class Brian Colvin.

U.S. ARMY



May 25

Struggling without power or water across the island, some 200 troops with the Guam Army and Air National Guard begin the initial response to the devastation caused by Typhoon Mawar, receiving assets, resources and manpower from the Hawaii National Guard and elements of U.S. Army Pacific.

Spc. John Tun of the Guam National Guard's 1st Battalion, 294th Infantry Regiment, helps direct traffic in Barrigada as part of the disaster response to Typhoon Mawar.

GUAM NATIONAL GUARD/MARK SCOTT



May 27▲

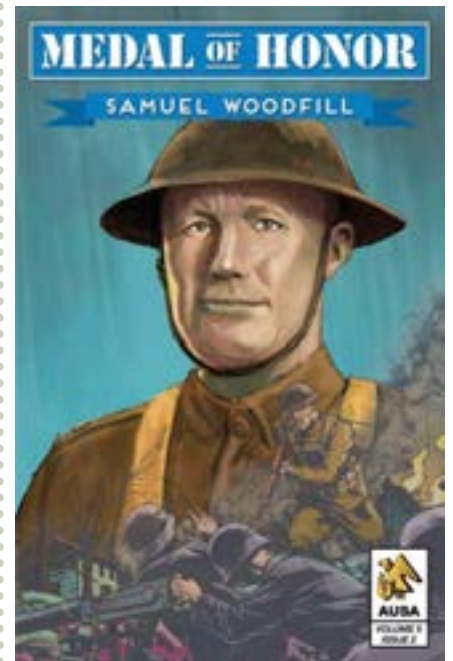
In a history-making address at the U.S. Military Academy at West Point, New York, Vice President Kamala Harris congratulates the Army's newest officers while warning that they face an "increasingly unsettled world." "The world has drastically changed," Harris, the first woman to give the commencement address at West Point, tells the Class of 2023. "A once-in-a-century global pandemic took millions of lives and disrupted life for billions more. America ended our longest war. And Russia launched the first major ground war in Europe since World War II." Harris, who also notes the 75th anniversary of the integration of women in the military as well as the desegregation of the military, is joined at the commencement by Army Secretary Christine Wormuth, the first woman to serve as the Army's top civilian leader.

Vice President Kamala Harris gives the 2023 commencement address at the U.S. Military Academy, West Point, New York.

U.S. ARMY/JOHN PELLINO

May 31

The story of Medal of Honor recipient Maj. Samuel Woodfill, who single-handedly took out several machine-gun nests with a rifle, a pistol and a pickax during the Meuse-Argonne Offensive of World War I, is told in *Medal of Honor: Samuel Woodfill*. It's the latest graphic novel in the Association of the U.S. Army's series about recipients of the nation's highest award for valor.

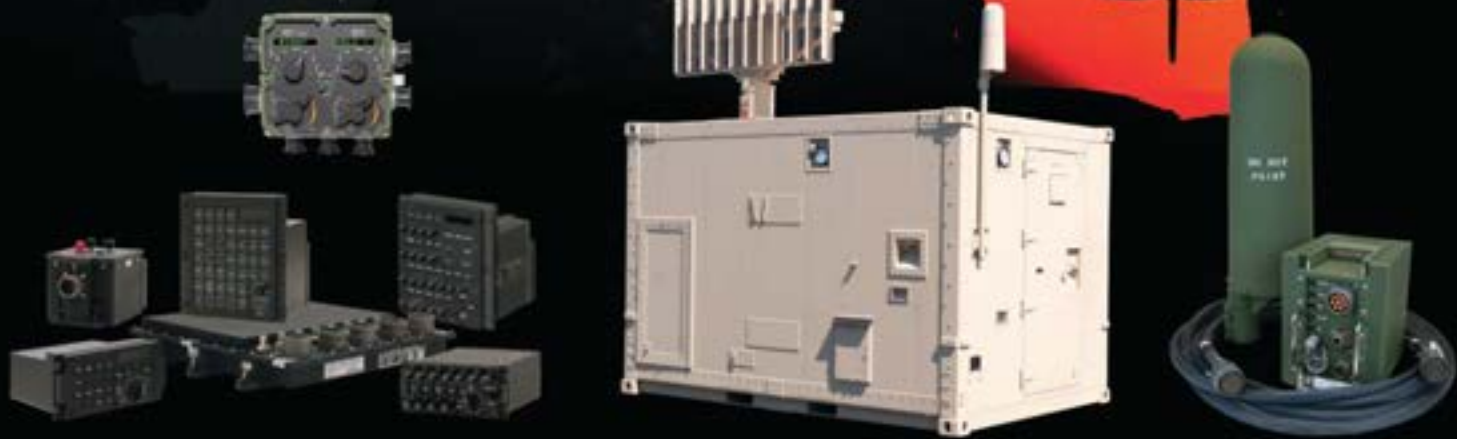


The cover of the Association of the U.S. Army's Medal of Honor graphic novel about Maj. Samuel Woodfill.

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June 1

In an event leading up to the 79th anniversary of D-Day, 45 U.S. veterans of the invasion of Normandy, France, many of them almost 100 years old, receive a heroes' welcome at the Deauville-Normandie Airport from V Corps leaders, French military and civic leaders, diplomats, corporate sponsors, volunteers and well-wishers. "You are selfless heroes," Maj. Gen. Jeffery Broadwater, deputy commanding general of V Corps, tells the veterans. "You marched in storied formations, served aboard formidable vessels and piloted legendary aircraft, saving countless lives and restoring peace in the region. You are rightfully coined the greatest generation, and I am honored to be here in support of you today."



World War II veterans are honored in Deauville and Normandy, France, in recognition of the 79th anniversary of D-Day.

U.S. ARMY PHOTOS BY SPC. JOSHUA ZAYAS

June 2

Fort Bragg, North Carolina, is renamed Fort Liberty. It remains the home of airborne and special operations forces, the U.S. Army Forces Command, the U.S. Army Reserve Command and XVIII Airborne Corps.

Soldiers from the 20th Engineer Brigade stand as the color guard during the ceremony redesignating Fort Bragg, North Carolina, as Fort Liberty.

U.S. ARMY/SGT. JAMESON HARRIS



June 7

For the first time in 35 years, the remains of an unknown U.S. soldier from World War I are buried at an American cemetery in France. An undertaker excavating a new grave in the village cemetery of Villers-sur-Fere in February 2022 discovered the remains, along with American field equipment and ammunition, in what appeared to have been a hasty burial of a World War I-era soldier. Researchers were unable to identify the remains, but French, British and U.S. historians concurred that they were American. The burial includes a full military honors funeral procession, a World War I-era artillery salute and a historic World War I biplane flyover.



Top to bottom: Officials including Army Chief of Staff Gen. James McConville, left, pay their respects to an unknown U.S. soldier of World War I whose remains were discovered in France. Artifacts unearthed along with the soldier's remains. The unknown soldier is reinterred at Oise-Aisne American Cemetery, France.

AMERICAN BATTLE MONUMENTS COMMISSION PHOTOS



June 10

The Army's Mobile Protected Firepower vehicle is renamed the M10 Booker Combat Vehicle in honor of two soldiers who died in combat decades apart. Announced at the National Museum of the United States Army at Fort Belvoir, Virginia, during a celebration of the Army's 248th birthday, the M10 Booker is named after Pvt. Robert Booker, an infantryman who was posthumously awarded the Medal of Honor for actions during World War II, and Staff Sgt. Stevon Booker, an armor soldier who was killed in Iraq in 2003 and posthumously awarded the Distinguished Service Cross.



Top left: Pvt. Robert Booker. **Top right:** Staff Sgt. Stevon Booker in an undated photo. **Below:** The M10 Booker Combat Vehicle on display at the National Museum of the United States Army, Fort Belvoir, Virginia.

TOP LEFT AND RIGHT: U.S. ARMY PHOTOS. BELOW: U.S. ARMY/BERNARDO FULLER



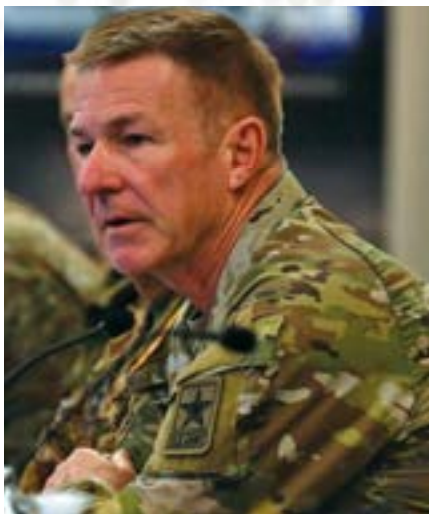
June 13

Fort Polk, Louisiana, is renamed Fort Johnson in honor of World War I Medal of Honor recipient Sgt. William Henry Johnson, a member of the famed 369th Infantry Regiment, known as the "Harlem Hellfighters," of the New York National Guard. Fort Johnson is home to the Joint Readiness Training Center.



Top: Soldiers stand at ease during a ceremony redesignating Fort Polk, Louisiana, as Fort Johnson. **Below:** Sgt. William Henry Johnson.

TOP: U.S. ARMY/ANGIE THORNE. BELOW: U.S. ARMY



June 23

Attending the 30th annual Conference of European Armies in Germany, Army Chief of Staff Gen. James McConville emphasizes the importance of strong relationships with European allies and partners. "We're stronger together, and we all share the interests of having peace, security and freedom in Europe and, quite frankly, across the globe. All these friends, partners and allies share the same values and share the same interests," McConville says.

Army Chief of Staff Gen. James McConville speaks at the 30th annual Conference of European Armies in Garmisch-Partenkirchen, Germany.

U.S. ARMY



June 26

The Association of the U.S. Army celebrates reaching its goal of having 1 million members. "I am so excited to announce that AUSA now has 1 million members who can further amplify the association's voice and efforts to support America's Army," retired Gen. Bob Brown, AUSA's president and CEO, says at a luncheon to announce the milestone. Under Brown's leadership, the Army's premier nonprofit educational and professional association focuses on efforts to educate, inform and connect the Army, its soldiers and families, the defense industry, military communities and the public.

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, speaks at an event at AUSA headquarters in Arlington, Virginia, celebrating the association reaching 1 million members.

AUSA/LUC DUNN

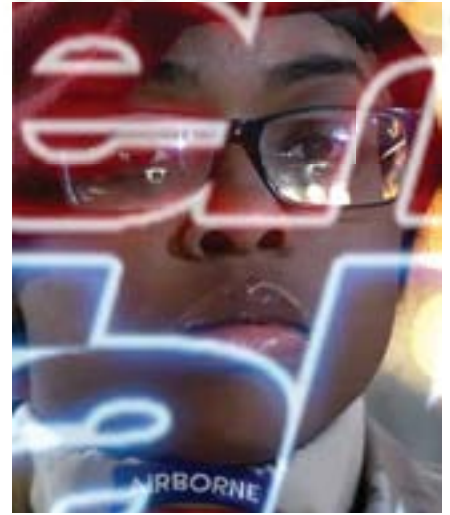
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July 6

World War II veteran Thurman Carnal, who was drafted into the Army in 1942 and assigned to the 24th Evacuation Hospital, celebrates his 107th birthday in Evansville, Indiana, with cake, candles and balloons. He says his secret to long life is "just luck."

Army veteran Thurman Carnal listens as his family and friends sing during his 107th birthday celebration in Evansville, Indiana.

EVANSVILLE (INDIANA) COURIER & PRESS/MaCABE BROWN

July 9

Record-breaking rains cause flash flooding at the U.S. Military Academy at West Point, New York, sinking big chunks of roadways, eroding the academy's sports fields on the banks of the Hudson River, collapsing hillsides in residential areas and rendering area highways impassable.

A worker clears debris at the U.S. Military Academy, West Point, New York, after record rainfall caused flash flooding in the area.

U.S. ARMY/MAJ. DAVID HOY

July 11

Audience members at NBC TV's *America's Got Talent* erupt in applause as the paratroopers of the 82nd Airborne Division's All-American Chorus belt out a rendition of The Temptations' 1960s' hit *My Girl*. They bring a smile to the face of the notoriously grumpy Simon Cowell, a judge and founding member of the show.

A member of the 82nd Airborne Division's All-American Chorus is seen in this screen grab from *America's Got Talent*.

FACEBOOK



July 17

The National Guard Bureau hosts some 600 participants from 90 nations for a two-day conference to celebrate the 30th anniversary of the State Partnership Program. The program boasts 100 partnerships, with more expected in the coming years. Gen. Daniel Hokanson, chief of the National Guard Bureau, notes that while there may be language barriers or distance, the National Guard and the partner nations "are united in what we seek: a peaceful, stable world, safe countries and safe citizens, and together we step closer to making these things possible."

Troops from the North Dakota Army National Guard and from Ghana assemble structures at Bundase Training Camp, Ghana, during a 2018 exercise. North Dakota and Ghana have been partners under the State Partnership Program since 2004.

U.S. ARMY/STAFF SGT. BRANDON AMES



July 20

Retired Col. Bruce Crandall, who repeatedly flew his helicopter under intense enemy fire to save dozens of wounded troops in Vietnam, is the subject of *Medal of Honor: Bruce Crandall*. It's the latest graphic novel in the Association of the U.S. Army's series about recipients of the nation's highest award for valor.

An image from the cover of the Association of the U.S. Army's graphic novel about retired Col. Bruce Crandall.

AUSA



July 21

The Army salutes singer Tony Bennett after his death at age 96. Born Anthony Dominick Benedetto, Bennett served with the Army in Europe during World War II, trained as an infantryman and was assigned to the 255th Infantry Regiment, 63rd Infantry Division.

Tony Bennett circa the 1960s.

WIKIPEDIA



July 25

Maj. Gen. Anthony Potts, a career Army aviator and acquisition officer, is killed in a plane crash. Potts, 59, was the only person in a single-engine plane when it crashes in a field in Havre de Grace, Maryland. A 1986 graduate of Murray State University, Kentucky, Potts was commissioned as a second lieutenant in Army aviation, flying AH-64 Apache helicopters. He served a combat tour as an aviator in operations Desert Shield and Desert Storm, and he made numerous deployments to the Balkans, Iraq and Afghanistan as an acquisition officer.

Maj. Gen. Anthony Potts.
U.S. ARMY

July 26

On the 75th anniversary of President Harry Truman's executive order desegregating the Army and its sister services, Army Secretary Christine Wormuth marks the milestone in a statement. She points to the "monumental contributions that Black American soldiers have made to our Army, before and after the end of segregation." She adds, "We should be proud of the progress the Army has made in ensuring that every soldier, regardless of race, can pursue the unlimited opportunities that military service offers."

A 2nd Infantry Division machine-gun crew targets North Korean positions along the Chongchon River in 1950.

NATIONAL ARCHIVES

July 29

Country music star Craig Morgan, 59, reenlists as a warrant officer in the U.S. Army Reserve on stage at the Grand Ole Opry in Nashville, Tennessee. Morgan served for 10 years on active duty as a forward observer, then joined the Reserve for several years. As a new Reservist, he will be assigned to Redstone Arsenal, Alabama, where he will be a bandmaster. "He's physically fit, passed the medical and he wants to continue to serve, so, yeah, game on," says Lt. Gen. Jody Daniels, chief of the Army Reserve and commander of the U.S. Army Reserve Command.

Craig Morgan.
U.S. ARMY/ROBERT HOLD



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August 4

After leading the Army together for four years, Army Chief of Staff Gen. James McConville and Sgt. Maj. of the Army Michael Grinston step down from their posts. McConville, the 40th Army chief of staff, relinquishes responsibility to Army Vice Chief of Staff Gen. Randy George, who is nominated to be the next Army chief of staff pending Senate confirmation. Grinston, the 16th sergeant major of the Army, turns over responsibility to Sgt. Maj. of the Army Michael Weimer, most recently the senior enlisted leader for the U.S. Army Special Operations Command.

Outgoing Army Chief of Staff Gen. James McConville, left, and Sgt. Maj. of the Army Michael Grinston congratulate each other on a job well done as Army Secretary Christine Wormuth looks on during a change of responsibility ceremony Aug. 4 at Joint Base Myer-Henderson Hall, Virginia.

U.S. ARMY/SGT. ETHAN SCOFIELD



August 5

Retired Gen. James Lindsay, the first commander of the U.S. Special Operations Command who also led the XVIII Airborne Corps and the 82nd Airborne Division, dies at age 90. A native of Vass, North Carolina, Lindsay enlisted in the Army in February 1952 and was commissioned as an infantry officer in 1953 after attending Officer Candidate School. During his 38-year career, Lindsay held eight assignments within the 82nd Airborne Division, from platoon leader to division commander. For actions during his second deployment to Vietnam from February 1968 to April 1969, Lindsay received the Distinguished Service Cross, the Army's second-highest award for valor. He also was awarded two Distinguished Service Medals and four Silver Stars for his service in Vietnam.

Gen. James Lindsay in 1986.

WIKIPEDIA



August 8

The Army marks the one-year anniversary of the Future Soldier Preparatory Course, a pilot program intended to help potential enlistees meet the Army's physical fitness or academic standards. Boasting a 95% graduation rate, more than 8,800 young men and women have graduated from the course in its first year.



Top: Two Future Soldier Preparatory Course students compare notes during a study hall session at Fort Jackson, South Carolina. **Below:** A prep course cadre member addresses students.

TOP: U.S. ARMY/ROBIN HICKS. BELOW: U.S. ARMY/JASON NORRIS



August 11

Hundreds of service members and DoD civilians converge on the Hawaiian island of Maui to support search-and-recovery efforts after wildfires destroy Lahaina, the island's largest city, and kill scores of residents. The Pentagon designates U.S. Army Pacific to lead the military's effort to assist the Hawaii National Guard and local and federal authorities responding to the disaster.



Top: Soldiers conduct search, rescue and recovery operations in Lahaina, Hawaii, after devastating wildfires ravaged the city. **Below:** Damaged buildings and vehicles in Lahaina.

U.S. ARMY PHOTOS BY SPC. SEAN WALKER



August 14

Maj. Gen. Michelle Schmidt, a trailblazing career military intelligence officer with numerous combat deployments, including with the Army's most elite special operations units, is selected to command the 7th Infantry Division at Joint Base Lewis-McChord, Washington. Schmidt will be the first woman to lead one of the Army's active-duty maneuver divisions.

Maj. Gen. Michelle Schmidt.

COURTESY PHOTO



August 20

Black Patriots: The 761st Battalion premieres, showcasing the heroic feats of the 761st Tank Battalion, a segregated, all-Black Army unit known as the Black Panthers whose soldiers fought in World War II. The two-hour documentary by executive producer and Academy Award-winning actor Morgan Freeman, who is also featured in the film, airs on the History Channel.



Top: Cpl. Carlton Chapman of the 761st Tank Battalion poses in the hatch of his M4 Sherman tank near Nancy, France, in November 1944. **Below:** Defense Secretary Lloyd Austin, left, meets with actor Morgan Freeman at the Pentagon.

TOP: U.S. ARMY. BELOW: DoD/NAVY PETTY OFFICER 1ST CLASS ALEXANDER KUBITZA



August 25

Fort A.P. Hill, a 76,000-acre training complex in Virginia, is renamed Fort Walker in recognition of Medal of Honor recipient Mary Edwards Walker, an Army surgeon who treated Union soldiers during the Civil War and the only woman to receive the nation's highest award for valor.

A gate sign bears the new name of Fort Walker, Virginia, formerly known as Fort A.P. Hill.

U.S. ARMY



August 30

Storm surges and damaging winds from Hurricane Idalia prompt the mobilization of more than 3,000 Florida National Guard troops. An additional 1,800 National Guard soldiers are deployed to Florida from other states as the storm batters Florida's Gulf Coast and moves into Georgia.



Top: Spc. Joshua Batten of the Florida National Guard inspects a vehicle in preparation for Hurricane Idalia relief efforts. **Below:** Florida National Guard soldiers clear debris in Live Oak after the hurricane.

TOP: ARMY NATIONAL GUARD/SGT. ELIZABETH STROPLE.
BELOW: U.S. ARMY/SGT. SPENCER RHODES



August 31

Soldiers with Joint Task Force 82, the 82nd Airborne Division and supporting units are awarded the Presidential Unit Citation for their role in evacuating more than 100,000 civilians from Afghanistan in August 2021 at the end of U.S. military operations there after 20 years of war. The soldiers "demonstrated heroic discipline and courage during the execution of the non-combatant evacuation operations in support of Operation Allies Refuge at Hamid Karzai International Airport, Kabul, Afghanistan," Army Secretary Christine Wormuth says in a statement. "The bravery of the Soldiers on the ground and the dedication of those who supported every evacuation flight exemplify the ideals of service with honor and compassion."

Paratroopers with the 82nd Airborne Division put together bags of baby supplies at Hamid Karzai International Airport in Kabul, Afghanistan, during the U.S. withdrawal from the country.

U.S. ARMY/MASTER SGT. ALEXANDER BURNETT



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September 1

An Indonesian fisherman who spent the night at sea after his boat capsized has the luckiest day of his life when he is rescued by the crew of an Army watercraft on its way to Japan from Australia. Watercraft engineer Sgt. Seth Leonard was on the bridge of the LCU 2032 Palo Alto about 10 miles west of Obi Island, Indonesia, when he "noticed what looked like someone waving their arms, which is the signal for distress in water." Chief Warrant Officer 2 Richard Cordero, the vessel's skipper, announced a man-overboard operation on the ship's public address system, and the fisherman was lifted aboard, given food, water and medical attention, and returned home. The soldiers, assigned to the 7th Transportation Brigade (Expeditionary) from Fort Eustis-Langley, Virginia, had just participated in the Talisman Sabre 2023 exercise.

Soldiers assigned to the 7th Transportation Brigade (Expeditionary) aboard the LCU 2032 Palo Alto pose for a photo with a fisherman they rescued after his boat capsized near Obi Island, Indonesia.

COURTESY PHOTO

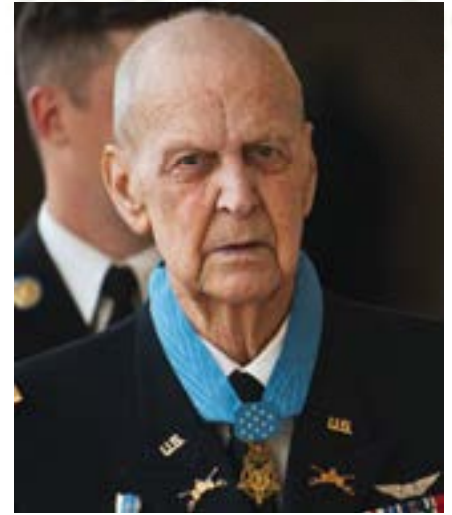


September 4

Sgt. 1st Class Alwyn Cashe, who ignored his own wounds and repeatedly entered a burning vehicle to save his soldiers, is the focus of the latest graphic novel in the Association of the U.S. Army's series on recipients of the nation's highest award for valor. *Medal of Honor: Alwyn Cashe* tells of the infantryman's actions on Oct. 17, 2005, when his Bradley Fighting Vehicle was struck by a roadside bomb near Samarra, Iraq. Cashe suffered terrible burns, but he kept returning to the burning vehicle to rescue his soldiers, pulling six soldiers and an Iraqi interpreter from the wreckage. Suffering burns on more than 70% of his body, Cashe died three weeks later.

An image from the cover of the Association of the U.S. Army's graphic novel on Sgt. 1st Class Alwyn Cashe.

AUSA



September 5

More than 55 years after a harrowing nighttime rescue mission in Vietnam, former Army aviator Capt. Larry Taylor receives the Medal of Honor during a ceremony at the White House. Flying his AH-1 Cobra gunship on June 18, 1968, near Ap Go Cong, Taylor repeatedly braved enemy fire to rescue a four-man long-range reconnaissance patrol team that was surrounded by a much larger enemy force. At the time of the rescue, Taylor was a first lieutenant with the 1st Squadron, 4th Cavalry, 1st Infantry Division. As Taylor and his wingman raced toward the patrol, he radioed the soldiers to mark their position with flares, igniting a fight with the enemy. With his Cobra struck repeatedly and both aircraft nearly out of ammunition as the enemy closed in, Taylor directed his wingman to fire his remaining minigun rounds along the eastern flank of the patrol team and return to base camp. Taylor then fired his own minigun along the team's western flank and used his Cobra's landing lights to draw the enemy's attention as he landed to pick up the four soldiers.

Former Capt. Larry Taylor.

U.S. ARMY/HENRY VILLARAMA

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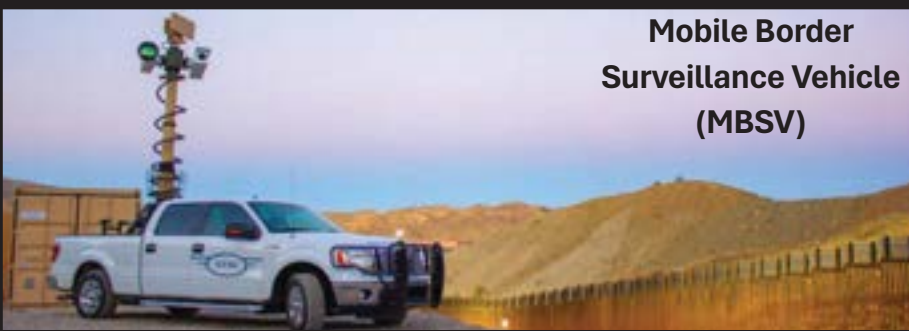
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Command & Staff

Soldiers march during the Aug. 4 change of responsibility ceremony for the Army chief of staff and sergeant major of the Army at Joint Base Myer-Henderson Hall, Virginia.

DoD/SENIOR AIRMAN CESAR NAVARRO

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Secretary of the Army



Hon. Gabe Camarillo
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Management Officer



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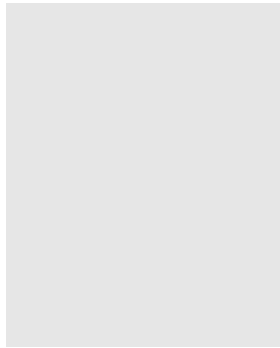
Hon. Caral Spangler
Assistant Secretary
(Financial Management and Comptroller)



Hon. Carrie Ricci
General Counsel

Information is current as of Sept. 7

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Chief of Staff



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Vice Chief of Staff



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Sergeant Major of the Army



Lt. Gen. Stuart Risch
Judge Advocate General



Lt. Gen. R. Scott Dingle
Surgeon General



Brig. Gen. William Green Jr.
Chief of Chaplains
(Temporarily Performing the Duties)



Maj. Gen. Duane Miller
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**Chief Warrant Officer 5
Yolondria Dixon-Carter**
Senior Warrant Officer Advisor to
Chief of Staff of the Army

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Director, Army Staff



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DCS, G-1



Lt. Gen. Laura Potter
DCS, G-2



Lt. Gen. Patrick Matlock
DCS, G-3/5/7



Maj. Gen. Heidi Hoyle
DCS, G-4 (Acting)



Lt. Gen. John Morrison Jr.
DCS, G-6



Lt. Gen. Erik Peterson
DCS, G-8



Lt. Gen. Kevin Vereen
DCS, G-9



Lt. Gen. Scott Spellmon
Chief of Engineers

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Chief, National Guard Bureau



Lt. Gen. Jon Jensen
Director, Army National Guard



Lt. Gen. Jody Daniels
Chief, Army Reserve



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Tony Whitehead, USAF**
Senior Enlisted Advisor,
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Command Sergeant Major,
Army National Guard



**Command Sgt. Maj.
Andrew Lombardo**
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Army Reserve



**Chief Warrant Officer 5
Brian Searcy**
Command Chief Warrant Officer,
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**Chief Warrant Officer 5
Patrick Nelligan**
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Army Reserve

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Chief, Public Affairs

STATE ADJUTANTS GENERAL

In each U.S. state and some territories, the senior National Guard leader serves as the adjutant general and is the senior military leader of the state's or territory's defensive forces. Some adjutants general are members of the Army National Guard (ARNG) and some are members of the Air National Guard (ANG).

The following list of adjutants general was current as of Sept. 6:

ALABAMA

ARNG Maj. Gen. Sheryl Gordon

ALASKA

ANG Maj. Gen. Torrence Saxe

ARIZONA

ANG Maj. Gen. Kerry Muehlenbeck

ARKANSAS

ARNG Maj. Gen. Jonathan Stubbs

CALIFORNIA

ARNG Maj. Gen. Matthew Beevers

COLORADO

ARNG Brig. Gen. Laura Clellan

CONNECTICUT

ARNG Maj. Gen. Francis Evon

DELAWARE

ARNG Maj. Gen. Michael Berry

DISTRICT OF COLUMBIA

ANG Maj. Gen. Sherrie McCandless
(Commanding General)

FLORIDA

ARNG Maj. Gen. John Haas

GEORGIA

ARNG Maj. Gen. Thomas Carden

GUAM

ARNG Brig. Gen. Michael Cruz

HAWAII

ARNG Maj. Gen. Kenneth Hara

IDAHO

ARNG Maj. Gen. Michael Garshak

ILLINOIS

ANG Maj. Gen. Richard Neely

INDIANA

ARNG Maj. Gen. Roger Lyles

IOWA

ARNG Maj. Gen. Stephen Osborn

KANSAS

ANG Brig. Gen. Michael Venerdi

KENTUCKY

ARNG Maj. Gen. Haldane Lamberton

LOUISIANA

ARNG Maj. Gen. Damian Waddell

MAINE

ANG Maj. Gen. Douglas Farnham

MARYLAND

ARNG Maj. Gen. Janeen Birkhead

MASSACHUSETTS

ANG Maj. Gen. Gary Keefe

MICHIGAN

ARNG Maj. Gen. Paul Rogers

MINNESOTA

ARNG Maj. Gen. Shawn Manke

MISSISSIPPI

ARNG Maj. Gen. Janson Boyles

MISSOURI

ARNG Maj. Gen. Levon Cumpston

MONTANA

ANG Maj. Gen. John Hronek

NEBRASKA

ARNG Brig. Gen. Craig Strong

NEVADA

ANG Maj. Gen. Ondra Berry

NEW HAMPSHIRE

ARNG Maj. Gen. David Mikolaities

NEW JERSEY

ARNG Brig. Gen. Lisa Hou

NEW MEXICO

ARNG Maj. Gen. Miguel Aguilar

NEW YORK

ARNG Maj. Gen. Raymond Shields

NORTH CAROLINA

ARNG Maj. Gen. Marvin Hunt

NORTH DAKOTA

ARNG Maj. Gen. Alan Dohrmann

OHIO

ARNG Maj. Gen. John Harris

OKLAHOMA

ARNG Maj. Gen. Thomas Mancino

OREGON

ANG Maj. Gen. Michael Stencel

PENNSYLVANIA

ARNG Maj. Gen. Mark Schindler

PUERTO RICO

ARNG Brig. Gen. Miguel Mendez (Acting)

RHODE ISLAND

ARNG Maj. Gen. Christopher Callahan

SOUTH CAROLINA

ARNG Maj. Gen. Roy McCarty

SOUTH DAKOTA

ANG Maj. Gen. Mark Morrell

TENNESSEE

ARNG Brig. Gen. Warner Ross

TEXAS

ANG Maj. Gen. Thomas Suelzer

UTAH

ANG Brig. Gen. Daniel Boyack

VERMONT

ARNG Maj. Gen. Gregory Knight

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VIRGIN ISLANDS

ARNG Maj. Gen. Kodjo Knox-Limbacker

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ARNG Maj. Gen. Bret Daugherty

WEST VIRGINIA

ARNG Maj. Gen. William Crane

WISCONSIN

ANG Maj. Gen. Paul Knapp

WYOMING

ARNG Maj. Gen. Gregory Porter

CIVILIAN AIDES TO THE SECRETARY OF THE ARMY

Civilian Aides to the Secretary of the Army are the offshoot of a World War I program initiated in Plattsburg, New York, to support experimental training camps for college-age men. The War Department in 1922 adopted the idea with Civilian Aides to the Secretary of War. In 1940, it became an Army-managed effort requiring some influential civilians to take on confidential missions on behalf of military leaders.

Today, these community leaders are volunteers. The U.S. Army selects Civilian Aides to the Secretary of the Army (CASAs) to advocate for and help with Army recruiting in their communities.

CASAs are chosen in part for their interest in military affairs, and the Army provides them with regular briefings and talking points on Army programs.

The secretary of the Army has appointed CASAs as civilian liaisons since 1950. CASAs help explain and obtain support for Army programs while providing feedback to military leaders about what communities think of the Army.

CASAs, who work without pay but receive travel reimbursements and per diems, often represent the secretary of the Army at public events, speak to civic groups and organize public visits to Army installations. They are appointed to two-year, renewable terms. There is a 10-year term limit on service that may be waived.

CASAs by the states and territories they represent, current as of Aug. 25, are:

ALABAMA

Kristen "Kris" McBride (North)
Michael "Schmitt" Schmitz Sr. (South)

ALASKA

Timothy "Tim" Jones (North)
Kevin Robinson (South)

AMERICAN SAMOA

Joseph "Toloa'i" Ho Ching II

ARIZONA

Ben Coronado (South)
Linda Denno (South)
Mario Diaz (North)

ARKANSAS

Ronald "Ron" Chastain (South)
Vacant (North)

CALIFORNIA

Mark Benton Sr. (San Francisco)
M. Janet Chin (Coastal-South)
Mario Guerra (Greater Los Angeles)
Sonki Hong (Los Angeles)
Lance Izumi (Sacramento)
Charles "Chuck" Pattillo (Sacramento)
Lorenzo Rios (Central)
Gilbert "Gil" Sanborn (Pacific North-Sierras)
Vacant

COLORADO

William "Bill" Hanzlik (North)
Terrance "Mac" McWilliams (South)
Vacant (North)

CONNECTICUT

John Stull II

DELAWARE

Terry Wiley

DISTRICT OF COLUMBIA

Lillian "Anita" Dixon

FLORIDA

Allie Braswell Jr. (Northeast)
Landy Dunham (Central)
Jeraline Johnson (South)
Luis Martinez-Monfort (Tampa Bay)
Victor Olshansky (South)
Peter "Pete" Tan (North)
James "Don" Tyre (Northeast)

GEORGIA

John Hargrove (West)
Peter Hoffman (Coastal Region)
Angela Odom (North)
John Phillips (North)

GUAM

Noel Enriquez

HAWAII

D. Noelani "Noe" Kalipi (East)
Gilbert "Gil" Tam (West)

IDAHO

Thomas "Tom" Shuler

ILLINOIS

James "Jim" Bland (North)
Yves Fontaine (West)
Steven "Steve" Herman (North)
John Moulton (South)

INDIANA

Stanton "Stan" Soderstrom

IOWA

C. Dana Waterman III (East)

KANSAS

Michael "Mike" Hockley (East)
David "Scott" Stuckey (West)
Patrick "Pat" Warren (Greater Kansas City)

KENTUCKY

James "Jim" Iacocca (North)
Kelli Pendleton (West)

LOUISIANA

Peter Crean Sr. (South)
Logan Morris (North)

MAINE

Brenda Pennels

MARYLAND

Guy Filippelli (Central)
Bobby Henry Jr. (South)
Mary Jane Jernigan

MASSACHUSETTS

Brian "Boomer" Concannon
Nicole Gilmore

MICHIGAN

Jason Allen (North)
Tammy Carnrike

MINNESOTA

Donald "Mark" Ritchie
Vacant

MISSISSIPPI

Augustus "Leon" Collins

MISSOURI

E. Tracy Bequette (East)
Keith Pritchard (West)

MONTANA

Julie "Jules" Vacura

NEBRASKA

James "Jim" Cada

NEVADA

Susan Malone

NEW HAMPSHIRE

Vacant

CIVILIAN AIDES TO THE SECRETARY OF THE ARMY

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Erica Purdo

NEW MEXICO

Richard "Rick" Jackson
Donna Alesch White (North)

NEW YORK

Joseph "Joe" Butler Jr. (North)
Steven "Steve" Castleton (South)
Elizabeth "Beth" Kubala (Midstate)
Pamela Newman (South)

NORTH CAROLINA

Danny "Dan" Dedrick (East)
Mabry "Bud" Martin (Central)
Blair Shwedo (West)

NORTH DAKOTA

Shelly Sizer

NORTHERN MARIANA ISLANDS

Michael "Mike" Sablan

OHIO

Susan Green (Central)
Babe Kwasniak (North)
Stephen "Steve" Lee (South)
Eric Mansfield (North)

OKLAHOMA

Michael "Mike" Brown (South)
Jill Castilla (North)
Kevin Offel (North)

OREGON

Craig Wilhelm

PENNSYLVANIA

Rory Cooper (West)
Carol Eggert (Central)
Doc Parghi (East)
Kenneth "Ken" Wong (East)

PUERTO RICO

Luis Soto

RHODE ISLAND

Laurie Ludovici

SOUTH CAROLINA

Kevin Shwedo

SOUTH DAKOTA

Raymond "Ray" Carpenter

TENNESSEE

John "Phil" Harpel (North)
Leslie Purser (East)
Ralph Schulz Jr. (South)

TEXAS

Darcy Anderson (North)
Joseph "Joe" Bray (South)
Kendall "Ken" Cox (Central)
Joseph "Joe" DePinto (North)
Edgar "Ed" Fuentes (Central)
Timothy "Tim" Kopra (East)
Daniel "Danny" Pugh Sr. (Brazos Valley)
Gustavo "Gus" Rodriguez Jr. (West)
Abdul Subhani (Capital Region)
Myrna Trevino (East)

UTAH

Jennie Taylor

VERMONT

Keith Baranow

VIRGINIA

Michael "Mike" Flanagan (South)
Nancy Jean-Louis (North)

VIRGIN ISLANDS

Beresford Edwards

WASHINGTON

David Condon (East)
Tay Yoshitani (West)
David "Dave" Zeeck (West)

WEST VIRGINIA

Kenneth "Ken" Boggs III

WISCONSIN

Marcia Anderson

WYOMING

Dr. Mark Johnson



M. Janet Chin, left, a Civilian Aide to the Secretary of the Army from California, poses for a photo with Master Sgt. Melody Pavor, of the Army's Soldier For Life program, at a community outreach event in San Diego.

DoD

ARMY RESERVE AMBASSADORS

Under a program established in 1998, Army Reserve Ambassadors are community and business leaders who volunteer to serve as liaisons between their communities and the U.S. Army Reserve.

The program links the ambassadors, Reserve leadership and local communities and businesses. Ambassadors work with state and local governments and military and veterans' groups. Ambassadors, many of whom are retired soldiers, are appointed to three-year terms. They use their experience, relationships and community access to build support for Reserve programs. They also provide feedback concerning local opinions about Reserve programs.

Ambassadors are aligned under the four Army Reserve readiness divisions. As of Aug. 25, ambassadors and ambassadors emeritus by state and territory are:



Maj. Gen. Matt Baker, center in uniform, commander of the U.S. Army Reserve's 88th Readiness Division, stands with participants in an Army Reserve Ambassador workshop at Fort Snelling, Minnesota.

U.S. ARMY RESERVE/CHRISTOPHER HANSON

Alabama

Thomas Adams
Phillip Jolly
William Lee

Alaska

None Assigned

Arizona

Patrick Kuykendall

Arkansas

Thomas Anderson (Emeritus)
Terry DeWitt

California

Joseph Boscacci
Daniel Furtado (Emeritus)
Otto Padron
Richard "Phil" Stage
Derek Toliver
William Wenger

Colorado

Peter Krieg

Connecticut

Beth Pritchard

Delaware

Stephan Murphy

District of Columbia

Phillip Churn
Wendall McClellan (Emeritus)

Florida

William Beard
Don Slesnick (Emeritus)
Michael Teilmann (Emeritus)
Roger Trout

Georgia

David Bockel (Emeritus)
Luis Carreras (Emeritus)
Lindsey Streeter

Hawaii

None Assigned

Idaho

None Assigned

Illinois

Paul Hettich
Julie Johnson

Indiana

James Bauerle
Arthur Leak

Iowa

Dale Andres
Gary Wattnem (Emeritus)

Kansas

John Schoen

Kentucky

Michael Hauser
Troy Kok

Louisiana

Lionel Magee

Maine

Jeffrey Morton

Maryland

Edna Cummings
Jayson Spiegel
Phyllis Wilson

ARMY RESERVE AMBASSADORS

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Edward Pesce
Lewis Vasquez

Michigan

Steven Kenyon

Minnesota

Steven Baer
Raymond Elderer
Christie Nixon

Mississippi

Margarett Barnes (Emeritus)

Missouri

Brett Cox
William Layman (Emeritus)
Peter Tabacchi

Montana

Michael McKee

Nebraska

Nelson Ildefonso-Cruz

Nevada

Jim Bernet (At-Large)
Christopher Schroeder

New Hampshire

James Normand (Emeritus)
Robert Steiner

New Jersey

Steven Hashem (Emeritus)
Arthur Maggs

New Mexico

None Assigned

New York

Myron Berman (Emeritus)
Robert Kasulke (Emeritus)
Gary Port

North Carolina

Bobby Ervin
Marsha Lilly (Emeritus)

North Dakota

David Becker
Robert Black (Emeritus)

Ohio

John Lendrum
Robert Stall
Ralph Veppert

Oklahoma

None Assigned

Oregon

William Crist
Dennis Klein (Emeritus)

Pennsylvania

Matt Lissner
Paul (Rev) McCullough
Robert Pleczkowski

Puerto Rico

Fernando Fernandez

Rhode Island

Ernest Almonte

South Carolina

Samuel Brick (Emeritus)
James Cardo (Emeritus)
Jeffrey Jacobs

South Dakota

None Assigned

Tennessee

Travis Burchett
John Dyess (Emeritus)
Douglas Gilbert
Andrew Oppmann

Texas

Frank Archuleta
Alvin Jones (Emeritus)
Lewis Knapp
Lance Lehr
Robert Perez

Utah

Robert Breck
Richard Folkerson (Emeritus)

Vermont

None Assigned

Virginia

Lettie Bien
Sonja Brewer
Michael Buscher

Washington

Kurt Hardin (Emeritus)
Brian Newberry

West Virginia

Johnnie Ross

Wisconsin

None Assigned

Wyoming

Robert Fitton



Retired Chief Warrant Officer 5 Phyllis Wilson, center, an Army Reserve Ambassador from Maryland, speaks with personnel from the U.S. Army Reserve's Military Intelligence Readiness Command, Fort Belvoir, Virginia. Wilson also is a member of the Association of the U.S. Army's Board of Directors and an AUSA senior fellow.

U.S. ARMY RESERVE/MAJ. JEKU ARCE

AUSA SENIOR FELLOWS

Association of the U.S. Army Senior Fellows assist with strategic communications, develop policy positions and promote Army professional development and education in accordance with AUSA's charter as an educational and professional association.

This program supports and elevates the influence of AUSA by informing and educating the association's membership; local, regional and national leaders; and the American public on the critical nature of land warfare and the importance of the U.S. Army.

Association of the U.S. Army Senior Fellows and Senior Fellows Emeritus are:



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Daniel Bolger



Maj. Gen.
Janson 'Durr' Boyles



Maj. Gen. (Ret.)
James 'Red' Brown



Command Sgt. Maj. (Ret.)
Thomas Capel



Maj. Gen. (Ret.)
Raymond Carpenter



Lt. Gen. (Ret.)
Inbum Chun
(Republic of Korea Army)



Hon. Erin Conaton



Lt. Gen. (Ret.)
James Dubik



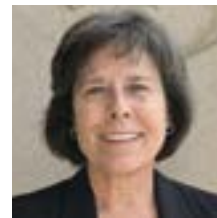
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Command Sgt. Maj.
(Ret.) Daniel Elder



Command Sgt. Maj. (Ret.)
W. Douglas Gibbens



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Sgt. Maj. of the Army (Ret.)
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Lt. Gen. (Ret.) Darsie
Rogers Jr.



Command Sgt. Maj. (Ret.)
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Lt. Gen. (Ret.)
Theodore Stroup Jr.
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Lt. Gen. (Ret.)
Guy Swan III



Donald Tison
(Emeritus)



Gen. (Ret.)
Dennis Via



Gen. (Ret.)
Louis Wagner Jr.
(Emeritus)



Chief Warrant Officer 5 (Ret.)
Phyllis Wilson



Tina Wright

AUSA LEADERSHIP FELLOWS

The Association of the U.S. Army Center for Leadership educates, inspires and connects leaders at the brigade level and below by bridging the gap between Army priorities and leader development efforts.

The AUSA Leadership Fellows Program provides Army experts to guide leadership conversations for AUSA's 120-plus chapters, ROTC units and Total Army units across the nation. These 40 leaders act as AUSA Leadership Fellows to facilitate important discussions that strengthen both individuals and organizations in myriad forums. They are joined by two Center for Leadership chairs.

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, established the AUSA Center for Leadership in October 2021.

The AUSA Leadership Fellows and Center for Leadership chairs are:



**Gen. (Ret.)
David Perkins**
Distinguished Chair for Leadership



**Command Sgt. Maj. (Ret.)
David Clark**
Senior NCO Leadership Chair



**Maj. Gen. (Ret.)
Chuck Anderson**



**Maj. Gen. (Ret.)
Pete Bayer**



**Brig. Gen. (Ret.)
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**Command Sgt. Maj. (Ret.)
Eric Buonopane**



**Command Sgt. Maj. (Ret.)
Jimmy Carabello**



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Mike Clemens**



**Lt. Gen. (Ret.)
Bruce Crawford**



**Maj. Gen. (Ret.)
Ed Dorman**



**Brig. Gen. (Ret.)
Susan Escallier**



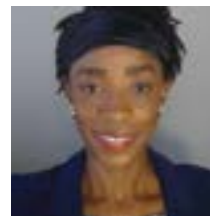
**Lt. Gen. (Ret.)
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**Brig. Gen. (Ret.)
Kim Field**



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Tabitha Gavia**



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Gilhool**

AUSA LEADERSHIP FELLOWS



Maj. Gen. (Ret.) John Gronski



Lt. Gen. (Ret.) Mark Hertling



Lt. Gen. (Ret.) Tom James



Col. (Ret.) Chris Kennedy



Lt. Gen. (Ret.) Steve Lanza



Lt. Gen. (Ret.) Mary Legere



Maj. Gen. (Ret.) Viet Luong



Maj. Gen. (Ret.) Todd McCaffrey



Maj. Gen. (Ret.) Tim McGuire



Col. (Ret.) David Miller



Lt. Gen. (Ret.) John Morgan



Maj. Gen. (Ret.) Mark O'Neil



Command Sgt. Maj. (Ret.) Steven Payton



Col. (Ret.) Adam Rocke



Brig. Gen. (Ret.) Irene Zoppi Rodriguez



Col. Todd Schmidt



Command Sgt. Maj. (Ret.) Scott Schroeder



Command Sgt. Maj. (Ret.) James Sims



Brig. Gen. (Ret.) Chris Spillman



Col. (Ret.) Scott Taylor



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Weapons & Equipment

By **Scott Gourley**
Contributing Editor

The U.S. Army Futures Command's cross-functional teams play a critical role in driving the Army's ambitious modernization programs, with many achieving enough success to start delivering leap-ahead capabilities into soldiers' hands.

By bringing together talented leaders from across the force, the cross-functional team model has proven so successful that the Army

earlier this year announced the creation of a ninth team, this one focused on the realities of contested logistics on future battlefields.

In this section, leaders from the nine cross-functional teams discuss their efforts, the challenges they face and the progress they're making in helping build the Army of 2030 and beyond.

ARMY magazine appreciates the teams' support in creating this section.

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Weapons & Equipment

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Explosive ordnance disposal technicians with the 704th Ordnance Company help clear a path for advancing forces during simulated large-scale combat operations at the National Training Center, Fort Irwin, California.

COURTESY PHOTO

Long-Range Precision Fires

From Extended Range Cannon Artillery prototypes to the Precision Strike Missile, the Army is progressing in its efforts to develop long-range, deep-strike capabilities for the future battlefield.

Led by the U.S. Army Futures Command's Long-Range Precision Fires Cross-Functional Team, this area remains one of the Army's top modernization priorities, and the service is moving ahead to put new capabilities into soldiers' hands.

Over the past 18 months, the Army has conducted 24 soldier touch points, critical events designed to gather feedback from soldiers on what works, what doesn't work and what they need on the battlefield, said Col. Rory Crooks, director of the Long-Range Precision Fires Cross-Functional Team.

Soldier feedback is impacting the cross-functional team's work. As an example, Crooks said, all learning objectives for the Precision Strike Missile were met and an associated autonomous multidomain launcher was employed for a few soldier touch points and during the Army's Project Convergence 2022, which took place last fall. "We got a ton of learning out of that, and we are looking forward to continuing to develop that prototype into the configuration that we originally envisioned it to be," he said.

The cross-functional team also is testing a cloud-based Advanced Field Artillery Tactical Data System, which provides fully automated

support for planning, coordinating, controlling and executing fires and effects such as mortars, field artillery cannons, rockets and missiles, close air support, attack aviation and naval surface fire support systems, according to the Army. The system is the primary command and control system for the cross-functional team's initiatives, including the Extended Range Cannon Artillery and Precision Strike Missile.

Testing Theories

This year and going into 2024, plans call for more persistent experimentation, Crooks said. "What we're doing is building on what we've learned in smaller venues and oftentimes using existing exercises—whether they're joint exercises in [the Indo-Pacific or European] areas of responsibility—and taking advantage of those events to do some experimentation by putting prototype capabilities into the hands of some operators," Crooks said. "We've had some pretty good success with that."

The cross-functional team also is focused on being able to use the best sensor and the best shooter with the right level of command and control, a mantra that emerged early in the Army's modernization efforts. "What we've done over the past year is really drill into those in ways that demonstrated how we could do that," Crooks said.

As an example of its work to find the best sensor, Crooks said, during Project Convergence 22, the cross-functional team had the 1st Multi-Domain Task Force, which focuses on the Indo-Pacific Theater, take the lead on passing information and data through Link 16 messages, which are encrypted, jam-resistant

messages, using microservices and the cloud-enabled Advanced Field Artillery Tactical Data System. The task force then used the sensor data to direct a fire mission without human intervention and at machine speed, he said.

In terms of finding the best shooter, the U.S. 56th Artillery Command, based in Europe, practiced that in March during an exercise called Dynamic Front, Crooks said. "The idea of being able to pick the best shooter for the mission involves something called Synchroniz[ed] High Optempo Targeting," Crooks said. Also known as SHOT, it enables data aggregation at speeds necessary to shorten the kill chain, which is particularly important to operational or strategic fires. SHOT also shortens fires coordination, which leads to less time between initial sensing to steel on target, according to Army Futures Command Pamphlet 71-20-3: Army Futures Command Concept for Intelligence 2028.

SHOT was used in Dynamic Front, Crooks said, and "it allowed us to choose the best shooter for any given fire mission that we had the data for. That comparator identified what would be the best shooter and executed, so that was pretty exciting."

Seeking Command and Control

The cross-functional team also is working to find the right command and control, Crooks said. This includes new ways of using the Army's Integrated Air and Missile Defense Battle Command System capability and virtual machine imaging of platforms like the Advanced Field Artillery Tactical Data System to create the right command and control network to share an integrated fires

A Precision Strike Missile is fired from a High Mobility Artillery Rocket System during testing at Vandenberg Space Force Base, California.

U.S. ARMY





and air common operational picture that includes authorities to engage.

“With best sensor and best shooter, we’ve had some success and made some progress,” Crooks said. “And now recently, with [the Integrated Air and Missile Defense Battle Command System] receiving a full-rate production decision, we’re discovering and moving out ways of integrating some of our cloud-based Mission Command information systems to make that command-and-control part happen.”

As the cross-functional team continues its work, Crooks said, it has

received a lot of support and innovative ideas from the force. “What we were surprised about was the grassroots support and innovation that took place when we started to engage operational units, whether it was XVIII Airborne Corps, I Corps or [U.S. Army Pacific],” he said. “They have taken this [cloud-based] capability and the microservices that we created, and they have run with it.”

‘TOC in a Box’

The 3rd Infantry Division, as an example, used the cloud-based capability for its recent Warfighter 23-2 exercise, incorporating an edge-to-cloud node that had virtual machine images, Crooks said. “They called it ‘TOC in a box,’ and it allowed them to use those virtual machine images

very effectively,” he said. TOC stands for tactical operations center.

Soldiers from the 2nd Multi-Domain Task Force, which is focused on operational scenarios in the European Theater, “have found different ways and given us a lot of notes in terms of requirements for how we can use these better and how we can incorporate them in ways we hadn’t thought of,” Crooks said.

In a “really exciting” development, the cross-functional team also is starting to see interest from the other services, Crooks said. The team is working with the 3rd Marine Littoral Regiment, he said. “They’re interested in what these microservices can do and what [the cloud-based Advanced Field Artillery Tactical Data System] can do,” he said.

Soldiers with the 2nd Cavalry Regiment conduct a dry-fire operation during a multinational exercise in Denmark.

ARMY NATIONAL GUARD/STAFF SGT. AGUSTÍN MONTAÑEZ



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The Army’s international partners have also shown interest, Crooks said, particularly in delivery of long-range precision fires. In mid-June, the U.S. and Australia signed a science and technology program agreement that will enable them to collaborate on long-range fires programs such as the Precision Strike Missile, he said. “We’re getting Australia’s interest to the point where they’re

Above and opposite: Representatives from the Long-Range Precision Fires Cross-Functional Team host soldier touch points to get feedback on advanced firing and ammunition systems.

U.S. ARMY PHOTOS

contributing funds and resources toward that, and there’s also interest from the U.K. to do that as well and to contribute to developing long-range fires,” Crooks said.

Many Partners

Within the Army, the Long-Range Precision Fires Cross-Functional Team continues to work closely with the other cross-functional teams and organizations throughout Futures Command, Crooks said. The team also is working with the Defense Advanced Research Projects Agency (DARPA) on a program called the Air Space Total Awareness for Rapid Tactical Execution. Created in 2020,

the program is a collaboration among DARPA, the Army and the Air Force to enable efficient and effective airspace operations and deconfliction in highly congested anti-access/area denial environments, according to DARPA.

The goal of the program is to provide an accurate, real-time common operational picture of the airspace over an Army division, enabling long-range fire missions and manned and unmanned aircraft operations to take place safely in the same airspace, according to DARPA.

The program was used during Project Convergence 22, Crooks said, and it was valuable not just to the



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cross-functional team but also to exercise participants such as the 1st Cavalry Division Artillery and the Future Vertical Lift Cross-Functional Team. “That ... work is something that we’re going to do experimentation on between now and the end of this fiscal year,” Crooks said.

The Long-Range Precision Fires Cross-Functional Team also continues to learn lessons from the XM1299 Extended Range Cannon Artillery prototypes, Crooks said. “We’ve learned a ton from the XM1299, and we’re continuing to learn about that requirement,” he said.

These critical lessons are being learned at various training sites, said Lt. Col. Todd Mueller, product manager for Extended Range Cannon Artillery. “When you get prototypes on training sites, conducting live-fire missions, you’re going to learn some things,” Mueller said. “And when you’re pushing the limits of technology, like we are with the 58-caliber [barrel length] system, operating at pressures and temperatures that haven’t been seen before in cannon artillery, you tend to learn some things.”

2-Year Plan

Looking ahead to the next two years, Crooks said the cross-functional team will conduct “more persistent experimentation” of emerging capabilities during exercises and by working with laboratories and centers. More work also will be done on acquiring software that can expand the use of the cloud-based Advanced Field Artillery Tactical Data System, he said.

Another project underway is the Army’s Tactical Fires Study. Crooks said he expects initial results to be

Col. Rory Crooks, left, director of the Long-Range Precision Fires Cross-Functional Team, and Col. Elliott Harris, Army capability manager for Brigade Combat Team Fires, are briefed on an XM1299 Extended Range Cannon Artillery prototype by Josiah Fay of the U.S. Army Combat Capabilities Development Command Armaments Center.

U.S. ARMY



ready by the end of this year.

“We’re taking a very deliberate approach [to the] Tactical Fires Study that will really help us take assessment of what we’ve learned, for example, with [the Extended Range Cannon Artillery] since 2018, looking at what the tactical conditions were back in 2018 and looking at threat systems and capabilities,” he said. The Extended Range Cannon Artillery effort rose to prominence in late 2018. “We’ve learned so much since 2018, and this is a great opportunity to revalidate the gaps that we knew back then and really assess potential requirements to address them, based on what we’re seeing now.”

The goal is to make sure the capabilities the Army delivers to soldiers by 2030 “can still address those gaps

that we’ve revalidated and that we’re really taking a formations-based approach to capabilities to ensure that we’re using every potential emerging capability and in ways that maybe we hadn’t considered before,” Crooks said.

As the team continues its work, Crooks encouraged soldiers to “continue to innovate.” He added, “We are taking careful notes, and we are comparing all options that are out there. You are showing us some very, very skillful ways of employing emerging technology and capabilities, and we’re taking those promising leads, looking laterally across the force, to include the joint force, and we’re going to pull some of these promising capabilities as close to the present as possible.” ★

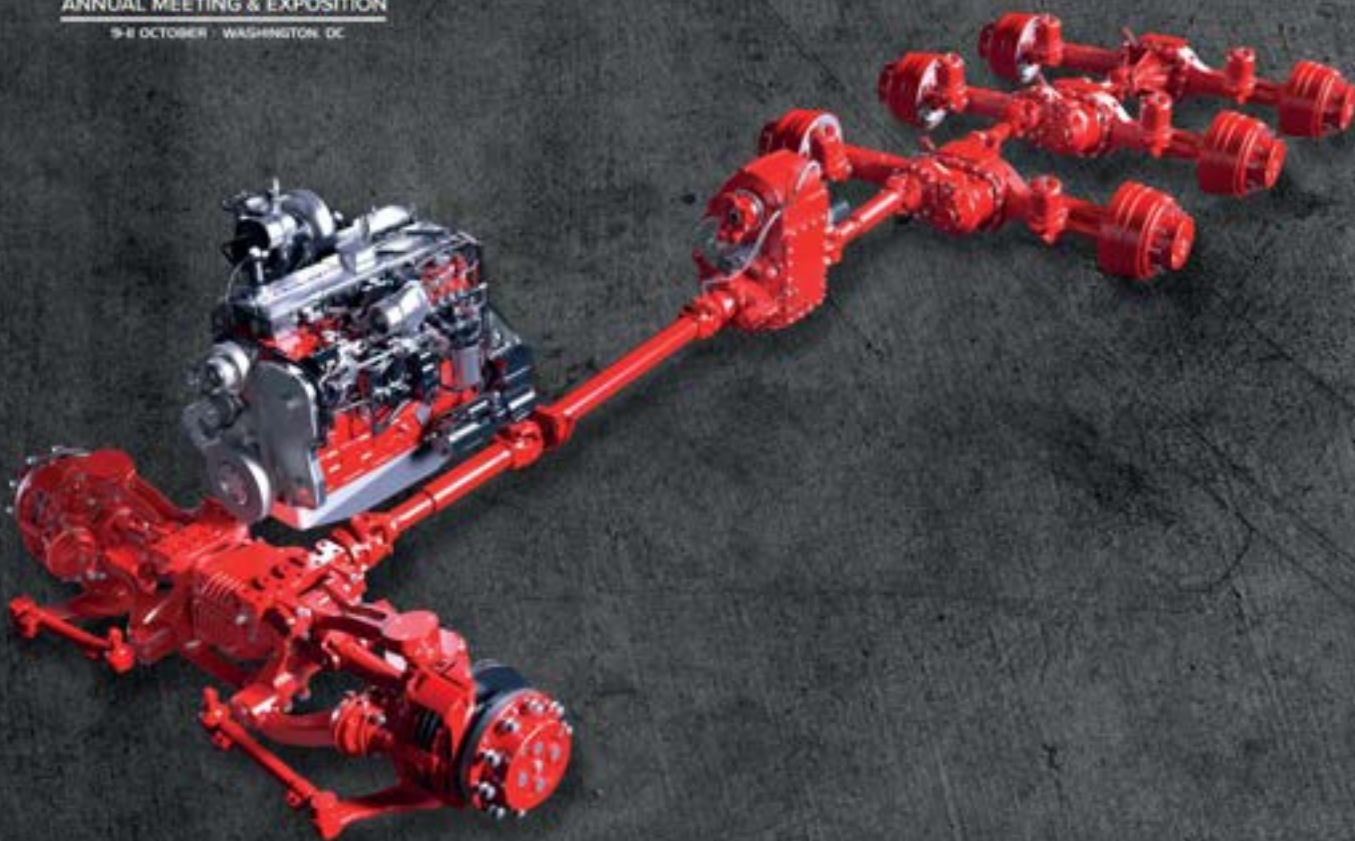
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Air and Missile Defense



Work to transform the Army's air and missile defense capabilities must produce results now while helping build the force of 2030.

"All of our signature efforts are really 25-meter targets," said Col. Patrick Costello, director of the U.S.

Above: The U.S. Army Space and Missile Defense Command launches a test missile-defense target at White Sands Missile Range, New Mexico. **Opposite above and below:** U.S. soldiers in Germany train for operations using short-range missile defense systems mounted on Stryker combat vehicles.

ABOVE: U.S. ARMY/JASON CUTSHAW. OPPOSITE ABOVE: U.S. ARMY/GEORGIOS MOUMOULIDIS. OPPOSITE BELOW: U.S. ARMY/PFC. YESENIA CADAVID

Army Futures Command's Air and Missile Defense Cross-Functional Team. "We have soldiers in harm's way now."

But the team's efforts also are a critical part of the work being done to build the Army of 2030, he said. "I'm pretty excited about what our [team] has accomplished over the last 12 months, and I think that the next 12 months are going to be equally exciting," Costello said. "Keep in mind that this is only one piece of the overall [Futures Command] focus on delivering the Army of 2030 and designing the Army of 2040.

"Rather than just a modernization, this is a transformation of the Army, because everything that we are going to do fundamentally changes the way

that we are organized and employed."

The transformation of air and missile defense is a key contributor to many of those fundamental changes, Costello said, as the Army works with its joint and multinational partners as well as industry to "enable our forces to bid to maintain a significant edge over our adversaries into the future."

Recent Progress

In recent months, the Army has made progress in several of its air and missile defense programs, including the Integrated Air and Missile Defense Battle Command System, Maneuver-Short Range Air Defense, Lower Tier Air and Missile Defense Sensor and Indirect Fire Protection Capability.



The Integrated Air and Missile Defense Battle Command System is the fire control and operational center capability that gives greater defense effectiveness than what can be provided in the current single-sensor fire-unit construct, according to the Army.

The system achieved its initial operational capability milestone and full-rate production decision in late April. Once in the field, the system will provide the Army's air defenders with "sensor/best shooter" capabilities across the threat spectrum, Costello said.

He also highlighted creation of divisional air defense battalions and bringing Maneuver-Short Range Air Defense (M-SHORAD) capability back to the maneuver force. The current M-SHORAD design, based on a modified Stryker vehicle, is identified as Increment I, Costello said, adding that the Army completed fielding the first battalion of vehicles to the 5th Battalion, 4th Air Defense



Artillery Regiment, in Germany. In early July, the Army started fielding M-SHORAD to the first U.S.-based battalion, the 4th Battalion, 60th Air Defense Artillery Regiment, at Fort Sill, Oklahoma, he said.

The cross-functional team also is

working with the Army Rapid Capabilities and Critical Technology Office to develop M-SHORAD Increment II, a directed energy version incorporating a 50-kilowatt laser.

The Army completed prototype testing on the Increment II design

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at Yuma Proving Ground, Arizona, over the past year, and the first three prototypes were delivered early this year to the 4th Battalion, 60th Air Defense Artillery Regiment, Costello said. “We continue our expedition of learning on employment of directed energy capabilities,” he said. “We’ve got a lot to learn in that space, but we’re on good ground, and I think the technology has finally caught up.”

As for the Lower Tier Air and Missile Defense Sensor, Costello said, prototype systems “are all over the country supporting contractor verification testing, developmental testing and everything that is required for that system.” Plans call for the prototypes to be delivered to Fort Bliss, Texas, at the end of the year.

Indirect Fire Protection Capability

The Army also is making progress on the Indirect Fire Protection Capability. “We started our [Indirect Fire Protection Capability] with an Iron Dome [air defense system] capability,” Costello said. The Iron Dome missiles were flight-tested last year at White Sands Missile Range, New Mexico, before both batteries were delivered to Joint Base Lewis-McChord, Washington, to support the 1st Multi-Domain Task Force, he said.

“Both of those batteries have now completed new equipment fielding and training, and we successfully transitioned this program out of the cross-functional team to the Army capability manager in April 2023,” Costello said, a move that will facilitate expanded fielding. “That was one of the first programs within Army Futures Command to leave [the cross-functional team] successfully and be handed off to the Army capability manager, and we are pretty excited about that.”

The cross-functional team is

The Army tests part of the Iron Dome air defense system at White Sands Missile Range, New Mexico.

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working on the next increment of the Indirect Fire Protection Capability, a mobile, ground-based weapon system designed to defeat cruise missiles, unmanned aircraft systems and rocket, artillery and mortars. Work on developing the prototype is underway, with the first of those launchers slated for delivery to Fort Bliss at the end of the year, Costello said.

With the Lower Tier Air and Missile Defense Sensor and Indirect Fire Protection Capability prototypes scheduled for delivery at about the

same time, the two events will set the stage for “one of the most consequential things” the cross-functional team will do, Costello said.

Both systems are enabled by the Integrated Air and Missile Defense Battle Command System (IBCS), Costello said. That means they will be put into the same formation to support “ongoing testing and evaluation procedures as the Army acquisition community makes milestone decisions about the future,” he said. “Those programs will start to shed light on the future of air defense and how we will operate within IBCS-enabled battalions.”

On top of its existing portfolio, the Air and Missile Defense Cross-Functional team expanded in the past

year to include the counter-small unmanned aerial system (C-SUAS) mission, Costello said. The team is coordinating with stakeholders across Futures Command, the Army and joint organizations to streamline responses to the evolving small unmanned aerial systems threat.

“This is probably where I have spent the most time recently,” Costello said.

“Counter-SUAS is almost like a cyber endeavor, where we have to apply patches and upgrades very quickly to keep up with an evolving threat, so we’re developing a counter-small UAS framework to provide a comprehensive and synchronized approach to getting that capability out to the warfighter,” he said.

Cooperative Foundations

As the cross-functional team continues its work, soldier feedback has been critical, Costello said. As an example, soldier feedback on the M-SHORAD Increment I, the system now fielded in Europe and the U.S., was “largely positive,” he said. Soldier participation in recent training events also led to minor hardware recommendations and software improvements to increase the system’s functionality, he said. “These improvements will provide increased ability to access certain areas within the vehicle, enhance soldiers’ visibility while conducting operations inside the vehicle and eliminate points of failure that they may encounter,” Costello said.

He also highlighted an upcoming soldier touch point for the Lower Tier Air and Missile Defense Sensor that will inform future force structure decisions and help define future learning objectives in logistics areas like sustainment and maintenance. In these instances, he said, soldier touch points also are subject-matter-expert touch points that help define new learning objectives for a system.

Also critical to the cross-functional team’s work are its partnerships and collaboration with organizations across the Army

Above and below: The Army’s Integrated Air and Missile Defense Battle Command System achieved full-rate production earlier this year.

U.S. ARMY PHOTOS BY NATHANIEL PIERCE

and joint force, Costello said. One good example, he said, is the counter-small unmanned aerial system effort. “Counter-SUAS is not an air and missile defense problem alone,” he said. “It’s going to require a collaboration of effort across the Army and the joint force.”

Urgent Work

For the next year or so, Costello emphasized the urgency of the cross-functional team’s work, particularly as it addresses the growing counter-small unmanned aerial system threat and delivers more capability to soldiers.

The cross-functional team also will support Program Executive Office Missiles and Space as it conducts an integrated fires test campaign over the next year, consolidating signature efforts into one test event that will bring together multiple Integrated Air and Missile Defense Battle Command System-enabled systems in

a single formation, as opposed to individual stovepiped systems, Costello said.

Additionally, delivery of both the Lower Tier Air and Missile Defense Sensor and the next increment of the Indirect Fire Protection Capability prototypes to Fort Bliss at the end of the year will include a significant amount of testing and operational assessment events to prepare for upcoming acquisition milestones on those programs, he said.

“The rapid approach and upcoming activities also reflect the fact that operational demand for the air defense community has not slowed down,” Costello said. “It would be one thing if the air defense community was all [back in the U.S.] and waiting for the call to go do something, but as you see on the news on a regular basis, whether it’s over in [the U.S. Central Command, U.S. Indo-Pacific Command or U.S. European Command], there is no shortage of demand for air

and missile defense capability.”

In the long-term, the cross-functional team’s goal is to ensure that every future fight is an unfair fight “in our favor,” Costello said, and input from soldiers remains paramount in developing these new and emerging systems.

“There will not be a silver bullet solution to any of the threats that we face,” Costello said. “Whether it’s down at the dirt level with counter-small UAS, or dealing with tactical ballistic missiles, cruise missiles, rotary-wing or fixed-wing threats, layered air-missile defense capability is going to remain extremely important in any fight that we’re in.”

Meeting these threats is a challenging and demanding problem—but a critical one, Costello said. “It’s all about giving the warfighters more and better options in creating complexities for our adversaries,” he said. “There is no better time to be an air defender as we do this.” ★

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Future Vertical Lift



With the selection of Bell Textron Inc.'s V-280 Valor to be the Future Long Range Assault Aircraft, the Army is moving forward with its goal of giving soldiers greater speed, range and convergence on the battlefield.

The Future Long Range Assault Aircraft, which will replace part of the Army's Black Hawk helicopter fleet, is one of the priority efforts of the U.S. Army Futures Command's Future Vertical Lift Cross-Functional Team. The progress the Army has made in such a critical program underscores how the cross-functional team is moving quickly to transform Army aviation for the Army of 2030 and deliver the requirements for the Army of 2040, said Brig. Gen. Phillip



Top: The Army selected Bell Textron Inc.'s V-280 Valor to be its Future Long Range Assault Aircraft. **Below:** Army UH-60 Black Hawk helicopters from the 101st Airborne Division (Air Assault) take flight at Yuma Proving Ground, Arizona.

TOP: BELL TEXTRON INC. BELOW: U.S. ARMY/NELSON BALLEW JR.

“Cain” Baker, director of the team.

The aircraft is the first of the team's programs to hit the program-of-record milestone, Baker said. It also is “very significant” that the Future Long Range Assault Aircraft is the first program to reach that milestone under DoD's Future Vertical Lift Initiative, which was created in 2012, he said. “So, the Department of Defense is after a next-generation rotorcraft fleet—

FVL is what they call it—and we are executing programs under this FVL domain. That's a pretty big deal,” Baker said.

Plug and Play

In addition to flying faster and farther, the Future Long Range Assault Aircraft will feature what Baker calls a Modular Open System Approach. This approach is designed to create and implement affordable



and adaptable technologies through a widely supported system interface or architecture, according to DoD. The plug-and-play system provides a foundation to “be able to replace technology at the speed of technology,” Baker said.

The Modular Open System Approach is “the fundamental difference” between today’s platforms and next-generation platforms like the Future Long Range Assault Aircraft, Baker said. “This is delivering a capability to the warfighter that we can quickly update, [such as] adjusting software to add capability to an airframe based off changes of threat in the region in which they’re operating,” he said.

Another signature program in the cross-functional team’s portfolio is the Future Attack Reconnaissance Aircraft, which is designed to fulfill the Army’s armed aerial reconnaissance mission. Formerly performed by the OH-58D Kiowa, the mission currently falls to AH-64 Apache helicopters in the Army’s armed reconnaissance squadrons. The program is critical, Army leaders say, as it seeks an aircraft that provides the force with more lethality, agility,



reach and survivability. Officials could not provide specifics as the competition is underway, but candidates for the Future Attack Reconnaissance Aircraft are Sikorsky’s Raider X and the Bell 360 Invictus.

On the EDGE

As it looks at emerging and new technology, the cross-functional team continues to conduct and participate in experiments and tests, including a “very, very successful” Experimental Demonstration Gateway Event (EDGE) at Yuma Proving Ground, Arizona, in April and May, Baker said.

The experimentation conducted at EDGE is part of the Army’s larger focus on persistent experimentation, said Dan Bailey, deputy director of the Future Vertical Lift Cross-Functional Team. This year’s EDGE was

the third iteration of the exercise featuring the cross-functional team, Bailey said. “We continued to show the operational advantage that [Future Vertical Lift] brings to the corps and division commanders,” he said, adding, “It was the largest, most complex and extremely successful iteration to date.”

Previous iterations of EDGE focused on new concepts and how Future Vertical Lift could validate them, Bailey said. The previous events also introduced the technologies used to enable those concepts, he said. This year, as the concepts and technologies matured, the so-called experimental ecosystem featured 32 participants, four cross-functional teams, 11 international partners, 83 technologies and more than 50 first-time events with those technologies, he said.

“All of that resulted in an ecosystem that generated over 1,100 spot reports that we turned into more than 600 machine-speed digital calls,” Bailey said, when no humans are in the loop to slow things down. “What I mean by that is, out of those spot reports that needed to have some kind of fires executed, we were able to link the network together in real time and have an average of about two to three minutes of ‘report to fires’ to execute the overall mission.”

The most recent EDGE experiment also included a long-range connection “over our network” with the 3rd Multi-Domain Task Force, which was participating in Northern Edge, a joint field training exercise at various locations in the Indo-Pacific, Bailey said.

Even though the task force was more than 4,000 miles away, it was able to provide one of the spot reports

Top: The Bell 360 Invictus is a contender for the Army’s Future Attack Reconnaissance Aircraft program.

Below: Sikorsky’s Raider X is the other competitor.

TOP: BELL TEXTRON INC. BELOW: LOCKHEED MARTIN

WEAPONS

that came into the overall fires complex, Bailey said. “So, it was pretty successful, and I think shows that long, deep range and targeting that [Future Vertical Lift] will bring to the division and corps commanders in the future,” he said.

What the cross-functional team and the Army accomplished ties back to what the service is trying to deliver to the force, Bailey said. From the Future Long Range Assault Aircraft to the Future Attack Reconnaissance Aircraft, as well as the network around those aircraft and the use of Air Launched Effects for deep sensing and targeting, “all of that comes together as one ecosystem,” he said. “I think it’s important to highlight that this work over the last couple of years is coming to fruition, to provide capabilities for these commanders in future requirements, especially looking at large-scale combat operations.”

What Soldiers Need

Soldier feedback has been critical to enabling the cross-functional team’s success so far, Baker and Bailey said. “This year, we had over 100 different touch points where we’ve had soldiers across multiple skill levels—from mechanics to pilots to medical professionals—who are able to provide us with direct feedback on how we shape these programs,” Baker said. “That’s how we’re going to be graded when we build these [platforms]. The ones that are going to be in the field utilizing this equipment, and the touch points that we’ve done across the force in multiple regions, is the scrutiny that we want to apply to these programs,

Clockwise from top: An Air-Launched, Tube-Integrated, Unmanned System (ALTIUS) flies at Yuma Proving Ground, Arizona. First Sgt. Patrick Casha, a flight paramedic with the Oregon Army National Guard, demonstrates an MH-60M Medical Upgrade Interior kit for the Future Long Range Assault Aircraft. An ALTIUS is launched from a truck at Yuma Proving Ground. A UH-60 Black Hawk fires an ALTIUS.

CLOCKWISE FROM TOP: U.S. ARMY/JOSE MEJIA-BETANCOURTH. U.S. ARMY/MARK SCHAUER. U.S. ARMY/JOSE MEJIA-BETANCOURTH. U.S. ARMY



so that we are delivering what they need.”

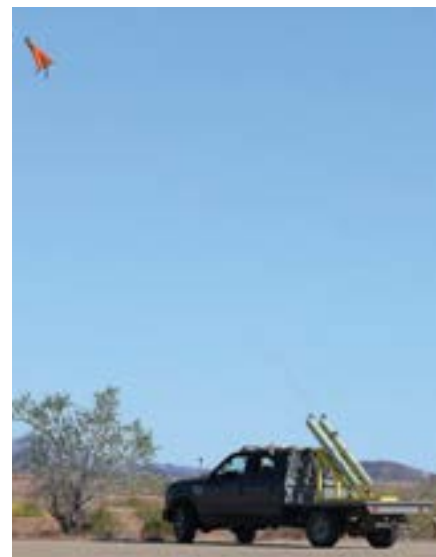
As an example, one recent soldier touch point for the Future Long Range Assault Aircraft looked at how well it could get “light infantry soldiers to the right place at the right time,” Bailey said. “As part of that role, the soldiers usually have to come out of that aircraft in a firefight, or at least be ready for a firefight, so we’ve actually had light infantry soldiers out to the vendor sites where they have crawled in and out of the cabins,” he said.

Some of the soldiers’ feedback has included suggestions on how the seats should be oriented, how high the cabin ceiling should be and whether they can easily exit the aircraft when they’re wearing combat equipment, Bailey said.

Baker added that other soldier touch points helped inform decisions like where to attach a hook for sling loads beneath the airframe or the best location to attach a fast rope for soldiers to exit while the aircraft hovers near the ground.

International Attention

The cross-functional team’s work also has attracted growing international interest, Bailey said. There were 11 international partners at this year’s EDGE, which has doubled since last



year, he said. “Moreover, they’re bringing kit. They’re not just coming in themselves and observing,” Bailey said. “We had seven international partners with actual things flying with their network, so we integrated their networks so that we can ensure interoperability with the coalition forces and our partners.”

The Army also has two signed agreements—with the U.K. and the Netherlands—allowing the U.S. to share requirements and allowing the partners to “share what they’re thinking about future plans for rotorcraft in their military fleet and, ultimately, that could lead to where they’re purchasing our solutions as well,” Bailey said.

In addition to the soldier touch points and international coordination, the Future Vertical Lift Cross-Functional Team works closely with the other cross-functional teams and organizations across the Army as it seeks leap-ahead capabilities for soldiers, Baker said. “As an example,



we work very, very closely with the Network [Cross-Functional Team] as we look at how to expand our different waveforms, so we can talk and share data at long distances,” he said.

Baker said he also is excited about the new Contested Logistics Cross-Functional Team that’s being stood up at Redstone Arsenal, Alabama. “We are looking at our [Future Long Range Assault Aircraft] and the tyranny of distance in certain regions as we move commodities and supply around,” he said. In other words, the Future Long Range Assault Aircraft

will be expected to carry more than light infantry—it also could have a logistics function in large regions.

The cross-functional teams also are working together to write requirements documents that can help lay the foundation for future overlapping efforts, and the teams are looking at new ways to address emerging technical challenges, Bailey said. He used as an example Air Launched Effects, which the Army describes as a family of systems consisting of air vehicles, payloads or associated support equipment designed to autonomously

or semiautonomously deliver effects individually or as a group.

“Visualize small drones with multiple different payloads, conducting lots of different effects across the battlespace,” Bailey said. “That’s an ecosystem where the interconnectivity is called advanced teaming. So, we do a lot of work under the advanced teaming arena to lower the workload on our crews.”

In the upcoming year, the Future Vertical Lift Cross-Functional Team will continue its focus on EDGE and further experimentation, Baker said. Bailey also said he expects five new requirements documents to move through the Army Requirements Oversight Council in the next 12 months.

“Army aviation is an enabler to future operations,” Baker said. “We want to make sure that we bring next-generation capabilities to accomplish the mission.” ★

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Soldier Lethality



As the Army prepares to field new, leap-ahead capabilities to its close-combat force, the U.S. Army Futures Command's Soldier Lethality Cross-Functional Team has been busy testing and exercising the new weapons.

"We'll continue to make improvements to the guns and the ammunition as we move along to field and learn more about the systems," said

Top: Soldiers from the 2nd Infantry Brigade Combat Team, 25th Infantry Division, get hands-on with a Next-Generation Squad Weapon automatic rifle during a demonstration at Schofield Barracks, Hawaii. **Right:** A soldier at Joint Base Myer-Henderson Hall, Virginia, handles a Next-Generation Squad Weapon.

TOP: U.S. ARMY/SGT. ALVIN CONLEY. RIGHT: U.S. ARMY/BRIDGETT SITER

Brig. Gen. Larry Burris, outgoing director of the cross-functional team and chief of infantry at Fort Moore, Georgia, formerly known as Fort Benning. Burris, who is retiring, completed his tenure Aug. 31. He is succeeded by Brig. Gen. Monte Rone.

The past 12–18 months have been an "exciting time" for the team, Burris said. Highlights include the award of the 6.8 mm XM7 rifle and XM250 automatic rifle, part of the Next-Generation Squad Weapon program, to Sig Sauer Inc. The Army also awarded the XM157 Fire Control optics contract to Vortex Optics.

The new weapons will replace the 5.56 mm M4A1 carbine and the M249 Squad Automatic Weapon, respectively, within the Army's close-combat force, including its infantry troops. The XM157 Fire Control



increases accuracy and lethality through features such as a variable magnification optic, backup etched reticle, laser range finder, ballistic calculator, atmospheric sensor suite,



compass, visible and infrared aiming lasers and a digital display overlay, the Army has said.

Since those contracts were awarded, “we’ve executed quite a bit of exercises and excursions with the weapons, the fire control and the ammunition, to include many interoperability excursions to assess the system’s ability to integrate with existing sensors and enablers,” Burris said. He added that the team also

has sought soldier feedback on issues related to reliability improvements, round dispersion and suppressor fumes.

Weighty Matters

The Army also has conducted a load-weight soldier touch point to determine the impact of having soldiers carry the heavier 6.8 mm ammunition and new magazines along with their other pieces of equipment. “We

just might have to use some different configurations on how we load soldiers,” Burris said.

As an example, the Army may con-

Clockwise from top: A soldier uses the Enhanced Night Vision Goggle-Binocular at Fort Belvoir, Virginia. The XM157 Next-Generation Squad Weapon-Fire Control. A soldier uses the ENVG-B during night live-fire training at Fort Drum, New York.

CLOCKWISE FROM TOP: U.S. ARMY/CHRISTOPHER WALTERS, VORTEX OPTICS, U.S. ARMY/SPC. PIERRE OSIAS



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sider issuing so-called battle belts to soldiers who carry the XM157, Burris said. This would be in addition to the grenade pouches, hydration packs, pistol magazines and, in some cases, the 6.8 mm ammunition they already carry, he said.

In addition to the soldier touch points, all the systems are undergoing production quality testing at Aberdeen Proving Ground, Maryland, Burris said.

All this testing has put the Army in a “good place” with the weapons programs, but there’s still more work to do, Burris said. “Where we are now is not where we’re going to be a year from now or five years from now,” he said, adding that the Army will continue to make improvements.

The Soldier Lethality Cross-Functional Team also is working to expand

First Sgt. Robert Caron, of the Idaho Army National Guard’s 116th Cavalry Brigade Combat Team, practices throwing a grenade while at the Orchard Combat Training Center.

IDAHO ARMY NATIONAL GUARD/THOMAS ALVAREZ

other capabilities, including the Enhanced Night Vision Goggle-Binocular. “We were the first [cross-functional team] to transition a signature modernization effort back to the Maneuver Capability Development Integration Directorate here at Fort Moore,” Burris said. “That’s a big deal.”

The maneuver directorate now will execute the program of record and field the Enhanced Night Vision Goggle-Binocular, which allows users to see at all light levels and through smoke and fog. The goggle also picks up on heat signatures, giving soldiers better visibility on the battlefield.

“What sets ENVG-B apart is the thermal imaging capability that our legacy night-vision systems don’t always provide,” Burris said. “And now we’re able to take the thermal images and the highest-grade image intensification and fuse them on top of one another, to provide a much clearer image, even under the worst low-light conditions. Within this technology space, ENVG-B probably represents the extent of an enduring critical capability, and I believe we’ve taken it as far as we can go with it.”

In contrast, the Army’s Integrated Visual Augmentation System, a fighting goggle with synthetic training capabilities that’s still in the works, is “the first generation of a technology that will only continue to grow and get better,” Burris said.

Ammunition Development

When the Army first announced its plans to field a family of weapons with new 6.8 mm ammunition, Burris called it “revolutionary.” But the new ammunition also led the Army to examine the energy inherent in the round, and there were early concerns that the service would have to invest billions of dollars in range upgrades to safely handle the new rounds.

However, the Army has worked with Sig Sauer to develop a “reduced range ammunition round” that alleviates that need, Burris said. “With the reduced 6.8 round, we can continue to use our legacy qualification ranges

and maneuver ranges without having to make modifications,” he said. “The new round provides us with the ballistics of 6.8 mm with the surface danger zone of our existing 5.56 mm rounds. It’s pretty impressive. It’s going to save the Army a lot of money and allow us to train our soldiers on existing ranges.” A surface danger zone is the safety area around a firing range.

As the Army prepares to field the new weapons, Burris emphasized the importance of soldier touch points and getting valuable feedback from troops. “It was 20,000 hours of touch points with the weapons alone, so it’s pretty exciting, because we are going to do ‘first unit issue’ in late September to the first company-sized unit to get the [XM7 and XM250] Next-Generation Squad Weapons and [XM157] Fire Control,” Burris said.

The cross-functional team then will conduct a limited user test with its partners in the test community, and Program Executive Office Soldier will

take that feedback and continue to learn from it, Burris said. Plans are still in place to issue the new weapons to the first brigade combat team in the second quarter of fiscal 2024, he said.

Throughout its efforts, the cross-functional team has not worked alone, Burris said, lauding partners throughout Futures Command and DoD. “We never go it alone,” he said. “We’re not our own entity.”

He added, “We work with those entities to ensure that we continue to provide overmatch to our partners, and, obviously, we are closely aligned with our higher headquarters, which does a great job of ensuring that we stay focused on timely and persistent transformation.”

While the Army and its partners have found key solutions to its training range challenge and ongoing hardware and software efforts to upgrade the Integrated Visual Augmentation System “to meet soldier needs and expectations,” the cross-functional



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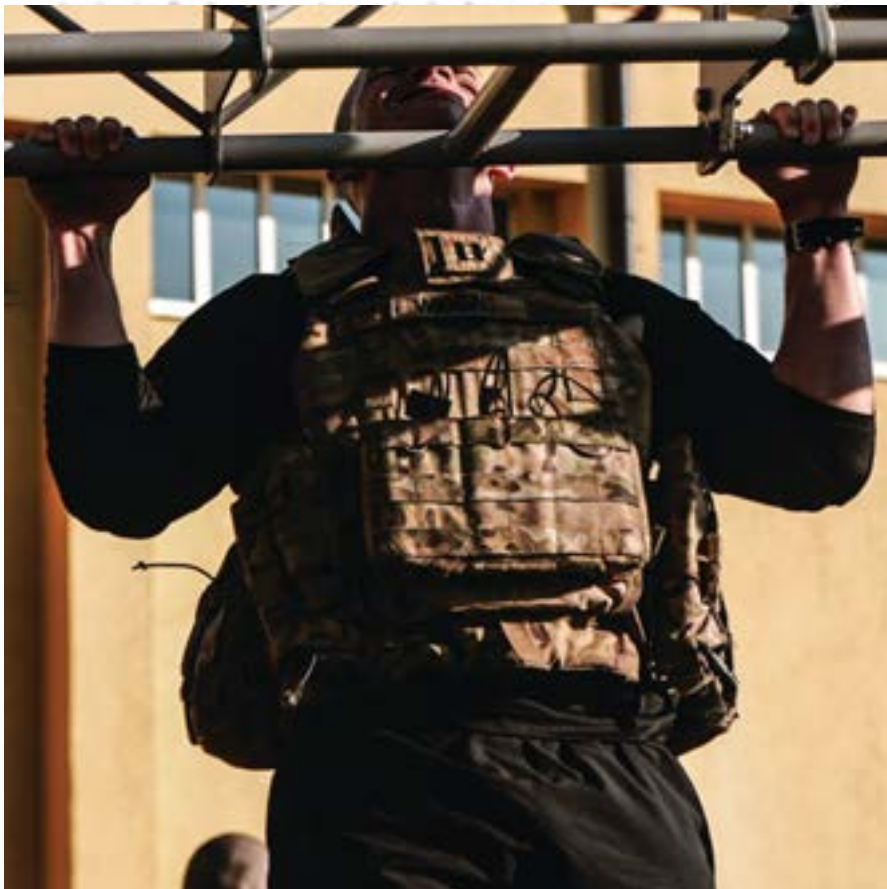
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team continues to be on the lookout for potential technological challenges—and solutions, Burriss said.

“Suffice it to say we’re looking for challenges and looking for partners with potential military solutions who are excited about taking military capabilities to the next level, shaping and evolving technologies and the capabilities that will transform the Army of 2040,” Burriss said.

Future Capabilities

In the coming year or two, Burriss predicted the cross-functional team will look at “several additional capabilities.” This could include accelerating approval of some program require-

Above: The 2nd Cavalry Regiment’s Capt. Dallas Wiggins does a pullup wearing body armor during a workout challenge in Vilseck, Germany. **Opposite:** The Integrated Visual Augmentation System 1.2 will be fielded to the Army’s close-combat force.

ABOVE: U.S. ARMY/SGT. LaSHIC PATTERSON. OPPOSITE: U.S. ARMY/FREDERICK SHEAR

ments, he said. “As an example, we recently were able to get a Precision Grenadier System requirement approved through the Army,” Burriss said. “Now, whether the Army decides to pursue that or not is an Army senior-leader decision.”

The Precision Grenadier System is an emerging program designed to provide enhanced capabilities to engage targets behind obstacles or in defilade.

There also are discussions about whether there is a need for a future medium machine gun that will enable the close-combat force to engage threats at greater distances, or whether the Army should develop conformable body armor that will enhance soldier movement while increasing survivability, he said.

In terms of a possible medium machine gun, Burriss said the current 6.8 mm Next-Generation Squad Weapons evolved from a Squad Armaments Ammunition Configuration Study, which looked at items like differ-

ent barrels, calibers and operating systems.

“We’re executing a similar study at the platoon level, and what we see as the output of this study is something similar,” Burriss said. “It could be a particular caliber, it could be a particular operating system, it could be different barrel lengths, as we look at what the future medium machine gun could be.”

The platoon-level study will generate options that leaders can analyze before presenting them to senior Army leaders for further guidance, Burriss said.

Looking ahead, Burriss said he is optimistic about the future and the programs in the cross-functional team’s portfolio. “As an example, I acknowledge that [the Integrated Visual Augmentation System] is not where it needs to be right now, but I am very optimistic that if we are patient, and we allow industry and our partners to continue to develop and iterate, and get that program, for example, into the hands of soldiers as we continue to do this, that we will get IVAS where it needs to be,” Burriss said. “There are a lot of naysayers out there, but I am optimistic that we will get there. It may not be in a year, but I think that if we are patient, and when we do this right, we’re going to give something that’s a game changer to our soldiers.”

He also said the Army is working hard to ensure that bureaucracy doesn’t slow the development and fielding of critical capabilities. As an example, he said, the Army moved up its plans to field the Next-Generation Squad Weapon family of weapons to the first unit equipped from fiscal 2029 to January 2024, with the bulk of the close-combat force equipped by 2030.

“I think that is something that’s new and unheard of across the Army, and we will continue to look for critical capabilities that exist, that need to be pulled left, or that need to be rammed through the Army processes to ensure that we retain overmatch of the pacing threat,” Burriss said. ★



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Next-Generation Combat Vehicle



In its bid to modernize its combat vehicles, the Army has steadily made progress in key programs, hitting critical milestones for the Armored Multi-Purpose Vehicle, Mobile Protected Firepower and the Optionally Manned Fighting Vehicle.

The U.S. Army Futures Command's

Clockwise from above: An Armored Multi-Purpose Vehicle undergoes testing at Yuma Proving Ground, Arizona. Researchers test the Armored Multi-Purpose Vehicle in the Panamanian jungle. The M10 Booker Combat Vehicle on display at the National Museum of the United States Army, Fort Belvoir, Virginia.

CLOCKWISE FROM ABOVE: U.S. ARMY DoD. U.S. ARMY/BERNARDO FULLER

Next-Generation Combat Vehicle Cross-Functional Team has a leading role in the effort, starting with the Armored Multi-Purpose Vehicle (AMPV).

Designed to replace the M113 family of armored personnel carriers within the Army's armored brigade combat teams, the first AMPVs have been delivered to the force, said Kevin McEnery, deputy director of the cross-functional team. While delivery of the vehicles represents "a big [cross-functional team] success," the Army established the team to accelerate delivery of new capabilities to soldiers, "and we've done that," McEnery said. The first unit equipped

with the AMPV was the 3rd Battalion, 69th Armor Regiment, part of the 3rd Infantry Division's 1st Armored Brigade Combat Team at Fort Stewart, Georgia, which was equipped in March.

Two months later, in May, Gen. James Rainey, commanding general of Futures Command, formally transferred proponentcy for the AMPV from the cross-functional team to the Maneuver Capability Development Integration Directorate, marking another milestone.

Another major accomplishment was in the Mobile Protected Firepower program, which recently passed its "Milestone C" decision, allowing it to



enter low-rate initial production.

On June 10, during an early Army birthday celebration, the service announced that the vehicle is being renamed the M10 Booker Combat Vehicle, honoring Medal of Honor recipient Pvt. Robert Booker, who died in combat in World War II, and Distinguished Service Cross recipient Staff Sgt. Stevon Booker, who died from injuries sustained in Iraq in 2003.

“We remain on target for first unit equipped with the M10 in fiscal year 2025,” McEnery said. “And one of the things that is notable is that Mobile Protected Firepower is the first completely new combat vehicle acquired by the Army in 40 years. We’re maintaining momentum as well as delivering capability.”

The Army also took a critical step forward in its Optionally Manned Fighting Vehicle program. On June 26, the Army announced that the vehicle, which is slated to replace the Bradley Fighting Vehicle that was first fielded in 1981, was redesignated



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as the XM30 Mechanized Infantry Combat Vehicle.

In the same announcement, the Army said it awarded a contract for

This page: Robotic Combat Vehicles are evaluated at Fort Cavazos, Texas, formerly known as Fort Hood. **Opposite:** A rendering of the Optionally Manned Fighting Vehicle.

THIS PAGE ABOVE: U.S. ARMY/JEROME ALIOTTA. THIS PAGE BELOW: U.S. ARMY. OPPOSITE: U.S. ARMY

XM30 prototypes to two vendors: General Dynamics Land Systems Inc. and American Rheinmetall Vehicles LLC. The program uses a digital design and an iterative development process and acquisition strategy, in which the Army and industry are working together on design inputs and refining requirements.

Key features have been outlined for vendors to include in their prototypes,

according to the Army. They include a 50 mm cannon, a remote turret and antitank guided missiles. The vehicle should be operated by two soldiers and carry six more, and weapons systems on the XM30 will be designed to use the latest in sensor and fire control systems, according to the Army.

Scheduled to reach its first-unit-equipped milestone in fiscal 2029, McEnery said the XM30 is one of the programs leading the way for the Army, transforming not only how it will fight but also how it will equip and modernize.

Robotic Combat Vehicle

The Next-Generation Combat Vehicle Cross-Functional Team also is charged with executing assigned Army priorities surrounding the Robotic Combat Vehicle, McEnery said. “We continue to make progress in the Robotic Combat Vehicle space,” he said. “The challenge here is the rate at which technology and our ability to turn potential technology into practical application is evolving. So, we are continuing with soldier-centered

design and continuous experimentation to inform how armored infantry formation capabilities are enhanced by robotic combat vehicles.”

As the cross-functional team has done its work, McEnery said he has been surprised by how quickly soldiers learn to operate and work with robotic capabilities. “They take to it very quickly, and that challenges many of our assumptions about how long it might take for the Army to teach and adopt these new capabilities,” he said, adding that “it is exciting to see how creative they are with the tactical application of these new technologies.”

Soldiers also are “very demanding customers,” McEnery said. “When we put these capabilities in their hands, not only do they surprise us by how quickly they’re able to use them, but they also put new demands on us,” he said. “We know that what we provide them has to be rugged, it has to operate effectively when integrated at a formation-level scale, and it must

be quickly mastered by comparatively junior soldiers under the stress of combat.”

Soldier Feedback

The feedback from soldiers tends to fall into two major categories, McEnery said. The first is what he called “technical feedback,” which is provided by soldiers to engineers and developers. As the Army expands its use of modern gaming and simulation technologies, combined with physical prototypes, it can regularly gather user input to support the physical design process.

The second type of feedback he termed “operational feedback,” which results from soldiers applying the technology in a broader context.

In addition to specific experimental

events, the cross-functional team has provided robotic combat vehicles to the opposing forces at the National Training Center at Fort Irwin, California, the Joint Readiness Training Center at Fort Johnson, Louisiana, previously known as Fort Polk, and the Joint Multinational Readiness

Center in Germany. Because they’re the opposing forces, those units are less constrained by what McEnery termed “doc-

trine compliance,”

giving them the flexibility to experiment and more freely test robotic vehicles.

“Soldiers are

very inventive and

they’re very adaptive, and

they benefit from having continuous repetitive opportunities to experiment with employment of these new



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capabilities,” he said. “So, instead of having one-off events to draw conclusions from, we get that feedback aggregated over continuous month after month.”

Using a combination of experimentation and opposing force feedback, the cross-functional team can better understand the “practical opportunities and limitations of robotic combat vehicles and some of the technology payloads that go on those vehicles,” McEnery said.

As the effort matures, McEnery said, the Next-Generation Combat Vehicle Cross-Functional Team continues to work with other organizations across Futures Command and the Army. These include the Air

and Missile Defense and the Network Cross-Functional teams. “I would say that over the next couple of years, where you’re going to see most of the collaboration between [cross-functional teams] is going to be centered around the capabilities that the Network [Cross-Functional Team] is delivering,” he said. “All of our solutions are only as good as our ability to aggregate them and employ them at a formation level. And the key to that is the Army’s network.”

One key challenge moving forward will be how quickly new and emerging technologies are changing and evolving, McEnery said. “At no point can you rest on your assumptions about what current technology can and can’t do,” he said. “It continues to change. Our [cross-functional team] was originally established to accelerate delivery of specific capabilities that had been defined before we stood up.

“As we move forward in the process of delivering those capabilities, we have to naturally evolve our focus on

the next level of requirements or the next level of technical capabilities.”

The Army also must continually assess itself, McEnery said. “While we have to deliver the new capabilities assigned to us, we’re always having to assess ourselves to make sure that we’ve got the right people, the right processes and the right objectives aligned with those changing technology capabilities,” he said.

First Look

As he looks ahead to the next 12 to 24 months, McEnery said he expects the XM30 Mechanized Infantry Combat Vehicle to move quickly from the “notional imagery and conceptual pictures” that have represented the program until now. Making the program real also will allow the first soldier touch points, giving troops a chance to immerse themselves in digital or simulation versions of the competing XM30 vendor prototypes.

“We’re anxious for the user community to get their first look at those

Above: A Robotic Combat Vehicle maneuvers at Yuma Proving Ground, Arizona. **Opposite:** Soldiers sit in a mock-up of a potential configuration for the XM30 Mechanized Infantry Fighting Vehicle at Detroit Arsenal.

ABOVE: U.S. ARMY/SPC. DESTINY JONES. OPPOSITE: U.S. ARMY



[XM30] concepts,” McEnery said. “The vendors will be delivering digital versions of their prototypes, and we will get several rounds of soldier inputs before they build the actual physical prototypes.”

The XM30 also is the first Army ground platform to be constructed using digital engineering principles of

modular open systems architecture, McEnery said. This means future technologies can be incorporated into the vehicle without major overhauls or expensive redesigns.

“We’re going to be able to continuously deliver overmatch capabilities more economically and faster to our soldiers for a long time to come,”

McEnery said. “It’s really an exciting time to see how the acquisition community, the user community and our key industry partners are moving further into that 21st-century manufacturing technology world.”

As it continues to make progress on key programs, McEnery said, the Next-Generation Combat Vehicle Cross-Functional Team is part of a larger Army effort to provide soldiers with needed capabilities. “All the right people are coming together and supporting our efforts,” he said.

Futures Command and the cross-functional teams were established to “radically change” how the Army prepares for the future, McEnery said. “We’re seeing that vision play out successfully,” he said. “Observing the momentum that all of the [cross-functional teams] and Army Futures Command have been able to generate across a wide Army modernization enterprise is really impressive.” ★



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The Network



The Army of 2030 and beyond needs a network that is secure, resilient and reliable on the move, and the service is making “a lot of progress” toward that happening, the director of the U.S. Army Futures Command’s Network Cross-Functional Team said.

This includes a transport-agnostic

Above and opposite: Soldiers with the 2nd Cavalry Regiment use Integrated Tactical Network equipment during a technology demonstration in Grafenwoehr, Germany.

U.S. ARMY PHOTOS BY KATHRYN BAILEY

architecture, multipaths, a data-centric environment, more cloud-enabled capabilities and a modern security architecture—all of which provide a foundation to move forward with tactical capabilities such as command and control on the move, team Director Maj. Gen. Jeth Rey said.

“Commanders tell us that they want to be more mobile and more agile on the battlefield, so [command and control] on the move will be very important,” Rey said. “Additionally, commanders want to be able to share information with their partners. We have mission partner networks, but a mission partner environment is now

our next really big focus area.”

The cross-functional team also supports the Army’s move to focus on the division, instead of the brigade combat team, as the service’s primary unit of action, Rey said.

“Over the past couple of years, we’ve been focused on the brigade as the unit of action,” he said. “While we’re fielding in our baseline network to [brigade combat teams] in [fiscal 2023], and now to the division enablers, like the 82nd Airborne Division, the 101st Airborne Division (Air Assault) and the 25th Infantry Division, they will give us feedback on that equipment that is going to be absolutely essential in how we continue to design the Army of 2030.”

Brigade combat teams were ideal for the asymmetric operations soldiers conducted against the enemy in Iraq and Afghanistan over 20 years of war, Rey said. But the potential for large-scale combat operations calls for different capabilities, he said.

“Large-scale combat operations call for the division to be more survivable and have a more offensive capability at a high level, to sustain intensity in combat,” Rey said. “And we really believe that the division as the unit of action is more survivable in that environment.”

Integration Required

Planning for large-scale combat operations requires a unified network that integrates today’s tactical and strategic networks.

“What that also does for the network of 2030 is to reduce complexity at the edge, so that the brigade combat teams, as well as their enablers and companies at that level, can actually fight the fight without having all that complexity there,” Rey said.

Moving the focus up to the division level also will “unburden the maneuver units at brigade and below from some of the issues they have

been dealing with for the last two decades,” Rey said, and ensure that those network issues are managed at a higher level.

Much of the Army’s network evolution in the past two decades, including the service’s network integration evaluations, which were soldier-led evaluations of the Army’s tactical communications network, and their resulting Capability Set designs, laid the groundwork for the network of 2030 and 2040, Rey said.

“I think that was a natural evolution for the Army, and the Capability Set model was great, since it allowed us to field the Integrated Tactical Network baseline to brigades while also laying the foundation for Army exploration of the division-centric network of 2030, and I think that also sets conditions for the pivot to what we are going to do for the network of 2040 as well,” he said.

Tech Evolution

More recently, significant technology evolution in four areas has helped the Army in its work: resilient transport, cloud computing, development of a data fabric and artificial intelligence/machine learning.

Using resilient transport as an example, leaders had “no idea” how it would unfold just two years ago, Rey said. “But having the ability to have multiple [network] paths for our formations today, because of more resilient transport, has just been incredible,” he said.

The Army has said the future network must support high throughput, low latency, multipath transport capabilities. The more pathway options for data to travel through, the more resilient the network becomes, according to the Army.

Examples of those multiple paths, which can be used to make connections in a contested environment, include low- and medium-Earth-orbit satellites and tactical 5G solutions, Rey said.

Cloud computing is another critical element. “I also didn’t believe that we would utilize the cloud as much



as we are today,” Rey said. “That use of cloud computing technology has allowed us to field less computing at the edge. We used to take our entire networks with us, but we don’t have to do that anymore. Instead, we can take less to the edge and use our resilient transport to reach back to get the

information to sustain us while we are out there.”

He credited recent experimentation by the XVIII Airborne Corps and I Corps with pushing technology to the limit and testing network transport resiliency.

Data fabric refers to technology

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that weaves together information sources and data formats from different systems, providing a common layer to improve interoperability and quickly send the right data to the right operator, according to the Army.

Rey compared it to a baseball catcher's mitt, with the data fabric catching data from multiple battlefield sensors, ingesting it, then presenting that information in a way that helps a commander's decision-making.

As for artificial intelligence and machine learning, the Network Cross-Functional Team continues to explore those capabilities, Rey said.

With the growth of these evolving technologies, the Army recognizes the importance of cybersecurity and protecting the network from attack, Rey said. The complexity of this future environment is part of "daily discussions" with leaders from organizations such as the U.S. Army Cyber Command and the U.S. Army Network Enterprise Technology Command.

'Zero Trust'

One of the keys to the Army's cybersecurity effort is a "zero trust" architecture. Unlike a traditional perimeter-based approach to network security, zero trust involves continuous authentication, authorization and validation to access systems, applications and data.

By embedding security throughout the architecture, zero trust works to prevent malicious actors from accessing the most critical assets, according to the Defense Information Systems Agency. "Zero trust is not trusting anyone that's behind a curtain, so knowing their identity is going to be key," Rey said.

The Army also is working to "secure the environment at the data



layer," he said. "Before, we were securing information that traveled only on the transport, and we weren't securing data back at the server or where we were actually storing the data," Rey said. "Now, we have to do that, versus in the past where we did more of a perimeter-based network defense. We need to move to an environment where we grant permission and then use your attributes to actually allow you to touch the data."

That's what zero trust focuses on—identity, credential and access management, Rey said. "That's the approach we're trying to take," he said.

Another crucial area the Network Cross-Functional Team is working on involves signature management and trying to reduce the electronic signature of equipment on the battlefield. It also is working to develop applications for commanders to sense and

Above and opposite: Soldiers with the 25th Infantry Division familiarize themselves with new networking gear during training at Pohakuloa Training Area, Hawaii.

U.S. ARMY PHOTOS BY SGT. DANIEL PROPER

understand the electronic environment in which they are operating.

Just as the cross-functional team works closely with Army cyber leaders, it also has strong ties to the program executive offices, Rey said.

“The Network Cross-Functional Team is the what, while the PEOs are the how,” he said. “They determine how things like transport-agnostic, datacentricity and zero trust are going to be accomplished. They figure out how we are going to get there.”

Next Up

In the coming year, Rey said, the team will continue focusing on the division as the unit of action and the network design going forward. It also plans to participate in and learn from events such as Operation Pathways exercises in the Indo-Pacific, Futures Command’s Project Convergence experiments, warfighter exercises and combat training center rotations.

The cross-functional team also will



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refine its technology improvement plans for fiscal 2025, when it looks to deliver to the divisions more resilient network connectivity, unified network operation tools and Mission Command, visualization and data management tools.

The team also will continue to work closely with industry, Rey said. “We’re going to publish a little bit more information and guidelines on what we’re going to do about command and control on the move and the mission partner environment on the move,” he said.

“Commanders have been asking us for ways that they can continue to move and operate, not just at a halt but also while moving. They want to maintain visibility on what is taking place and, in the mission partner environment, to exchange informa-



tion with our partners. That’s going to be key.”

Building the network the Army needs in 2030 is a complex undertaking, but the goal is to make the network experience simpler and more intuitive for users, Rey said.

The team’s work has implications

for the joint force as well, he added.

“This is a joint effort,” he said. “In the future, we are going to fight as a joint unit. Therefore, everything that we try to design at the Network Cross-Functional Team is inherently joint, because we won’t be fighting by ourselves.” ★

Stryker combat vehicles with the 2nd Cavalry Regiment are equipped with the Integrated Tactical Network in Grafenwoehr, Germany.

U.S. ARMY PHOTOS BY MARKUS RAUCHENBERGER

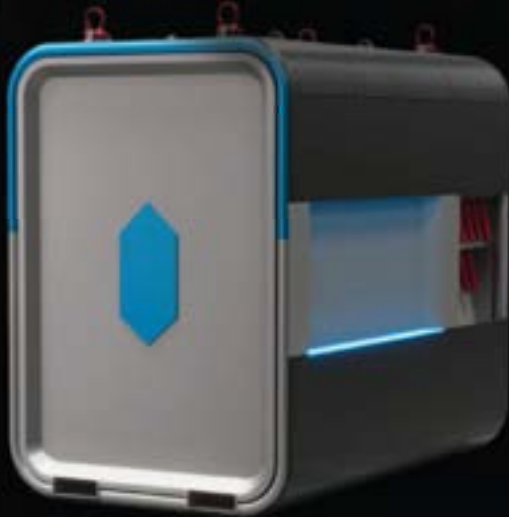
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In a multidomain fight, positioning, navigation and timing information is critical, and the Army continues its work to make sure that soldiers maintain an information edge over their adversaries.

Soldiers rely on this information, including GPS and space capabilities, every day to hone their ability to

The sun rises over White Sands Missile Range, New Mexico, during a Positioning, Navigation and Timing Assessment Experiment.

U.S. ARMY/JULIA GALLEGOS

see, shoot, move and communicate. From intelligence, surveillance and reconnaissance capabilities, to GPS, satellite communications and more, the Army works to ensure that soldiers have this critical enabler when they need it most.

“When adversaries have the capability to take away someone else’s [positioning, navigation and timing] capabilities, you start to realize your reliance on those technologies,” said Michael Monteleone, director of the U.S. Army Futures Command’s Assured Positioning, Navigation

and Timing/Space Cross-Functional Team.

“We have accustomed ourselves to relying on these technologies in various applications and having them doing the thinking for us,” Monteleone said. “In the military, the integrated nature of [positioning, navigation and timing] makes it incredibly important throughout all of our systems of systems, whether it’s a weapon system, a navigation system or another warfighting function. There is an incredible, incredible reliance on PNT data.”

Because of that reliance, the cross-functional team focuses on developing and delivering assured positioning, navigation and timing to the Army's warfighters. "I'm really, really excited because we are on track to deliver [those] capabilities," Monteleone said. "And when I say we, I mean the United States Army, and we are delivering those capabilities across multiple domains."

As examples, the cross-functional team is delivering two of its signature efforts: the Mounted Assured Positioning, Navigation and Timing System (MAPS) and the Dismounted Assured Positioning, Navigation and Timing System (DAPS).

Both are being fielded in "Generation I" quick-reaction capability configurations, and initial fielding of "Generation II" versions of both systems are projected in the near future, Monteleone said.

MAPS is designed to allow soldiers to operate in GPS-contested environments by giving them better anti-spoof and anti-jam capabilities, while DAPS is a small, lightweight solution that acquires, protects and distributes secure positioning, navigation and timing to the dismounted soldier, according to an Army description.



Spc. Trevon Jones with the 1st Battalion, 3rd Aviation Regiment, 12th Combat Aviation Brigade, conducts Defense Advanced GPS Receiver operations in Grafenwoehr, Germany, U.S. ARMY/SGT. KHALAN MOORE



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Both systems are on track to hit their initial operational test and evaluation as scheduled, Monteleone said, and they will proceed to their first-unit-equipped milestones in fiscal 2024.

Above: A soldier conducts operations from a Stryker combat vehicle during a Positioning, Navigation and Timing Assessment Experiment. **Opposite:** Staff Sgt. Steve Mathiew operates a Mounted Assured Positioning, Navigation and Timing System during an exercise at Fort Hood, Texas, now known as Fort Cavazos.

ABOVE: U.S. ARMY/RYAN HARTY. OPPOSITE: U.S. ARMY/SGT. BRAHIM DOUGLAS

Focusing on 2030

“Fielding is one thing, but who you field to is another thing,” Monteleone said. “The Army is in the process of transforming into [the] Army of 2030, and one of the key aspects of what we’ve been doing in the [cross-functional teams], with our many partners, is really aligning those fielding plans to get those capabilities to those priority units that comprise that Army of 2030. So, that’s been a big focus effort for us.”

The cross-functional team also recently developed and got approval for Abbreviated Capabilities Development

Documents, which enable rapid prototyping and experimentation for future requirements and materiel development. With these approvals, including for the Navigation Warfare and the Navigation Warfare Situational Awareness programs, the team can quickly get prototypes into soldiers’ hands, Monteleone said.

Navigation Warfare consists of deliberate offensive and defensive actions to assure friendly use and prevent adversary use of positioning, navigation and timing information, according to an Army description. It enables precision fires, movement and

maneuver, force tracking and a host of data networks that tie together personnel and weapon systems, according to the Army. Together, Navigation Warfare and situational awareness provide soldiers with the ability to detect, identify and locate sources of interference that deny or degrade reception of positioning, navigation and timing, the Army said.

The two Navigation Warfare programs complement and build upon each other, Monteleone said. “You’ve really got to have a good understanding of the spectral environment if you want to maneuver in that environment, so it was really good to see that continuation and the support across the Army to get those approved,” he said.

The two programs also enable “both defensive and offensive operations, in alignment with Multi-Domain Operations [doctrine], which is all about providing those multiple dilemmas to our adversaries,” Monteleone said.

Building Resilience

Another Abbreviated Capabilities Development Document, this one signed last October, focuses on Alternative Navigation, Monteleone said, which aligns with the goal of resilient positioning, navigation and timing. “In order to really provide resiliency and [assured positioning, navigation and timing], you’ve got to do that through diversity, and all that provides additional diversity to the signals that our receivers can ingest and then provide that critical PNT,” he said.

As the cross-functional team continues its work, it is conducting “persistent experimentation” through the annual PNT Assessment Exercise (PNTAX).

“PNTAX continues growing, not only in the different capabilities that people are bringing, but also in the [implications of those capabilities] where, let’s say, someone has a great PNT solution,” Monteleone said. “What does that mean in the second or third order in a system of systems context? And that’s really, really important.”



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Multiple Domains

Another critical area for the team is enabling resilient positioning, navigation and timing across multiple domains, Monteleone said. “Generally, a lot of times in the Army, we’re only talking about MAPS and DAPS, which are really very, very important ground domain capabilities,” he said. “They are going to be outfitted on our platforms, including our most important platform, the United States soldier, and we’re looking good there.”

However, there are “some big, big things” happening in other domains as well, Monteleone said. On the aviation side, for example, he said the Army has a program called EAGLE-M that has a “really high-end antenna” called the Multi-Platform Anti-Jam

Global Positioning System Navigation Antenna. The Army recently flew that capability on the Gray Eagle unmanned aerial system, and the program, which enhances the resiliency of GPS navigation to enemy actions, is on track to start fielding toward the end of 2024 and 2025, Monteleone said. “So, that’s tremendous that we get modern [assured positioning, navigation and timing] out on the aviation platforms, both unmanned and manned,” he said.

Another effort involves precision munitions and precision guided weapons systems, Monteleone said. As an example, he described the critical need for an assured positioning, navigation and timing (APNT) solution for forward observers and the launchers from which the observer might be calling fires.

“When we talk about APNT in the Army, it’s about that ground platform and soldier pieces,” Monteleone said. “But it’s also about our aviation platforms, and it’s also about our precision guided munitions, which include all the joint precision guided munitions that the Army and the Marine Corps and many others use as well.”

There’s also the space layer, which is “really important,” Monteleone said,

adding that the Army is looking not only at the GPS constellation but also at alternate navigation, which “really helps set an alternative space-based signal that provides that alternative PNT.”

So far, Monteleone said, he’s been surprised by the speed at which the defense community has started absorbing what’s going on around the world, then going back and looking at how lessons can be applied to the cross-functional team’s portfolio. “They are asking how well we are postured if the United States had to operate against certain threat environments,” he said. “Are we setting ourselves on the right path? Am I paying attention to that third-order piece in my system, that no one even realizes relies on a PNT signal until you take that PNT signal away?”

The team also has benefited from soldier feedback, Monteleone said, adding that having soldiers test and use DAPS, for example, has increased their confidence in the new systems.

Sense of Urgency

Looking ahead to the next year or two, Monteleone said the second-generation versions of MAPS and DAPS are set to be fielded to their first

Above: An RQ-7 Shadow unmanned aircraft system operated by the Pennsylvania Army National Guard’s 2nd Infantry Brigade Combat Team, 28th Infantry Division, comes in for a landing at Fort Indiantown Gap. **Opposite:** Sgt. 1st Class Michael Kendall, left, of the Florida Army National Guard’s 53rd Infantry Brigade Combat Team, validates a lane set up to test a soldier’s ability to use a Defense Advanced GPS Receiver at Camp Blanding Joint Training Center.

ABOVE: ARMY NATIONAL GUARD/SPC. JOHN TRAPANI.
OPPOSITE: U.S. ARMY/SGT. N.W. HUERTAS



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units. “I just can’t say how proud I am of the overall team, how seriously they take the APNT problem and with what sense of urgency the whole team gets after it,” he said. “That’s really tremendous.”

In the coming months, the cross-functional team plans to build on sensor-to-shooter capabilities, which will be included in the next PNTAX, and expand the ability to train and test in positioning, navigation and timing-denied environments.

“I’m going to continue pushing heavily on the ability to experiment,

Soldiers with the 32nd Army Air and Missile Defense Command plot their points before a land navigation course during a Best Squad Competition at Fort Campbell, Kentucky.

U.S. ARMY/SPC. JAIDON NOVINSKA

to test and to train in those realistic threat environments,” Monteleone said. “Sometimes, you get stuck in the experimentation mode, but at the end of the day, we never want our soldiers to feel a threat environment for the first time, and understand what that means if they are actually in a real-world threat environment and in harm’s way. We always want to be able to have our training to be as realistic as possible, provide those dilemmas to their commanders, and then help them build their tactics, techniques and procedures as to how they’re going to fight their fight.”

Ultimately, the goal is to make things seamless for the warfighter, Monteleone said. “Their stuff has to work, and they shouldn’t have to pay too much attention to make sure it’s working,” he said. “It should never be a distraction. It should be trans-

parent to them, and that’s going to be absolutely critical.”

The cross-functional team also is working on resiliency, which Monteleone said is being pursued through a diverse set of signals and sensors, and supported by efforts to further expand situational awareness of the battlespace. “That’s all there to build confidence,” he said. “If you have confidence and competence in the operation, confidence in knowing where your troops are located, confidence knowing what you’re walking into and confidence that what you’re experiencing may indicate what the enemy might be doing, all of that is going to build speed. It’s going to provide the ability to affect that mission faster, to make decisions more quickly and move out with confidence. Speed builds force lethality, and that’s what we’re looking for.” ★

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Synthetic Training Environment

Soldier feedback has been invaluable as the Army works to transform its virtual and simulated training capabilities, the director of the U.S. Army Futures Command's Synthetic Training Environment Cross-Functional Team said.

Bringing together industry, academic experts, government partners and soldiers, the cross-functional team is making progress in key programs—and the team is on track to deliver new capabilities to soldiers in 2024, Brig. Gen. William Glaser said.

Soldier feedback, gathered through numerous soldier touch points, has been critical, Glaser said. “These touch points have been conducted across nearly all [synthetic training environment] efforts and have been instrumental in keeping efforts on track and, more importantly, ensuring the STE will enable warfighters to replicate the complexities of future warfare,” he said.

Asked about some of those key synthetic training environment programs and technology efforts, Glaser highlighted the Live Training System, the Reconfigurable Virtual Collective Trainer and the software information system.

Dynamic Maneuver

The Live Training System aims to enable Army units and leaders to conduct tough, iterative, dynamic and realistic multiechelon combined-arms maneuver and Mission Command training in support of multidomain operations,

Soldiers with the 5th Battalion, 4th Air Defense Artillery Regiment, use virtual Stinger missile system training gear in Ansbach, Germany.

U.S. ARMY/EUGEN WARKENTIN



according to the Army. It addresses critical engagement and instrumentation gaps in the Army's current live training environment, enabling brigade and below units to train collective combined-arms maneuver.

Modernizing the Army's live training capability to support training for multidomain operations, the system provides representations of soldier and weapons capabilities, vulnerabilities and battlefield effects, from the individual soldier up through the brigade combat team level.

Munitions Trajectory

To improve live training in support of training for multidomain operations, Glaser said, the first prototype development priority is to replace the Instrumentable-Multiple Integrated Laser Engagement System (I-MILES), which simulates the firing capabilities and vulnerabilities of dismounted troops with a new force-on-force direct fire tactical engagement simulation capability. The future tactical engagement system will use physics-based munitions trajectory simulations to replace current I-MILES probability of hit/probability of kill tables, eliminating the need for a laser tactical engagement system.

"To date, the [Live Training System] program has conducted over six soldier touch points ... to assess materiel solutions to modernize live training for the Army," Glaser said. In the coming year, the program will execute the first "pre-operational assessment exercise" during a soldier touch point at the Joint Readiness Training Center at Fort Johnson, Louisiana, formerly known as Fort Polk, he said. The exercise will "validate its first increment of technologies, establish a production representative baseline and set the conditions for a successful operational assessment in [fiscal 2024]."

When the first increment of the Live Training System is fielded, it will increase the density of weapons used in force-on-force live training, including 60 mm and 81 mm mortars, hand grenades and claymore mines. In fiscal



2026, the program will field these Increment I capabilities to the Joint Readiness Training Center as part of its initial operational capability.

Collective Trainer

The Reconfigurable Virtual Collective Trainer, which provides virtual collective training on ground, dismounted and aviation platforms, is another key program that "continues to improve training for the warfighter," Glaser said. The cross-functional team recently conducted a combined company-level operational assessment where the trainer replicated Bradley Fighting Vehicles, Abrams tanks, Stryker combat vehicles and aviation assets,

including Black Hawk, Chinook and Apache helicopters, Glaser said.

The cross-functional team gets "routine feedback" from maneuver and aviation experts that "continues to inform and improve the system," Glaser said. He added that preparations are underway to conduct an operational demonstration in February "with all stakeholders, combining efforts and feedback from past soldier touch points to quickly identify milestones to ensure demonstration success."

Congressional staff members get hands-on with a Soldier Virtual Trainer in Orlando, Florida.

U.S. ARMY/NATE SNOOK



Three-Part System

A third key area where there's been significant activity, Glaser said, is in the software information system. The system has three parts: One World Terrain, a 3D terrain data set used for simulation and training; training simulation software, which is the game engine that drives everything; and the Training Management Tool, which is used to set up exercises more efficiently.

One World Terrain, as an example, Glaser said, "became the first geospatial program in the Army to cross-purpose its terrain data for both training, simulation and operational mission sets." The same foundational data used in the training simulation software and Training Management Tool is also "consumable" in select Army Mission Command, intelligence and modernization technologies, Glaser said. This means soldiers can "rehearse and deploy with the same terrain data that they trained on, at a one-time cost for the Army," he said.

The cross-functional team now is working with Futures Command's Futures and Concepts Center, Program Executive Office Simulation, Training and Instrumentation, the U.S. Army Geospatial Center, the U.S. Army Training and Doctrine Command and others to submit a Software-Initial Capabilities Document for the long-term development, maintenance and sustainment of the program.

"Operationally, [One World Terrain] has been requested and delivered to commanders and units across multiple [areas of operation]," Glaser said, including in Europe, the Indo-Pacific and South America. The data has been successfully integrated into the Army's Integrated Visual Augmentation System and the Android Tactical Assault Kit, which is part of the Army's Integrated Tactical Network, Glaser said, and the cross-functional team is working closely with the Army Geospatial Center and the National Geospatial-Intelligence Agency to "ensure continuity with the Army's and DoD's standards and best practices."



Versatile Terrain Data

During Project Convergence 2022, Futures Command’s major experimentation event, One World Terrain data was loaded on more than a dozen of the technologies being tested, Glaser said. Plans call for that number to grow for the next iteration of Project Convergence in fiscal 2024, he said.

The cross-functional team also is working with the other services, partners and allies to ensure continuity of the military’s 3D geospatial needs, Glaser said. Working with the Army’s other cross-functional teams

Opposite: Gen. James Rainey, commander of the U.S. Army Futures Command, tries out the Reconfigurable Collective Virtual Trainer-Ground in Orlando, Florida. **Left:** Soldiers from the 4th Security Force Assistance Brigade demonstrate One World Terrain technology for Rainey, right.

OPPOSITE: U.S. ARMY/DONNIE RYAN. LEFT: U.S. ARMY/NATE SNOOK

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and the other services is “paramount,” he said.

Next up, the Synthetic Training Environment Cross-Functional Team will begin coordinating its activities to include space and cyber domains. “Soldiers and leaders can train effectively now in land, air and maritime operations, but to advance to the complexities faced in a multidomain environment, the team will have to push the boundaries of the domains they operate and train in to be successful,” he said.

Above: Col. Scott Woodward, deputy commander of the U.S. Army Combined Arms Center-Training, uses the Reconfigurable Virtual Collective Trainer-Aviation in Orlando, Florida. **Opposite:** Maj. Gen. Walter Rugen, right, former director of the Future Vertical Lift Cross-Functional Team, tests the trainer in Orlando.

ABOVE: U.S. ARMY/DONNIE RYAN. OPPOSITE: U.S. ARMY/NATE SNOOK

Soldiers Adapt

Glaser said he has been impressed by how quickly soldiers are adapting. “I have been continually amazed at the ability of individual soldiers and leaders to adapt emerging technology into training that is realistic and challenging,” he said. “Today’s soldiers have an innate ability to use technology out of the gate that would have required extensive training in the past. But the thing that most surprises me is the level of desire from the operational force to deliver these capabilities today.”

After every soldier touch point, the cross-functional team has heard soldiers say they would gladly add the new capability today, or what they tested was better than anything they have now, Glaser said. “This kind of feedback is tremendous for the team and keeps us focused on our critical mission of getting capability to the hands of soldiers,” he said.

As an example, soldier feedback has directly affected development of the Soldier Virtual Trainer, which focuses on basic to advanced weapons skills, Glaser said.

“One key area that has consistent positive warfighter feedback is the use of a soldier’s own organic weapons during training,” he said. “Usually, soldiers would train with a surrogate weapon during weapons skills that is not tailored to train as you fight. With this feedback, soldiers will be able to train anywhere they are deployed to support their mission and readiness.”

Moving forward, the cross-functional team continues to push the technological limits in simulation scalability and fidelity, Glaser said. Research areas such as model and behavior reusability, population-level information environments, process automation and simulation data management will be critical investment

areas to ensure that the synthetic training environment can support multidomain operations in training.

The team also is keeping a close eye on conflicts around the world to ensure that tactics and technologies used on today's battlefield are incorporated into future training exercises, Glaser said.

"The one asymmetric advantage the Army continues to enjoy over all adversaries is the training and competency of soldiers and combat leadership," Glaser said. "The [synthetic training environment] does not replace live field training. [It] complements live training by providing 'reps and sets' to allow soldiers and leaders to enter live training at a higher level of training proficiency."

The synthetic training environment is coming, Glaser said. "The team will begin in [fiscal 2024] to deliver capability across the force that will deliver new and exciting capabilities to the warfighter," he said. ★



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Contested Logistics



Driven in part by hard lessons learned from the COVID-19 pandemic and observations of the Russia-Ukraine war, the Army has created a new cross-functional team focused on contested logistics.

The new team was announced in March by Gen. James Rainey, commanding general of the U.S. Army Futures Command. Located at Redstone Arsenal, Alabama, the Contested Logistics Cross-Functional Team is the ninth such team working on the Army's sweeping moderniza-



This page and opposite: U.S. Army engineers use a floating causeway to move vehicles and equipment from vessel to shore during an exercise in Australia.

THIS PAGE: AUSTRALIAN DEFENCE FORCE/CPL. JACOB JOSEPH. **OPPOSITE:** U.S. ARMY/MAJ. JONATHON DANIELL



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tion and transformation.

The Contested Logistics Cross-Functional Team will focus on the tactical level; “think division and below,” Rainey said when he announced the team at the Association of the U.S. Army 2023 Global Force Symposium and Exposition in Huntsville, Alabama. “We know we have got to get better at this problem,” Rainey said.

By putting the team at Redstone Arsenal, the team can work alongside the U.S. Army Materiel Command,

Above: Soldiers with the 25th Infantry Division’s sustainment brigade conduct convoy operations during an exercise in Australia. **Opposite:** Troops from the 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), drive down a Romanian highway during a resupply mission.

ABOVE: U.S. ARMY/CAPT. OSVALDO OLMOS. OPPOSITE: U.S. ARMY/SGT. NICHOLAS GOODMAN

which “has the operational-level logistics problem and the strategic-level industrial base,” Rainey said.

Early Stages

The team is still in the early stages of operation, but contested logistics is a critical focus area, said Col. Shane Upton, director of the Contested Logistics Cross-Functional Team. “There was a combination of factors that led to the Army’s focus on the contested logistics environment,” he said. “At the strategic level, the Army must accelerate our modernization programs to maintain our competitive advantage through resilient and agile logistics in a multidomain environment. Then, our world changed due to the COVID pandemic, which tested our logistics and supply chain capabilities, and we learned the potential impacts of the loss of key

logistics capabilities and capacity.”

Soon after, the Russia-Ukraine war “forced us to relearn logistics lessons,” Upton said. Army leaders closely monitored operations on the ground, and, as the war unfolded, “failures at the tactical level had immediate operational impacts and multiplied negative consequences at the strategic level,” he said.

As a result, Army Secretary Christine Wormuth in 2022 challenged Army leaders to embrace the challenge of contested logistics, Upton said. “Given this guidance, we are fully embracing this challenge through the Contested Logistics Cross-Functional Team that will lead a deliberate modernization effort to deliver game-changing sustainment capabilities of autonomous distribution, advance power, demand reduction and precision sustainment to assure Army and joint forces’ oper-



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ational defeat of a peer adversary,” Upton said.

The new cross-functional team is organized similarly to the other teams—as a small, empowered team designed to expedite development of materiel requirements documents that can lead to favorable acquisition

Above: Soldiers with the Pennsylvania Army National Guard’s 28th Expeditionary Combat Aviation Brigade perform preventive maintenance on Humvees at Fort Hood, Texas, now known as Fort Cavazos. **Opposite:** Supplies are loaded onto one of the brigade’s CH-47 Chinook helicopters at an airfield in the Middle East in 2020.

ABOVE: U.S. ARMY/CAPT. MICHAEL WALTER. OPPOSITE: PENNSYLVANIA ARMY NATIONAL GUARD/CAPT. TRAVIS MUELLER

decisions by the Army’s acquisition executive, Upton said. “While we are organized like the other signature modernization efforts, we are oriented on modernization of tactical and operational-level sustainment programs in concert with Army Futures Command’s design for the Army of 2040,” he said.

The Contested Logistics Cross-Functional Team is focusing on four mutually supportive portfolios. Precision sustainment aims to enable tactical precision sustainment and Mission Command decision support, while demand reduction seeks to leverage technologies to meet requirements at the point of need. The multicable distribution

platforms portfolio looks to develop distribution capabilities that extend a commander’s operational reach, and the advanced power portfolio explores new energy technologies to power future formations on the move from fort to foxhole.

Building Relationships

“As a new [cross-functional team], the first order of business is cultivating relationships with a variety of organizations ranging from Army, Navy, Air Force and joint commands and agencies to our partners in academia and industry to gain an understanding of the best-in-class technology and world-class expertise we will need as we embrace the challenge associated with the contested logistics environment,” Upton said.

The team also is working closely with the other cross-functional teams, he said. “The environment in Army Futures Command relies on continuous communication and coordination amongst the [teams],” he said. “We are continuously learning from the other [teams] on how to think big, start small and move fast to achieve persistent transformation and deliberate modernization.”

In the next 12 to 18 months, the Contested Logistics Cross-Functional Team expects to continue establishing relationships, understanding the technological environment and integrating itself into the Army’s persistent experimentation efforts, Upton said. The team also is preparing a contested logistics initial capabilities document as a “foundational document to drive sustainment modernization,” he said.

“We also plan to assist in the development of a predictive logistics strategy to shape the design of Army 2040 and deliver the decision dominance through integration of Mission Command and readiness that provides capability ahead of need,” he said.

As the team continues its work, support from industry will be critical. “We cannot close gaps with materiel solutions without industry,”



Upton said. “They are the backbone of development and manufacturing.” The cross-functional team already has had “several engagements with industry,” Upton said, “and the work they’re doing is impressive.”

The team also is interested in looking for opportunities to work with small businesses, “especially businesses that center on dual-use technology,” and it is looking to academia “for the discovery and innovation they bring to impacting the contested logistics environment,” Upton said.

Ultimately, the team is focused on the soldier, Upton said.

“The Army has made tremendous improvements in executing soldier touch points as we develop the equipment and materiel the soldier fights with, and we are committed to making the fight with our adversaries unfair,” he said.

“Moreover, the future logistics operations must be prepared to operate in a contested environment across land, sea, air, cyber and space domains.” ★

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Posts & Installations

Soldiers assigned to the 1st Security Force Assistance Brigade employ an RQ-11B Raven during training at Fort Irwin, California.

U.S. ARMY/MAJ. JASON ELMORE

POSTS & INSTALLATIONS

This section includes posts and installations primarily supporting the active Army in the continental U.S., Hawaii, Alaska and Puerto Rico. Ammunition plants and installations in caretaker or inactive status have been excluded.

- Acreages reflect real estate under Department of the Army control.
- The DSN and commercial telephone numbers listed are for operator assistance.
- Data is current as of Aug. 25 and is based on information supplied by each post or installation.

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Lt. Col. Andy Moffit of the U.S. Army Parachute Team hands out stickers to children during an Army birthday celebration at Fort Belvoir, Virginia.

U.S. ARMY/SPC. SPENSCER WILLIAMS



Ohio Army National Guard soldiers from the 1st Battalion, 174th Air Defense Artillery Regiment, conduct Avenger missile system live-fire training at Fort Bliss, Texas.

U.S. ARMY/SGT. JOHN IRIZARRY

FORT BLISS, TX 79916 and 79918. Established as post opposite El Paso del Norte (present-day Ciudad Juarez), Mexico, 1849; largest joint mobilization station in DoD; front-runner in green technologies and energy efficiency; most energy-efficient homes in Army; home of world's largest inland desalination plant; home of 1st Armored Division; 1st, 2nd and 3rd Brigade Combat Teams; 1st Armored Division Combat Aviation Brigade; 1st Armored Division Artillery; 1st Sustainment Brigade; U.S. Army Sergeants Major Academy; Joint Modernization Command; U.S. Northern Command's Joint Task Force North; William Beaumont Army Medical Center; 32nd Army Air and Missile Defense Command; 11th Air Defense Artillery Brigade; 5th Armored Brigade; 402nd Field Artillery Brigade; Freedom Crossing Shopping Mall PX complex; approximately 35,240 military, 12,126 civilians; largest U.S. Army Forces Command installation at 1.2 million acres; largest training area in Army at nearly 1 million acres. DSN: 978-2121; 915-568-2121.

BLUE GRASS ARMY DEPOT, KY 40475. Established 1941; conventional ammunition depot with primary mission of performing standard depot operations (storage, receipt, inspection, maintenance, demilitarization) of conventional munitions, missiles, nonstandard ammunition and chemical defense equipment for all services; tenants include Blue Grass Chemical Activity; Blue Grass Chemical Agent-Destruction Pilot Plant; approximately 2,500 personnel, 2 military; 14,500 acres, 4 miles south of Richmond. DSN: 745-6941; 859-779-6941.

FORT CAMPBELL, KY 42223. Opened 1942 as Camp Campbell; home of 101st Airborne Division (Air Assault); 1st, 2nd and 3rd Brigade Combat Teams; 101st Combat Aviation Brigade; 101st Division Sustainment Brigade; 101st Airborne Division Artillery;

5th Special Forces Group (Airborne); 160th Special Operations Aviation Regiment (Airborne); 52nd Ordnance Group (Explosive Ordnance Disposal); Blanchfield Army Community Hospital; 30,000 active-duty military, more than 6,500 DoD civilians, nearly 51,000 family members; straddles Kentucky-Tennessee border on more than 105,000 acres, 15 miles south of Hopkinsville, Kentucky; 5 miles northwest of Clarksville, Tennessee, 50 miles northwest of Nashville, Tennessee. DSN: 635-9467; 270-798-9467.

CARLISLE BARRACKS, PA 17013. Established 1757; home since 1951 of U.S. Army War College, which enhances national and global security by developing ideas and educating U.S. and international leaders to serve at strategic level and by delivering strategic-level education to Army general officers, to joint/combined student body of majors, to colonels and to Army strategists. Examines strategic issues and creates strategic ideas through Strategic Studies Institute, Center for Strategic Leadership; supported by military history archives, research and analysis of U.S. Army Heritage and Education Center. Only full-service installation in Pennsylvania for military community of 26,000; tenants include Dunham Army Health Clinic, dental clinic, commissary/exchange; 833 military, 1,172 civilians, 2,233 family members; 473 acres, 18 miles southwest of Harrisburg. DSN: 242-3131; 717-245-3131.

FORT CARSON, CO 80913. Established 1942; home of 4th Infantry Division; 10th Special Forces Group (Airborne); 4th Security Force Assistance Brigade; 4th Engineer Battalion; 627th Hospital Center; 759th Military Police Battalion; 71st Ordnance Group (Explosive Ordnance Disposal); Medical Department Activity-Fort Carson; Evans Army Community Hospital; Dental Health Activity; Army Field Support Battalion; World Class Athlete Program; Colorado National Guard Regional Training Institute; 13th Air Support

POSTS & INSTALLATIONS



First responders train to respond to a car accident at Fort Cavazos, Texas, formerly known as Fort Hood.

U.S. ARMY/SCOTT DARLING

Operations Squadron; 1st Space Brigade; 26,500 military, 6,600 civilians, approximately 39,200 family members; 137,000 acres adjacent to Colorado Springs, 236,000 acres at Pinon Canyon Maneuver Site near Trinidad. DSN: 691-5811; 719-526-5811.

FORT CAVAZOS, TX 76544. Opened 1942, formerly known as Fort Hood; home of III Corps; 1st Cavalry Division, including 1st, 2nd and 3rd Armored Brigade Combat Teams, 1st Air Cavalry Brigade, Division Artillery and Sustainment Brigade; First Army Division West; Operational Test Command; 13th Sustainment Command (Expeditionary); 1st Medical Brigade; 3rd Cavalry Regiment; 3rd Security Force Assistance Brigade; 36th Engineer Brigade; 48th Chemical Brigade; 89th Military Police Brigade; 504th Military Intelligence Brigade; 407th Field Support Brigade; 418th Contracting Support Brigade; 69th Air Defense Artillery; 11th Signal Brigade; Carl R. Darnall Army Medical Center; 37,130 military, 4,533 civilians; 342 square miles adjacent to Killeen, 60 miles north of Austin, 160 miles south of Dallas-Fort Worth. DSN: 737-1110; 254-287-1110.

CORPUS CHRISTI ARMY DEPOT, TX 78419. Opened 1961; sustains rotary-wing aircraft, engines and components, including AH-64, CH-47, UH-60 and HH-60 for joint operations; supports Army accident investigations; assesses, evaluates and repairs forward-deployed aircraft and components; provides hands-on helicopter maintenance training for active-duty, U.S. Army Reserve and National Guard; 20 military, approximately 2,585 civilians,

181 contractors, 12 Personnel Force Innovation Reservists; 158 acres, 2.3 million square feet of industrial space at Naval Air Station Corpus Christi. DSN: 861-3627; 361-961-3627.

FORT DETRICK, MD 21702. Established 1943; more than 50 tenant organizations representing 5 Cabinet-level agencies and all armed services; major areas are medical research, strategic communications (signal) and defense medical logistics; approximately 1,900 military, 8,500 civilians; 1,341 acres at main post in Frederick and Forest Glen Annex in Silver Spring. DSN: 343-8000; 301-619-8000.

U.S. ARMY GARRISON-DETROIT ARSENAL, MI 48397. Established 1971; provides support services for Detroit Arsenal tenant organizations, including U.S. Army Tank-automotive and Armaments Command; U.S. Army Ground Vehicle Systems Center; PEO Ground Combat Systems; PEO Combat Support and Combat Service Support; PEO Integration; and Combat Capabilities Development Center Ground Vehicle Systems Center; Next-Generation Combat Vehicle Cross-Functional Team; 230 military, 7,800 civilians; 169 acres, 10 miles north of Detroit, 20 miles southwest of Selfridge Air National Guard Base. DSN: 786-5000; 586-282-5000.

FORT DRUM, NY 13602. Established 1907; home of 10th Mountain Division; 15,079 military, 2,710 civilians, 16,269 family members; 108,733 acres, 8 miles north of Watertown, 78 miles north of Syracuse. DSN: 772-5461; 315-772-5461.



Repaving work is underway at Dugway Proving Ground, Utah.

U.S. ARMY/BRENT WILDER

DUGWAY PROVING GROUND, UT 84022. Established 1942; nation's leading test center for chemical and biological defense; empowers nation's defenders by countering emerging chemical, biological, radiological and nuclear threats; 30 military, 2,500 civilians; 800,000 acres, 90 miles southwest of Salt Lake City. DSN: 789-2929; 435-831-2929.

JOINT BASE ELMENDORF-RICHARDSON, Alaska. See Joint Bases.

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER (ERDC), MS 39180. Established 1929 by U.S. Army Corps of Engineers (USACE) as Waterways Experiment Station; now serves as ERDC Headquarters; home of 4 of 7 USACE/ERDC laboratories: Coastal and Hydraulics, Geotechnical and Structures, Environmental, and Information Technology; provides innovative technology solutions for warfighter, military installations, water resources and environmental issues for USACE, DoD and nation; home of USACE Reachback Operations Center, supporting all contingency operations worldwide; home of 1 of 5 major DoD high-performance computing centers; 10 military, 1,830 civilians; 694 acres in Vicksburg. DSN: 312-446-3111; 601-634-3111.

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER-COLD REGIONS RESEARCH AND ENGINEERING LABORATORY, NH 03755. Established 1961; 1 of 7 ERDC laboratories; home of USACE Remote Sensing/Geographic Information System

Center of Expertise and unique cold facilities, including world's largest Permafrost Research Tunnel at Fairbanks, Alaska; solves interdisciplinary, strategically important problems for nation, warfighter and USACE by advancing and applying science and engineering to complex environments, materials and processes in all seasons and climates; maintains unique core competencies related to Earth's cold regions; 246 civilians; 30 acres at Hanover, staff field office in Fairbanks, Alaska. 603-646-4100.

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER-CONSTRUCTION ENGINEERING RESEARCH LABORATORY, IL 61822. Established 1968; 1 of 7 ERDC laboratories; conducts research and development for USACE and Army programs in military facilities construction, operations, maintenance, energy conservation and environmental quality, including pollution prevention, compliance and natural resource management; 5 military, 356 civilians; 33 acres at Champaign. 217-352-6511.

U.S. ARMY ENGINEER RESEARCH AND DEVELOPMENT CENTER-GEOSPATIAL RESEARCH LABORATORY, VA 22315. Established 1960; 1 of 7 ERDC laboratories; conducts geospatial research, development, technology and evaluation of current and emerging geospatial technologies to help characterize and measure phenomena within physical (terrain) and social (cultural) environments encountered by Army; 5 military, 101 civilians; offices at Fort Belvoir. DSN: 312-328-6655; 703-428-6655.

POSTS & INSTALLATIONS

GILLEM ENCLAVE, GA 30297. Opened 1941 as Atlanta Army Depot; site of 3rd Medical Command; Defense Forensic Science Center; military entrance processing station; 2,200 members of active Army, Reserve and National Guard, 700 civilians; 260 acres at Forest Park, 18 miles southeast of Atlanta. 404-469-5000.

FORT GORDON, GA 30905. Opened 1941, to be renamed Fort Eisenhower; Army's force modernization proponent for cyberspace operations, signal/communications networks and information services, and electronic warfare; home of U.S. Army Cyber Center of Excellence; mission partners include Dwight David Eisenhower Army Medical Center; Army Southern Regional Dental and Veterinary Commands; Army's only remaining dental laboratory; Naval Information Operations Command; joint strategic intelligence operations; communications and military intelligence units; Army Reserve/National Guard training; Air Force Air Reserve heavy-drop and Department of Homeland Security training; 15,900 military, 13,900 civilians, 80,000 retirees and family members; 55,596 acres, 12 miles southwest of Augusta. DSN: 780-9747; 706-791-9747.

FORT GREGG-ADAMS, VA 23801. Opened 1917 as Camp Lee, later known as Fort Lee; home of U.S. Army Combined Arms Support Command and Sustainment Center of Excellence, headquarters component that provides oversight of U.S. Army Quartermaster, Ordnance and Transportation schools; Army Sustainment

University; Soldier Support Institute; major tenant organizations include headquarters of Defense Commissary Agency and Defense Contract Management Agency; 4,370 military, 5,165 civilians, 6,642 family members, 1,854 contractors, 10,924 military students/trainees; 5,907 acres, adjacent to Petersburg. DSN: 687-7451; 804-734-7451.

FORT HAMILTON, NY 11252. Established 1825 as part of New York Harbor battery defense system; headquartered by Directorate of Training, U.S. Army Installation Management Command; home of New York City Recruiting Battalion; North Atlantic Division headquarters, USACE; New York Military Entrance Processing Station, responsible for processing more than 35,000 applicants per year; 1179th Deployment Support Brigade; New York National Guard Task Force Empire Shield; serves as secure federal location providing administrative and logistical support for Army, other U.S. military branches and federal intelligence and counterterrorism agencies; 2,567 military, 897 civilians, 4,420 family members. DSN: 232-4780; 718-630-4780.

FORT HUACHUCA, AZ 85613. Opened 1877; home of U.S. Army Intelligence Center of Excellence; U.S. Army Network Enterprise Technology Command; U.S. Army Electronic Proving Ground; U.S. Army Information Systems Engineering Command; Joint Interoperability Test Command; 4,648 military, 3,190 civilians; 80,912 acres, 75 miles southeast of Tucson. DSN: 821-7111; 520-533-7111.



Runners pass through a mist of colored powder during a charity run at Fort Lee, Virginia, now known as Fort Gregg-Adams.

U.S. ARMY/CHAD MENEGAY

POSTS & INSTALLATIONS

HUNTER ARMY AIRFIELD, GA 31409. Established 1940; one of the Army's largest airfields with a runway 11,375 feet long; supports 3rd Combat Aviation Brigade; 3rd Infantry Division; 1st Battalion, 75th Ranger Regiment; 3rd Battalion, 160th Special Operations Aviation Regiment; 224th Military Intelligence Battalion; 6th ROTC Brigade; 3rd Military Police Group; U.S. Marine Corps Reserve Center; U.S. Coast Guard Air Station Savannah; Tuttle Army Health Clinic; 117th Air Control Squadron; Georgia Army National Guard; 4,843 military, 17,793 retirees and dependents, 920 civilians and contractors; 5,370 acres at Savannah. DSN: 912-977-7947; 912-315-2588.

FORT IRWIN AND NATIONAL TRAINING CENTER, CA 92310. Established 1940; home-station units include 11th Armored Cavalry Regiment; 916th Support Brigade; Operations Group; U.S. Air Force 12th Combat Training Squadron; Weed Army Community Hospital; 4,401 military, 4,050 civilians, 6,574 family members; 768,000 acres, 37 miles northeast of Barstow. DSN: 470-3369; 760-380-3369.

FORT JACKSON, SC 29207. Established 1917; conducts Basic Combat Training and combat support Advanced Individual Training, whose schools graduate more than 24,000 soldiers annually; home of 165th and 193rd Infantry Brigades, which train 45,000 basic trainees annually; Leader Training Brigade; 369th Adjutant General Battalion; 81st Readiness Division; Soldier Support Institute;

Institute for Religious Leadership; National Center for Credibility Assessment; U.S. Army Drill Sergeant Academy; Moncrief Army Health Clinic; 3,900 military, 5,400 civilians; 51,285 acres adjacent to Columbia. DSN: 734-1110; 803-751-1110.

FORT JOHNSON AND JOINT READINESS TRAINING CENTER, LA 71459, formerly known as Fort Polk; established 1941 to support Great Louisiana Maneuvers; home of 3rd Brigade Combat Team, 10th Mountain Division; Joint Readiness Training Center Operations Group; 32nd Hospital Center; Bayne Jones Army Community Hospital; Dental Activity; 46th Engineer Battalion; 519th Military Police Battalion; 1st Battalion, 5th Aviation Regiment; 8,318 military, 12,443 military family members, 3,751 civilians, 2,880 contractors; up to 5,000 rotational soldiers per month; 241,777 acres, 2 miles south of Leesville. DSN: 863-1392; 337-531-1392.

FORT KNOX, KY 40121 and 40122. Opened 1918; home of Headquarters, V Corps; U.S. Army Cadet Command; U.S. Army Human Resources Command; U.S. Army Recruiting Command; U.S. Army Recruiting and Retention College; First Army Division East; 4th Cavalry Brigade; 1st Theater Sustainment Command; 84th Training Command; 100th Division; 83rd Army Reserve Readiness Training Center; U.S. Army Reserve Aviation Command; U.S. Army Garrison Command; Army Reserve Careers Group; Medical Department Activity; 19th Engineer Battalion; U.S. Army Marketing



Soldiers stationed at Hunter Army Airfield, Georgia, cross the finish line during the post's 5K Patriot Day Run.

U.S. ARMY/DANIEL MALTA

POSTS & INSTALLATIONS

and Engagement Brigade; U.S. Army Mission and Installation Contracting Command; Gen. George S. Patton Museum of Leadership; 11,250 military, 10,150 civilians, 4,600 family members; 108,026 acres, 35 miles southwest of Louisville. DSN: 464-1000; 502-624-1000.

JOINT BASE LANGLEY-EUSTIS, Virginia. See Joint Bases.

FORT LEAVENWORTH, KS 66027. Established 1827; home of U.S. Army Combined Arms Center; Army University; Mission Command Center of Excellence; Combined Arms Center-Training; U.S. Army Command and General Staff College; Mission Command Training Program; Center for Army Lessons Learned; Combined Arms Doctrine Directorate; 35th Infantry Division (Army National Guard); U.S. Disciplinary Barracks; Midwest Joint Regional Correctional Facility; 4,252 military, 6,122 civilians, 122 international military students, 645 inmates; 5,634 acres adjacent to Leavenworth, 20 miles northwest of Kansas City International Airport. DSN: 552-4021; 913-684-4021.

FORT LEONARD WOOD, MO 65473. Opened 1941; designated U.S. Army Maneuver Support Center of Excellence, which includes U.S. Army Engineer, Chemical, Biological, Radiological and Nuclear, and Military Police schools and respective brigades; most diverse and one of largest NCO academies; U.S. Army Reserve division headquarters, 102nd Training Division (Maneuver

Support); Missouri's 35th Engineer Brigade; hosts and trains with largest Marine Corps detachment on any Army installation plus an Air Force squadron and large Navy construction detachment; home of USACE's Prime Power School; approximately 6,700 military, 7,600 civilians, more than 80,000 military and civilians for training, approximately 450 international students per year; more than 62,000 acres, 88 miles northeast of Springfield, 135 miles southwest of St. Louis. DSN: 581-0131; 573-596-0131.

LETTERKENNY ARMY DEPOT, PA 17201. Opened 1942; Army's premier maintenance depot in air and missile defense and long-range precision fires systems, supporting systems for DoD, foreign partners and industry; ensures readiness by repairing, sustaining and modernizing air and missile defense and precision fires systems; recognized as a Center of Industrial and Technical Excellence for Air and Missile Defense and tactical missile ground support equipment, mobile electric power-generation equipment, route clearance vehicles and Patriot missile recertification; better-than-new refurbishment and rebuilds of Patriot, generators, high-mobility artillery rocket systems, force provider and route-clearance vehicles; more than 1,100 civilians, more than 300 contractors; over 18,600 acres, 5 miles north of Chambersburg, 50 miles southwest of Harrisburg. DSN 570-8300; 717-267-8300.

JOINT BASE LEWIS-McCHORD, Washington. See Joint Bases.



Spc. Austyn Keys, a military working dog handler with the 180th Military Working Dog Detachment, carries his dog, Zeke, off a helicopter during an exercise at Fort Leonard Wood, Missouri.

U.S. ARMY/ANGI BETRAN



Engineers with the South Dakota Army National Guard train at Fort McCoy, Wisconsin.

U.S. ARMY/SCOTT STURKOL

FORT LIBERTY, NC 28310. Established as field artillery site, 1918, formerly known as Fort Bragg; nation's premier power projection platform; home of Airborne and special operations forces, and Pope and Simmons Army Airfields, enabling worldwide deployment of rapid deployment forces; U.S. Army Forces Command; U.S. Army Reserve Command; XVIII Airborne Corps; U.S. Army Special Operations Command; Joint Special Operations Command; 82nd Airborne Division; 1st, 2nd and 3rd Brigade Combat Teams; 82nd Combat Aviation Brigade; 82nd Sustainment Brigade; 82nd Airborne Division Artillery; Security Force Assistance Command; 3rd Expeditionary Sustainment Command; 1st Special Forces Command; 3rd Special Forces Group (Airborne); U.S. Army John F. Kennedy Special Warfare Center and School; U.S. Army Civil Affairs and Psychological Operations Command; U.S. Army Special Operations Aviation Command; 43rd Air Mobility Operations Group; 4th Training Brigade (ROTC); 20th Engineer Brigade; 108th Air Defense Artillery Brigade; 44th Medical Brigade; 16th Military Police Brigade; 525th Battlefield Surveillance Brigade; U.S. Army Parachute Team (Golden Knights); Womack Army Medical Center; approximately 51,000 military, 20,000 civilians and contractors, 71,900 family members; 172,194 acres, 10 miles northwest of Fayetteville, 50 miles south of Raleigh. DSN: 236-0011; 910-396-0011.

JOINT EXPEDITIONARY BASE LITTLE CREEK-STORY, Virginia.
See Joint Bases.

FORT McCOY, WI 54656. Established 1909; provides Reserve, National Guard and active component forces with networked, integrated, interoperable training resources required to support Army training strategies using full spectrum of facilities, ranges and training areas; strategic mobility, access and training with interstate, rail, air (Volk Field Air National Guard Base) and Mississippi River port access; urban training sites with Combined

Arms Collective Training Facility and 17 villages with more than 300 buildings; home to Fort McCoy Airport and Young Air Assault Strip; Total Force Training Center with capabilities to train all branches of service; a Mobilization Force Generation Installation; approximately 800 active-duty soldiers, 1,700 civilians, averages 100,000 people trained annually; 60,000 acres, including 46,000 acres contiguous live-fire and maneuver areas and 8,000-acre impact area, approximately 105 miles northwest of Madison. DSN: 280-1110; 608-388-2222.

FORT MEADE, MD 20755. Established 1917; DoD power projection platform for intelligence, information and cyber operations; home of more than 120 installation partners, including U.S. Cyber Command, National Security Agency, Defense Information Systems Agency, Defense Media Activity, Defense Information School, Environmental Protection Agency Science Center and Architect of the Capitol Library of Congress storage facility; approximately 22,000 military, 30,000 civilians, 14,000 contractors; 5,067 acres, approximately 30 miles northeast of Washington, D.C., 17 miles south of Baltimore. DSN: 622-2300; 301-677-2300.

FORT MOORE, GA 31905. Established 1918 as Camp Benning, later renamed Fort Benning; home of Maneuver Center of Excellence, which provides trained, combat-ready soldiers and leaders, develops doctrine and capabilities for the maneuver force; home of Armor and Infantry schools; 194th Armor Brigade; 316th Cavalry Brigade; 197th Infantry Brigade; 198th Infantry Brigade; Airborne and Ranger Training Brigade; 199th Infantry Brigade; tenants include 75th Ranger Regiment; 1st Security Force Assistance Brigade; Maneuver Capabilities Development and Integration Directorate; Western Hemisphere Institute for Security Cooperation; Martin Army Community Hospital; U.S. Army Marksmanship Unit; Soldier Lethality Cross-Functional Team;

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98th Training Division (Reserve); 31,499 military, 10,053 civilians; 182,464 acres, 9 miles south of Columbus. DSN: 835-2011; 706-545-2011.

JOINT BASE MYER-HENDERSON HALL, Virginia. See Joint Bases.

FORT NOVOSEL, AL 36362. Established 1942, formerly known as Fort Rucker; home of U.S. Army Aviation Center of Excellence; U.S. Army Aviation Museum; U.S. Army Warrant Officer Career College; U.S. Army Combat Readiness Center; U.S. Army Aeromedical Center; U.S. Army Aeromedical Research Laboratory; U.S. Army School of Aviation Medicine; 5,121 military, 9,219 civilians; 63,660 acres, 80 miles south of Montgomery. DSN: 558-1110; 334-255-1110.

PICATINNY ARSENAL, NJ 07806. Established 1880; researches and develops advanced technology armament and munitions systems for joint military services and provides life cycle engineering support for munition systems; known as Joint Center of Excellence for Guns and Ammunition; portfolio comprises nearly 90% of Army's lethality and all conventional ammunition for joint warfighters; home of Combat Capabilities Development Command Armaments Center; Joint PEO Armaments and Ammunition; Army Contracting Command of New Jersey; Network Enterprise Center Picatinny; Project Manager Soldier Lethality; Naval Warfare Center, Indian Head Division; more than 6,000 civilians and contractors; 6,500 acres, 32 miles west of New York City. DSN: 880-4021; 973-724-6364.

PINE BLUFF ARSENAL, AR 71602. Established 1941; produces, stores and demilitarizes conventional ammunitions; center for illuminating and infrared munitions; produces smoke munitions; U.S. Army Center for Industrial and Technical Excellence for chemical/biological defense products, smoke ammunition and textile manufacturing; produces, repairs and stores chemical/biological defense products; 1 military, approximately 650 civilians; 13,500 acres, 8 miles northwest of Pine Bluff. DSN: 966-3000; 870-540-3000.

POHAKULOA TRAINING AREA, HI 96720. Established 1956; supports multilateral combined training for all active and reserve components, federal/state and joint/combined forces in Pacific Theater; 5 military, 297 civilians and contractors; 30,000 military and civilians trained annually; 131,888 acres, 36 miles northwest of Hilo. DSN: 315-456-7110; 808-449-7110.

U.S. ARMY GARRISON-PRESIDIO OF MONTEREY, CA 93944. Established 1847; home of Defense Language Institute Foreign Language Center, with each military service providing members as students, faculty and staff; military housing, post exchange and commissary located at Ord Military Community, part of former Fort Ord; supports 5,000 active-duty service members across all branches of service, 7,500 military family members, 2,100 civilians, 1,300 contractors, 27,500 retirees; 75 miles south of San Jose International Airport. DSN: 768-6604; 831-242-6604.



An instructor assists a School Age Center summer camp participant with a fingerprint card at Fort Novosel, Alabama, formerly known as Fort Rucker.

U.S. ARMY/JIM HUGHES

POSTS & INSTALLATIONS

PUEBLO CHEMICAL DEPOT, CO 81006. Established April 1942; safely secures, stores and monitors the chemical stockpile while protecting workforce, public and environment; prepares for and supports stockpile elimination; transitions depot and workforce for closure; tenants include Pueblo Chemical Agent-Destruction Pilot Plant; PuebloPlex; 1 military, 400 government personnel, approximately 1,600 contract personnel; 23,000 acres at Pueblo. DSN: 749-4135; 719-549-4135.

RED RIVER ARMY DEPOT, TX 75507. Established 1941; repairs, overhauls, remanufactures and converts variety of combat and tactical wheeled vehicles; operates DoD's road wheel and track-shoe rebuild/manufacturing facility; home of Defense Distribution-Red River (Defense Logistics Agency) and Defense Finance and Accounting Services; approximately 1,400 civilians, 650 contractors, 1,200 tenant employees; 15,000 acres, 18 miles west of Texarkana, 80 miles northwest of Shreveport, Louisiana. DSN: 829-4446; 903-334-4446.

REDSTONE ARSENAL, AL 35898. Established 1941; home of more than 70 federal and DoD organizations, including U.S. Army Materiel Command; U.S. Army Aviation and Missile Command; U.S. Army Space and Missile Defense Command; Missile Defense Agency; U.S. Army Security Assistance Command; U.S. Army Contracting Command; PEO Missiles and Space; PEO Aviation; FBI Hazardous Devices School; FBI Terrorist Explosive Device Analytical Center; Bureau of Alcohol, Tobacco, Firearms and Explosives National Center for Explosives Training and Research; U.S. Army Combat Capabilities Development

Command Aviation and Missile Center; Redstone Test Center; Missile Defense Agency; Defense Intelligence Agency-Missile and Space Intelligence Center; U.S. Army Rapid Capabilities and Critical Technologies Office; Future Vertical Lift Cross-Functional Team; Assured Positioning, Navigation and Timing/Space Cross-Functional Team; Contested Logistics Cross-Functional Team; NASA's Marshall Space Flight Center; 44,000 employees; 38,000 acres adjacent to Huntsville. DSN: 746-2151; 256-876-2151.

FORT RILEY, KS 66442. Established 1853; home of 1st Infantry Division, known as "Big Red One," which includes 1st and 2nd Armored Brigade Combat Teams, 1st Combat Aviation Brigade, 1st Infantry Division Artillery, 1st Infantry Division Sustainment Brigade; 14,869 military, 5,4145 civilians, 15,327 family members; 101,733 acres, 125 miles west of Kansas City, Missouri. DSN: 856-3911; 785-239-3911.

ROCK ISLAND ARSENAL, IL 61299. Established 1862; home of Headquarters, U.S. Army Sustainment Command; Headquarters, First Army; Headquarters, Joint Munitions Command; Rock Island Arsenal Civilian Personnel Advisory Center; Rock Island Arsenal Joint Manufacturing and Technology Center; Army Contracting Command-Rock Island; 530 military, 485 reserve, 5,384 civilians; 946-acre island in Mississippi River between Rock Island and Davenport, Iowa. DSN: 793-6001; 309-782-6001.

JOINT BASE SAN ANTONIO-FORT SAM HOUSTON, Texas. See Joint Bases.



Lt. Gen. Daniel Karbler, left, leads the U.S. Army Space and Missile Defense Command team at its headquarters at Redstone Arsenal, Alabama.

U.S. ARMY/JASON CUTSHAW



A polo demonstration at Fort Shafter, Hawaii, kicked off the Association of the U.S. Army 2023 LANPAC Symposium and Exposition in Honolulu.

U.S. ARMY/PFC. CHRISTOPHER SMITH

SCHOFIELD BARRACKS, HI 96857. Established 1909; home of 25th Infantry Division; U.S. Army Garrison Hawaii, located at Wheeler Army Airfield, which supports 22 installations and various tenant units; 16,625 military, 1,215 civilians, 17,156 family members; 55,580 acres, 17 miles northwest of Honolulu. DSN: 315-456-7110; 808-449-7110.

FORT SHAFTER, HI 96858. Established 1907; home of U.S. Army Pacific; 8th Theater Sustainment Command; 311th Signal Command (Theater); 9th Mission Support Command; 196th Infantry Brigade; U.S. Army Installation Management Command-Pacific Region; U.S. Army Corps of Engineers-Pacific Division; various tenant units; 6,252 military, 4,122 civilians, 13,170 family members; 1,898 acres near Honolulu. DSN: 315-456-7110; 808-449-7110.

SIERRA ARMY DEPOT, Herlong, CA 96113. Established 1942; provides variety of long-term life cycle sustainment solutions for joint services, including equipment receipt, asset visibility, long-term care, storage and sustainment; repairs and resets Army fuel and water systems; on-demand rapid deployment from organic airfield; dry climate and moderate desert temperatures allow low-cost outdoor or indoor storage without need for energy-sponsored controlled environments; 1,500 civilians and contractors; 36,000 acres, 55 miles northwest of Reno, Nevada. DSN: 855-4343; 530-827-4343.

FORT SILL, OK 73503. Established 1869; home of Fires Center of Excellence; U.S. Army Air Defense Artillery School; U.S. Army Field Artillery School; 428th and 434th Field Artillery Brigades; 75th Field Artillery Brigade; 30th Air Defense Artillery Brigade; 31st Air Defense Artillery Brigade; 95th Training Division; Long-Range Precision Fires Cross-Functional Team; Air and Missile Defense Cross-Functional Team; NCO Academy; Medical and Dental Activities; 77th Army Band; Network Enterprise Center; Marine

Artillery Detachment; 8,333 military, 6,121 civilians, 25,597 family members/dependents, 35,974 annual student throughput; 93,633 acres adjacent to Lawton. DSN: 639-4500; 580-442-4500.

U.S. ARMY SOLDIER SYSTEMS CENTER, NATICK, MA 01760. Established 1952 as Quartermaster Research Facility, now known as Natick Soldier Systems Center, only active-duty Army installation in New England; performs research and development in core technologies, including textile technology, interactive textiles, nanotechnology, biotechnology, airdrop technology, food science, human physiology and warrior systems integration; develops, manages, fields and sustains products and systems to support all military services; major organizations are U.S. Army Combat Capabilities Development Command Soldier Center and U.S. Army Research Institute of Environmental Medicine; home of Joint Food Program and Army, Navy/Marine Corps, Air Force and Coast Guard textiles programs; 90 military, nearly 1,500 civilians, 220 contractors; 20 miles west of Boston. 508-206-4023.

FORT STEWART, GA 31314. Established 1940; home of 3rd Infantry Division and premier joint training; approximately 16,800 military, 3,500 civilians; 288,000 acres at Hinesville, 40 miles southwest of Savannah. DSN: 475-9879 or -9874; 912-435-9879 or -9874.

MILITARY OCEAN TERMINAL-SUNNY POINT, Southport, NC 28461. Established 1955; this Army-owned port is home to 596th Transportation Brigade, under whose command are two additional units and locations: 833rd Transportation Battalion (Joint Base Lewis-McChord, Washington) and Military Ocean Terminal-Concord (Concord, California), which was established in 2008 and is home of 834th Transportation Battalion; the two terminals provide 75% of DoD's common user surface ammunition throughput capability; 45 military, 440 civilians; approximately 26,000 acres, 20 miles south of Wilmington. DSN: 488-8000; 910-457-8000.

POSTS & INSTALLATIONS

TOBYHANNA ARMY DEPOT, PA 18466. Established 1953; DoD's premier facility for full life cycle operations and sustainment support for all C5ISR weapon systems; services include logistics support, engineering services specializing in both hardware and software security and integration support, modification, test, design and fabrication, integration, fielding support, repair support, overhaul missions for DoD C5ISR systems, missile guidance and control, and other specialized systems; designated Army Center of Industrial and Technical Excellence for C4ISR, electronics, avionics and missile guidance and control systems as well as Air Force Technology Repair Center for tactical missiles and for rigid wall shelters and portable buildings; DoD's worldwide C5ISR operational readiness provider; manages, operates and executes variety of services at 27 forward repair facilities worldwide; 2,456 civilians, 274 contractors; 1,336 acres, 20 miles southeast of Scranton. DSN: 795-7000; 570-615-7000.

TOOELE ARMY DEPOT, UT 84074. Established 1942; DoD's Western region conventional ammunition hub and ammunition peculiar equipment center supporting warfighter readiness through receipt, storage, issue, demilitarization and renovation of conventional ammunition; and design, manufacture, fielding and maintenance of ammunition peculiar equipment; 2 military, 497 civilians; 43,300 acres with 1,376 buildings, storage capacity of 2.7 million square feet; 3 miles south of Tooele City, 35 miles southwest of Salt Lake City. DSN: 790-2211; 435-833-2211.

TRIPLER ARMY MEDICAL CENTER, HI 96859. Established 1907; largest and only tertiary military medical treatment facility in Pacific Basin; performs inpatient and outpatient medical services and supports 264,000 local active-duty and retired military personnel, their families and veteran beneficiaries; referral population includes forward-deployed forces in over 40 countries, including 171,000 military personnel, family members, veteran beneficiaries and residents of 9 U.S.-affiliated jurisdictions; 360 acres near Honolulu. 808-433-6661 or -6662.

FORT WAINWRIGHT, AK 99703. Established 1961 on site of Ladd Field; set up in 1940 as cold-weather test station; home of 1st Brigade Combat Team, 11th Airborne Division; 1st Battalion, 52nd Aviation Regiment; 1st Battalion (Attack), 25th Aviation Regiment; Medical Department Activity-Alaska; U.S. Army Garrison, Alaska; 16,000 active-duty and Army Reserve members, civilians and family members; 1.6 million acres adjacent to Fairbanks. DSN: 317-353-1110; 907-353-1110.

FORT WALKER, VA 22427. Established 1941, formerly known as Fort A.P. Hill; winner of Army Communities of Excellence Award in several past years including 2019; supports challenging, realistic training for special operations, conventional active-duty, National Guard and Reserve units from across the joint force, as well as other organizations and activities; 76,000 acres, 27,000-acre live-fire range complex, 45,000-acre light and heavy maneuver



A black bear stands atop a Joint Light Tactical Vehicle during live-fire training by the 70th Brigade Engineer Battalion at Fort Wainwright, Alaska's Yukon Training Area.

U.S. ARMY/MAJ. RHYS HEARN

POSTS & INSTALLATIONS

complex, 40 miles northeast of Richmond. DSN: 578-8324/8120; 804-633-8585.

WATERVLIET ARSENAL, NY 12189. Nation's oldest operating arsenal; production began in 1813; known as "America's Cannon Factory"; named by Army secretary as Center of Industrial and Technical Excellence and is ISO 9001:2015-certified; with partner, U.S. Army Combat Capabilities Development Command Armaments Center Benet Laboratories, is DoD's manufacturer of choice specializing in artillery, tank and mortar systems in addition to other complex machined products for U.S. and foreign militaries; 72 buildings, more than 2 million square feet of manufacturing space; 143 acres, about 7 miles north of Albany. DSN: 374-5111; 518-266-5111.

WEST POINT, NY 10996. Oldest continuously occupied military installation in U.S.; first occupied by Continental Army in January 1778; home of U.S. Military Academy since 1802, when it was established as nation's first school of engineering; home of West Point Museum, considered oldest and largest diversified public collection of militaria in Western Hemisphere; designated National Historic Landmark in 1960; home of state-of-the-art Fred Malek Visitors Center and 28 research centers, including Combating Terrorism Center and Army Cyber Institute; 14,000 cadets, military and civilians; 16,000 acres on Hudson River, 55 miles north of New York City. 845-938-8831.

WHITE SANDS MISSILE RANGE, NM 88002. Established 1945; national test range; a Major Range Test and Facility Base; 342 military, 616 transient military, 1,367 civilians, 1,290 contractors, 1,963 other civilians, including tenant organization, nonappropriated fund and DoD employees; 3,200 square miles, 27 miles east of Las Cruces, 40 miles north of El Paso, Texas. DSN: 258-2121; 575-678-2121.

YAKIMA TRAINING CENTER, WA 98901. Established 1941; subinstallation of Joint Base Lewis-McChord; supports joint and combined-arms maneuver training and ranges for active and reserve component units and allies; 150 military, 400 civilians; 327,000 acres, 8 miles northeast of Yakima, 168 miles southeast of Tacoma. DSN: 638-3205; 509-577-3205.

YUMA PROVING GROUND, AZ 85365. Established 1943; plans, conducts, assesses, analyzes, reports and supports developmental tests, experiments, production tests and integrated developmental/operational tests; provides training support to Army and other services, DoD, federal government, international and commercial entities in accordance with Army transformation priorities; 1,123 DoD civilian/nonappropriated fund employees, 1,345 family members, 1,265 contract employees, 10,203 retirees; 1,300 square miles, 26 miles northeast of Yuma. DSN: 899-2151; 928-328-2151.



Service members participate in the 34th annual, 26.2-mile Bataan Memorial Death March at White Sands Missile Range, New Mexico.

U.S. ARMY/SGT. 1ST CLASS JUSTIN MORELLI



Soldiers with the XVIII Airborne Corps' 18th Field Artillery Brigade and 7th Transportation Brigade (Expeditionary) train to load vessels at Joint Base Langley-Eustis, Virginia.

U.S. ARMY/SGT, ERIN CONWAY

U.S. Army Futures Command

HEADQUARTERS, U.S. ARMY FUTURES COMMAND, Austin, TX 78701. Phone: 512-726-4117. Established 2018; the Army's fourth major command engages with experts and innovators from academia, industry and government to envision future battlefields, draft informative concepts, requirements and designs, accelerate transformational science and technology gains and converge advanced capabilities across the joint force, enabling overmatch against any adversary in any domain. Activities, groups, centers and team members include:

- U.S. Army Combat Capabilities Development Command, Aberdeen Proving Ground, Maryland.
- Medical Research Development Command, Fort Detrick, Maryland.
- Futures and Concepts Center, Joint Base Langley-Eustis, Virginia.
- Army Artificial Intelligence Integration Center, Pittsburgh.
- Long-Range Precision Fires Cross-Functional Team (CFT) and Air and Missile Defense CFT, Fort Sill, Oklahoma.
- Future Vertical Lift CFT; Assured Positioning, Navigation and Timing/Space CFT; and Contested Logistics CFT, Redstone Arsenal, Alabama.
- Soldier Lethality CFT, Fort Moore, Georgia, formerly known as Fort Benning.
- Next-Generation Combat Vehicle CFT, Warren, Michigan.
- Network CFT, Aberdeen Proving Ground, Maryland.
- Synthetic Training Environment CFT, Orlando, Florida.

Joint Bases

This listing includes active joint posts and installations. Army elements appear in **BOLD**.

Joint Base Elmendorf-**RICHARDSON**, AK 99505 and 99506. Established 1940; became a joint base in 2010; managed by Air Force's 673rd Air Base Wing; home of 11th Air Force/Alaska NORAD Region/Alaskan Command Headquarters; 11th Airborne Division; 2nd Infantry Brigade Combat Team (Airborne), 11th Airborne Division; Alaska National Guard Headquarters; 3rd Wing; approximately 9,800 active-duty soldiers and airmen, 2,300 National Guard and Reserve personnel, 3,900 civilians; approximately 73,000 acres. DSN: 317-552-1110; 907-552-1110.

Joint Base Langley-**EUSTIS**, VA 23604. Established 1918; home of Headquarters, U.S. Army Training and Doctrine Command; Joint Task Force Civil Support; 7th Transportation Brigade (Expeditionary); 128th Aviation Brigade; 93rd Signal Brigade; 597th Transportation Brigade; U.S. Army Center for Initial Military Training; Army Training Support Center; Technology Development Directorate-Aviation Technology, Systems Integration and Demonstration; McDonald Army Health Center; Army's Futures and Concepts Center; approximately 20,000 military, civilians, family members and retirees; 8,248 acres adjacent to Newport News, 11 miles southeast of Williamsburg. DSN: 826-1212; 757-878-1212.

POSTS & INSTALLATIONS



With Mount Rainier as a backdrop, soldiers with the 4th Squadron, 6th Air Cavalry Regiment, wash an AH-64 Apache helicopter at Joint Base Lewis-McChord, Washington.

U.S. ARMY/CAPT. KYLE ABRAHAM

Joint Base **LEWIS**-McChord, WA 98433. Established 1917; home of I Corps; Headquarters, 7th Infantry Division; 62nd Airlift Wing; 446th Airlift Wing; 593rd Expeditionary Sustainment Command; 1st Brigade, 2nd Infantry Division; 2nd Brigade, 2nd Infantry Division; 5th and 6th Military Police Groups (Criminal Investigation Command); 16th Combat Aviation Brigade; 17th Field Artillery Brigade; 22nd Signal Brigade; 201st Expeditionary Military Intelligence Brigade; 62nd Medical Brigade; 42nd Military Police Brigade; 555th Engineer Brigade; 1st Special Forces Group (Airborne); 2nd Battalion, 75th Ranger Regiment; 1st Multi-Domain Task Force; 5th Security Force Assistance Brigade; 66th Theater Aviation Command; 4th Battalion, 160th Special Operations Aviation Regiment (Airborne); 22nd Special Tactics Squadron; 404th Army Field Support Brigade; U.S. Army Cadet Command's 8th ROTC Brigade; Regional Health Command-Pacific; Madigan Army Medical Center; Public Health Command Region-West; Western Air Defense Sector; 38,000 military, approximately 15,000 civilians; more than 90,000 acres plus 327,000-acre Yakima Training Center, 10 miles southeast of Tacoma. DSN: 357-1110; 253-967-1110.

Joint Expeditionary Base Little Creek-**STORY**, VA 23459. Established 1914; serves as expeditionary and logistics-over-the-shore training site for active and reserve Army, Marine Corps and Navy components; national joint training asset; home of 131 resident commands; 14,170 military, 4,754 civilians; 3,947

acres between both properties. DSN: 253-7385; 757-462-7385 or -7386.

Joint Base McGuire-**DIX**-Lakehurst, NJ 08641. Established 2009; DoD's only triservice base; hosted by 87th Air Base Wing and home of U.S. Army Reserve's 99th Regional Support Command, 174th Infantry Brigade, Army Support Activity-Fort Dix; federal, state and local agencies including New Jersey National Guard, Departments of Homeland Security, Justice, Veterans Affairs and Agriculture; installation management provides support for 3,933 facilities; home to more than 80 mission partners and 40 mission commanders; more than 50,000 troops, civilians and families; spans more than 20 miles east to west with 42,000 contiguous acres, 18 miles southeast of Trenton. DSN: 650-1100; 609-754-1100.

Joint Base **MYER**-Henderson Hall, VA 22211. Established as Fort Myer in 1861 and as a joint base in 2009, this is the only joint Army and Marine installation in DoD. Installation comprises Myer campus; Marine Corps Headquarters and Service Battalion; Henderson Hall campus in Virginia; and McNair campus in Washington, D.C. Home to Joint Task Force-National Capital Region/U.S. Army Military District of Washington, National Defense University, Inter-American Defense College, Center of Military History, 3rd U.S. Infantry Regiment (The Old Guard) and U.S. Army Band "Pershing's Own." Total support population is



Lt. Gen. John Evans Jr., center left, commander of U.S. Army North, and Command Sgt. Maj. Jeremiah Gan, center right, stand with soldiers dressed in historic Army uniforms during a 248th Army birthday celebration at Joint Base San Antonio-Fort Sam Houston.

U.S. ARMY/SPC. GIANNA SULGER

more than 167,000, including service members, veterans and family members. 571-644-8664.

Joint Base San Antonio-**FORT SAM HOUSTON**, TX 78234. Established 1876; home of Headquarters, U.S. Army Medical Center of Excellence; U.S. Army North (Fifth Army); U.S. Army South; 5th Recruiting Brigade; Army Support Activity; San Antonio Military Entrance and Processing Station; U.S. Army Installation Management Command; U.S. Army Veterinary Command; San Antonio Military Medical Center; Brooke Army Medical Center; Headquarters, Dental Health Command-Central; U.S. Army Institute of Surgical Research; Defense Medical Readiness Training Institute; 470th Military Intelligence Brigade; 106th Signal Brigade; U.S. Army Mission and Installation Contracting Command, including 410th and 412th Contracting Brigades; U.S. Army Corps of Engineers, Medical Education and Training Campus; Regional Health Command-Central (Provisional); 410th Contracting Brigade; Public Health Command-South Region; U.S. Army Environmental Command; Battlefield Health and Trauma Center; Tri-Service

Research Laboratory; more than 40,000 military and civilians; approximately 3,000 acres at San Antonio; 28,000 acres at subinstallation Camp Bullis, 35 miles northwest. DSN: 471-1211; 210-221-1211.

WALTER REED NATIONAL MILITARY MEDICAL CENTER, MD 20889. Established 2011; integrated National Naval Medical Center and Walter Reed Army Medical Center on grounds of former National Naval Medical Center campus in Bethesda, Maryland; largest joint military medical center in U.S. with 1.05 million patient visits per year; tertiary care destination providing services in more than 100 clinics and specialties; a Joint Commission-accredited medical facility; home of Murtha Cancer Center, DoD's only Center of Excellence for cancer, accredited by American College of Surgeons' Commission on Cancer as an Academic Comprehensive Cancer Program; American College of Surgeons-verified Level II trauma center; World Health Organization-accredited baby-friendly hospital; American Nurses Association's Pathway to Excellence-designated; more than 6,500 staff; 2.4 million square feet of clinical space. 301-295-4000.

Major Reserve Component Training Sites

This listing does not include active posts maintained by the Army primarily for reserve component training; these can be found in the directory of active Army posts and installations. Reserve component units also conduct a portion of their annual training on federal posts that are continuously occupied by active Army units.

Commercial telephone numbers are for operator assistance at sites listed; DSN numbers are for military points of contact.

ATTERBURY-MUSCATATUCK TRAINING CENTER, Edinburgh, IN 46124. DSN: 716-1499; 812-526-1499.

FORT BARFOOT-ARMY NATIONAL GUARD MANEUVER TRAINING CENTER, Blackstone, VA 23824. DSN: 441-8621; 434-292-8621.

CAMP BLANDING JOINT TRAINING CENTER, Starke, FL 32091. 904-682-3355.

CAMP BOWIE, Level 3 Training Center, Brownwood, TX 76801. 325-646-0159.

POSTS & INSTALLATIONS

U.S. ARMY GARRISON-FORT BUCHANAN, PR 00934. DSN: 740-4486; 787-707-4486.

FORT CHAFFEE JOINT MANEUVER TRAINING CENTER, Fort Chaffee, AR 72905. DSN 312-962-2121; 479-484-2121.

U.S. ARMY GARRISON, FORT DEVENS, MA 01434-4424. 978-615-6021.

Joint Base McGuire-**DIX**-Lakehurst, New Jersey. See Joint Bases.

CAMP EDWARDS, Joint Base Cape Cod, MA 02542. 339-202-9309.

CAMP GRAYLING JOINT MANEUVER TRAINING CENTER

(HEAVY), MI 49739. 989-344-6100.

CAMP GRUBER TRAINING CENTER, Braggs, OK 74423. 918-549-6002.

CAMP GUERNSEY JOINT TRAINING CENTER, Guernsey, WY 82214. 307-836-7896, 307-836-7854.

U.S. ARMY GARRISON-FORT HUNTER LIGGETT, CA 93928. 831-386-2530.

FORT INDIANTOWN GAP-ARMY NATIONAL GUARD TRAINING CENTER, Annville, PA 17003. DSN: 491-2000; 717-861-2000.

CAMP JAMES A. GARFIELD JOINT MILITARY TRAINING

CENTER, Ravenna, OH 44444. 614-336-6660.

CAMP JOSEPH T. ROBINSON (ROBINSON MANEUVER TRAINING CENTER), North Little Rock, AR 72199. DSN: 318-962-5100; 501-212-5100.

JOINT FORCES TRAINING BASE, LOS ALAMITOS, CA 90720. DSN: 972-2090; 562-795-2777.

PARKS RESERVE FORCES TRAINING AREA, CA 94568. 925-875-4398.

CAMP PERRY JOINT TRAINING CENTER, Port Clinton, OH 43452. 614-336-6218.

CAMP RILEA, Warrenton, OR 97146. DSN: 355-4052; 971-355-4500.

CAMP RIPLEY-MINNESOTA NATIONAL GUARD TRAINING CENTER, Little Falls, MN 56345. DSN: 871-2709; 320-632-7000.

CAMP ROBERTS MANEUVER TRAINING CENTER, San Miguel, CA 93451. DSN: 949-8356; 805-238-8356.

CAMP SANTIAGO JOINT TRAINING CENTER, Salinas, PR 00751. 787-289-1400, ext. 7001, 7002, 7004.

CAMP SHELBY JOINT FORCES TRAINING CENTER, MS 39407. DSN: 558-2000; 601-558-2000.

CAMP SHERMAN JOINT TRAINING CENTER, Chillicothe, OH 45601. 614-336-6460.

CAMP SWIFT, Level 3 Training Center, Bastrop, TX 78602. 512-321-4122.

CAMP W.G. WILLIAMS, Bluffdale, UT 84065. DSN: 766-5400; 801-878-5400.



Oklahoma Army National Guard soldiers perform the sprint-drag-carry event of the Army Combat Fitness Test at Camp Gruber Training Center.

OKLAHOMA NATIONAL GUARD/SPC. DANIELLE RAYON

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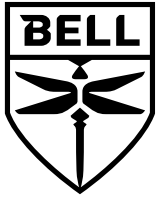


FINAL SHOT

Fixed and Focused

A soldier with the 75th Ranger Regiment pauses for a portrait during the 2023 Spc. Hilda I. Clayton Best Combat Camera Competition at Fort A.P. Hill, Virginia, now known as Fort Walker.

U.S. ARMY/STAFF SGT. JOSE RODRIGUEZ



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