



OCTOBER 2024

AUSA.ORG

\$20.00

GREEN BOOK

2024-2025

THE MAGAZINE OF THE ASSOCIATION OF THE UNITED STATES ARMY



INNOVATION NEVER RESTS.

WE STAND READY.

For decades, Oshkosh Defense has been a trusted partner of the U.S. Military. Together we are delivering advanced technologies to our Warfighters so they can complete their mission and return home safely. This is our mission, and it will always be our honor.

VISIT US AT AUSA IN BOOTH 7027

THE APPEARANCE OF U.S. DEPARTMENT OF DEFENSE (DOD) VISUAL INFORMATION DOES NOT IMPLY OR CONSTITUTE DOD ENDORSEMENT.



ARMY

Gen. Bob Brown, USA Ret.
President and CEO, AUSA

Lt. Gen. Leslie Smith, USA Ret.
Vice President, Leadership and Education, AUSA

| | |
|--------------------------------------|------------------------|
| Michelle Tan | Editor in Chief |
| 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

ARMY is a professional journal devoted to the advancement of the military arts and sciences and representing the interests of the U.S. Army. Copyright©2024, by the Association of the United States Army.

ARTICLES appearing in **ARMY** do not necessarily reflect the opinion of the officers or members of the Board of Directors of AUSA, or its editors. Articles are expressions of personal opinion and should not be interpreted as reflecting the official opinion of the Department of Defense nor of any branch, command, installation or agency of the Department of Defense. The magazine assumes no responsibility for any unsolicited material.

ADVERTISING. Neither **ARMY**, nor its publisher, the Association of the United States Army, makes any representations, warranties or endorsements as to the truth and accuracy of the advertisements appearing herein, and no such representations, warranties or endorsements should be implied or inferred from the appearance of the advertisements in the publication. The advertisers are solely responsible for the contents of such advertisements.

MEMBERSHIP RATES. Premium membership rates are \$40 for two years or \$75 for five years. Lifetime membership is \$400 and can be paid in full or in four monthly installments. A special Premium rate of \$10 for two years is open to E1–E4 and cadets only. New two-year Basic membership with select benefits is free. Learn more at www.ausa.org/join

ADVERTISING

Information and rates available from:
Fox Associates Inc. • 116 W. Kinzie St.
Chicago, IL 60654
800-440-0231 • adinfo.ausaarmy@foxrep.com

ARMY (ISSN 0004-2455), published monthly.
Vol. 74, No. 10

Publication offices: Association of the United States Army, 2425 Wilson Blvd., Arlington, VA 22201-3326, 703-841-4300, FAX: 703-841-3505, email: armymag@ausa.org. Visit AUSA's website at www.ausa.org. Periodicals postage paid at Arlington, Va., and at additional mailing office.

POSTMASTER: Send address changes to **ARMY Magazine**, Box 101560, Arlington, VA 22210-0860.

ON THE COVER



Cover Photo: Soldiers attached to the 3rd Squadron, 2nd Cavalry Regiment, participate in a live-fire exercise in Vilseck, Germany.

U.S. ARMY RESERVE/SPC. WILLIAM KUANG

FEATURES

AUSA Grows to Support America's Total Army

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

The Association of the U.S. Army is growing to support America's Army as the service pursues its most ambitious transformation in decades. While the Army moves to change how it does business so it can more quickly adapt to and adopt emerging technology and transform for the future fight, AUSA is right there as the service's premier educational and professional association. **Page 6**



Wormuth Leads Modernization, Recruiting Overhaul

By Michelle Tan, Editor in Chief

From how it recruits new soldiers, to how the force is structured, to fielding leap-ahead technologies, Secretary of the Army Christine Wormuth leads a busy Army relentlessly pushing to stay ahead of rapidly developing near-peer adversaries. And while soldiers and families are seeing the good parts of the service's transformation, they also see its challenges, she says. **Page 12**



Chief of Staff of the Army Sees Progress In the Service's Transformation

By Michelle Tan, Editor in Chief

Army Chief of Staff Gen. Randy George is proud of the Army's culture of transformation. The efforts he sees as he travels across the force line up with his four focus areas—warfighting, delivering ready combat formations, continuous transformation and strengthening the profession. **Page 18**



Weimer Focuses on Helping NCOs Shape Army of the Future

By Michelle Tan, Editor in Chief

A little more than a year into the job, Sgt. Maj. of the Army Michael Weimer has embraced serving as the Army's top enlisted leader. The transforming service needs its NCOs, he says, and as he looks to the coming year, he believes NCOs will continue to play a key role in shaping the Army—and the Army of the future. **Page 26**



Army Guard Director Is Embracing Both Local and Global Missions

By Gina Cavallaro, Senior Staff Writer

Lt. Gen. Jonathan Stubbs, the new director of the Army National Guard, is committed to caring for people, delivering formations that are ready to fight and maintaining a focus on values, whether the Guard is on domestic missions or facing the challenge of global threats. **Page 34**



New Reserve Chief Encourages Action, Accountability

By Gina Cavallaro, Senior Staff Writer

Lt. Gen. Robert Harter, who was sworn in Aug. 1 as chief of the Army Reserve and commanding general of U.S. Army Reserve Command, is prioritizing combat-ready formations, leader accountability and meaningful training relationships with the rest of the Army. **Page 40**



AUSA Honors the American NCO With Its Marshall Medal

By Gina Cavallaro, Senior Staff Writer, and Karli Goldenberg, Staff Writer

This year's recipient of the Association of the U.S. Army's George Catlett Marshall Medal, AUSA's highest honor, is a group that for more than two centuries has been known as "the backbone of the Army"—the United States Army Noncommissioned Officer. A selection of NCOs demonstrates the values they embody as outlined in their creed. **Page 48**



YEAR IN REVIEW

ARMY magazine revisits important events that have impacted the U.S. Army over the past year. From preparing to take on near-peer threats, continuing transformation efforts and training soldiers to fight with advanced gear and weapons, to learning lessons from global conflicts, growing recruiting numbers, improving on-post infrastructure and building stronger, more resilient soldiers, the Army is staring down the future and preparing to meet it head-on. **Page 55**



| | |
|---|-----|
| WEAPONS & EQUIPMENT | 99 |
| ARMY COMMAND & STAFF | 163 |
| STATE ADJUTANTS GENERAL | 169 |
| CIVILIAN AIDES TO THE SECRETARY OF THE ARMY | 170 |
| ARMY RESERVE AMBASSADORS ... | 172 |
| AUSA SENIOR FELLOWS | 174 |
| AUSA LEADERSHIP FELLOWS | 176 |
| AUSA FAMILY FELLOWS | 178 |
| POSTS & INSTALLATIONS | 179 |
| ADVERTISERS IN THIS ISSUE | 199 |
| FINAL SHOT | 200 |



Articles in ARMY magazine do not reflect the official opinion of AUSA, the U.S. Army, DoD or any branch, command, installation or agency of DoD.



Delivering Responsive
Defense Solutions to
Complex Customer
Requirements on a
GLOBAL Scale

AUSA 2024
ANNUAL MEETING & EXPOSITION

14-16 OCTOBER | WASHINGTON, DC

BOOTH 4243



A GLOBAL ORDNANCE COMPANY

At Global Military Products, Our Mission is Clear:

To Provide Reliable, Innovative, and High-Quality Defense Solutions to Our Clients Wherever and Whenever They Are Needed. "Any Time, Any Place" Isn't Just a Slogan - It is Our Commitment to Those We Serve, That They Will Always Have the Right Tools and Support Needed to Achieve Mission Success Regardless of the Environment...

Learn More at www.GlobalMilitaryProducts.com



Gain an operational advantage for any mission

boeing.com/defense

THE DECISIVE
EDGE



 **BOEING**

Vital Voice

Association Grows to Support America's Total Army



By Gen. Bob Brown

U.S. Army retired

The Association of the U.S. Army is moving out to support America's Army as the service pursues its most ambitious transformation in decades to contend with a volatile and rapidly evolving world.

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, addresses the association's staff at AUSA national headquarters in Arlington, Virginia.

AUSA/LUC DUNN

Founded in 1950 as a nonpartisan, educational nonprofit, AUSA today has more than 1.6 million members and is a dynamic and growing professional association that exists to strengthen the bond between soldiers and the American people, and to educate, inform and connect citizens, lawmakers, leaders, industry and others to their Army. This vital mission is increasingly important as America and its Army face fast-moving and increasingly complex national security challenges and a stubborn recruiting market.

Described by Secretary of the Army Christine Wormuth as facing a period of "profound transforma-

tion," the Army is not just looking for new capabilities and next-generation equipment. It is transforming its force structure and recruiting enterprise while delivering ready combat formations and taking care of soldiers, Army civilians and their families.

And it's doing it all with a sense of urgency. "The world is more volatile today than I have seen it in my 36-year career," Army Chief of Staff Gen. Randy George has said. "A spark in any region can have global impacts. Our Army is as important as ever to the joint force. We must deter war everywhere and be ready to respond anywhere."



The character of war is changing rapidly, George has warned, and the Army cannot afford to wait. “The environment’s going to change anywhere from three weeks to three months,” he said.

As the Army moves to change how it does business so it can more quickly adapt to and adopt emerging technology and transform for the future fight, AUSA is right there as the Army’s premier educational and professional association.

Our top priority is supporting the Total Army—the Regular Army, Army National Guard and U.S. Army Reserve—and Army families, Army civilians, retirees and veterans.

We also are focused on telling the Army story, including the service’s critical role in national security and its contributions to American society, and providing leadership and professional development to those who serve.

JOINING FORCES

AUSA works hard to connect the Army with America, educate and gain support from Congress, industry and the public, and link industry and academia with the Army to help the service solve some of its toughest problems. We also strive to inform America about the Army’s critical role in the fabric of the nation and our national defense.

Many may not know the full breadth of programs, initiatives and efforts by AUSA to support America’s Army. In particular, education and professional development are two focus areas for AUSA.

We publish papers and studies on significant issues affecting the Army and national defense, from our Spotlight series that highlights key issues relevant to the Army and its role in national defense, to our Land Warfare Papers, scholarly research papers that contribute to a better understanding of a defense or national security issue.

Recent papers examined the war in Ukraine two years after the Russian invasion, the Army’s return to jungle warfare training, the service’s recruiting transformation and its in-demand multi-domain task forces.

AUSA’s Book Program offers quality books about Army heritage, military theory, and policy and security in the modern world. It also publishes the popular graphic novel series on Army Medal of Honor recipients. Created by a talented team drawn from the world of professional comic-book publishers, the graphic novels bring to life the courage and commitment of America’s soldiers.

AUSA’s flagship publication is *ARMY* magazine. Established in 1904 as the *Journal of the United States Infantry Association*, *ARMY* is a professional development journal dedicated to telling the Army’s story and its vital role in the nation’s defense, and advancing knowledge of warfare, military history and the American soldier.

DIGITAL PRESENCE

We also strive to connect America and AUSA members with the Army through digital publications and online news articles that highlight the latest developments, innovations, activities and events taking place across the Army.

For AUSA, professional development extends beyond the written word, with the association providing in-person opportunities across the country. Just this past year, AUSA

Soldiers with the 2nd Infantry Brigade Combat Team, 25th Infantry Division, maneuver alongside Indonesian troops during a jungle field training exercise in Indonesia.

U.S. ARMY/STAFF SGT. KEITH THORNBURGH



leaders have connected with and provided leadership development to 30,000 soldiers across the force.

Now 3 years old, AUSA's Center for Leadership is a key contributor to that effort as it seeks to educate, inspire and connect leaders at the brigade level and below through leadership forums and troop visits. The Center for Leadership's Leader Solarium during the AUSA Annual Meeting and Exposition provides an opportunity for specially selected leaders to give bottom-up feedback and recommendations to senior Army leaders on challenges facing the force.

The LANPAC Leadership Forum professionally develops and inspires

soldiers, allies and partners from across the Indo-Pacific, while the Young Professionals program seeks to inspire the next generation of leaders within AUSA communities and the Army by providing networking opportunities, mentorship and professional development programs.

WORLD-CLASS EVENTS

Additionally, AUSA is known for its world-class exhibitions, symposia and seminars, including the AUSA Annual Meeting and Exposition every October that draws more than 30,000 attendees and features more than 700 exhibits.

The largest land power exposition in North America, the AUSA Annual Meeting serves as a venue to hear from the Army's most senior leaders, engage in professional development and learn about how the service is adapting for the future. The Annual Meeting also is an unbeatable networking opportunity, a chance

to connect with industry leaders and a unique place to see the latest technology and gear for America's warfighters.

The theme for this year's Annual Meeting is "Transforming for a Complex World," Oct. 14–16 at the Walter E. Washington Convention Center in Washington, D.C.

AUSA also hosts the popular Global Force Symposium and Exposition in March in Huntsville, Alabama, providing a venue for commands such as U.S. Army Materiel Command and U.S. Army Futures Command to provide updates on the Army's sustainment and transformation efforts and accomplishments.

The annual LANPAC Symposium and Exposition, held every May in Honolulu, brings together the Army with dozens of leaders from partner and allied nations in the Indo-Pacific for top-notch professional development delivered through expert panels and programs. It also is a valuable opportunity to share common goals and

Troops with the 25th Combat Aviation Brigade, 25th Infantry Division, practice deck landing with a Black Hawk helicopter aboard the USS Wayne E. Meyer off the coast of Oahu, Hawaii.

U.S. ARMY/STAFF SGT. TIFFANY BANKS



interests, and strengthen partnerships and efforts to deter aggression in the vast theater.

In the coming year, AUSA is adding a new show to its repertoire—LANDEURO. Scheduled for July 16–17 in Wiesbaden, Germany, the symposium aims to provide an unparalleled opportunity to interact with key leaders who are shaping the future of defense in Europe. From learning about the latest technologies to discussing the challenges of maintaining peace and stability in the region, this new two-day professional development event will feature leaders from U.S. Army Europe and Africa, industry experts, government officials and more.

REACHING OUT

AUSA also offers webinars highlighting Army and U.S. military history and senior Army leaders. AUSA's *Army Matters* podcast amplifies voices from across the Army and veteran communities,

from actor, musician and veterans advocate Gary Sinise to the critically important work being done by the Defense POW/MIA Accounting Agency in bringing home America's fallen.

Our Hot Topics are one-day events designed to bring together the Army, industry and academia to discuss key subjects such as Army aviation and Army cyber and information operations.

The AUSA Coffee Series features presentations from top Army and DoD leaders, including the Army chief of staff and the commanders of the service's biggest commands, while the association's Noon Report webinars delve into U.S. military history, issues important to the force and much more.

In the past year, AUSA further added to its array of events by partnering with the Center for Strategic and International Studies to host the Strategic Landpower Dialogue. This quarterly speaker series on land power security issues serves

as a unique source of insight into the current thinking of and future challenges facing the Army and land-based forces.

Launched last September, it has featured speakers such as Secretary Wormuth and Gen. George, as well as Gen. James Rainey, commander of Futures Command.

The association also is focused on programs for NCOs, soldiers and families.

From the Soldier Today newsletter, which features trending topics in the Army and professional development for today's NCO, to face-to-face professional development sessions across the force, AUSA's NCO

Spc. Miguel Ortiz, left, a grenadier with the Puerto Rico Army National Guard's 1st Battalion, 296th Infantry Regiment, fires an M320 grenade launcher module during training at Camp Santiago Joint Training Center.

ARMY NATIONAL GUARD/SGT. AGUSTIN MONTAÑEZ



and Soldier Programs directorate aims to equip troops with crucial life skills, leadership development training and educational resources.

AUSA's Family Readiness Directorate is dedicated to providing Army families with the tools, resources and connections they need to build resiliency and grit, and to manage the unique challenges of military life.

The directorate hosts the popular Operation Deploy Your Dress pop-up event each year, which provides gently used formal wear to family members.

It also provides military family forums at AUSA's biggest meetings, including the immensely popular town hall with senior Army leaders at the Annual Meeting.

The team also shares resources for Army spouses, parents and kids to help connect families to the Army, and in May, we launched the Family Fellows Program to grow and enhance our support to military fami-

lies. Four military spouses make up the program's inaugural class.

These Family Fellows are subject-matter experts and advisers on issues relating to military families, and they are expert resources for AUSA's chapters, members, families and communities. These volunteers also will help create, build and execute Family Readiness products and events.

NATIONAL ADVOCATES

In the nation's capital, AUSA advocates in support of the Total Army with Congress, DoD and other organizations. On behalf of the Army and our members, AUSA champions policies, programs and budgets to promote and support the Total Army and national security. The association also works to build support for Army and AUSA priorities—including adequate and on-time defense budgets—in Congress.

Across the country, AUSA is represented by nine regions, more than 120 chapters and 1.6 million members. Powered by dedicated volunteers in cities and towns across the country and around the world, AUSA's regions and chapters provide a critical voice and support for the Total Army in their neighborhoods.

These volunteers help Army families in need through food and toy drives, organize networking events, raise funds for scholarships and much more, with the overall goal of connecting local communities with those who serve in powerful ways and extending the reach and efforts of AUSA's headquarters staff.

Through its National Partner program, AUSA helps connect the Army with large and small businesses, nonprofit organizations, educational institutions and professional organizations interested in personalized engagement with the service at the local and national levels.

AUSA also offers a Community Partner program for local businesses, civic groups, veterans' organizations and more, and an Association Partnership for like-minded military service organizations that want to join AUSA to show their support for the Total Army.

Together, these efforts form a strong and vital voice for America's Army as it transforms to remain the world's greatest land force. As the Army moves toward the future, AUSA will be right there beside it, and we pledge to continue supporting and advocating for the total force in all that we do. ★

Retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, addresses an audience during the AUSA 2023 Annual Meeting and Exposition.
U.S. ARMY/LAURA BUCHTA



SUPERIOR STRENGTH FOR CONTESTED TERRAIN

The HDT Hunter WOLF – the ultimate S-MET solution – conquers narrow trails, steep slopes, and dense jungles with ease.

Built for reliability and resilience in the most challenging environments, the endlessly adaptable Hunter WOLF sets the standard for disruptive solutions and responsive battlefield lethality.

Come see why the HDT Hunter WOLF is the right choice for the Army S-MET Program at the 2024 AUSA Annual Meeting, Booth #1703.

**Proven solutions for extreme environments.
We're there with you.**

hdtglobal.com



Time to Transform

Wormuth Leads Modernization, Recruiting Overhaul



By Michelle Tan
Editor in Chief

If there's one word to describe Army Secretary Christine Wormuth's tenure so far, it's "transformation."

"We know we have to change," she said. "We need to go from an

Army focused on counterinsurgency and counterterrorism to an Army focused on and ready for large-scale combat operations against near-peer, nation state-level threats."

To get there, the Army is making "a lot of changes," Wormuth said, while contending with the most dangerous security environment she has seen in her professional lifetime and relatively flat Army budgets.

"I think we're going in the right direction, but we have to be realistic," Wormuth said. "It's not the autobahn. We're hiking up the Alps in a rainstorm. But the important thing

is, we're going in the right direction [and] we have to stay the course."

CHANGING BATTLEFIELD

Since being sworn in as the 25th secretary of the Army in May 2021, Wormuth has led a busy Army that's in demand at home and around the world. Simultaneously, the Army is investing in an ambitious transformation that aims to prepare the force for 2030 and beyond, where leaders anticipate a complex, transparent and deadly battlefield that could pit the U.S. Army against a near-peer adversary.

Secretary of the Army Christine Wormuth delivers remarks at an Army birthday festival at the National Museum of the United States Army, Fort Belvoir, Virginia.
U.S. ARMY/SGT. DAVID RESNICK



From how it recruits new soldiers, to how the force is structured, to fielding leap-ahead technologies, the Army is pushing quickly and urgently to reach its goals.

The Army is very busy, Wormuth said, and as she travels across the force and talks to soldiers and families, that's something she's hearing from them as well. "But I also think the soldiers understand their missions and see how relevant they are," she said.

Tens of thousands of soldiers are still deployed in Europe to reassure America's NATO allies and support Ukraine. Wormuth also highlighted the soldiers who were returning from the joint logistics over-the-shore mission in Gaza. "As much as there were challenges with weather

and security on the ground, the mariners doing that work understood how important it was, understood that they were feeding people in desperate need," she said.

GIVE AND TAKE

Soldiers and families are seeing the good parts of the Army's transformation, from new equipment being fielded to investments in barracks, Wormuth said. But they also are seeing the challenges of transformation, she said.

As an example, as part of the Army's force structure transformation, the service is downsizing some units to make way for new formations. "The folks who are in those particular formations are sometimes nervous about those changes,

but I think they see the vision that's animating all of that work," Wormuth said.

The force structure transformation, announced in February, is well underway and will continue for the next few years, Wormuth said. The goal is to shrink "hollow" formations and make room for the capabilities the Army needs to fight technologically advanced adversaries.

"Obviously, all those changes aren't happening all at once, but it's very important that we continue and finish building the additional mul-

During a visit to Fort Cavazos, Texas, Army Secretary Christine Wormuth, right, is briefed on the capabilities of III Corps. U.S. ARMY/SGT. DAVID RESNICK

tidomain task forces, for example, ... the four [Maneuver-Short Range Air Defense] battalions, the four [Indirect Fire Protection Capability] battalions,” Wormuth said.

The Army also is reducing “over-structure,” she said. “We don’t want to have hollow units, so a lot of the transformation, it’s not just creating space for the new formations, it’s getting rid of stuff that we don’t need anymore.”

RECRUITING REVISIONS

Another “really big” transformation effort involves the Army’s recruiting enterprise, Wormuth said. “That is going very well, and I think it’s extremely important,” she said.

After struggling to meet its recruiting goals, Wormuth and Army Chief of Staff Gen. Randy George announced a series of sweeping changes to how the Army recruits, including expanding into new markets and demographics, and how it selects and trains its recruiters.

“It’s going to be a much more rigorous, much more in-depth selection, really looking at capabilities and attributes,” Wormuth said about the Army’s recruiters. “Then, those people are going to be trained differently.”

Part of the transformation includes creating the 420T warrant officer MOS, or talent acquisition technician. The first class of 25 graduated this summer, and its members were slated to start reporting to recruiting units across the Army in September, Wormuth said.

A second cohort of 420Ts is in training, and the soldiers are scheduled to report to their units in January, Wormuth said. A third cohort will be selected soon, she said.

The Army also is creating the 42T MOS for enlisted soldiers who specialize in recruiting. The first



cohort of 24 soldiers, most of whom were from the Army’s existing 79R recruiting MOS, has been selected. In August, they began training with industry for four months, working with and learning from companies such as Amazon, Deloitte, Wells Fargo, Boot Camp Digital and the University of Louisville, Kentucky.

When they complete their stints with industry, they will report to Fort Jackson, South Carolina, in March and help build the new MOS, Wormuth said.

“This is really a new way of approaching how we recruit and figuring out how we’re going to train and develop specialized, permanent recruiters,” Wormuth said. “Because we’re going to be learning as we go, I think we need to do a crawl, walk, run approach, rather they trying to sprint out of the gate right away and screw up.”

EXPANDING EFFORTS

Another initiative that has quickly yielded results is the Future Soldier Preparatory Course at Fort Jackson and Fort Moore, Georgia, which helps recruits meet the Army’s

I think we’re going in the right direction, but we have to be realistic.

Army Secretary
Christine Wormuth

academic or physical fitness standards. The Army also is expanding and improving its marketing and advertising efforts, including commercials that target slightly older potential recruits and those who may be interested in the U.S. Army Reserve.

U.S. Army Recruiting Command, while hard at work on the recruiting mission, also is in the middle of its own transformation and reorganization. The Army plans to create a Recruiting Command East and West, “to make sure that we’re really geographically covering the entire country effectively,” Wormuth said.

The two new subordinate commands will be in addition to the headquarters at Fort Knox, Kentucky, she said, adding that more details will be announced in the coming months.

As the pieces fall into place, the

Soldiers with 92nd Military Police Brigade, Puerto Rico Army National Guard, reenlist during a ceremony at Camp Santiago Joint Training Center.

ARMY NATIONAL GUARD/SGT. ELENA TORRES RIVERA



Army has created an innovation directorate within Recruiting Command to experiment with technologies that can further help its recruiters. It also is looking to sustain its momentum.

“A big part of [Recruiting Command] is going to be focused every day on the close fight of just getting contracts signed,” Wormuth said. “We have to have another part of [Recruiting Command] that’s looking ahead, and that’s really going to be where the innovation directorate is key.”

VETTING GEAR

Transformation also is underway in units across the Army, particularly in three brigade combat teams selected to be part of the Army’s “transforming in contact” initia-

tive, which puts new equipment and emerging technology into soldiers’ hands so they can experiment, learn and provide their feedback. “I think we’re going to really try to look for opportunities to do that as much as we can,” Wormuth said.

At the same time, leaders have their eye on how busy the force is. “[Operational tempo] has been a long-standing concern for the Army,” Wormuth said. Today, one of the most in-demand communities is the air defense community, she said.

“The demand for Patriots, for [Terminal High Altitude Area Defense], is not getting any less robust. If anything, to the contrary,” Wormuth said. “Frankly, we’re seeing it manifest in challenges retaining our soldiers in that community. We’re seeing it in challenges recruiting

people into that set of MOSs.”

Wormuth said she recently read a paper that indicated that only 50% of air defense artillery officers were opting into the Battalion Command Assessment Program, which assesses and selects officers to lead the Army’s battalions. “A lot of that is driven by optempo and strain on families for those young or mid-level leaders,” she said.

To tackle that challenge, Wormuth said the Army is working, broadly, to relieve requirements for soldiers “to the greatest degree possible.”

Troops with the 2nd Squadron, 2nd Cavalry Regiment, train during a NATO exercise at Bemowo Piskie Training Area, Poland.

U.S. ARMY/EUGEN WARKENTIN



“We recognize that every single additional requirement, regulation takes time for our leaders and our troopers,” she said.

OUT WITH THE OLD

One example is the Rapid Removal of Excess program, an effort led by U.S. Army Materiel Command to identify excess and obsolete equipment and remove it from Army property books. This fiscal year, the first year of the program, 333,000 pieces of equipment have been turned in, according to data from Wormuth’s office. “Just getting rid of excess equipment and not having soldiers have to go through and keep track of all of it saves them a little time,” Wormuth said. “And every place where we can save time is key.”

“But the key part, really, of some

of the optempo strains is recruiting, recruiting, recruiting,” she said. “Part of what’s driving optempo is a smaller Army that’s still doing the same or more in terms of mission. That’s just another reason why it’s critical that we continue to turn our recruiting around.”

The Army is on track to meet its active-duty end strength goal of 445,000 in fiscal 2024, as directed in the National Defense Authorization Act, but the service is working to get to 470,000 around 2029.

“I do think an Army of 450,000 is too small, so we do have to focus on growing, and if we keep improving our recruiting the way we have this year, I think we will continue to grow the Army back,” she said.

Retention is another key to growing the Army. “Our retention is historically high right now,” Wormuth said. “But we can’t take that for granted.”

The Army continues to invest in quality-of-life programs for soldiers and families, including better bar-

racks, access to quality child care, improved dining facilities and more, Wormuth said. “We can’t take our eye off those kinds of balls because if we do, I think we’ll see retention fall back,” she said.

FAMILY CHANGES

In the future, the Army must do some “deeper thinking” about how it operates, Wormuth said. “Much of how we operate today is the same as it was in the ’50s, ’60s and ’70s, when families looked a lot different,” she said. “Now we’re in a completely different universe where ... there are lots of different kinds of families. There are dual-career families, there are single parents, many spouses, man or woman, want to have careers along with their uniformed member, and our Army model makes that pretty challenging,” Wormuth said.

“We’re never going to be an Army that teleworks—you can’t win a war from your basement—but can we make further adjustments? I really think that’s something we need to look at,” she said.

As the Army pushes ahead on its transformation, Wormuth said she is concerned about operating under a continuing resolution, stopgap funding that keeps the government running at the previous year’s levels and prevents new program starts.

“The chief and I have talked a lot about the importance of being able to be more agile because technology is moving so quickly,” Wormuth said. “We’ve talked about the need to have more agile funding mechanisms with Congress. I think that is starting to resonate [but] a [continuing resolution] just makes it a lot harder to be agile.”

Wormuth said the Army likely is looking at a continuing resolution for “several months”—the new fiscal year starts Oct. 1—“but what we need to be doing is moving toward being allowed to have that more agile approach,” she said.

For its part, the Army is moving faster, “but we need to move faster still,” Wormuth said. ★

Secretary of the Army Christine Wormuth, right, travels by helicopter over Fort Johnson, Louisiana.

U.S. ARMY/STAFF SGT. TAE HARRISON

CAPABILITY NOW

SPIKE® NLOS
Mobile Long Range
Precision Strike

Enhanced IBCT Lethality

BATTLE-HARDENED



RAFAEL  USA
RAFAEL USA INC.



See us at
AUSA 2024
Booth 8101



Inspiring Innovation

George Sees Progress in Service's Transformation

By Michelle Tan

Editor in Chief

As the Army pushes ahead on its ambitious transformation, Army Chief of Staff Gen. Randy George is certain of one thing—soldiers' ingenuity.

"One thing I'm not concerned about is our soldiers being able to integrate this kind of tech into their formations, because they're very technically savvy. They understand it," he said.

They also understand the message George has been emphasizing since he was sworn in as the Army's top general on Sept. 21, 2023. The Army faces an increasingly volatile global environment, with rapidly evolving technology and deepening threats, and it must move quickly to adapt, adjust and transform.

"We knew we needed to transform," George said, "and I'm seeing that everywhere I go, a real culture of transformation, people understanding that the world is very volatile, that technology is rapidly advancing, and we need to do the things that are necessary to make sure that we are advancing, not with it, but ahead of it, and staying ahead of it."

FOCUS ON IMPROVEMENT

The efforts line up with George's four focus areas—warfighting, delivering ready combat formations, continuous transformation and strengthening the profession.

As he travels across the force and talks to soldiers, he sees units



focused on building lethality and cohesive teams, George said. He's seeing tough, realistic training at home station and at the Army's combat training centers.

There are moves to modernize the organic industrial base, the 23 arsenals, depots and ammunition plants that provide critical support to the Army, and there are efforts to give installation commanders more leeway to tailor programs and services to support the unique needs of soldiers and families.

Work also is underway to improve barracks, and there's a growing movement to encourage professional writing across the force and a renewed emphasis on standards and discipline.

A key effort that has gained traction in the past year is George's "transforming in contact" initiative, which puts emerging and new technology in soldiers' hands so they can experiment, learn and provide feedback that senior Army leaders can use to shape the future force.

Three brigade combat teams—the 2nd Brigade Combat Team, 101st

Opposite: Chief of Staff of the Army Gen. Randy George talks with soldiers during Project Convergence Capstone 4 at Fort Irwin, California. **Above:** George, center, gets a capabilities demonstration from an industry partner during Project Convergence Capstone 4 at Fort Irwin.

U.S. ARMY PHOTOS BY SGT. BRAHIM DOUGLAS



Airborne Division (Air Assault); the 10th Mountain Division's 3rd Brigade Combat Team; and the 2nd Brigade Combat Team, 25th Infantry Division—are part of the initiative. The units were given new capabilities, including the Next-Generation Squad Weapon, Infantry Squad Vehicle and next-generation command and control equipment, to use in the dirt and learn how to use in a fight.

In August, George visited the 2nd Brigade Combat Team, 101st Airborne Division, during its rotation at the Joint Readiness Training Center at Fort Johnson, Louisiana. "We're focused on warfighting," George said. "We understand we need to make adjustments inside our formations to bring on this new tech, and I wanted to do this from the bottom up because in combat, typically, the best ideas come from the bottom up."

Army Chief of Staff Gen. Randy George, left, learns about the Integrated Visual Augmentation System at Fort Drum, New York.

U.S. ARMY/SPC. SALVADOR CASTRO

While 2nd Brigade Combat Team, 101st Airborne Division, soldiers trained in the box in Louisiana, soldiers from the 3rd Brigade Combat Team, 10th Mountain Division, were deployed to Europe, while those in the 2nd Brigade Combat Team, 25th Infantry Division, were hard at work in the Indo-Pacific.

Experimentation also was taking place within the Army National Guard's 34th Infantry Division, which was deployed to the Middle East and testing new counterdrone capabilities.

'A GLOBAL ARMY'

"We put these materials in the hands of our soldiers, we let them tell us what works, what doesn't, how to improve it, how we integrate it into our formations," George said.

The three brigade combat teams involved in transforming in contact were selected because they are in different locations with different missions around the world. "We're a global Army," George said. "We're going to operate around the world, and we have to understand how

those different environments are going to impact how we're operating, so we're learning lessons in each of those."

SHARED UNDERSTANDING

As the brigades train and learn, they share lessons with each other, George said. As the 2nd Brigade Combat Team, 101st Airborne Division, completed its Joint Readiness Training Center rotation, brigade and division leaders already were sharing lessons learned with leaders from the 2nd Brigade Combat Team, 25th Infantry Division, slated for a rotation at the Joint Pacific Multinational Readiness Center in Hawaii in October, he said.

"They're going to get better with every turn that we do with this," George said.

This work is critical as the Army looks to learn from the hard-fought lessons of the war in Ukraine and conflicts elsewhere. "We're watching very closely what's going on around the world, [and] we talk a lot about making sure that if we're really going to change, that we actually change how we train and how we operate," George said.

Soldiers and leaders across the Total Army already are understanding these lessons. "People understand that the [unmanned aircraft systems] are going to be flying, we're going to have to deal in an environment where you have loitering munitions, that you're going to have to deal with the electromagnetic spectrum," he said. "All of those things ... are going to challenge us on the modern battlefield."

Transforming in contact—and the Army's overall transformation—goes beyond new equipment or technology, George said. "We also know that we're likely going to have to change how we're organized, and that's what we've done with these transformation in contact brigades. We've given units latitude to tell us what works best," he said.

As an example, the 2nd Brigade Combat Team, 101st Airborne Division, stood up a multifunctional

DURABILITY, CONFIGURABILITY, AND STACKABILITY RUN IN THIS GROWING FAMILY.



ROBORACK™ HALF-RACK CASES

Gemstar's ultra-tough family of RoboRack™ Half-Rack Mount Cases just got bigger and tougher. 5U and 7U available now. Smaller 3U and bigger 9U coming soon. Get an eyeful of these mighty cases at AUSA booth #7205. GEMSTARMFG.COM.

MADE IN THE U.S.A.



GEMSTAR
PROTECTIVE HARD CASES



reconnaissance company and “infused” it with some of the new technology, “and it worked really well for them,” George said. Leaders in the

2nd Brigade Combat Team, 25th Infantry Division, are looking at that blueprint, and “we’ll see what this means for permanent organization changes that we might need to make down the road,” he said.

The Army also must look to change how it buys new capabilities, what it’s buying and in what quantities, George said. A good example is unmanned aircraft systems, he said. “Especially for systems like UAS and counter-UAS, the days where we have these programs of record where we buy something and then we’re going to try to field them for

20 years, we just know that we’re not going to do that,” George said. The systems will advance much more rapidly than the Army can field them.

“So, we’re going to buy in smaller batches, we’re going to make sure it’s modular, open-system architecture,” he said.

As the three transforming in contact brigades continue their work, soldiers in other units across the Army, including the Army National Guard and U.S. Army Reserve, are ready for their turn, George said. “What I generally hear is from everybody who’s not in one of those brigades saying, ‘OK, we’re ready. Give us that stuff. We’re ready to make these changes,’ ” George said.

IMPORTANT QUESTIONS

When talking to the units involved in transforming in contact, George said he always asks two questions: Are you more lethal? Are you more survivable?

“The answer to those questions, when you’re with [the 2nd Brigade Combat Team, 101st Airborne Division], both of those were yes, so we have to continue to transform other formations to make sure that we’re doing the same thing,” he said.

The Army is working on a 2.0 version of transforming in contact, with plans to add more units in the coming year. It also is trying to get other units and the Guard and Reserve involved in transforming the Army in other ways. “We want them to have agency in how we’re moving forward,” George said. “We’re doing this together rather than top-down driven, ... and it’s been really, really good.”

During a recent session with command teams at the brigade pre-command course, a brigade sergeant major stood up and said, “We would like to be a transforming in contact brigade, and we’re doing what we can on the margins, but what we’re really focused on in the meantime is being the best damn unit that we can possibly be,” George said.

“I think all units need to continue

Top: Soldiers from the 2nd Stryker Brigade Combat Team, 2nd Infantry Division, advance during a live-fire exercise at Chipori Range, South Korea. **Below:** Recruits participate in a drill weekend at the National Guard Training Center, Sea Girt, New Jersey, in preparation for Basic Combat Training.
TOP: U.S. ARMY/SGT. JOSHUA DURANT. BELOW: ARMY NATIONAL GUARD/SPC. SETH COHEN

OWN THE OPERATIONAL DECISION CYCLE



Your Mission, Our Technology

In today's fast-paced world, every operational decision matters. Leonardo provides cutting-edge, mission-critical solutions that ensure you command the operational environment. Available now - our unmatched ground and aviation technologies inform your ability to make superior decisions.

Contact us for tailored solutions and teaming opportunities at sales@leonardo.us.

leonardo.us



TECHNOLOGY FOR A SAFER FUTURE

RAPCON-X™ is a trademark owned by Sierra Nevada Company, LLC.



to do that,” George said, adding that while the Army is not ready to conduct transforming in contact at scale, it’s exploring ways to inspire innovation and ingenuity where possible. As examples, George said, the Army is trying to get small unmanned aircraft systems into as many brigades as possible, and it also is trying to use 3D printing in more locations across the force to produce parts and supplies cheaper and faster.

“We’ve made gains ... as far as 3D printing and doing it locally and also having the ability to actually order 3D-printed parts and do that quicker, which is improving our overall readiness on parts, especially when it’s long lead-time parts,” George said.

ATTRACTING SOLDIERS

Amid the Army’s busy transformation efforts, George maintains a steady watch on recruiting and retention.

Army Chief of Staff Gen. Randy George, left, speaks with a drill sergeant during a visit to Fort Leonard Wood, Missouri.

U.S. ARMY/ANGELINA BETRAN

“We’re going to continue to look at how we’re organized, what our formations are, to make sure that we’re updating to be able to respond to the threats that we have.

Gen. Randy George

He praised U.S. Army Recruiting Command for building the service’s recruiting numbers. “We have already hit our mission [of 55,000 new soldiers] for this year,” George said in late August, weeks ahead of the Sept. 30 end of the fiscal year. “That’s come from a lot of great work.”

But recruiting is a long-term focus, and the Army is transforming how it selects and trains recruiters, expanding its advertising efforts and looking for off-the-shelf technology that can help recruiters better target their efforts. “We’re consistently improving how we’re analyzing what works and what doesn’t,” George said. “We’ve just got to make sure that we’re adapting as the demographics

adapt, as our country adapts, to make sure that we’re getting the right folks, getting them into our formation, and getting them trained up and ... part of our team.”

The Army’s retention numbers remain strong, but “that’s not something we’re going to take our eye off of,” George said. “It’s critically important, all these great folks that we already have in our formation. We talk about that quite frequently.”

CHALLENGING TIMES

While the Army has made progress and is moving steadily toward its transformation and people goals, many challenges remain, George said. “Thankfully, we’ve got really good people that help us figure all this out,” he said.

“We’ve got a whole bunch of new technology, and now we have to figure out how we train that stuff,” he said. “As an example, how do you train UAS and [electronic warfare] at home station? That’s something that we’re working through.”

Army leaders also are talking about what skills they need inside the Army’s formations. “What do we need? What adjustments do we need to make, maybe, to our functional areas or to warrant officers to make sure that we have tech integrators and the right kind of tech?” he asked.

The Army also could do better at prioritizing, George said. “We’re going to continue to look at how we’re organized, what our formations are, to make sure that we’re updating to be able to respond to the threats that we have,” he said.

George said he believes the Army is moving in the right direction, and he’s proud of soldiers serving today. “What hasn’t changed is when [combatant commanders] get Army units, ... they know they can do almost anything,” George said. “They’re going to get smart, motivated, disciplined troops that are out there and are going to accomplish the mission. I’m very pleased about that, proud of that.” ★

W3[®]

WILL-BURT

INTEGRATION AND
ELEVATION SYSTEMS

**MAXIMIZE
SENSOR
PERFORMANCE**



Will-Burt Mobile Elevation Products and Integrated Systems

Designed and manufactured to meet the challenges of the modern battlefield and exceed your expectations. Our mobile telescopic masts, towers, pan and tilt positioners and integrated trailer systems ensure that sensors and antennas will achieve their maximum performance potential under the most demanding circumstances.

Visit us at the **AUSA Annual Meeting, Booth 3139**, to learn more about our innovative elevation products, created by leading edge global design and ISO 9001:2015 quality system certified manufacturing. Will-Burt is headquartered in the USA with locations and support around the globe and is 100% employee-owned.



**Integrated Trailer
Systems**



**Pan and Tilt
Positioners**



**Man-Portable
Field Masts**



**Cable-Drive
Telescopic Masts**



**Carbon-Composite
Telescopic Masts**

willburt.com

INNOVATION ELEVATED[®]

W3[®]
WILL-BURT

Action, Not Words

Weimer Focuses on Helping NCOs Shape Army of the Future



By Michelle Tan
Editor in Chief

A little more than a year into the job, Sgt. Maj. of the Army Michael Weimer is filled with a sense of urgency. Driven by an increasingly volatile

Sgt. Maj. of the Army Michael Weimer is briefed on the capabilities of 8th Theater Sustainment Command while aboard logistic support vessel SSGT Robert T. Kuroda in Pearl Harbor, Hawaii.
U.S. ARMY/SPC. DEVIN DAVIS

security environment and quickly evolving technology, the U.S. Army is working on one of its most ambitious transformations in decades—and it needs its NCOs, Weimer said. “We’ve got to be ready,” he said. “We’ve got to be ready now. That’s why I struggle with talking about 2030 and beyond, because you almost can get a little lackadaisical when you talk about 2030 and beyond.”

Led by Army Secretary Christine Wormuth and Army Chief of Staff Gen. Randy George, the “whole team” is “pressing,” Weimer said. “We have to have a sense of urgency.”

ADAPT AND ADOPT

One critical initiative is the Army’s “transforming in contact,” which aims to help the force more quickly adapt and adopt new technology and capabilities—and that’s where NCOs come in. “NCOs are going to be the ones that implement transforming in contact,” Weimer said.

Focused for now on three brigade combat teams—the 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), the 10th Mountain Division’s 3rd Brigade Combat Team and the 25th Infantry Division’s 2nd Brigade Combat Team—transforming in contact

gives soldiers the chance to experiment with and test new equipment and determine the best way to shoot, move and communicate with those new capabilities.

Soldiers in those units initially were skeptical, Weimer said. But as the Army has dedicated resources, time and effort to the brigades, equipping them with new capabilities such as the Infantry Squad Vehicle, the Next-Generation Squad Weapon rifle and automatic rifle, electronic warfare systems and unmanned aircraft systems, the soldiers are all in.

SOLDIER BUY-IN

“Now they’re like, ‘Wow, you’re serious. We’ve never done this with an infantry brigade before,’” Weimer said. “Now they’re all bought in because soldiers love experimenting. ‘You’re going to give me new equipment and then you’re going to allow us to develop a plan to find out how to best fight it?’ They’re all in.”

Transforming in contact is one of the many ways the Army is evolving as it looks to prepare soldiers for a complex future battlefield, grow the force, modernize its organic industrial base, repair aging infrastructure and take care of its people.

As Weimer has embraced serving as the Army’s top enlisted leader, he has noted the many areas, topics and issues the sergeant major of the Army is involved in. The experience has been a whirlwind, Weimer said. “It’s both been challenging but also incredibly rewarding,” he said, adding that he has a “completely different appreciation” for his predecessors.

Caring for “a million people and all their families means something very different,” said Weimer, who was sworn in as the 17th sergeant major of the Army on Aug. 4, 2023. “You go from being able to be pretty



focused at a much smaller level ... and now, all of a sudden, everything’s on the table, from infrastructure to professional military education to Tricare to child development centers to modernization efforts with equipment and kit,” he said.

An Army brat and career special operations soldier, Weimer has taken every opportunity in the past year to visit the force and talk to soldiers and their families. “Something that I’ve also learned is if you’ve seen one installation, you’ve seen one installation,” he said. Every post is different, with different challenges, successes and needs, he said.

MAKING A DIFFERENCE

As he travels across the Army, he’s starting to see excitement in the force, Weimer said. Soldiers are excited about the Army’s focus on warfighting, delivering ready

combat formations, continuous transformation and strengthening the profession, he said. “Fourteen months ago, we kind of got some looks with our four focus areas, but ... that’s not happening anymore,” he said, crediting time, consistency and changes that are making a difference in soldiers’ lives.

As an example, soldiers are excited about Army efforts to transform the way it feeds troops on its installations, he said. This includes options such as food kiosks and campus-style dining to increase access and convenience for soldiers. “The traditional ecosystem is not

During a visit to the Joint Readiness Training Center, Fort Johnson, Louisiana, Sgt. Maj. of the Army Michael Weimer, right, speaks with Sgt. 1st Class Anthony Clark of the 2nd Brigade Combat Team, 101st Airborne Division (Air Assault).
U.S. ARMY

★ SERGEANT MAJOR OF THE ARMY ★

workable anymore, it's not sustainable anymore, and they're actually starting to see change at their installations," Weimer said.

With an organization as large as the Army, "you're going to say things for a while, but then you need time to be able to start implementing things," he said. "The force is starting to see that, and the proof is in action, not words."

FORCE STRUCTURE

Another initiative that's gained traction is the Army's force structure transformation. Announced in February, the plan reduces obsolete force structure and grows high-demand and new formations geared for large-scale combat operations. "You've got to educate commanders at echelon to be able to speak to their formations, and then we had to go around and reinforce it and explain the why," Weimer said.

Recruiting is another area the Army has prioritized after missing its annual goals and struggling to connect with America's youth. From changing how it selects and trains its recruiters to expanding its reach and scope, the Army is starting to see the fruits of its recruiting labor, Weimer said.

"We've had a great year," he said. "I couldn't be more proud of [U.S. Army Recruiting Command], and, well, frankly, the Army, because it's taken the whole Army to get after this."

The Army dared to make some "pretty big, bold" changes to its



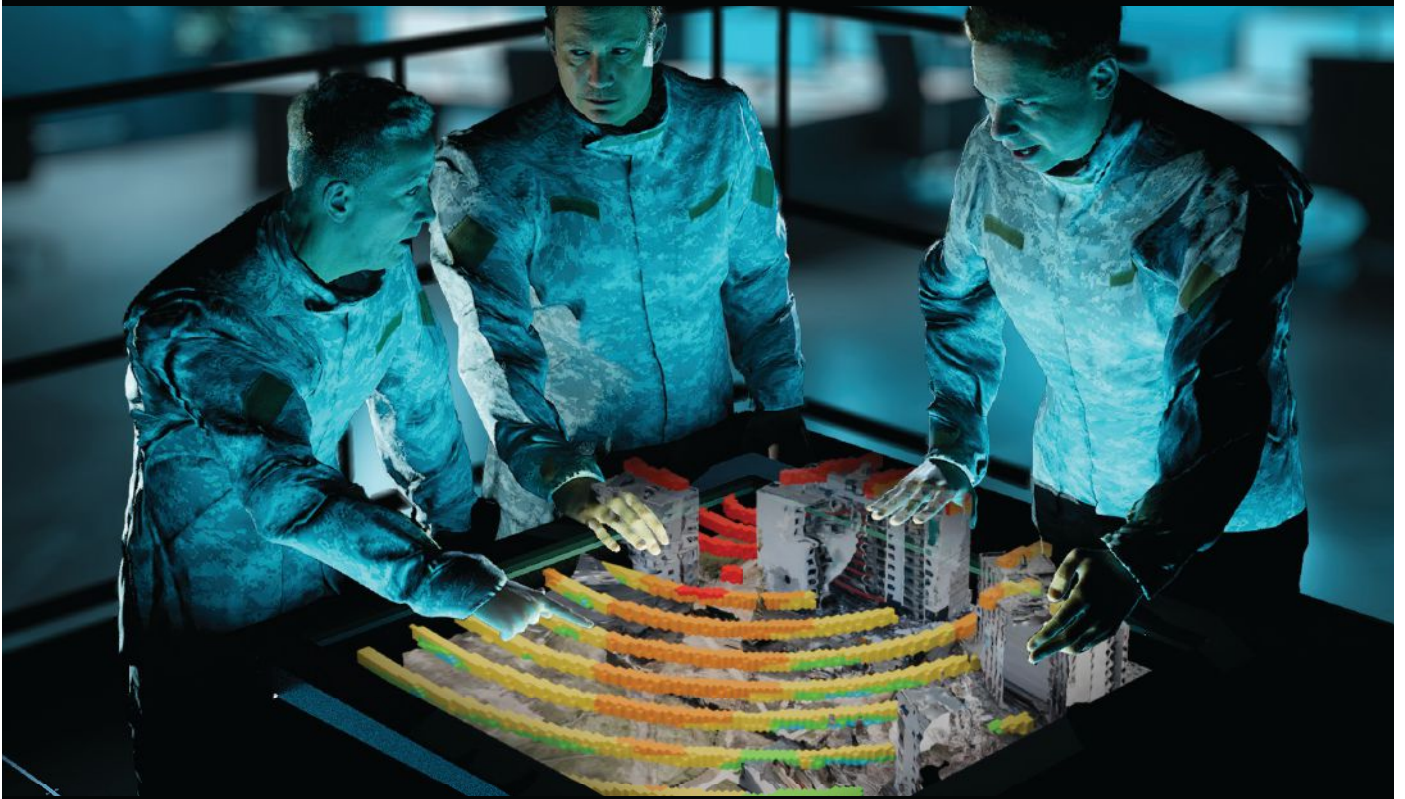
Top: Staff Sgt. Kevin Martin, with the Oregon Army National Guard's 1st Battalion, 186th Infantry Regiment, scans his sector during a rotation at the Joint Readiness Training Center, Fort Johnson, Louisiana. **Below:** Spc. Kewende Nanga of the 20th Engineer Brigade, XVIII Airborne Corps, negotiates a water obstacle during a Best Squad Competition at Fort Carson, Colorado.

TOP: OREGON ARMY NATIONAL GUARD/1ST SGT. ZACHARY HOLDEN. BELOW: U.S. ARMY/LEKENDRICK STALLWORTH

recruiting enterprise, and the implementation is starting to pay off, he said. "Now the key is, how do we not lose that momentum?" Weimer said. "We're already thinking into '25 and beyond, because it's got to be sustainable."

This means turning some attention to the recruiting stations. "That's where we're going to take the momentum," Weimer said. Early efforts include using technology to help recruiters sift through thousands of potential contacts to home

AVALON
HOLOGRAPHICS



INTRODUCING

NOVAC

HOLOGRAPHIC DISPLAY TABLE

Achieve cognitive dominance.

REQUEST A DEMO





in on those who are most likely to commit to serving, he said. “When we get hits on ads or at events, now there’s a screening that helps you understand, what’s the probability of this person being seriously interested,” he said. “If you get 1,000 of those, you don’t have time to do 1,000 phone calls.”

Some prospecting apps can help recruiters determine which 20 prospects they should call first. “You’re on the clock as soon as there’s an opportunity, and so we’re helping them triage the higher-probability prospects, and we’re seeing the results from that,” Weimer said.

There also are efforts to streamline the recruiting process so it

doesn’t take six to eight months, Weimer said. “These youngsters have a lot of [other] opportunities,” he said.

RETENTION EFFORTS

With recruiting trending up, Weimer is looking to retention. “Our retention numbers are still really good,” he said, but the Army also is “incredibly busy,” with some MOSs busier than others.

Air defenders are a prime example. “I’m watching air defenders like a hawk,” he said. “You know what’s going on in the world right now, and there’s just not enough air defense—people or equipment—to go around, based off the requirements.”

While the Army is restructuring to build more air defense units, that effort takes time, and it requires NCOs. “If you don’t have the noncommissioned officers that understand the mission already, then I have some concerns,” Weimer said. “That’s why

I’ve spent a lot of time on retention.”

The Army also needs more tankers—it currently is filling tank crews with infantry soldiers. “It takes four people in a tank. We ought to have four people that actually are a real tank crew,” he said. The infantry soldiers are “crushing it, but that’s not their job,” Weimer said. “We need the infantrymen, so you’re robbing Peter to pay Paul.”

PRIVATE COMPETITION

Cyber and information technology are two areas where the Army faces stiff competition from the private sector. “Those are all top demands in the civilian world, and they pay real well,” Weimer said. “You invest five years in a cyber warrior, and I get worried about, how do you retain them? We’re spending a lot of time figuring that out.”

One important way Weimer is trying to encourage continued service is through the Army National Guard or U.S. Army Reserve. “I’m never going to make a youngster feel bad if they want to [leave the Army]. That’s their choice,” Weimer said. “But I always have a good conversation about, ‘What about the National Guard or Reserve?’ ” This enables the soldier to stay on the Army team while pursuing their civilian dreams, Weimer said.

In the coming months, Weimer is looking for a holistic view of retention across the force. “We’ve got to be able to see ourselves when it comes to retaining ourselves,” he said. “What are our real strengths, projected losses, so that we can see a problem before we wake up to a problem.”

Every career counselor across the Army is talking to soldiers about retention and service, Weimer said. “I want to be able to see all of that in real time,” he said. “It’s a lot, but the bottom line is that ... they all take time to put stuff into a system. I’m trying to get to where those systems come to one location, and Army senior leaders can actually see where we are.”

As he looks to the coming year, Weimer said NCOs will continue to

Soldiers with the 25th Infantry Division participate in a run during the Jungle Operations Training Course at the division’s Lightning Academy, Hawaii. U.S. ARMY/SPC. WYATT MOORE



Transforming Formations.

On the Move!

Join Our Winning Team
gdls.com/careers



Let's Connect!

★ SERGEANT MAJOR OF THE ARMY ★

play a key role in shaping the Army—and the Army of the future.

Using as an example the three transforming in contact brigades, Weimer said the NCOs in those formations had to understand the mission. “You can give them a bunch of equipment, but if you don’t actually give them the guidance in what we want them to do with this equipment, then give them the latitude to move their people around and create new structure, that’s a big deal,” he said.

As NCOs train and innovate with their soldiers, Weimer also believes the Army will get tighter, more cohesive teams. “They’re going to be focused on training because they’re all in, and I’m a firm believer [that] when you have tight teams focused on a mission that everybody buys in on, you have a healthier formation,” he said.

TRANSFORMATION STRATEGY

The next phase will be to implement transforming in contact at scale—not just in the Regular Army, but also in the Guard and Reserve, Weimer said. “We have to be able to do this with a sustainment brigade, and we have to do it with a heavy brigade, and then we have to be able to have the division headquarters transformed, too,” he said. “How do you do this across the Army?”

The key objective is to “not lose momentum,” Weimer said. Traveling across the force, Weimer said, he already is hearing from soldiers who want to know, “When is my brigade going to get that?” It’s a good problem to have, “because now there’s buy-in, because they’re



Top: Soldiers with the 2nd Mobile Brigade Combat Team, 101st Airborne Division (Air Assault), in their Infantry Squad Vehicle during an exercise at the Joint Readiness Training Center, Fort Johnson, Louisiana. **Below:** Sgt. Maj. of the Army Michael Weimer, at left in foreground, greets a World War II veteran at a D-Day commemoration in Normandy, France.

TOP: U.S. ARMY/STAFF SGT. JOSHUA JOYNER. BELOW: U.S. ARMY/SGT. DAVID RESNICK

talking to their teammates,” he said.

For NCOs, experimenting, testing new gear and figuring out how to fight with the new equipment is a tremendous opportunity, Weimer said. “The Army needs you to get after this,” he said. “You’re going to inform the Army. ... Your influence right now, from what you’re learning, will shape the Army of the future. It’s pretty powerful.”

As the Army continues its transformation, NCOs are the “secret sauce,” Weimer said. “We are the asymmetric advantage,” he said.

That means maintaining a focus on standards and discipline, and being brilliant at the basics, Weimer said.

In the coming months, NCOs can expect to see the return of skills training, changes to professional military education, a new “blue book” outlining Army standards and discipline, and an emphasis on training management and providing more predictability to soldiers and their families. “I want them to continue to be excited about being a noncommissioned officer as they grow,” Weimer said. ★



OUR AGILITY.

YOUR ADVANTAGE.



Advanced Sensing.

In today's complex, ever-changing and increasingly contested environment, you need Leonardo DRS – a **partner** that brings the **agility**, drive, and **technical** savvy to help our warfighters accomplish the mission and get home safely. Without hesitation, no matter the mission, Leonardo DRS delivers.

[LeonardoDRS.com/Agility](https://leonardodrs.com/Agility)

 **LEONARDO DRS**

The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.

‘This Is Our Moment’

Army Guard Director Embraces Local, Global Missions

By Gina Cavallaro

Senior Staff Writer

Lt. Gen. Jonathan Stubbs, the new director of the Army National Guard, is committed to caring for people, delivering combat-ready formations and maintaining a focus on values.

A second-generation Guardsman whose father was a chaplain in the Arkansas National Guard, Stubbs had been adjutant general of Arkansas for 18 months when he was nominated on July 10 to be the 23rd director of the Army National Guard.

As he begins his tenure as director, Stubbs said, he will rely on a personal leadership philosophy he described as “all about people and relationships. I put listening and understanding first.”

“I’m fired up, and I’m here to make our organization better,” Stubbs replied in response to written questions from *ARMY* magazine. He added that he approaches every day with “a profound sense of gratitude and humility, coupled with an indomitable drive to provide our



soldiers, civilian employees and families the best environment in which to serve.”

“I am here to carry our profession forward,” he said.

Sworn in on Aug. 5, Stubbs quickly was tapped for a temporary assignment as acting chief of the National Guard Bureau following the Aug. 2 retirement of Gen. Daniel Hokanson. Air Force Lt. Gen. Steven Nordhaus has been nominated to succeed Hokanson, but he was awaiting Senate confirmation as of Sept. 10.

Stubbs takes the helm at a critical time. The Total Army is in the middle of a sweeping transformation as it transitions from counterinsurgency operations to preparing for large-scale combat operations. The force faces growing demands and rapidly evolving threats across



the globe and at home, with a rise in stronger, more severe storms and natural disasters.

Changes also are on the way to force structure and equipment as the Total Army seeks next-generation

Top: Soldiers with the New Jersey Army National Guard’s 1st Assault Helicopter Battalion, 150th Aviation Regiment, conduct air assault training with cadets at the U.S. Military Academy, West Point, New York. **Below:** Lt. Gen. Jonathan Stubbs, director of the Army National Guard.

TOP: ARMY NATIONAL GUARD/SPC. SETH COHEN.

BELOW: U.S. ARMY



capabilities for the future battlefield.

In remarks Aug. 24 at the National Guard Association of the United States General Conference and Exhibition in Detroit, where he spoke as acting chief, Stubbs pointed out that even the best-laid plans can change. Instead of listening as an audience member to the new National Guard Bureau chief, he was onstage looking out at the audience.

'SPEAK YOUR TRUTH'

"The fact that I'm up here, facing the wrong way, is a testament to the fact you can't always count on things going as planned," Stubbs

said. "You have to be ready to take on any challenge, ready to look at the big picture and ready to speak your truth and show people who you are."

From the podium, Stubbs reminded members of the National Guard that the world is a dangerous place in which the U.S. could easily be drawn into war in multiple theaters against near-peer adversaries. "We have inherited a world of tremendous uncertainty," he said.

China continues to be the nation's "pacing challenge," Stubbs said. "Every day, they try to outcompete us," he said. "When they aren't spying on our networks and stealing

our ideas, they're sabotaging our plans, infiltrating our critical infrastructure, planting cyber time bombs along the way."

China is "seeking every advantage, from weapons to economics," Stubbs said. "They're buying alliances at a sky-high interest rate."

"They don't care about our budget cycle or our procurement process," he said. "They aren't burdened by continuing resolutions. They aren't

National Guard troops run to the firing line during a pistol competition at Ethan Allen Firing Range, Vermont.

ARMY NATIONAL GUARD/SPC. ZACHARY DICKTER



hindered by political division—if anything, they’re happy to exploit the things that threaten our national unity.”

The U.S. also must contend with Russia, Stubbs said. Russia’s invasion of Ukraine more than two years ago “demonstrates their disdain for the West and our democracy,” he said. Stubbs also cited the dangers in the Middle East, describing it as “still an area of violent contention, as Iran and its surrogates continue to destabilize the region.”

Stubbs urged the audience to consider a warning from the recent report released by the Commission

on the National Defense Strategy, which was tasked by Congress to examine the 2022 National Defense Strategy and make recommendations for its implementation. “The United States could, in short order, be drawn into a war across multiple theaters with peer and near-peer adversaries ... and it could lose,” the commission said.

HOMEFRONT THREATS

The U.S. and the National Guard also face challenges at home. “If you look at the trend lines of the future, ... we’re talking stronger and more severe storms,” Stubbs said. “We’re talking ongoing threats to critical infrastructure. We’re talking about the economic impact of these changes and challenges.”

But Stubbs had a message for the force. “In all of this uncertainty,

tension and transition, one thing is clear: This is our moment,” he said. “We’re the National Guard. This is what we’re built for.”

As the global security environment presents an increasing array of challenges, the Army National Guard must be ready—and stay ready—for combat “because our nation will call,” Stubbs said in his written responses.

The National Guard will be ready to meet the challenge of global threats, much as the force is ready for its domestic missions, Stubbs said. “We are at our best under pressure, amid chaos and when the stakes are high,” he said.

He pointed out that the week he was sworn in, National Guard soldiers were on duty and responding to Hurricane Debby, which caused heavy flooding and damage in Florida, Georgia and the Carolinas

Georgia Army National Guard soldiers fire during a marksmanship competition at Fort Stewart.

ARMY NATIONAL GUARD/SPC. PERLA GOMEZ



STARS, STRIPES, AND SUPERIORITY

Learn how **American Rheinmetall** is delivering superior engineering and technology from its exceptional U.S. team for our exceptional U.S. Forces.

www.rheinmetall-us.com

TAKING RESPONSIBILITY IN A CHANGING WORLD





Top: Gen. Daniel Hokanson, left, now-retired chief of the National Guard Bureau, promotes Jonathan Stubbs to lieutenant general in Arlington, Virginia. **Below:** In Germany, Stubbs, left, presents challenge coins to soldiers.

TOP: NATIONAL GUARD/STAFF SGT. DAISY BROKER.

BELOW: U.S. ARMY/STAFF SGT. ISRAEL SANCHEZ

as it churned off the coast of the Eastern Seaboard. “Army Guard soldiers left their jobs, their studies and their families to assemble, gear up and respond however their states and communities needed them to help,” Stubbs said.

At the same time, while many

Army National Guard soldiers were engaged in training, many more were deployed around the world, including in the volatile U.S. Central Command area of operations.

“On any given day, our soldiers are responding to disasters, serving overseas and preparing to fight our nation’s wars,” he said. “That’s a tremendous amount of capability and readiness. That’s why I’m so proud of who we are and what we do.”

FORCE MULTIPLIER

Stubbs said he agrees with observations made by his predecessor, Lt. Gen. Jon Jensen, who in 2023 described the nearly 325,000-strong Army National Guard as an “integrated reserve,” a combat force multiplier for the Total Army.

“We are the Army’s integrated combat reserve—a people-focused enterprise delivering modernized, well-led, disciplined, trained, resourced, expeditionary and combat-ready formations,” Stubbs said. “We are fit to fight and ready to win across all domains globally to defend the United States’ interests and support our states and communities.”

The Guard “must balance elements of our historical strategic and operational roles,” he said. “There’s no other alternative,” Stubbs said. “As the Army’s combat reserve, we provide depth in protracted conflict, but we also have a persistent rotational presence supporting combatant commanders around the world.”

As he sets out in his role as director of the Army National Guard, Stubbs said he is “thinking a lot about that integrated role and how vital both elements are for the Army and the nation.”

Stubbs vowed to prioritize people and “build on my predecessor’s good work” to deliver combat-ready formations and keep pace with the Army’s efforts to reorganize and optimize capabilities.

“I think it’s important that our ... formations provide the same capabilities as their active component counterparts,” Stubbs said. “Combatant commanders expect that consistency,



so I want to ensure as the Total Army evolves, the Army National Guard's formations evolve at the scale and pace to meet those needs."

CAREER OFFICER

A career Army National Guard officer, Stubbs enlisted in the Tennessee Army National Guard in 1993 as a private first class. Two years later, he commissioned as an infantry officer upon completing Officer Candidate School at the Tennessee Military Academy. He served with the Arkansas National Guard until he became director of the Army National Guard, holding every leadership position within the 39th Infantry Brigade Combat Team from rifle platoon leader through brigade commander.

He deployed twice to Iraq and served as vice director of operations at the National Guard Bureau, chief of staff for the Arkansas Army National Guard and deputy director for operations, readiness and mobili-

zation at Army headquarters in the Pentagon.

Throughout his decades-long career, he said, some of his most formative leadership experiences took place in Baghdad in 2004–05 when he was a rifle company commander in the Arkansas National Guard's 3rd Battalion, 153rd Infantry Regiment.

"That experience taught me that how you approach training matters. The welfare of your soldiers and the success of the mission all comes down to how you train," Stubbs said. "That's why I ask all of our Guardsmen to approach drill and training with purpose and focus, because if we're ready for combat, we're ready for anything."

Stubbs' father, "the first soldier I ever knew," was an early inspiration who helped instill in him the importance of values and personal integrity. Sadly, he died the day before Stubbs was promoted to brigadier general in 2021. "I still have his helmet in my office," Stubbs said of

his father, Jim Stubbs, who retired in 1985 at the rank of captain.

"The first pair of boots I put on were his, and some of my earliest memories are taking him to the armory and saying goodbye when he went to annual training," Stubbs said.

As he works to ensure that Army National Guard soldiers are prepared for what may lie ahead, Stubbs said he will lead by adhering to the Army Values. He also emphasized his commitment to prioritizing the needs of soldiers, their families and the Guard's civilian employees.

"They are our most precious resource," he said. "Taking care of people will always be my No. 1 priority." ★

Montana National Guard Army officer candidate Alexander Stern uses hand signals to communicate with his squad during an exercise at Joint Base Lewis-McChord, Washington.

ARMY NATIONAL GUARD/SPC. REYFIELD BETZ

A Fresh Mindset

New Reserve Chief Encourages Action, Accountability



By Gina Cavallaro
Senior Staff Writer

Driven by a volatile global security environment, the new chief of the U.S. Army Reserve is prioritizing combat-ready formations, leader accountability and meaningful training relationships

Then-Maj. Gen. Robert Harter, left, visits soldiers of the U.S. Army Reserve's 200th Military Police Command at Fort Meade, Maryland.
U.S. ARMY RESERVE

with the rest of the Army.

Lt. Gen. Robert Harter, who was sworn in Aug. 1 as chief of the Army Reserve and commanding general of U.S. Army Reserve Command, said there are many things to address within the component, but early in his tenure, his focus is ensuring that Reserve soldiers have what they need, are up to speed on their skills and are on the right footing to move out on short notice.

Harter takes command at a time when the Army is transforming at full tilt and posturing its formations and capabilities for large-scale combat operations. He believes that

unlike the first two decades of the 21st century, when units often had a year to prepare for rotations to the war zone, Reserve troops won't have that kind of head start if shots are fired today.

Soldiers need to be ready for a dangerous world, he said. "When you look at today's national security environment, I guess what concerns me is that if something bad happens, Army Reserve soldiers are going, and it's not going to be in 60 days; it might be 15," Harter said Aug. 21 in his Pentagon office. "In the macro, my concern right now is making sure our young men and women are



ready physically, mentally, soldier skills and then, of course, their formations. We need to make sure we're laser-focused on that."

Almost all the Army's combat support and combat service support capabilities reside within the Army Reserve, Harter said. Using bulk fuel transportation as an example, he pointed out that the active Army "has tactical trucks, and they can move stuff around on the battlefield, but getting fuel to them, it's us."

"In a counterinsurgency, we could meet that need ... on routine deployments," Harter said. "My concern now is that if something bad happens, Army Reserve forces are going to be needed pretty quick."

As he travels to observe training, talk with soldiers and assess the needs of the force, Harter works to

instill a fresh mindset for action, encouraging leaders to "cherish every second you have with your soldiers when they're at battle assembly, because that could be the last training opportunity you have before something bad happens. Think like that."

"We were all fat, dumb and happy on Sept. 10, 2001, and those were a bunch of [non-state actors who attacked the U.S. on 9/11]. Imagine what a state actor could do," said Harter, who, rather than come off as a harbinger of negativity, described himself as a "glass half-full kind of guy. I'm a positive, happy dude."

DOWN IN THE DIRT

The Army Reserve's new chief wants leaders to continue optimizing training opportunities and avoid being bogged down with creating

metrics reports, a nod to his predecessor, now-retired Lt. Gen. Jody Daniels, who encouraged unit leaders to put tough, realistic training ahead of paperwork.

"As a company commander, I expect you to know the status of your formation," Harter said. "That's hard to do without having some kind of objective data, but don't be obsessed with it. Stay focused on purpose-delivering combat-ready soldiers."

As part of "getting back to that mindset of why we exist," Harter

Soldiers with the U.S. Army Reserve's 78th Training Division set up a security perimeter during training for a competition at Fort McCoy, Wisconsin. U.S. ARMY RESERVE/SGT. 1ST CLASS JUSTIN HARDIN



said he is pushing unit leaders to get down in the dirt on battle assembly weekends.

“Soldiers will run through a wall for you if they know you’re there with them,” Harter said. “In the dirt, misery breeds frickin’ bonds. Not all the time, but afterwards, you’re like, ‘God, that sucked. Wasn’t it awesome? Let’s have a beer.’”

On a visit to Fort McCoy, Wisconsin, in August, he said, soldiers were “having the most fun and getting the most out of training where they had commanders engaged at echelon.”

A soldier with the U.S. Army Reserve’s 76th Operational Response Command prepares for training at Dugway Proving Ground, Utah.

U.S. ARMY RESERVE/SGT. GIOVANNY LOPEZ

“Where commanders had that mindset going in there, the units were crushing it,” he said, adding that he saw lower levels of enthusiasm in units where commanders were not engaged or not even there. “You could see the difference.”

The disengaged or absent leaders, he said, “haven’t been held to account.”

“If you’re in the dirt, they care,” he said. “The soldiers see you doing what you’re going to do, what you expect them to do, that’s hugely motivating, and they’re watching your every move,” Harter said. “At the same time, sometimes we have some senior leaders, and I could fall into this, so I have to be very self-aware, who think they’re leadership consultants.”

Drawing on the mentorship he received from general officers who preceded him, Harter said he expects

to further empower unit leaders to make decisions but also to be held accountable for achieving readiness.

Leaders will be expected to have a battle rhythm, a process for determining readiness down to the individual soldier and ensuring plans are on track and not left to chance. Quality leaders also must lead by example and from the front, he said. Everything a leader does serves to inform those coming in behind them as they prepare to take on their next big role, he said.

ACTIVE MENTORSHIP

Harter urged leaders in the Army Reserve to take an active role in developing the component’s future leaders by actively mentoring them. “Leadership matters,” Harter said. “The older I become, the more I realize how critical it is.”

As senior Army leaders consider

YOUR mission. OUR code.

SOLUTIONS DRIVEN BY
CUSTOMIZED MACHINE LEARNING.

BUILDING TRUSTED AI. ENSURING A SAFER WORLD.



COVAR



how to reorganize formations in anticipation of shifting requirements, Harter said he is expecting a shift in the Reserve's allocation of capabilities.

"They could probably bring to us maybe some multidomain task force, some signal [soldiers], some high-tech stuff. There's even some talk of some light infantry if you had to get rid of some combat arms as part of a trade-off," he said. "Right now, we've got to make sure that we're prepared to deliver."

As such high-level planning



Top: Staff Sgt. Michelle Padilla, left, of the U.S. Army Reserve's 63rd Readiness Division, fires during a pistol match at Fort Hunter Liggett, California. **Below:** Soldiers with the U.S. Army Reserve's 350th Civil Affairs Command prepare for physical training in Pensacola, Florida.

TOP: U.S. ARMY RESERVE/SGT. 1ST CLASS CHRIS OPOSNOW. BELOW: U.S. ARMY/LT. COL. ADAM WEECE

evolves, Harter has his sights on formalizing some of the relationships the Army Reserve has with the Regular Army and the Army National Guard. This means partnering more frequently, and formally, with each of the components.

As an example, there is an Army Reserve sustainment brigade 45 minutes outside of Fort Liberty, North Carolina, Harter said. "Why would they never not be at Fort Liberty training with all those infantry formations, setting up and

Your protection. Our mission.

Proudly serving the U.S. Army for 26 years.

INVISIO is a global market leader within advanced tactical communications and hearing protection systems.

We enable soldiers in loud and mission critical environments to communicate and operate effectively while protecting their hearing.

Our body-worn system includes headsets, control units, and cables complemented by a range of accessories.

Our mounted solutions are customized specifically for end-user applications; for use in tracked or wheeled vehicles and dismounted tactical operations.

Visit us at **AUSA booth #8118**

Get in touch:

1-844-968-4746 or usa@invisio.com





providing water and fuel and doing all that?" he said. "Why are they going to Arkansas to train? Let's partner up."

Harter also suggested that the Army Reserve should have participated in an XVIII Airborne Corps warfighter exercise that took place in early August. "Even if we had one or two of our one-star headquarters that were part of that, and you're supporting a corps in contact, by the way, in an exercise that had 18,000 casualties, we would be the medical formation, and you build the relationships," he said. "We've just got to codify [these relationships]. There are a lot of handshake agreements. Let's go ahead and partner up."

Then-Maj. Gen. Robert Harter speaks with soldiers during a medic training exercise at Fort McCoy, Wisconsin.
U.S. ARMY RESERVE

FAMILY TRADITION

Harter grew up in an Army family. His father, Bob, is a 1965 graduate of the U.S. Military Academy at West Point, New York. An infantry officer, he fought in the Vietnam War, received two Purple Hearts and retired from the Army after 20 years.

"He's just a quiet, humble guy, like, totally opposite of me, just salt of the earth," Harter said, praising his father for having been "my inspiration."

Harter graduated from the Virginia Tech ROTC program in 1988 with a degree in business and communications. He was commissioned as a field artillery officer, spent 10½ years on active duty and transitioned to the Active Guard Reserve program, where he became an ordnance officer.

He was deputy chief of the Army Reserve before he took command of the 81st Readiness Division at Fort

Jackson, South Carolina, his most recent assignment before taking over as chief of the Army Reserve.

Harter's son, 1st Lt. Bobby Harter, is an executive officer in the 1st Squadron (Airborne), 40th Cavalry Regiment, part of the 11th Airborne Division's 2nd Infantry Brigade Combat Team. On Aug. 16, in celebration of National Airborne Day, 1st Lt. Harter and his company commander became tangled during a jump over Joint Base Elmendorf-Richardson, Alaska.

Lt. Gen. Harter downplays the danger they were in, happily announcing that the duo landed on target and took first place. After telling the story, he considers his stake in leading his troops for the next four years.

"As commander, I got skin in the game with all these troops, but I got my own flesh and blood that could be on the receiving end of Army Reserve support," he said. ★

The number of veterans with disabilities is larger than the population of Los Angeles.



There are over 5.2 million veterans with disabilities.
Many are in need of employment.

At SourceAmerica, we connect you to a nationwide network of approximately 575 nonprofits and a dedicated workforce of more than 59,000 people with disabilities. Discover how we precisely meet your federal contract needs.



Scan to see how
we help you.

For All They Do

AUSA Honors the American NCO With Marshall Medal



By **Gina Cavallaro**, Senior Staff Writer,
and **Karli Goldenberg**, Staff Writer

Each year, the Association of the U.S. Army presents the George Catlett Marshall Medal in recognition of distinguished and selfless service.

Soldiers negotiate a 12-mile ruck march during a competition at Joint Base Lewis-McChord, Washington.

U.S. ARMY RESERVE/MAJ. JOSHUA FRYE

First presented in 1960, it is AUSA's highest honor, and this year's recipient is a group that for more than two centuries has been known as "the backbone of the Army"—the United States Army Noncommissioned Officer.

"From the American Revolution to today, the United States Army Noncommissioned Officer has been the backbone of the force, training, leading, coaching and taking care of soldiers," said retired Gen. Bob Brown, AUSA president and CEO.

The Marshall Medal is named for

General of the Army George Catlett Marshall Jr., a former Army chief of staff who also served as secretary of state, secretary of defense and U.S. special envoy to China in a public service career that spanned the Spanish-American War through the administration of President Harry Truman.

Pointing out that NCOs are "the essential connective tissue of the Army's formations and the envy of all other militaries in the world," Brown added that the Marshall Medal is "one way to publicly honor



these NCOs for their hard work, dedication and passion every day, whether at home or in combat.”

“Awarding the Army NCO the George Catlett Marshall Medal is a fitting testament to the selfless efforts of all NCOs, past, present and future,” said retired Sgt. Maj. of the Army Daniel Dailey, AUSA’s vice president for NCO and Soldier Programs.

While it would be impossible to recognize every NCO since the American Revolution, it is easy to learn from a selection of those serving today about what it means to be the professional standard-bearers for the modern soldier as they work to ensure that America’s Army remains the world’s premier land force.

“No one is more professional than I. I am a noncommissioned officer, a leader of soldiers,” begins the U.S. Army NCO Creed. Following are the stories of some NCOs and the values they embody as outlined in their creed.

MORAL COURAGE

In 2020, two 3rd Infantry Division soldiers who might have taken their own lives instead were thriving after getting the help they needed because then-Sgt. Morgan Edginton, a combat medic, intervened.

She saw each soldier behaving erratically and coaxed them into reversing their suicidal plans.

Today, Staff Sgt. Edginton is a medical adviser in the 4th Security Force Assistance Brigade at Fort Carson, Colorado. When she reflects on her decision to intervene, she said it “goes back to our Army Values, personal courage being one of them.”

“Moral courage is being willing to speak up, even if it’s going to ruffle some feathers or it’s going to be a hard conversation,” she said. “I really believe to be a good leader, you have to do the hard thing, and you have to maintain that. If you say you’re going to do something, you

have to do it ... even if it’s not easy.”

Leading soldiers takes patience and compassion, Edginton said, recalling the mentorship of a platoon sergeant she succeeded when she was first assigned to the 101st Airborne Division (Air Assault) at Fort Campbell, Kentucky. He took the time to mentor and coach her as she began her job, a caring gesture that demonstrated he was “the epitome of an NCO.”

“He just helped me step back and get a better perspective on how to mentor other soldiers like he mentored me,” she said. “I firmly believe that in order to be a leader, you have to be competent one, and you have to be confident.”

“Our job is to train our soldiers and take care of our soldiers, so

Left: Staff Sgt. Morgan Edginton. **Right:** Staff Sgt. Maira Alcalá.

LEFT: COURTESY PHOTO. RIGHT: U.S. ARMY/NATHAN CLINEBELL



when you make them a competent medic, that breeds confidence, and as they go through the ranks, now they're competent leaders themselves," Edginton said.

LEADERSHIP

Staff Sgt. Maira Alcalá is a drill sergeant at Fort Jackson, South Carolina. She is one of the Army's 4,200 drill sergeants who train more than 115,000 new soldiers each year. It's hard to imagine a more foundational responsibility.

"It's super critical, because we're literally taking a civilian and



turning them into soldiers within a matter of 10 weeks," said Alcalá, who has been on the trail for close to two years with the 165th Infantry Brigade. "We're making American soldiers."

Alcalá, whose MOS is 88M, motor transport operator, is passionate about the drill sergeant's mission. "We need to ensure the Army remains a highly skilled, motivated and effective force, capable of diverse challenges throughout the years," she said.

The job is done by NCOs, Alcalá said, because they possess the leadership experience, maturity, adaptability, discipline, patience, technical proficiency, resilience and communication skills required to mentor, coach and train people from diverse cultures who are entering a whole new world.

Even with the volume of new soldiers they are responsible for every day, all year long, drill sergeants pay attention to trainees' every need, mood and issue.

"We notice when one of them is off. ... You get to know them, and you notice when something's not right, then you start asking ques-

tions, trying to help," she said.

The Army "would not be the Army that it is without NCOs," she said.

"It is an organization that is commander-led, and the NCOs run it, enabled by staff. The NCO plays a huge and crucial part in the overall Army, and I think the absence of NCOs would lead to gaps in leadership. NCOs are indispensable to the successful functioning of the Army," Alcalá said.

COMPETENCE

As an observer coach/trainer at the Joint Readiness Training Center at Fort Johnson, Louisiana, 1st Sgt. Tracy Hamilton Jr. must be an expert at his craft as he enforces exercise rules of engagement, monitors safety, coaches, teaches and mentors soldiers from 10 companies per year.

"I see it all," said Hamilton, who served as a drill sergeant for 18 months at Fort Moore, Georgia, and taught for two years at the U.S. Army Drill Sergeant Academy at Fort Jackson. "I see the bad habits, I see what units do well, and I take all of that stuff, and I get to put that in my own tool bag."

Left: Then-Staff Sgt. Tracy Hamilton Jr. applies face paint during a Drill Sergeant of the Year competition at Fort Sill, Oklahoma. **Right:** Soldiers at the 7th Army Noncommissioned Officer Academy train in Grafenwoehr, Germany.

LEFT: U.S. ARMY/PFC. JOSHUA HUGLEY. RIGHT: U.S. ARMY/SGT. CHRISTIAN CARRILLO

P550



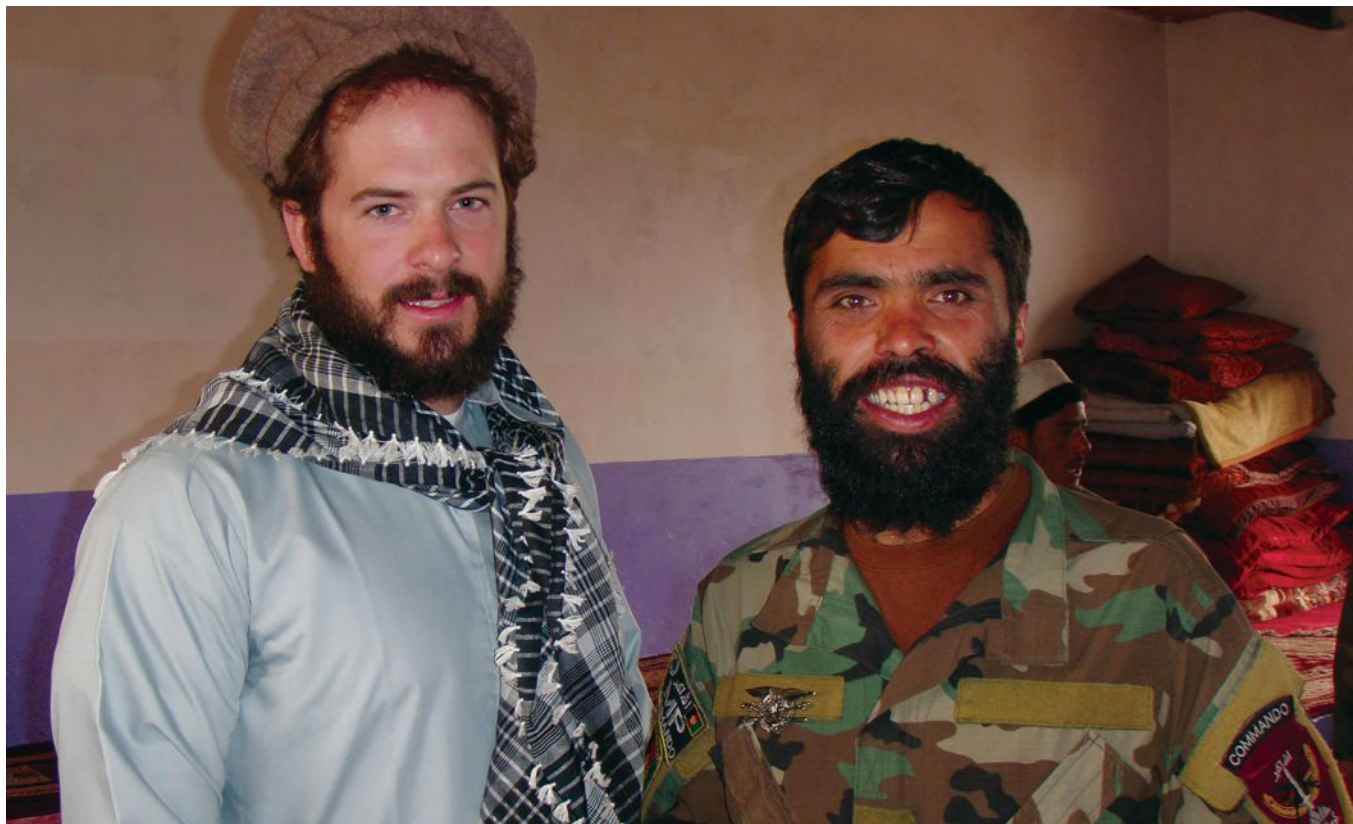
HUNTER. KILLER.
REDEFINING BATTLEFIELD ADAPTABILITY

INTRODUCING **P550™ eVTOL UAS**

FIND US AT AUSA
BOOTH 2829



AV
AeroVironment™



For the units undergoing training, observer coach/trainers like Hamilton are their unsung heroes. Through his feedback, Hamilton, whose MOS is 11B, infantryman, ensures that the soldiers he advises are tactically proficient, and he pushes them to better visualize the realities of combat.

“When you put yourself on the outside, you’re really seeing the total concept,” he said. “I can observe for an hour or so ... and talk to the command team [and] I can say, ‘Hey, have you thought about this?’ or ‘Let’s go outside of the wire. Let’s look at your position from the



Top: Then-Sgt. Matthew Williams, left, stands with an Afghan soldier after a meeting near Camp Morehead, Afghanistan, in 2011. **Below:** Then-Master Sgt. Matthew Williams, left, and former Staff Sgt. Ronald Shurer II pose after Williams received the Medal of Honor at the White House in 2019. Shurer received his Medal of Honor in 2018.

TOP: COURTESY OF MASTER SGT. MATTHEW WILLIAMS.
BELOW: U.S. ARMY/SGT. KEISHA BROWN

outside ... to see what the enemy is going to do.’ ”

Hamilton tries to reinforce the importance of a combat mindset. “Everything we do needs to be tactical,” he said. “I think NCOs ... have to instill that combat mindset into their soldiers. From the moment they get up, to the moment that they go to bed at night, you’ve got to be thinking that way and training yourself for the next fight.”

More than 10 years after his first deployment to Afghanistan, Hamilton is still inspired by the NCOs who guided him as a young specialist. “These three NCOs ... had been deployed multiple times and basically said, ‘Hey, follow me, man. I’ll show you how to do it,’” Hamilton said.

“They did it all. ... They were right there in the foxholes with us every single time.”

WHAT WILL DEFINE THE FUTURE OF AEROSPACE AND DEFENSE?

Electrification. Advanced, secure networking. Next generation materials. Hypersonic flight. Artificial intelligence and machine learning. High-energy lasers. Autonomous, smart sensors. Sixth generation engine technologies. These are just some of the ways we're transforming how we connect and protect our world. Finding answers to the biggest questions is what defines us.

Visit RTX at Booth 1807.



COLLINS AEROSPACE | PRATT & WHITNEY | RAYTHEON



LOYALTY

Before he would face a fierce enemy attack in Afghanistan and receive the Medal of Honor for his actions, Command Sgt. Maj. Matthew Williams was inspired by the motto of the Army's Special Forces.

"Our motto is 'de oppresso liber,' to free the oppressed, and that really spoke to me at a personal level," Williams said. The motto went beyond fighting the enemy—it emphasized training, equipping and helping care for other communities and raising them up so they're "capable of protecting themselves," he said.

As he joined the Green Berets' elite ranks, Williams learned from his first team sergeant, now-retired Master Sgt. Scott Ford.

Ford showed his soldiers how to be part of a Special Forces A-team, "how to train, how to take care of each other," Williams said. "I really respect him for that and continue to respect that even more as I grow

in my own career and leadership positions."

On April 6, 2008, then-Sgt. Williams was an operations sergeant with the 3rd Special Forces Group (Airborne) when he learned that his fellow soldiers had sustained several casualties and were pinned down on a mountainside in Afghanistan's Shok Valley.

Under enemy fire, Williams and a team of Afghan commandos fought up the mountainside, executed a counterattack against the enemy and evacuated the wounded.

After initially receiving the Silver Star, Williams, who is credited with helping save the lives of four critically wounded soldiers and preventing the lead element from being overrun, received the Medal of Honor, the nation's highest award for valor, in October 2019.

Now assigned to the 4th Battalion, 1st Special Warfare Training Group at Fort Liberty, North Carolina, which is responsible for Special Forces MOS training, Williams is proud of his fellow soldiers. "I'm fortunate to be surrounded by some of the greatest NCOs and the greatest men ... in the Army," he said. "We continue to do a really great job of

assessing, selecting and training these great Americans to be great leaders. That's the goal, and we've been pretty successful at it."

PROFESSIONALISM

In 2023, Staff Sgt. Andre Ewing led his squad to win the Army's Best Squad Competition, an event in which two of his soldiers also were named the Army's top NCO and Soldier of the Year.

He has been in the 75th Ranger Regiment since he enlisted in 2015, certain that he wanted to be a Ranger because he saw that "those were the guys who were getting after it."

But when it was time to become a squad leader in the regiment's 3rd Battalion, Ewing said he didn't know if he was ready to take on a leadership role. As he stepped into the position, he said, he simply looked to the leaders who had brought him along.

"I was fortunate enough to be raised around just great NCOs," Ewing said. "The moment I became a squad leader, I felt like I wasn't ready ... but I just kind of mimicked successful previous leaders that I had looked up toward, and that just [helped me build] a big cohesive bond and really made our squad tight."

Calling upon his experience in building cohesive teams and spending the time to individually mentor and counsel Rangers, Ewing said being an effective leader comes down to caring about soldiers enough to get to know them.

Today, as a cadre member in the regiment's Small Unit Ranger Tactics course, Ewing is like the NCOs he once looked up to, the leader who is taking teenagers and making them into well-rounded soldiers.

"I'm raising these soldiers," he said. "I'm not just teaching these individuals, 'Hey, this is how to Army.' I'm also teaching them how to be an adult, to be a good person. I think if you build that professional and personal relationship, you definitely get more effort out of the guys you're training." ★

Staff Sgt. Andre Ewing, of the 75th Ranger Regiment, maneuvers through a forest during the Army's Best Squad Competition at Fort Stewart, Georgia.
U.S. ARMY/PFC. BENJAMIN HALE



YEAR IN REVIEW

COMPILED BY GINA CAVALLARO, SENIOR STAFF WRITER

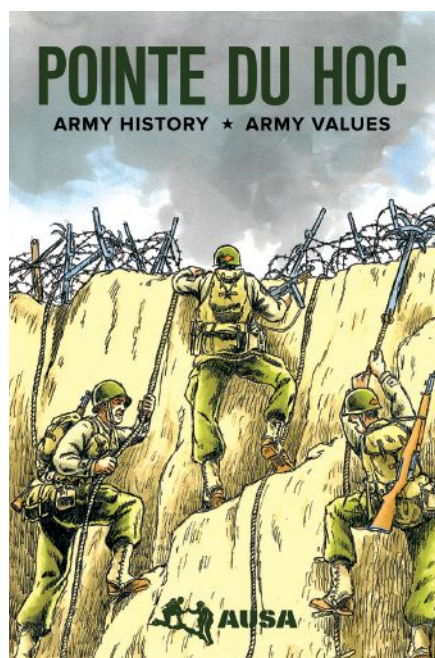
Soldiers with the 75th Ranger Regiment salute during the closing moments of an 80th anniversary commemoration of the D-Day invasion at Normandy American Cemetery, France.

U.S. ARMY/SGT. 1ST CLASS JORDEN WEIR



October 1

Inspired by the U.S. Army Rangers who scaled the cliffs at Pointe du Hoc, France, on D-Day, June 6, 1944, the Association of the U.S. Army adopts a new logo that recognizes the contributions of those who came before, while keeping their stories alive for the next generation. The logo is officially unveiled at the AUSA 2023 Annual Meeting and Exposition in Washington, D.C.



The Association of the U.S. Army unveils a new logo while also publishing a graphic novel honoring the bravery of the Rangers who assaulted Pointe du Hoc, France, on D-Day.

AUSA IMAGES



October 3

Army Secretary Christine Wormuth and Army Chief of Staff Gen. Randy George announce sweeping changes to the Army's recruiting enterprise after the service misses its recruiting goal for the third consecutive year. Initiatives include recruiting people with more than a high school education, creating a new talent acquisition specialist MOS and new recruiting warrant officers, adding an aptitude test for soldiers tapped to be recruiters, elevating U.S. Army Recruiting Command from a two-star command to a three-star command, and adding a deputy commanding general in charge of innovation and experimentation.

New recruits in Ashland, Kentucky, start their Army journey with the oath of enlistment.

U.S. ARMY/RONALD BAILEY



October 9

The Army is at a critical moment in history, and it must use the moment to ask hard questions and make big decisions, Army Secretary Christine Wormuth says in a keynote speech at the opening ceremony of the Association of the U.S. Army 2023 Annual Meeting and Exposition in Washington, D.C. "It is a crucial moment for the Army to summon our ingenuity, to innovate and invest in emerging technologies, to test and develop in uncharted areas like artificial intelligence and contested domains like space and cyber, to reshape and transform the force to be more adaptable and flexible," Wormuth says. "We've got to ask the tough questions and make the hard decisions on what our force needs to fight in the future."

Army Secretary Christine Wormuth gives the keynote address at the opening ceremony of the Association of the U.S. Army 2023 Annual Meeting and Exposition in Washington, D.C.

AUSA/PETE MAROVICH



October 9 ▲

Five soldiers from U.S. Army Special Operations Command win the Army's 2023 Best Squad Competition. Staff Sgt. Andre Ewing, Sgt. Jacob Phillips and Spcs. Chancellor McGuire, George Mascharka and Shane Moon are recognized during a luncheon at the Association of the U.S. Army 2023 Annual Meeting and Exposition. Additionally, McGuire is named the 2023 Soldier of the Year, and Phillips is the NCO of the Year. "One of the things that makes our Army so successful is people," Lt. Gen. Walter Piatt, director of the Army Staff, says during the luncheon. "People like you, who are tough and go far beyond the normal to achieve success."

The winners of the Army's 2023 Best Squad Competition appear at a luncheon during the Association of the U.S. Army 2023 Annual Meeting and Exposition in Washington, D.C.

AUSA/JEROMIE STEPHENS

October 10

America's Army is doing a lot of things "really well," but "we've got some work to do," Army Chief of Staff Gen. Randy George says. Speaking at the Dwight D. Eisenhower Luncheon at the Association of the U.S. Army 2023 Annual Meeting and Exposition, George says he is proud of the Army and its soldiers. "Wherever I go, I consistently see soldiers of every generation willing to innovate, train and endure hardship for the team and the mission," he says, adding that he wants Americans to see the same Army. "I want them to feel the pride that I feel, because their Army is the best ground fighting force in the world," George says. "When our Army hits the dirt, our nation means business. Our allies and partners don't want to fight without us, and our adversaries are wise to fear us."



Army Chief of Staff Gen. Randy George addresses the Association of the U.S. Army 2023 Annual Meeting and Exposition's Dwight D. Eisenhower Luncheon.

AUSA/ROD LAMKEY



October 11

NCOs drive change across the Army, and they will have a critical role as the service renews its focus on standards and discipline, Sgt. Maj. of the Army Michael Weimer says at the Association of the U.S. Army 2023 Annual Meeting and Exposition. "It's tough being the standard every day," he says. "You're going to get injured. You're going to have things happen in your life. It's tough coming to work with a good attitude every day if you have stuff going on at home." But being the standard means something, Weimer says. To help NCOs with this effort, Weimer announces the Army will build an Army "blue book" to be "the base document for everybody to know what right looks like."

Sgt. Maj. of the Army Michael Weimer addresses the audience during a Sergeant Major of the Army Initiatives Briefing at the Association of the U.S. Army 2023 Annual Meeting and Exposition in Washington, D.C.

U.S. ARMY/LAURA BUCHTA



October 20

John Gojmerac, a decorated World War II veteran who served in the 3rd Infantry Division, is awarded the insignia of Knight of the Legion of Honor, France's highest decoration. Jeremie Robert, consul general of France in New York, presents the award to Gojmerac at a ceremony in Tonawanda, New York.

World War II veteran John Gojmerac is awarded the insignia of Knight of the Legion of Honor.
U.S. ARMY/SGT. WILLIAM GRIFFEN



October 26

Retired Sgt. Maj. of the Army Glen Morrell, a life member of the Association of the U.S. Army who served as the service's senior enlisted leader from 1983 to 1987, dies at age 87. Born on May 26, 1936, in Wick, West Virginia, Morrell enlisted in the Army in 1953, leaving after one enlistment, then reenlisting in 1958. "I found out that I really liked the Army after I got out," Morrell said in a 1994 interview with the U.S. Army Center of Military History.



Sgt. Maj. of the Army Glen Morrell.
U.S. ARMY

October 27 ▲

The last of nine Army installations is renamed when Fort Gordon, Georgia, becomes Fort Eisenhower in honor of former President Dwight Eisenhower. The decision to rename the installation near Augusta upholds the values the Army holds dear, Army Secretary Christine Wormuth says during the renaming ceremony. "The Army is a values-based institution. Today, we choose to honor a man, a general, a president who upheld the values we want our force to embody—values like loyalty, integrity and selfless service," Wormuth says.



Officials hold a renaming ceremony at what is now Fort Eisenhower, Georgia.
U.S. ARMY PHOTOS



WE GO WHERE YOU GO

From the next-generation JLTV A2 to the armored HUMVEE Saber and battle-tested HUMVEE trucks, AM General equips Warfighters with a powerful range of vehicles built for any mission.

AM GENERALTM
MISSION READY ★ FUTURE DRIVEN



November 2

Capt. Christopher Flournoy and Staff Sgt. Michael Holloway of the 3rd Infantry Division win the Dragon's Lair 9 innovation competition for creating their Electromagnetic Warfare Decoy Emitter. The device replicates friendly radio signals to confuse and deceive the enemy while obscuring friendly electronic footprints. It also can be used to jam radio frequencies. Created and managed by the XVIII Airborne Corps, Dragon's Lair 9 is co-hosted by U.S. Indo-Pacific Command in Honolulu, marking the first time the competition is co-hosted with a global combatant command.

Capt. Christopher Flournoy, left, and Staff Sgt. Michael Holloway, winners of the Dragon's Lair 9 innovation competition.
U.S. ARMY/SPC. CASEY BRUMBACH



November 3

Sgt. Maciel Hay, a cavalry scout with the 1st Squadron, 91st Cavalry Regiment, 173rd Airborne Brigade, becomes the first woman to graduate from the U.S. Army Sniper School at Fort Moore, Georgia. "My nickname growing up was 'Sniper,'" Hay says at her graduation ceremony. "I grew up shooting, mostly rifles and handguns, on my family's ranches in Rocklin, California, and Medford, Oregon, but the nickname came from the fact that I could find things really fast, similar to how a sniper does target detection," she says.

Sgt. Maciel Hay becomes the first female active-duty Army sniper.
U.S. ARMY/PATRICK ALBRIGHT



November 5

Soldiers in the U.S. Army World Class Athlete Program wrap up the Pan American Games in Santiago, Chile, with five gold medals. Spc. Khalfani Harris wins the 68 kilogram weight class in taekwondo; Sgt. Ildar Hafizov wins the 60 kg weight class in Greco-Roman wrestling; Spc. Kamal Bey wins gold in the 77 kg weight class in Greco-Roman wrestling; and 1st Lt. Sam Sullivan and Sgt. Joanne Fa'avesi help the women's Rugby 7 team win gold over Canada.

Spc. Kamal Bey celebrates his gold medal performance in Greco-Roman wrestling at the Pan American Games in Santiago, Chile.
U.S. ARMY/MAJ. NATE GARCIA



November 9

Soldiers at Blanchfield Army Community Hospital at Fort Campbell, Kentucky, are treated to lunch served by actor, director, producer and musician Gary Sinise, who is on-post with his Lt. Dan Band to perform a free concert before Veterans Day. A well-known supporter of the military through his Gary Sinise Foundation, and recipient of the Association of the U.S. Army's 2017 George Catlett Marshall Medal, Sinise made the surprise visit to the hospital to show his appreciation for the Army's health care professionals.

Spc. Andrew Ruiz, foreground, takes a selfie with actor Gary Sinise during a lunch at Fort Campbell, Kentucky.

U.S. ARMY/MARIA CHRISTINA YAGER



November 13 ▲

More than 100 years after 110 soldiers are wrongly convicted for the World War I-era Houston Riots, Army Secretary Christine Wormuth approves the recommendation of the Army Board for Correction of Military Records to set aside the convictions. The soldiers were members of the 3rd Battalion, 24th Infantry Regiment, also known as the Buffalo Soldiers.

Members of the 3rd Battalion, 24th Infantry Regiment, on trial at Fort Sam Houston, Texas, for alleged mutiny and murder in August 1917.

WIKIPEDIA

November 21

Honoring the "Dogface Soldiers" of the 3rd Infantry Division, the U.S. Military Academy at West Point, New York, unveils its uniforms for the 2023 football showdown against the U.S. Naval Academy. The sand-colored design is inspired by the 20th anniversary of the division's armored march to Baghdad at the outset of U.S. military operations in Iraq. The uniforms feature the letters "ROTM," for the division nickname "Rock of the Marne," down the pant leg, the division's striped patch and the division's bulldog mascot on the helmet.



A member of the U.S. Military Academy at West Point, New York, football team looks on from the sidelines at the 2023 Army-Navy game at Gillette Stadium in Foxborough, Massachusetts.

U.S. ARMY/SGT. DAVID RESNICK



December 5

Fulfilling his final wish to feel the “thunder of doom” from inside a tank, former Spc. Jay Tenison, an Operation Iraqi Freedom veteran who is terminally ill with cancer, fires the main gun of an M1A2 Abrams tank at Fort Moore, Georgia. Previously assigned to the 1st Armored Division’s 2nd Battalion, 37th Armor Regiment, Tenison makes his wish known in a Reddit post in October 2022. “I’m dying from stage IV stomach cancer. My wish is to do tank gunnery one last time,” Tenison wrote, adding that “before I depart this land of the living, I’d love to feel the thunder of doom inside an Abrams.” After firing his last shot, Tenison tells reporters at Fort Moore that it was “everything I had hoped for.” Tenison dies on Jan. 18 at the age of 40.

Former Spc. Jay Tenison visits Fort Moore, Georgia.

U.S. ARMY/COLE MANNING

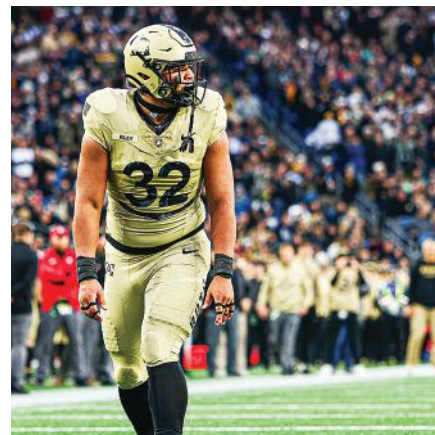


December 7

A Honolulu-based medical team with the 8th Forward Resuscitative and Surgical Detachment, 18th Medical Command, conducts a medical trauma rotation at Port Moresby, Papua New Guinea, the first of its kind by Army medical personnel. The medical engagement follows the May 2023 signing of a defense cooperation agreement between the U.S. and Papua New Guinea. It gives medical soldiers an opportunity to treat trauma victims in an austere environment.

A team with the 18th Medical Command helps operate to correct a child’s birth defect at Port Moresby General Hospital, Papua New Guinea.

U.S. ARMY/SGT. 1ST CLASS TIMOTHY HUGHES



December 9

In the annual ritual of an enduring football rivalry that dates back 124 years, cadets from the U.S. Military Academy at West Point, New York, beat the midshipmen from the U.S. Naval Academy 17–11 at Gillette Stadium in Foxborough, Massachusetts. It is the second consecutive win for the West Point Black Knights, and the team’s sixth victory over the Navy midshipmen in eight years.

Above: West Point senior tight end Tyson Riley awaits the snap during the 2023 Army-Navy football game at Gillette Stadium, Foxborough, Massachusetts. **Right:** Team members, dignitaries and fans show their spirit at the 2023 Army-Navy football game.

ABOVE: U.S. ARMY/CADET ELI WRIGHT. RIGHT, CLOCKWISE FROM TOP: U.S. ARMY PHOTOS BY SGT. DAVID RESNICK, ERIC BARTELT, ERIC BARTELT, SGT. DAVID RESNICK, SGT. DAVID RESNICK



December 13

Gen. James Rainey, commander of U.S. Army Futures Command, says the service is on track to meet its modernization goals for 2030 and beyond. Among the Army's priorities, he says, the service is shifting from buying capabilities to buying systems, exploring formations with human-machine integration and continuing to glean lessons from the war in Ukraine. "The ability to look at things that are happening in the world and move into a rapid acquisition of capability is something the Army has not been great at for about the last five years," he says at a Coffee Series event hosted by the Association of the U.S. Army. "We're starting to reestablish that muscle memory."

Gen. James Rainey speaks during an Association of the U.S. Army Coffee Series event.

AUSA/LUC DUNN



December 19

Spreading Christmas cheer to the people of Drawsko Pomorskie, Poland, soldiers with the forward-deployed 47th Brigade Support Battalion, 2nd Armored Brigade Combat Team, 1st Armored Division, deliver toys during Pioneer Rush, an annual holiday ruck march through the community. "Being able to contribute to the community, especially during the holiday season, makes me proud to be a soldier," says Spc. Giovanni Ricardo Bowsell, a human resource specialist in the battalion's Headquarters and Headquarters Company.



Top: Soldiers with the 2nd Armored Brigade Combat Team, 1st Armored Division, spread Christmas cheer in Drawsko Pomorskie, Poland. **Below:** Lt. Col. McFerrin McDonald hands out toys during the event.

TOP: U.S. ARMY/CPL. RAINIER STEVEN JUANEZA.
BELOW: U.S. ARMY/MAJ. ARTURO RODRIGUEZ



December 26

Former Pfc. Russell "Huck" Hamler, the last survivor of Merrill's Marauders, an elite World War II jungle warfare unit whose mission was to seize a Japanese-held airfield and open an Allied supply route between India and China, dies at age 99.

Sgt. 1st Class Nathan Springs, right, shares a handshake with James Hamler after presenting Hamler's father, former Pfc. Russell 'Huck' Hamler, with the Congressional Gold Medal for his World War II service. The ceremony took place in Baldwin Township, Pennsylvania, in April 2022.

BALDWIN TOWNSHIP/DR. CAROL ORTENZO



December 29

As it works to transform its recruiting workforce, the Army announces a new MOS, 420T, in search of warrant officers who want to be talent acquisition technicians. Those selected and trained for the new job will specialize in areas such as recruiting strategy, talent retention, workforce planning, marketing, labor market analysis and data analytics, and serve as leaders, advisers, trainers and technical experts.

Talent acquisition technician candidates pose after completing the first phase of their initial training program at Fort Jackson, South Carolina.

U.S. ARMY

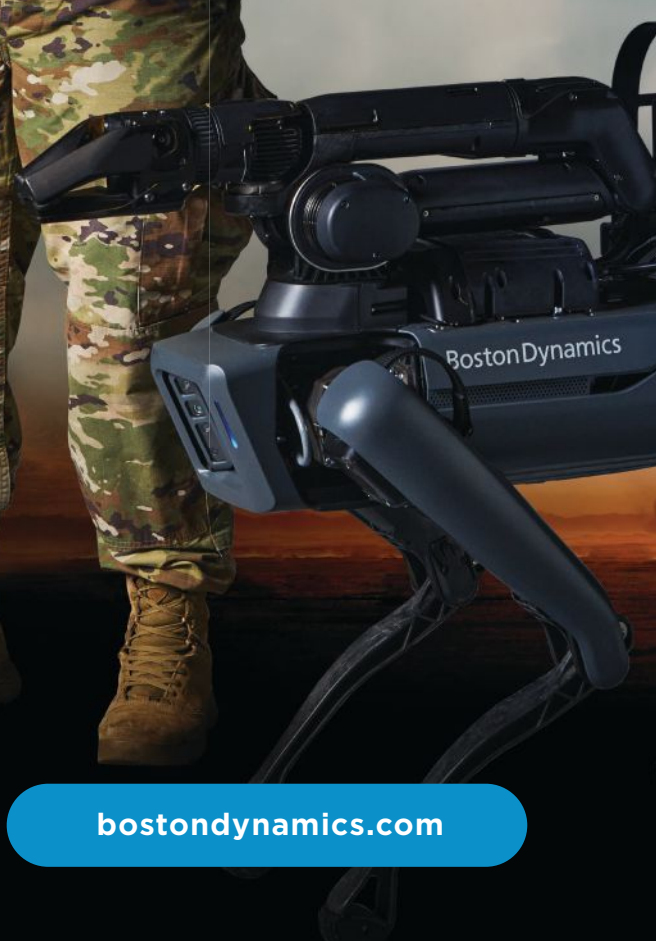
BostonDynamics



INVESTIGATE, IDENTIFY, **RENDER SAFE,** DISPOSE

SPOT[®] KEEPS YOU OUT OF HARM'S WAY

Spot as a tool for EOD helps reduce operator risk in render safe scenarios. Quick to deploy, Spot makes first contact with a suspicious package or IED, enabling operators to identify threats and determine next steps remotely.



AUSA 2024: OCTOBER 14-16

SEE US AT BOOTH 513

[bostondynamics.com](https://www.bostondynamics.com)



January 1

Retired Sgt. Maj. of the Army Michael Grinston becomes director and CEO of the nonprofit Army Emergency Relief. Grinston, who retired from the Army in August after 36 years of service, the last four as the 16th sergeant major of the Army, succeeds retired Lt. Gen. Raymond Mason. He is the first NCO to lead Army Emergency Relief in its 81-year history.

Retired Sgt. Maj. of the Army Michael Grinston.

U.S. ARMY/BERNARDO FULLER



January 2

Retired Gen. Gordon Sullivan, the 32nd Army chief of staff and former president and CEO of the Association of the U.S. Army, dies at age 86. A native of Boston, Sullivan graduated from Norwich University, Vermont, and was commissioned a second lieutenant of armor in 1959. During his Army career, he served two combat tours in Vietnam and in the U.S., Korea and Germany. He commanded the Army's 1st Infantry Division and was assistant commandant of the U.S. Army Armor School and deputy commandant of the U.S. Army Command and General Staff College. He later was deputy Army chief of staff for operations and plans and Army vice chief of staff before becoming the Army chief

of staff in 1991. During his tenure, he oversaw the post-Cold War downsizing of the Army at a time when soldiers deployed on unexpected contingencies to Somalia, Rwanda, Haiti and the Balkans. Sullivan is credited with keeping the Army trained and ready, and opening the door to information age technologies while keeping his focus on taking care of soldiers. He retired in 1995 after 36 years of service and led AUSA for 18 years, from 1998 to 2016. His time at AUSA was an extension of his Army service, Sullivan said: "I saw my work here as a continuation of my 36 years in the Army, building leaders, supporting the troops, facing whatever challenges the world creates."

Top: Then-Army Chief of Staff Gen. Gordon Sullivan addresses the media in Homestead, Florida, after Hurricane Andrew in August 1992. **Right:** Sullivan.

TOP: NATIONAL ARCHIVES. RIGHT: U.S. ARMY



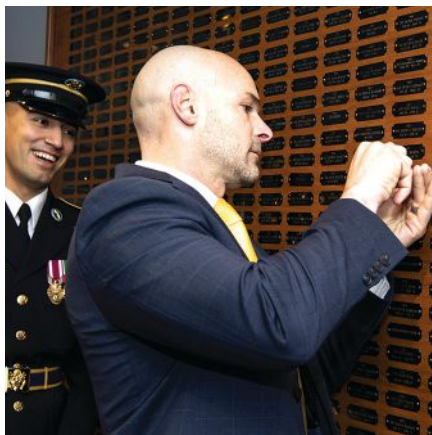


January 4

Gen. James Mingus is sworn in as the U.S. Army's 39th vice chief of staff. A former enlisted soldier from Spencer, Iowa, Mingus also receives his fourth star during the ceremony led by Army Chief of Staff Gen. Randy George. Before becoming the Army's second-highest-ranking officer, Mingus commanded at every echelon from company to division, and worked in key staff positions in Army special operations and joint units. Mingus started his Army career in 1981 in the Iowa National Guard and received his commission in field artillery in 1985 from Winona State University, Minnesota. Mingus later branched infantry when he entered active-duty service in 1987.

Army Vice Chief of Staff Gen. James Mingus has his new rank pinned on his uniform during his promotion ceremony at Joint Base Myer-Henderson Hall, Virginia.

U.S. ARMY/SGT. DEONTE ROWELL



January 11

Staff Sgt. Isaiah Jasso-Campagna receives his Guard, Tomb of the Unknown Soldier identification badge from his father, former Sgt. Bryan Campagna, who earned his own tomb badge in 2002. Campagna, who served as a Tomb Sentinel from 2002 to 2004, pinned the badge on his son's uniform, making them the second father-son badge-earners in the history of the 3rd U.S. Infantry Regiment (The Old Guard).

Staff Sgt. Isaiah Jasso-Campagna, left, looks on as his father, former Sgt. Bryan Campagna, places his nameplate on the Tomb of the Unknown Soldier permanent badge-holder wall at Arlington National Cemetery.

U.S. ARMY/ELIZABETH FRASER



January 16

As part of an effort to balance the force, U.S. Army Human Resources Command issues a call to some 250 infantry and armor lieutenants in year group 2021 to voluntarily apply for a branch transfer into the adjutant general, finance or signal corps. "Unless we offer these steps to rebalance the force, the Army will face a shortage of battalion and brigade [personnel], [logistics], signal and finance positions worldwide that not only impacts Army manning, but also our readiness and ability to take care of soldiers in the future," says Col. Charlone Stallworth, director of Human Resources Command's Talent Alignment and Development Directorate.

Soldiers with the 101st Airborne Division (Air Assault) huddle around their lieutenant during an exercise at the Joint Multinational Readiness Center, Germany.

ARMY NATIONAL GUARD/1ST SGT. HOLLYANN NICOM



January 20

Bands of large ocean waves cause serious flooding on Roi-Namur, the second-largest island of the Kwajalein Atoll in the Republic of the Marshall Islands, prompting the evacuation of most personnel who live there. The island is part of U.S. Army Garrison Kwajalein Atoll, which supports U.S. Army Space and Missile Defense Command's Ronald Reagan Ballistic Missile Defense Test Site, a space and missile defense test range. The flooding leaves multiple areas underwater and damages much of the unaccompanied personnel housing. There also is damage to the dining facility, Outrigger Bar and Grill, the chapel and Tradewinds Theater. "Roi-Namur represents the tip of Kwajalein's spear," says Col. Andrew Morgan, the garrison commander. "Roi residents are a special part of the Team Kwaj family. The workforce and community have mounted an impressive support response. I am very proud to be part of Team Kwaj."

Col. Andrew Morgan, right, commander of U.S. Army Garrison Kwajalein Atoll, Republic of the Marshall Islands, welcomes evacuees of the island of Roi-Namur to nearby Kwajalein Island. The evacuees were forced to leave their homes due to flooding.
U.S. ARMY/JAMES BRANTLEY



January 25

Retired Col. Roger Donlon, the first person in the Vietnam War and the first Green Beret to receive the Medal of Honor, dies at age 89. Donlon received the nation's highest award for valor for his actions in July 1964 near Nam Dong, Vietnam. During the battle, then-Capt. Donlon disregarded multiple wounds to lead his 12-man Green Beret team as they held off an attack by a reinforced battalion of Viet Cong fighters.

Retired Col. Roger Donlon.
U.S. ARMY



January 28

Former Capt. Larry Taylor, a U.S. Army aviator who received the Medal of Honor for leading a harrowing rescue of U.S. soldiers in Vietnam, dies at age 81. In June 1968 near Ap Go Cong, Vietnam, Taylor flew his AH-1 Cobra gunship and repeatedly braved enemy fire to rescue a four-man long-range reconnaissance patrol team that was surrounded by a much larger enemy force. Taylor received the nation's highest award for valor during a Sept. 5 ceremony at the White House, more than 55 years after his heroic actions.



Top: Former Capt. Larry Taylor at his Medal of Honor ceremony at the White House on Sept. 5, 2023. **Below:** Taylor as a first lieutenant in Vietnam.

TOP: CONGRESSIONAL MEDAL OF HONOR SOCIETY.
BELOW: COURTESY OF LEWIS RAY



DISTRIBUTED MISSION COMMAND IN MULTI-DOMAIN OPERATIONS

Secure Network Computing for
Next Gen Platform Architectures



gdmmissionsystems.com



GENERAL DYNAMICS
Mission Systems



February 6

The Army must move with a sense of urgency as it contends with an increasingly volatile and complex world, Army Chief of Staff Gen. Randy George says in remarks during an event hosted by the Association of the U.S. Army. "The difference today is the tech disruption we've had, the volatility is completely different, and just how fast things are spinning on the tech side," George says. "I think it's completely different from what we've seen, and there's a lot of implications with that and how we do business and how we change."

Army Chief of Staff Gen. Randy George speaks at a Coffee Series event hosted by the Association of the U.S. Army.

AUSA/LUC DUNN



February 8 ▲

A ceremony at Yokohama North Dock, Japan, marks the reactivation of the 5th Transportation Company (Composite Watercraft Company). The U.S. Army's first overseas watercraft unit in decades, the company will bolster logistics capabilities for the joint force in the Indo-Pacific.



Top: Soldiers with the 5th Transportation Company (Composite Watercraft Company) participate in an activation ceremony in Yokohama, Japan. **Below:** Chief Warrant Officer 2 Marcus Corum, left, gives a tour of a landing craft utility vessel to members of the Japan Ground Self-Defense Force after the ceremony.

TOP: U.S. ARMY/BRIAN LAMAR. BELOW: U.S. ARMY/ESTHER DACANAY

February 12

Paratroopers with the 82nd Airborne Division at Fort Liberty, North Carolina, receive the Army's newest helmet. Weighing 3.27 pounds, the Next-Generation Integrated Head Protection System is capable of withstanding small-arms fire.



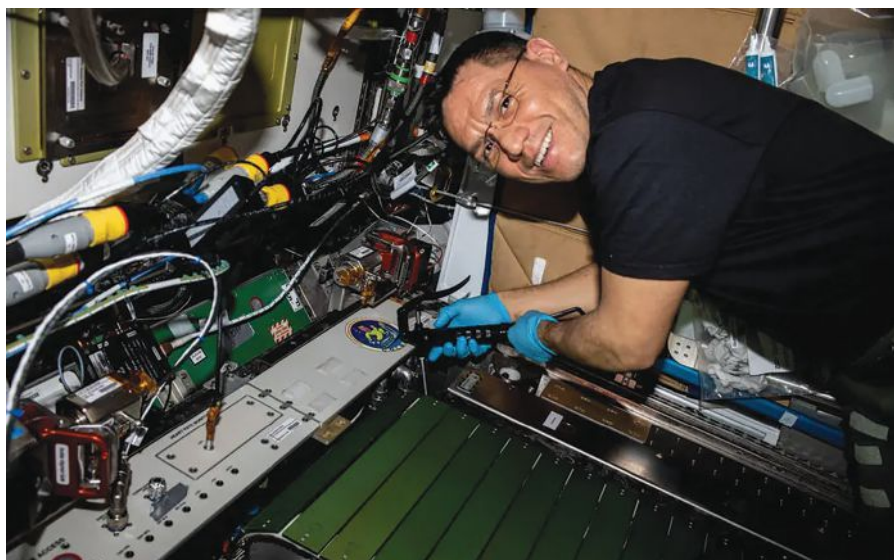
A soldier wears the new Next-Generation Integrated Head Protection System.

U.S. ARMY PHOTOS



February 22

Col. Frank Rubio receives the Army Astronaut Device during a ceremony at the Pentagon, making him one of just three currently serving soldiers authorized to wear the device. "Col. Rubio, you are a stellar example of the Army's core values and what it means to lead a life of service," Army Secretary Christine Wormuth says during the ceremony. "You inspired audiences around the world as you orbited the Earth for 371 days, and now, back on Earth, you continue to inspire others as you share your experience with the public."



From top: Soldier and NASA astronaut Col. Frank Rubio conducts a space walk at the International Space Station in November 2022. Secretary of the Army Christine Wormuth, left, bestows the Army Astronaut Device on Rubio at the Pentagon. Rubio works on a treadmill in the space station.

FROM TOP: NASA. U.S. ARMY/SGT. 1ST CLASS NICOLE MEJIA. NASA



February 22

The Department of Veterans Affairs National Cemetery Administration dedicates new headstones for 17 World War I Black soldiers of the 3rd Battalion, 24th Infantry Regiment, during a ceremony at Fort Sam Houston National Cemetery in San Antonio. The soldiers had been convicted and executed for their involvement in what's known as the Houston Race Riots of 1917. The Army later determined that the soldiers did not receive fair trials, and Army Secretary Christine Wormuth set aside their convictions.

Seventeen new headstones at Fort Sam Houston National Cemetery, San Antonio, are dedicated after the soldiers' 1917 convictions are overturned.

U.S. ARMY/SGT. ANDREA KENT



February 26

In the two years since the 11th Airborne Division was reactivated, it is "doing exactly what it's been designed to do," the division commander says. Speaking at the end of a two-week exercise that involved the entire division, sister services, the U.S. Army Reserve, the National Guard and soldiers from multiple partner nations, Maj. Gen. Brian Eifler says "being aligned as a division now, as a warfighting-capable force, has increased the readiness in the Indo-Pacific and for the Arctic."

Soldiers with the 1st Infantry Brigade Combat Team, 11th Airborne Division, defend an objective during an exercise at Donnelly Training Area, Alaska.
U.S. ARMY/SPC. BRENDON DONAHUE



February 27

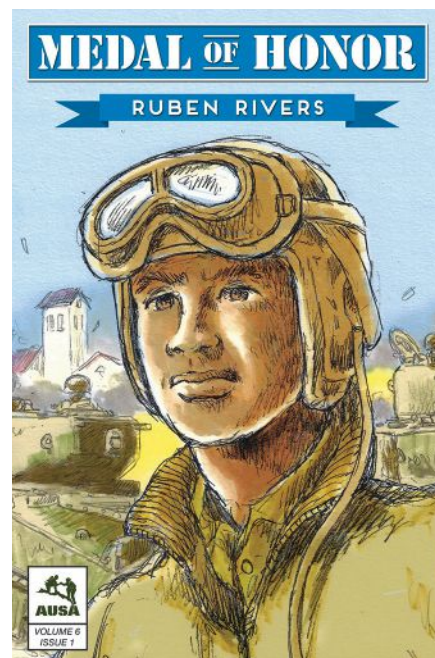
The Army begins a significant force reorganization to shrink "hollow" formations and make room for needed capabilities to fight technologically advanced adversaries. The reorganization includes reducing the force by about 24,000 authorizations to contend with a continuing recruiting crisis and to move away from two decades of counterinsurgency operations to prepare for large-scale combat operations. The force structure transformation will enable the Army to bring in new capabilities required under the National Defense Strategy and help narrow the gap between a force structure designed for 494,000 soldiers and the current active-duty troop strength, set by law at 445,000.

Oregon Army National Guard soldiers prepare to load onto troop transports during a rotation at the Joint Readiness Training Center, Fort Johnson, Louisiana.
OREGON ARMY NATIONAL GUARD/SGT. JASON MORGAN



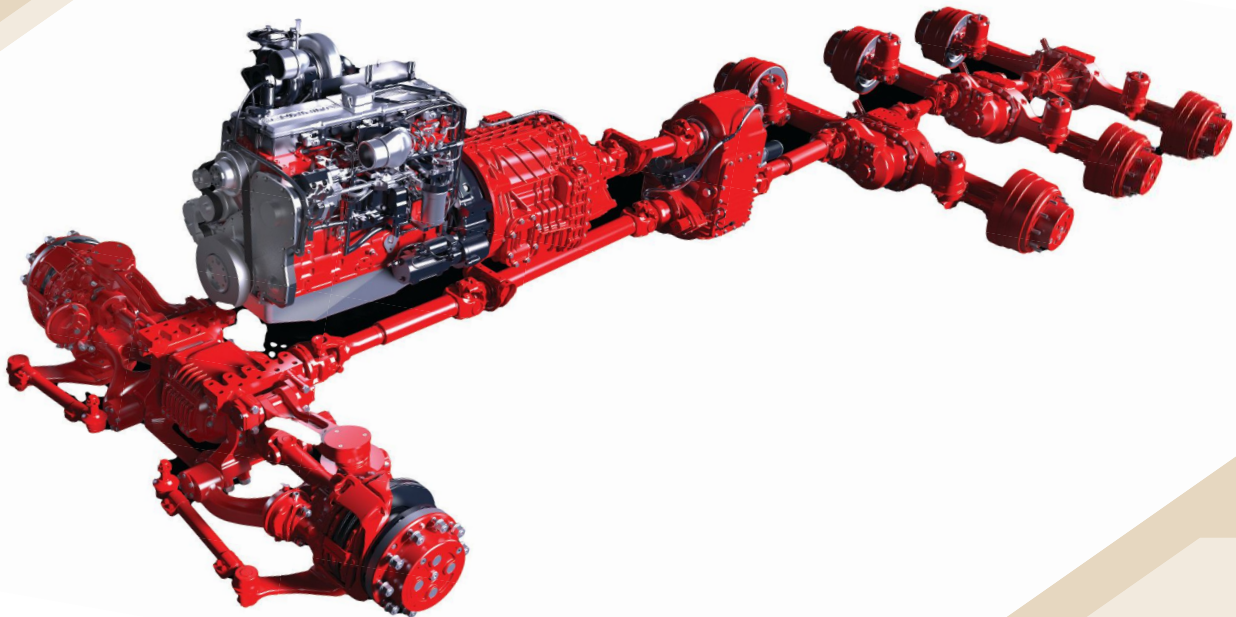
February 28

Staff Sgt. Ruben Rivers, who ignored his own wounds to protect his fellow soldiers in the 761st Tank Battalion during World War II, is the focus of the latest graphic novel in the Association of the U.S. Army's series on recipients of the Medal of Honor, the nation's highest award for valor.



Top: Staff Sgt. Ruben Rivers. **Below:** The cover of the Association of the U.S. Army Medal of Honor graphic novel featuring Rivers.
TOP: WIKIPEDIA. BELOW: AUSA

Power Onward™



Meet your proven partners in defense

Association of US Army (AUSA), October 14-16, 2024
Walter E. Washington Convention Center | Washington, DC
Find us in Hall B, booth #2213

Cummins hardware is integrated into every aspect of defense, providing powertrain, drivetrain, and power generation solutions to military forces worldwide. With thousands of Cummins-equipped vehicles and power generation units in active service, Cummins remains a trusted partner, consistently recognized for its durability, reliability, and performance. Meet your Proven Partners in Defense at AUSA this October.

Veterans Happy Hour | Monday, October 14, 3:30pm–5pm.
Join us in our booth for refreshments





March 2 ▲

The Cavazos Connector, a free transit network with a 28-stop circulator route and a microtransit system that functions like a rideshare service, is launched at Fort Cavazos, Texas. Part of an effort to make it easier for soldiers, their families and other DoD cardholders to travel around the sprawling installation, the Cavazos Connector visits high-use locations such as the on-post hospital, commissary, exchange, bowling alley and gyms.

A Cavazos Connector van waits to shuttle riders around Fort Cavazos, Texas.

U.S. ARMY/DARREN CINATL

March 5

Nearly 57 years after rescuing more than 80 U.S. and South Vietnamese soldiers during the Vietnam War, former Army aviator Capt. Larry Liss receives the Silver Star in a ceremony hosted by Gen. Daniel Hokanson, chief of the National Guard Bureau. Liss received a Distinguished Flying Cross for his actions on May 14, 1967, and the award was upgraded to a Silver Star, the nation's third-highest award for valor. At the ceremony at Valley Forge Military Academy, Pennsylvania, Liss says he is accepting the award for every helicopter pilot who has ever flown a combat mission.



Gen. Daniel Hokanson, left, chief of the National Guard Bureau, presents former Capt. Larry Liss with a Silver Star Medal certificate.

ARMY NATIONAL GUARD/SGT. 1ST CLASS ZACH SHEELY



March 8

A duo from the 75th Ranger Regiment wins the 2024 Command Sgt. Maj. Jack L. Clark Jr. U.S. Army Best Medic Competition at Fort Liberty, North Carolina. Staff Sgts. Patrick Murphy and Ryan Musso, of the regiment's 1st Battalion at Hunter Army Airfield, Georgia, encourage soldiers who want to compete to "put themselves in really hard situations and force themselves not to quit."

Staff Sgts. Patrick Murphy, left, and Ryan Musso, both with the 75th Ranger Regiment, celebrate winning the 2024 Command Sgt. Maj. Jack L. Clark Jr. U.S. Army Best Medic Competition.

U.S. ARMY/RONALD WOLF



March 9 ▲

Almost 80 years after their service during World War II, six Chinese American veterans are honored with the Congressional Gold Medal. By the end of World War II, more than 13,000 Chinese Americans were serving in the U.S. Army. At the ceremony, two Army veterans and three U.S. Army Air Forces veterans, along with one merchant mariner, receive Congress' highest honor. The Army honorees are Harry Jung, who enlisted at 17 and served as an infantry rifleman and messenger in the 414th Regiment, 104th Infantry Division, and Wai Hoo Tong, a radio operator in the 15th Cavalry Group under Gen. George Patton Jr.'s Third U.S. Army.

Six Chinese American veterans, holding their award certificates, are honored with the Congressional Gold Medal at the National WWII Museum, New Orleans.
CHINESE AMERICAN WWII RECOGNITION PROJECT/
KAREN ZHOU

March 13

Polish President Andrzej Duda gets a close-up look at the 3rd Infantry Division's cutting-edge capabilities during a visit to Fort Stewart, Georgia. Part of a multiday visit to the U.S., Duda's visit deepens the friendship between Polish troops and 3rd Infantry Division soldiers deployed to Europe.



Polish President Andrzej Duda, left, observes the U.S. national anthem with Brig. Gen. Jeremy Wilson, the 3rd Infantry Division's deputy commanding general of maneuver, at Fort Stewart, Georgia.
U.S. ARMY/PFC. REBECA SORIA



March 21

During a ceremony on Capitol Hill, three surviving members of the "Ghost Army," a special unit that used visual, sonic and radio deception against German forces during World War II, are presented with the Congressional Gold Medal. Bernard Bluestein, John Christman and Seymour Nussenbaum are among only seven surviving members of the U.S. Army's 23rd Headquarters Special Troops, which was activated in January 1944 with the sole mission of deceiving German forces. Bluestein and Nussenbaum served in the visual deception unit, the 63rd Engineer Camouflage Battalion. Christman was a demolition specialist in the 406th Engineer Combat Company.

Veterans of the World War II 'Ghost Army' receive the Congressional Gold Medal at the U.S. Capitol.
U.S. ARMY/SGT. DAVID RESNICK

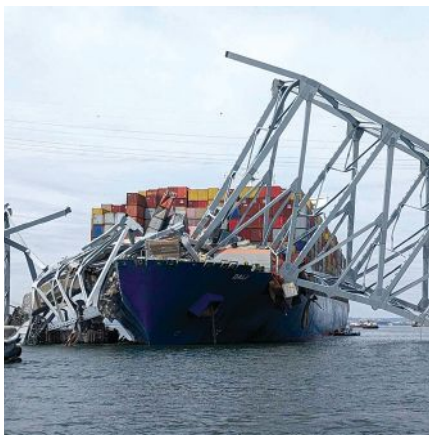


March 24

Pvt. Albert King, a Black soldier who was shot and killed at Fort Benning, Georgia, now known as Fort Moore, by a white military police soldier on March 24, 1941, receives a military funeral and a fresh headstone. For more than eight decades, King's record stated that he had been killed while resisting arrest. The Army corrected King's record after the case was reexamined by a student and faculty member of Northeastern University in Boston's Civil Rights and Restorative Justice Project.

A tricornered U.S. flag is often presented to next of kin during a military funeral.

ISTOCK



March 26

Leaders with the Baltimore District of the U.S. Army Corps of Engineers activate an emergency operations center at the site of the Francis Scott Key Bridge collapse, clearing the way for engineering, construction, contracting and operations specialists to begin the complex process of clearing debris and restoring navigation at the Port of Baltimore. "I am fully confident that we have the right team and partners in place to tackle this project and do what we do best—serve and strengthen this great nation," Baltimore District commander Col. Estee Pinchasin says.



Pinchasin

Damage resulting from the collapse of the Francis Scott Key Bridge, Baltimore, as seen from the U.S. Army Corps of Engineers' Survey Vessel Catlett.

U.S. ARMY/DAVID ADAMS



March 26

The All-Domain Sensing Cross-Functional Team, focused on helping the force better see, sense and target deep into the battlefield, is announced at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama. The new team is created out of the Assured Positioning, Navigation and Timing/Space Cross-Functional Team.

Gen. James Rainey, commander of U.S. Army Futures Command, speaks at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama.

U.S. ARMY/ALYSSA CROCKETT

JOIN US AT

AUSA 2024

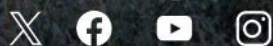
ANNUAL CONFERENCE

- ▶ **OCTOBER 14-16 ▶ BOOTH #1621**
- ▶ **WALTER E. WASHINGTON CONVENTION CENTER
HALLS A,B,C**



**LEARN
MORE**

TextronSystems.com



TEXTRON Systems



April 10

Retired Col. Steve Leonard, a former Army strategist and creator of *Doctrine Man*, announces that the popular satirical comic strip that chronicled warfare, leadership, the lives of fictional Army doctrine writers and other cultural eccentricities of military life, will end on June 6, the 80th anniversary of D-Day. After 16 years, "it's been a hell of a ride," Leonard says in social media posts.



Top: Retired Col. Steve Leonard. **Below:** Leonard's comic-strip character Doctrine Man.

TOP: LINKEDIN. BELOW: COURTESY OF RETIRED COL. STEVE LEONARD



April 14

The 75th Ranger Regiment nearly sweeps Infantry Week contests, with its soldiers winning the Lt. Gen. David E. Grange Jr. Best Ranger Competition as well as the International Sniper and International Best Mortar competitions at Fort Moore, Georgia. First Lt. Andrew Winski and Sgt. Matthew Dunphy win the Best Ranger Competition; Spc. Logan Otis, Sgt. Mason Davidson, Spc. Emmanuel Jackson and Staff Sgt. Enrique Caballero win the Best Mortar Competition; and Staff Sgts. Brian Sheffield and Matthew Howard win the Sniper Competition. The Lacerda Cup All-Army Combatives Championship is won by a team from the 4th Infantry Division.



From top: The 2024 Lacerda Cup All-Army Combatives Championship team from the 4th Infantry Division, Fort Carson, Colorado, celebrates its win. Sgt. Matthew Dunphy, left, and 1st Lt. Andrew Winski at Fort Moore, Georgia, after winning the Best Ranger Competition. From left, Spc. Logan Otis, Sgt. Mason Davison, Spc. Emmanuel Jackson and Staff Sgt. Enrique Caballero pose at Fort Moore after winning the International Best Mortar Competition. Staff Sgts. Brian Sheffield, left, and Matthew Howard stand with their International Sniper Competition first-place plaques at Fort Moore.

U.S. ARMY PHOTOS BY PATRICK ALBRIGHT





April 18

The families of two fallen soldiers are honored during a christening and dedication ceremony for the M10 Booker Combat Vehicle at Aberdeen Proving Ground, Maryland. The new vehicle is named for 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. Together, the families christen the first-production M10 Booker, named "Another Episode" after Staff Sgt. Booker's tank during Operation Iraqi Freedom.



From top: The M10 Booker Combat Vehicle. Pvt. Robert Booker, left, and Staff Sgt. Stevon Booker. Rosella Hirsch, left, sister of the late Robert Booker, and Freddie Jackson, mother of the late Stevon Booker, meet during the M10 Booker dedication ceremony at Aberdeen Proving Ground, Maryland.

U.S. ARMY PHOTOS



April 23

For the second consecutive year, Capts. Matthew Cushing and Joseph Palazini of the 101st Airborne Division (Air Assault) team up to win the 2024 Lt. Gen. Robert B. Flowers Best Sapper Competition at Fort Leonard Wood, Missouri. Cushing and Palazini are the first duo to win the competition twice—and back to back. "It feels good to win again. I am here to motivate my soldiers to be better and push themselves," says Cushing, who encourages his soldiers to attend sapper school.



Top: The winners of the 2024 Lt. Gen. Robert B. Flowers Best Sapper Competition, Capts. Matthew Cushing, left, and Joseph Palazini, display their trophy at Fort Leonard Wood, Missouri.

Below: Cushing, left, and Palazini operate a machine gun from a Humvee during the competition.

TOP: U.S. ARMY/AMANDA SULLIVAN. BELOW: U.S. ARMY/MELISSA BUCKLEY



April 25

Innovative culinary options are displayed during an inaugural culinary industry day co-hosted by U.S. Army Materiel Command's Army Food Innovation and Transformation Team and the XVIII Airborne Corps. The event at Fort Liberty, North Carolina, is part of an Army effort to improve food and cooking options for soldiers. More than 700 soldiers and family members give feedback on food samples, meals delivered to food lockers, vending machines that offer hot food and advice on how to follow recipes using healthful foods.

Nutritional food samples are offered during an inaugural culinary industry day at Fort Liberty, North Carolina.
U.S. ARMY/SGT. MAJ. KELVIN WINDHAM



April 29

The remains of retired Col. Ralph Puckett Jr., a legendary and revered Army Ranger who fought in Korea and Vietnam, lie in honor in the U.S. Capitol rotunda in Washington, D.C., a rare privilege reserved for the country's most distinguished citizens and leaders. Puckett, an inaugural member of the Ranger Hall of Fame, was awarded the Medal of Honor in May 2021, more than 70 years after leading the 8th Army Ranger Company to capture a frozen hilltop near the Chinese border during the Korean War. He died on April 8 in Columbus, Georgia, at age 97.



From top: Soldiers carry a flag and an urn holding the remains of retired Col. Ralph Puckett Jr. from the U.S. Capitol. Puckett stands with members of the 75th Ranger Regiment at the National Infantry Museum near Fort Benning, Georgia, now known as Fort Moore, in August 2021. Puckett's remains are carried into the Capitol for his lying-in-honor ceremony. Puckett's family attends the ceremony in the Capitol rotunda.

FROM TOP: U.S. ARMY PHOTOS BY HENRY VILLARAMA, SPC. GARRETT SHREFFLER, CPL. AARON TROUTMAN, HENRY VILLARAMA



C5ISR
SOLUTIONS

BIG DATA
ANALYTICS

FULL-SPECTRUM
CYBER

DELIVERING THE ADVANTAGE

At HII, we stand shoulder to shoulder with our military, delivering advanced technologies and solutions to ensure our nation's defenders are mission-ready. Together, we **deliver the advantage.**

Learn more at hii.com/missiontech.

MISSION READY. ALL DOMAIN.



HII.com



May 3

An M1 Abrams tank crew from the Tennessee Army National Guard wins the biennial Sullivan Cup competition at Fort Moore, Georgia. Hosted by the U.S. Army Maneuver Center of Excellence, tank and Bradley crews from across the Army and Marine Corps and foreign allies go head to head to test their maneuver, sustainment and gunnery skills. Winning tank crew members are Staff Sgt. David Riddick, Sgt. Joshua Owen and Spcs. Noah Eddings and Seth Carter of Troop B, 1st Squadron, 278th Armored Cavalry Regiment.

Tankers from the Tennessee Army National Guard's Troop B, 1st Squadron, 278th Armored Cavalry Regiment, are the winners of the 2024 Sullivan Cup competition at Fort Moore, Georgia.

U.S. ARMY/STAFF SGT. ARTURO GUZMAN



May 6

At a White House ceremony, President Joe Biden presents the Commander-in-Chief's Trophy to the Black Knights football team of the U.S. Military Academy at West Point, New York. The team earned the trophy after beating the U.S. Navy Midshipmen and U.S. Air Force Falcons during last year's football season. "Everyone on this stage stepped up to serve, to lead, to join a long line of American servicemen, each a link of a chain of honor," Biden says.



Top: Members of the West Point Black Knights football team present an honorary jersey to President Joe Biden, right, during a ceremony where the team receives the Commander-in-Chief's Trophy. **Below:** A view of the trophy at the White House.

TOP: YOUTUBE/WHITE HOUSE. BELOW: WHITE HOUSE/
ADAM SCHULTZ



May 13

Medal of Honor recipient Clarence Sasser, recognized for saving his fellow soldiers' lives in Vietnam, dies at age 76. In January 1968, then-Pfc. Sasser was a medical aidman with the 3rd Battalion, 60th Infantry, 9th Infantry Division, when his unit was sent on an assault in Ding Tuong Province. The soldiers came under heavy fire and, in minutes, more than 30 men were wounded. Sasser ran across open rice paddies to reach the wounded and, struck in the shoulder by shrapnel, continued to provide care. Wounded twice more, Sasser "dragged himself through the mud toward another soldier 100 meters away. Although in agonizing pain and faint from loss of blood, ... Sasser reached the man, treated him, and proceeded on to encourage another group of soldiers to crawl 200 meters to relative safety," his Medal of Honor citation says. Sasser would continue to care for the wounded for five hours until they were evacuated.

Clarence Sasser.
U.S. ARMY



May 14

Field artillery—the “King of Battle”—is celebrated at Fort Sill, Oklahoma, during an awards ceremony for the winners of the inaugural Gen. Raymond T. Odierno Best Redleg Competition. The six-day competition includes over 200 soldiers from across the force who prove their mettle on the Army’s cannon platforms, physical fitness, and warrior tasks and drills. Cannon crew members with the 2nd Battalion, 2nd Field Artillery Regiment, 428th Field Artillery Brigade, win on the M119 howitzer; crew members from the 2nd Field Artillery Squadron, 2nd Cavalry Regiment, win on the M777 howitzer; and crew members from the 1st Battalion, 9th Field Artillery Regiment, 3rd Infantry Division, take first place on the M109A7 howitzer. Soldiers with the 2nd Battalion, 11th Field Artillery Regiment, 25th Infantry Division, win in the fire control specialist category, and first place in the fire support specialist category goes to soldiers in the 75th Ranger Regiment’s headquarters element.

Soldiers compete in the inaugural Gen. Raymond T. Odierno Best Redleg Competition at Fort Sill, Oklahoma.

U.S. ARMY



May 15

To give soldiers more time to train, do their jobs and be with their families, the Army discontinues hundreds of hours of online courses once required for promotion. Sgt. Maj. of the Army Michael Weimer says the change, which represents a time savings of 346 hours, meets the intent of Army Chief of Staff Gen. Randy George to “eliminate training which is redundant, antiquated or doesn’t support warfighting or lethality.” Weimer adds, “We are scrubbing everything we are asking our soldiers to study, because there is only so much time during the day to do your job, for your personal development, and for your family.”

Pfc. Brion Eleazer of the U.S. Army Reserve’s 642nd Regional Support Group takes part in virtual training in Decatur, Georgia.

U.S. ARMY RESERVE/SGT. 1ST CLASS GARY WITTE



May 20

Soldiers assigned to U.S. Forces Japan receive a new shoulder patch designed to signal their distinctive role in supporting the U.S.-Japan alliance. The patch ceremony at the Yokota Air Base Officers’ Club is led by Maj. Gen. David Womack, commander of U.S. Army Japan. Before receiving the colorful new patch, soldiers assigned to U.S. Forces Japan wore the Joint Activities patch.

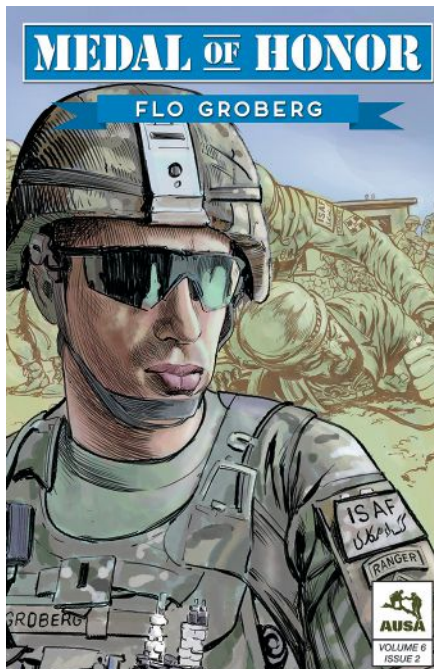
New patches await members of U.S. Forces Japan at the Yokota Air Base Officers’ Club.

FACEBOOK



May 22

Retired Capt. Flo Groberg, who tackled a suicide bomber in Afghanistan to protect his fellow soldiers, is the subject 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: Flo Groberg* tells of how Groberg was severely wounded when the bomber's vest detonated, but his quick actions saved many lives. He is the first foreign-born Medal of Honor recipient since the Vietnam War.



Top: Then-Capt. Flo Groberg. **Below:** The cover of Groberg's Medal of Honor graphic novel, produced by the Association of the U.S. Army.

TOP: U.S. ARMY/EBONI EVERSON-MYART. BELOW: AUSA



May 25

In a commencement speech at the U.S. Military Academy at West Point, New York, President Joe Biden praises 1,036 graduating cadets, telling them that there has "never been a time in history we've asked our military to do so many different things in so many different places around the world all at the same time." Biden reminds the cadets of the oath they took "on your very first day at West Point. ... Not to a political party, not to a president, but to the Constitution of the United States of America against all enemies, foreign and domestic."

President Joe Biden delivers the 2024 commencement address at the U.S. Military Academy, West Point, New York.

U.S. ARMY/CHRISTOPHER HENNEN



May 29

The Army opens the Universal Artillery Projectile Lines facility, a new modular metal parts facility in Mesquite, Texas. The state-of-the-art plant will provide "a much-needed increase to our capacity and capability to produce 155 mm munitions," Army Secretary Christine Wormuth says. With its high-volume production capabilities for large-caliber metal parts and long-stroke, high-tonnage forging capabilities, the facility will help the Army meet its goal of producing 100,000 155 mm rounds a month by the end of 2025, Wormuth says. "This plant is an important example of how we are modernizing our World War II-era organic industrial base," she says. "The Army is spending more than a billion dollars every year to make these critical improvements."

Secretary of the Army Christine Wormuth, front, tours the service's new Universal Artillery Projectile Lines facility in Mesquite, Texas.

U.S. ARMY/SGT. 1ST CLASS NICOLE MEJIA



MOUNTAIN HORSE SOLUTIONS

A GLOBAL ORDNANCE COMPANY

Supplying Superior Solutions for Critical Missions Worldwide

A Trusted and Certified Procurement Responder

Mountain Horse Solutions delivers leading-edge resources to mission-critical teams around the globe, empowering our military and national security forces with the tools they need to dominate every mission. We are committed to serving those who defend our nation, ensuring they have the advanced solutions required for success regardless of the environment.



AUSA 2024

ANNUAL MEETING & EXPOSITION

14-16 OCTOBER WASHINGTON, DC

Booth 4243



www.mtnhorse.com



+844-684-8324



sales@mtnhorse.com



June 1

Almost 2,000 U.S. and Philippine soldiers begin training together using the exportable capabilities of the Joint Pacific Multinational Readiness Center, which was launched by U.S. Army Pacific in 2021. The training marks the first time the Army has deployed its Joint Pacific Multinational Readiness Center war-gaming technology to the Philippines, having previously used it in Indonesia and Australia.

A Philippine soldier peers down his rifle during a Joint Pacific Multinational Readiness Center-Exportable exercise at Fort Magsaysay, Philippines.

ARMY NATIONAL GUARD/SPC. CARLEEANN SMIDDY



June 4

President Joe Biden nominates Maj. Gen. Robert Harter to be the next chief of the U.S. Army Reserve and commanding general of U.S. Army Reserve Command. If confirmed, Harter, who commands the 81st Readiness Division, would succeed Lt. Gen. Jody Daniels, who has been in the job since July 2020.

Maj. Gen. Robert Harter.

U.S. ARMY



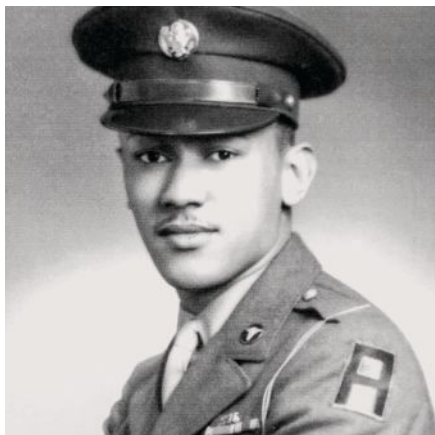
June 6

U.S. Army leaders and more than 1,000 soldiers commemorate the 80th anniversary of D-Day in Normandy, France. The Allied invasion of Normandy marks the largest multinational amphibious attack and operational military airdrop in history. Participating Army units take part in more than 100 commemorative events across close to 40 French communities throughout the Normandy region.



Top and below: U.S. soldiers salute during D-Day commemorations in Normandy, France.

TOP: U.S. ARMY/SGT. 1ST CLASS JORDEN WEIR. BELOW: U.S. ARMY/SGT. 1ST CLASS AUSTIN BERNER



June 7

Soldiers with First U.S. Army hold a ceremony on France's Omaha Beach to lay a Distinguished Service Cross on the sand where Cpl. Waverly Woodson Jr. came ashore on June 6, 1944. Waverly, a medic in the only Black combat unit to participate in the D-Day landings in Normandy, was posthumously awarded the nation's second-highest award for valor for ignoring his own wounds to treat his fellow soldiers while under heavy enemy fire. Woodson, who was 21 when his unit, the 320th Barrage Balloon Battalion, took part in the Allied operation, described in a 1994 interview how his landing craft came under intense fire from the Germans as it approached the beach. "The tide brought us in, and that's when the 88s hit us," he said of the German 88 mm guns. "They were murder. Of our 26 Navy personnel there was only one left. They raked the whole top of the ship and killed all the crew. Then they started with the mortar shells," said Woodson, who died in 2005.

Then-Sgt. Waverly Woodson Jr.
WIKIPEDIA/U.S. ARMY



June 10

After more than two months of work to clear 50,000 tons of debris from the Francis Scott Key Bridge disaster, Baltimore's shipping channel is reopened for navigation. The remains of the bridge, which collapsed and killed six men on March 26 when a ship struck a support pier, are removed in an operation commanded by the U.S. Army Corps of Engineers. "We've cleared the Fort McHenry Federal Channel for safe transit," Col. Estee Pinchasin, Baltimore district commander of the Corps, says in a statement, adding that the Corps will "maintain this critical waterway as we have for the last 107 years."

An approach to the original Francis Scott Key Bridge, Baltimore, still stands.
U.S. ARMY/THOMAS DEATON



June 11

In a major change, the Army shuts down the network port that allows soldiers and civilians to pull data through commercial internet providers onto their laptops or cellphones. Maj. Gen. Chris Eubank, commander of U.S. Army Network Enterprise Technology Command, says the decision to turn off what is commonly known as "Flow 3" is for basic cybersecurity and protecting data and networks and the maturity of the Army's virtual desktop initiative and overall network architecture.

Maj. Gen. Chris Eubank.
U.S. ARMY



June 15

The Army renames its short-range air defense system for Medal of Honor recipient Sgt. Mitchell Stout, an artilleryman who was killed protecting his fellow soldiers in Vietnam. Announced at the National Museum of the United States Army at Fort Belvoir, Virginia, during a celebration of the Army's 249th birthday, the Maneuver-Short Range Air Defense system, known as M-SHORAD, is now the Sgt. Stout. A high school dropout, Stout enlisted in 1967 at age 17. He completed basic training and paratrooper school before he was discharged for being too young. At 18, he returned to the recruiter and signed up, this time as an artilleryman. He served in Vietnam and returned

home in 1969, then volunteered for another tour. On March 12, 1970, Stout and his fellow soldiers with the 1st Battalion, 44th Air Defense Artillery Regiment, were attacked with heavy mortar fire by a North Vietnamese company at their position at the Khe Gio Bridge. When the firing stopped, a grenade was tossed into a bunker where Stout and his men had taken shelter. Stout grabbed the explosive and ran to the bunker's opening with the grenade held close to his body. The grenade exploded, killing him and shielding his fellow soldiers. He is the only air defense artillery soldier to earn the nation's highest award for valor.

Sgt. Maj. of the Army Michael Weimer, left, and Chief of Staff of the Army Gen. Randy George pose in front of the renamed Sgt. Stout Stryker combat vehicle-based system at the National Museum of the United States Army, Fort Belvoir, Virginia.

U.S. ARMY/SGT. 1ST CLASS ALEXANDER AGRINSONI



June 21

U.S. Army Southern European Task Force, Africa, adds an "Africa" bar to be worn below the task force's lion patch. "We say that we are the Army command that wakes up every day thinking about Africa," task force commander Maj. Gen. Todd Wasmund says, adding that "changing our shoulder sleeve reflects that focus and continues the legacy."

An officer shows off the U.S. Army Southern European Task Force, Africa, unit patch with the new 'Africa' bar below.

U.S. ARMY/1ST LT. KATHERINE BUSTOS CHAVES



USAA SERVES THOSE WHO SERVE.



- ✓ ALL BRANCHES
- ✓ ALL RANKS
- ✓ RESERVES

- ✓ GUARD
- ✓ VETERANS
- ✓ SPOUSES

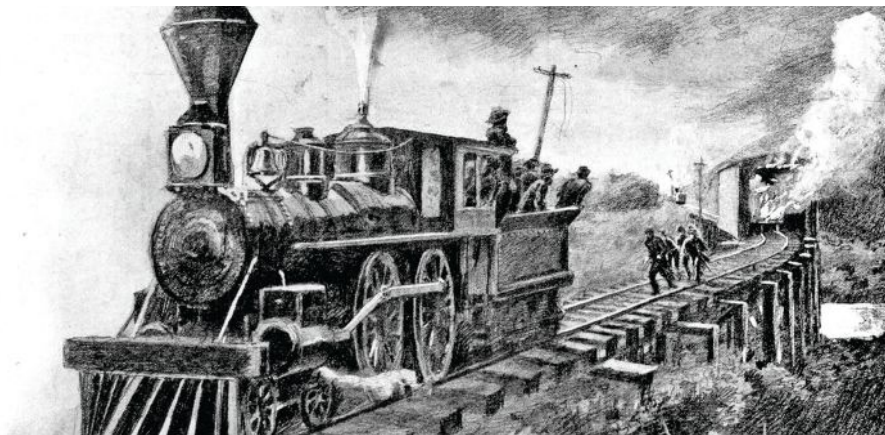


We'll help you save money, reach your financial goals and protect what's most important.

Join us **800-531-8521**.



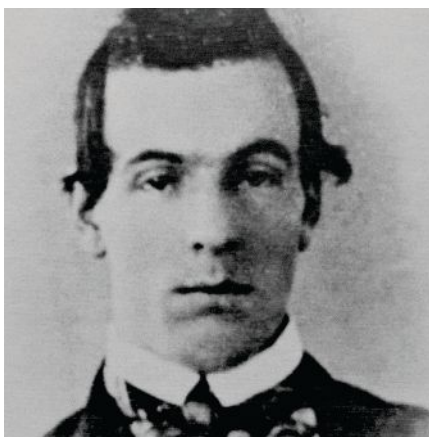
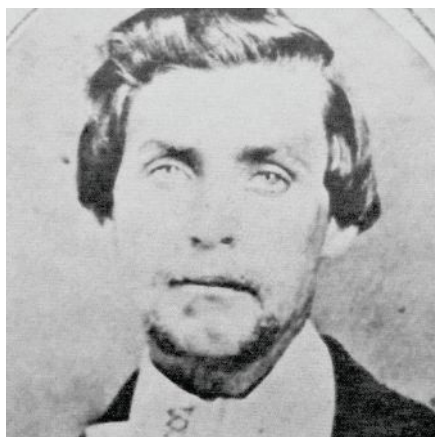
USAA means United Services Automobile Association and its affiliates. Membership eligibility and product restrictions apply and are subject to change. No Department of Defense or government agency endorsement. No official U.S. Army endorsement is implied. Sponsorship does not imply endorsement by the Department of Defense. Neither the Coast Guard nor any other part of the federal government officially endorses any company, sponsor, or their products or services. Paid ad. No federal endorsement of advertiser is intended. The Department of the Navy does not endorse any company, sponsor or their products or services. MCCA Sponsor. No Federal or DoD endorsement implied. © USAA 2024 6718514.0724-A



July 3

More than 160 years after participating in what's now known as the Great Locomotive Chase, Pvts. Philip Shadrach and George Wilson are posthumously awarded the Medal of Honor. The two Civil War heroes are recognized with the nation's highest award for valor by President Joe Biden during a ceremony at the White House. Shadrach and Wilson were members of the 2nd Ohio Volunteer Infantry Regiment. In April 1862, they joined 20 other Union soldiers and two civilians on a daring mission to infiltrate Confederate territory,

steal a locomotive and drive it north while destroying enemy railroad tracks and telegraph lines. The goal was to prevent reinforcements from interfering with an attempted capture of Chattanooga, Tennessee. The soldiers who participated in the mission received the Medal of Honor during or shortly after the war. Shadrach and Wilson, however, were overlooked. "This was a long time coming," Biden says, describing the Great Locomotive Chase as "one of the most daring operations in the entire Civil War."



Top: An image of what is known as the Great Locomotive Chase during the Civil War.
Below: Pvts. Philip Shadrach, left, and George Wilson posthumously received the Medal of Honor over 160 years after participating in the mission.

TOP: U.S. ARMY. BELOW: WIKIPEDIA PHOTOS



July 4

Four soldiers eat a combined 49 hot dogs in a bid to beat Joey "Jaws" Chestnut, the 16-time winner of the Nathan's Hot Dog Eating Contest, who alone ate 57 hot dogs during the five-minute contest at Fort Bliss, Texas. Chestnut, whose grandfather served in the U.S. Army Air Corps during World War II, accepted the hot dog-eating challenge when the Fort Bliss Morale, Welfare and Recreation team tagged him in a social media post with a dare to take on the soldiers. The competing soldiers, all with the 1st Armored Division, ate as a team. They are Spc. Daniel Almaraz Puente, Spc. Carter Shook, Maj. Jacob Elliot and Pvt. Colton Garcia.



Top: Soldiers from the 1st Armored Division down hot dogs during an eating challenge at Fort Bliss, Texas. **Below:** Joey 'Jaws' Chestnut wins the contest.
YOUTUBE IMAGES



July 9

Republican Sen. Jim Inhofe, an Army veteran, former chairman of the Senate Armed Services Committee and commercially rated pilot and flight instructor, dies at age 89 after suffering a stroke over the Independence Day weekend.

Sen. Jim Inhofe.
WIKIPEDIA



July 10

Maj. Gen. Jonathan Stubbs is nominated by President Joe Biden to be the next director of the Army National Guard. Pending Senate confirmation, Stubbs, who has been the adjutant general of Arkansas since January 2023, will receive his third star and succeed Lt. Gen. Jon Jensen, who has led the Army National Guard since August 2020.

Maj. Gen. Jonathan Stubbs, right, greets Arkansas National Guard soldiers as they return home from a nine-month deployment to Southwest Asia.
ARKANSAS NATIONAL GUARD/JOHN OLDHAM



July 11

The Army's effort to modernize its recruiting enterprise reaches an important milestone as 25 warrant officers who were serving in 19 career fields in the Regular Army are recognized upon completing the Talent Acquisition Course. They are the first recruiting warrant officers in the Army's newest MOS, 420T. The new talent acquisition warrant officers will play a key role in recruiting operations, data analytics, marketing techniques and public relations, according to an Army news release. The new MOS is part of the Army's broader strategy to address a stubborn recruiting crisis that kept the service from meeting recruiting needs for more than three years.

Warrant officers graduate from the Talent Acquisition Course to become talent acquisition technicians.
U.S. ARMY/LARA POIRRIER



July 22

Staff Sgt. Brendan Ridge, a sniper team leader assigned to the 7th Infantry Division at Joint Base Lewis-McChord, Washington, wins the Military Long Drive Championship with a 348-yard drive, besting a field of 12 competitors. Held at Fort Jackson, South Carolina, the golf ball-driving competition was last held in 2019 and interrupted until now by the pandemic. "It feels bad to say it, but I was here just to kind of see what was going to happen because I mostly play regular golf. So, I was kind of open-minded and the win is a huge surprise," Ridge says.

Military Long Drive Championship winner Staff Sgt. Brendan Ridge.
ROBERT TIMMONS



July 31

Vietnam War Medal of Honor recipient former Capt. Paul "Bud" Bucha dies at age 80 in West Haven, Connecticut. A 1965 graduate of the U.S. Military Academy at West Point, New York, Bucha was recognized for his actions in March 1968, when he single-handedly destroyed an enemy bunker near Phuoc Vinh, Binh Duon Province, while under heavy fire. Bucha is also credited with directing artillery fire and moving throughout the position to distribute ammunition, provide encouragement and ensure the integrity of the defense. During the night, evading enemy snipers, Bucha led the evacuation of the wounded using only a flashlight. Upon being presented with the nation's highest award for valor at a White House ceremony on May 14, 1970, Bucha said, "The medal that I wear, I wear on behalf of others, not myself."

Former Capt. Paul 'Bud' Bucha.
WIKIPEDIA



July 31

Asked by hosts on NBC's *Today* show what she would say to young women who might be considering playing a team sport, Capt. Samantha Sullivan, an active-duty 2020 graduate of the U.S. Military Academy at West Point, New York, and a member of the U.S. women's Olympic rugby team, says, "I would say to those young girls out there watching right now in America, if you're playing soccer or playing basketball or running track and think, 'Hmmm, I might be a little too aggressive for this sport,' come give rugby a try." The women's team made history by winning its first-ever bronze medal in women's Olympic rugby.



Top: Capt. Samantha Sullivan, a member of the U.S. women's 2024 Olympic rugby team. **Below:** Sullivan, right, runs in a rugby match against Japan during the 2024 Summer Olympics.

TOP: U.S. ARMY/MAJ. NATHANIEL GARCIA. BELOW: U.S. ARMY/STEPHEN WARNS



AUSA GROUP INSURANCE PROGRAM

Benefits designed for you and your family

Just like you, AUSA understands the importance of security. That's why we provide our members with a variety of coverage and benefits to help keep AUSA members and their families protected.



TRICARE Supplement
Insurance



Group Term Life Insurance



Accidental Death and
Dismemberment Insurance



Group Dental Insurance



Group Vision Insurance



Pet Insurance



Long-Term Care Insurance



Medicare Insurance Plans



Individual and Family
Health Insurance Plans

You value protecting our nation's security—we're here to help protect yours.

Leverage the buying power of AUSA members and enjoy competitive group rates on valuable coverage.

ausaplans.com/choices | (800) 882-5707



August 1

NASA astronaut Col. Anne McClain is selected to command the Space X Crew-10 mission to the International Space Station, which is slated to take place as early as February. In 2018 and 2019, McClain spent 204 days on the International Space Station as a flight engineer and led two spacewalks. The new mission will be McClain's second space flight, and she will be joined by

NASA pilot Nichole Ayers, Japan Aerospace Exploration Agency astronaut mission specialist Takuya Onishi and Roscosmos cosmonaut mission specialist Kirill Peskov. McClain, who was selected in 2013 to be an astronaut, commands the U.S. Army NASA Detachment in U.S. Army Space and Missile Defense Command.



From top: NASA astronaut Col. Anne McClain goes on a spacewalk outside of the International Space Station in March 2019. NASA's SpaceX Crew-10 members, from left, NASA pilot Nichole Ayers, Roscosmos cosmonaut Kirill Peskov, McClain and Japanese astronaut Takuya Onishi. McClain pilots a UH-72 Lakota helicopter simulator at Fort Rucker, Alabama, now known as Fort Novosel.

FROM TOP: NASA. NASA. U.S. ARMY/LT. COL. ANDY THAGGARD



August 2

Sgt. Sagen Maddalena of the U.S. Army Marksmanship Unit wins a silver medal in the women's 50-meter rifle three positions shooting final, and Army veteran Vincent Hancock takes gold in men's skeet and silver in mixed team skeet, during the 2024 Paris Olympics. Maddalena also competed in the 2020 Tokyo Olympics, which was postponed until 2021 because of the COVID-19 pandemic. For Hancock, a former sergeant and former member of the Marksmanship Unit, it was his fourth gold medal in the men's skeet final.



Top: Sgt. Sagen Maddalena celebrates winning the silver medal in the women's three-positions rifle final at the 2024 Paris Olympics. **Below:** Maddalena, left, poses on the podium with the other medalists.

U.S. ARMY PHOTOS BY SGT. 1ST CLASS KULANI LAKANARIA



August 4

Second Lt. Alma Cooper, a 2023 graduate of the U.S. Military Academy at West Point, New York, is crowned Miss USA in Los Angeles. "As the daughter of a migrant worker, a proud Afro Latina woman and an officer of the United States Army, I'm living the American dream," she says. "If there's anything that my life and mother have taught me, it's that your circumstances never define your destiny." A military intelligence officer, Cooper is a Knight-Hennessy Scholar at Stanford University in California pursuing a graduate degree in data science. She will represent the U.S. in the 2024 Miss Universe pageant in Mexico in November.

Second Lt. Alma Cooper is crowned Miss USA.

FACEBOOK



August 6

Former Staff Sgt. Hiroshi "Hershey" Miyamura, who fought waves of enemy soldiers before being captured and held for over two years during the Korean War, is the subject 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: Hiroshi Miyamura* tells of how Miyamura, deployed to Korea as a machine-gun squad leader, faced wave after wave of Chinese soldiers during a night assault. He ordered his men to fall back while he covered their withdrawal, and he was captured by the enemy. News that Miyamura was to be awarded the Medal of Honor was kept quiet until his release from a prisoner-of-war camp on Aug. 23, 1953, according to the Congressional Medal of Honor Society.



Top and below: Images from the Association of the U.S. Army's graphic novel about Medal of Honor recipient Hiroshi 'Hershey' Miyamura.

AUSA IMAGES



August 8

As part of its continued transformation, the 11th Airborne Division activates the Arctic Aviation Command at Fort Wainwright, Alaska. Led by Col. Russell Vanderlugt, the command provides a local headquarters for Alaska's two active-duty aviation battalions—the 1st Battalion, 52nd Aviation Regiment, and the 1st Battalion, 25th Aviation Regiment—eliminating the need for the aviation battalions to report to headquarters in Washington state or Hawaii, as they were doing. It also gives the 11th Airborne Division dedicated aviation assets throughout Alaska and wherever its soldiers may be deployed.

Col. Russell Vanderlugt, incoming commander of the 11th Airborne Division's Arctic Aviation Command, speaks during the command's activation ceremony at Fort Wainwright, Alaska.

U.S. ARMY/SPC. AARON DOWNING



August 14

Some 250 soldiers with the Puerto Rico National Guard are mobilized in response to Tropical Storm Ernesto. Teams with the 125th Military Police Battalion and the 1st Battalion, 296th Infantry Regiment, conduct lifesaving evacuation missions and distribute more than 15,000 gallons of water in the days after the storm. "Our principal mission is to guarantee the safety of our communities," says Maj. Gen. Miguel Mendez, adjutant general of Puerto Rico.



Top and below: Soldiers from the Puerto Rico Army National Guard assist residents following Tropical Storm Ernesto.

ARMY NATIONAL GUARD PHOTOS



August 22

Retired Lt. Gen. Arthur Gregg, a trailblazing officer for whom the Army renamed an installation, dies at age 96. From humble beginnings in the segregated South, Gregg rose through the Army's ranks to become the service's first African American three-star general. Retiring from the Army in 1981 after more than 30 years of service, Gregg is considered one of the Army's great logistics leaders of the 20th century, and he blazed the trail for generations of soldiers and officers. On April 27, 2023, Fort Lee, Virginia, was renamed Fort Gregg-Adams to honor Gregg and Maj. Charity Adams Earley, who commanded the 6888th Central Postal Directory Battalion, the first and only all-female, all-Black American battalion to deploy overseas during World War II. At the time, Gregg was the only living person in modern Army history to have an installation named after him. Gregg attended events on the installation until his death, including the July 31 garrison change-of-command ceremony. Speaking at the post's rededication ceremony, Gregg said he hoped the name change can serve as an inspiration. "I hope that this community will look with pride on the name Fort Gregg-Adams, and that the name will instill pride in every soldier entering our mighty gates," he said.

Retired Lt. Gen. Arthur Gregg.
U.S. ARMY/T. ANTHONY BELL



August 29

Capt. Corey Masaracchia and Staff Sgt. Kyle Pierson from the National Training Center at Fort Irwin, California, win the John J. Pershing Best OC/T Competition and bragging rights as the Army's top observer controller/trainers. Fourteen two-soldier teams from the Army's combat training centers, First U.S. Army and the U.S. Army Reserve are tested on their physical fitness, mental toughness, tactical proficiency and ability to coach and train others during the three-day competition at Fort Stewart, Georgia. Hosted by First Army, this is the first year the competition has been opened to include teams from across the Army.

Capt. Corey Masaracchia, left, and Staff Sgt. Kyle Pierson.
U.S. ARMY/STAFF SGT. HARRY SMITH IV



Reliable Connections In The Harshest Enviornments

At Rampart Products, a company based in Houston, Texas, the common element of our electrical interconnects is their extreme ruggedness and high level of customization to perfectly match the application. Our products are 100% USA-made, and more than 90% are custom-engineered and manufactured for a specific purpose and customer.

Learn more at rampartproducts.com
HERMETIC & RUGGEDIZED INTERCONNECTS





September 3

In his first letter to his "Army Reserve Team," Lt. Gen. Robert Harter warns of a complex world for which the force must be ready. Sworn in on Aug. 1 as chief of the U.S. Army Reserve and commanding general of U.S. Army Reserve Command, Harter writes in the letter that the world is changing rapidly, and "capable adversaries present growing challenges at home and abroad." Harter says he will lead from the front and by example because "presence matters," and he expects the same of leaders across the Army Reserve. "We must be ready," Harter writes. "Never forget why the Army and Army Reserve exist: to fight and win our Nation's wars."

Lt. Gen. Robert Harter, chief of the U.S. Army Reserve and commanding general of U.S. Army Reserve Command.
U.S. ARMY RESERVE



September 4

Army Vice Chief of Staff Gen. James Mingus says technology is changing so rapidly, and threats around the world are evolving so quickly, that the Army can't do things in a normal way as it works to ensure its formations know how to fight on an ever-changing battlefield. "We have to constantly and continuously transform ... and kind of break the paradigm of how we normally modernize," Mingus says during a Hot Topic on Army aviation hosted by the Association of the U.S. Army.



Top: Army Vice Chief of Staff Gen. James Mingus visits soldiers of the 2nd Mobile Brigade Combat Team, 101st Airborne Division (Air Assault), at Fort Campbell, Kentucky. **Below:** Mingus speaks during a Hot Topic event at Association of the U.S. Army headquarters, Arlington, Virginia.

TOP: U.S. ARMY/SPC. PARRIS KERSEY. BELOW:
AUSA/LUC DUNN



September 7

Swimming in the 100-meter backstroke S6 event, Sgt. 1st Class Elizabeth Marks wins her fifth silver medal of the 2024 Paralympics in Paris. She earlier picked up four silver medals in the women's mixed 4x50-meter medley relay, 50-meter freestyle S2, women's 200-meter individual medley SM6 and mixed 4x50-meter freestyle relay. Already a five-time Paralympic medalist, including two gold medals, Marks competed in the 2016 Rio and 2020 Tokyo Games. Marks capped her Paris experience by serving as one of two flag bearers for Team USA in the closing ceremony on Sept. 8. Also in Paris, former Staff Sgt. Jason Tabansky on Sept. 1 crushes the world's top-ranked para archer to win gold in the men's individual para archery competition. He earned a chance to compete for gold in Paris after an Australian para archer withdrew because of injury.

U.S. Paralympic swimmer Sgt. 1st Class Elizabeth Marks displays her second silver medal in Paris.
U.S. ARMY/MAJ. NATHANIEL GARCIA



WEAPONS & EQUIPMENT

BY SCOTT GOURLEY, CONTRIBUTING EDITOR

Sgt. Laharey Robinson, with the North Carolina Army National Guard's 30th Armored Brigade Combat Team, fires the Next-Generation Squad Weapon rifle during testing at Fort Liberty.

U.S. ARMY/SGT. 1ST CLASS LETICIA SAMUELS



U.S. Army Futures Command's purpose is to transform the Army to ensure future readiness. As in recent years, the command's nine cross-functional teams have continued their critical role in this transformation.

One example of the dynamic nature of the teams in supporting Army transformation was the decision to redirect the Assured Positioning, Navigation and Timing/Space Cross-Functional Team, which had completed its mission, as the All-Domain Sensing Cross-Functional Team.

Cross-functional teams "are one of the indisputable successes" of Futures Command, Gen. James Rainey, commanding general of the command, said in March. "We identify a problem and pull a team together to solve it."

In the following pages, representatives of all nine cross-functional teams outline their efforts, describe the challenges and opportunities facing their teams, identify some of their needs for industry support and highlight their upcoming activities.

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

Soldiers assigned to the 1st Armored Brigade Combat Team, 1st Armored Division, transfer ammunition during a rotation at the National Training Center, Fort Irwin, California.

U.S. ARMY/SPC. ANASTASIYA LUDCHENKO

TABLE OF CONTENTS

Network
102

**Next-Generation
Combat Vehicle**
110

Future Vertical Lift
118

Air and Missile Defense
126

**Long-Range
Precision Fires**
134

Soldier Lethality
140

All-Domain Sensing
148

Contested Logistics
154

**Synthetic Training
Environment**
158

MODERNIZED BLACK HAWK.®
MORE POWERFUL. MORE CONNECTED.
MORE OPTIONS FOR THE GROUND COMMANDER.



SIKORSKY 
A LOCKHEED MARTIN COMPANY

Network



As the Army prepares to face an increasingly transparent and complex battlefield, it needs a robust, secure and reliable network.

The critical importance of such a network has been evident in lessons learned through persistent experimentation, exploration of emerging industry technologies and real-world observations from combat in Ukraine.

For Maj. Gen. Patrick Ellis, director of U.S. Army Futures

Command's Network Cross-Functional Team, the work to modernize the Army's network is an exciting task. Ellis, who became the team's director in late June, said he's proud of the work the cross-functional team has accomplished. "I believe that the team has done phenomenal work," he said.

This includes the team's participation in the Army's Project Convergence Capstone 4 event earlier this year, technical exchange meetings with industry, and support to new service command-and-control modernization initiatives known as C2 Fix and Next Generation C2.

C2 FIX

Ellis described C2 Fix as the Army's near-term effort, linked to the service's "transforming in contact"

initiative that uses existing programs of record to field proven commercial capabilities ready now to deliver simple, intuitive, mobile and lower-signature solutions soldiers need to "fight tonight."

C2 Fix is one area of focus for the cross-functional team, Ellis said, adding that several tenets fall under the C2 Fix umbrella. As an example, the Army is looking to "elevate complexity" by moving network complexity up from the brigade to the division or corps, he said. The service also is investing in "modular, more survivable command posts" and "helping design control tools to enable the command posts to be more effective," he said.

The team also is seeking a "transport-agnostic" design that allows the use of multiple forms of trans-

Staff Sgt. Devin Sasser of the 2nd Security Force Assistance Brigade configures a microwave satellite terminal during an exercise in Dodji, Senegal.
U.S. ARMY RESERVE/SGT. 1ST CLASS NICHOLAS DE LA PENA



port to move data up and down the chain.

“We’ve been working a lot with the entire industry,” Ellis said. “There’s a lot of new technology out there in the commercial sector that’s really beneficial, and we’re starting to look at how to leverage that for our military uses.”

Another area Ellis highlighted was what he called “sensitive but unclassified.” “We’re not trying to encrypt everything [at] all levels, but we’re looking at some levels where it makes more sense to use sensitive but unclassified encrypted communications that protects the communications, but doesn’t treat it like secret,” he said.

This allows the Army to more easily move complexity to the division or higher levels, instead of driving it down to the brigades, he said. “The [cross-functional team] has been supporting that over the last year, and we’re going to continue to do that,” he said.

NEXT GENERATION C2

Along with C2 Fix, Next Generation C2 is another area of significant cross-functional team activity, Ellis said. Also called C2 Next by

some Army leaders, it represents a midterm effort to experiment, prototype, test and deliver advanced datacentric capabilities for the future, he said.

Next Generation C2 seeks to provide commanders and units with an open and modular command-and-control operating system with access to a common and integrated data layer, enabled by secure and adaptive network architecture.

“It’s mostly led out of the Army Futures Command headquarters now, but the [cross-functional team] is supporting that with members of the team who have unique expertise to contribute,” Ellis said.

WORKING WITH INDUSTRY

The cross-functional team also continues to work closely with industry, primarily through technical exchange meetings. These twice-a-year meetings are widely credited with keeping both government and industry informed of emerging technologies and requirements, Ellis said.

When asked about lessons learned, Ellis used his own experience as an infantry officer with multiple tours in the 75th Ranger Regiment and,

most recently, as deputy chief of staff for operations for U.S. Army Europe and Africa. “I showed up in Europe eight days after the [Russian] invasion [of Ukraine] started, so I basically was there from the beginning of this invasion for about 2½ years,” he said.

Ellis also was stationed in Europe right after Russia annexed Crimea in 2014, he said, “so I had an opportunity to watch how this has evolved.”

“In 2014, 2015 and 2016, if you turned on a cellphone at the edge of the battle area, you were immediately targetable, and you were going to take indirect fire,” he said. “Nowadays, if you turn on a military system far forward, you’re immediately targetable, and you’re going to take fire.”

The prevalence of electronic warfare and the resulting ability to target large static command posts

At Fort Carson, Colorado, Spc. Sean Snyder, with Headquarters and Headquarters Battalion, 4th Infantry Division, services a Satellite Transportable Terminal.
U.S. ARMY/SGT. WOODYLYNE ESCARNE

★ WEAPONS ★

is another lesson learned, Ellis said. The lessons point to the need for smaller, more agile command posts with the ability to “hide” in smaller formations, perform command-and-control functions on the move and focus on electromagnetic signature management.

“Russian command posts have had a habit of moving farther and farther and farther away from the front lines for some reason,” he said. “It’s probably because when they got closer, within range of weapon systems, they were absolutely a target.”

Absorbing lessons from Ukraine and looking at “potential fights” the Army may face in the Indo-Pacific,



Soldiers with the 3rd Brigade Combat Team, 25th Infantry Division, complete an overnight assault mission at Schofield Barracks, Hawaii, where they communicated over the Integrated Tactical Network.

U.S. ARMY/SAM BROOKS

“we don’t have time to wait and re-design,” Ellis said. “We’ve got work to do, and we’ve got to get it done now. We also have to be thinking about how we’re going to adapt for the future.”

Noting that the Network

Cross-Functional Team continues to be good at getting tools into the hands of brigade and division commanders on the ground, Ellis said, “These are all people that I grew up with in the Army. These are my friends, so I want to make sure that

Built with Ironclad Dependability

We are builders – building is what we do best. We have the capabilities you need to ensure your products are built to meet the most rigorous demands:

- Precision 5-axis Machining
- Heavy Armor Fabrication
- System Integration & Testing
- Design Engineering & Manufacturing Processing



FIND YOUR SOLUTION AT
merrilltg.com

M MERRILL
A  KEEL COMPANY

keelusa.com

Bombardier Global 6500

Higher. Faster. Farther.

Delivering Deep Sensing



Bombardier
Defense

[DEFENSE.BOMBARDIER.COM](https://defense.bombardier.com)

© 2024 Bombardier, Inc.

★ WEAPONS ★

I provide them the stuff that I would want if I was in their shoes.”

FAST-MOVING TECHNOLOGIES

Looking ahead, Ellis pointed to three representative technology areas that could help facilitate the team’s efforts: resilient transport, the cloud and signature management.

“All of these technologies are moving very quickly,” he said. “In the case of resilient transport, for example, there has been a huge proliferation of things like low Earth orbit satellites and medium Earth orbit satellites.”

With the cloud, “you don’t have to necessarily bring all your tools



Spc. Abigail Bruers, with the Minnesota National Guard’s 34th Infantry Division, recovers a variable-height antenna, or tethered drone, during certification training.

U.S. ARMY/STAFF SGT. MAHSIMA ALKAMOONEH

or all the data forward with you to the edge,” he said. “If you can reach back and get it, how much do you need to bring forward? These are discussions that are ongoing. How much needs to come to the edge, and

how much can stay somewhere else? That technology is emerging, and we are learning a lot in that space.”

In terms of signature management, Ellis said, discussions revolve around “how do we hide ourselves

SERVING & SUPPORTING US MISSION IN

CENTCOM

KRH has been providing the underlying groundwork for the US Army mission in the CENTCOM since 1991. KRH offers turnkey solutions for project-based organizations, providing Integrated HR & Life Support Solutions. Enabling you to deploy units in the region faster, easier, and more sustainably.

Over the years, we have employed thousands of highly efficient calibers for various USG projects, and provided them with all required logistics so they can go out there and accomplish the mission without obstacles.

KRH is a “Home Away from Home” to our Employees, and a “Value-Driven Partner of Choice” to our US Business Partners.

OUR SERVICES



INTEGRATED LIFE
SUPPORT SERVICES



TRANSPORTATION
SERVICES



GOVERNMENT
RELATIONS SECTOR



ENGINEERING
SERVICES



HR & ADMIN
SERVICES



FIELD OPERATIONS
SERVICES



INTEGRATED
FACILITIES
MANAGEMENT
(IFM)



KRH ACADEMY

OPERATING IN
THE HEART OF CENTCOM



SCAN FOR MORE



CONTACT INFORMATION

+965 22320113

BD@KRHKW.COM

KRH





We're all on the same mission:
to provide the country with
the best defense.



We set the standard for delivering
on next-generation propulsion and
aircraft systems.

geaerospace.com/T901



GE Aerospace



where we are, or hide what we're doing, and then reveal ourselves at a time of our choosing?"

As he settled into his new role, Ellis said the cross-functional team was looking to keep building on its goals while applying his perspective and experience from recently serving in Europe. "I think we are going to maintain focus on the C2 Fix and Next Generation C2," he said. "Those will be our priorities for the next 12 to 18 months, and that will be a continued focus area for us."

Ellis praised the work done by his predecessor, Maj. Gen. Jeth Rey, who now is director of architecture, operations, networks and space in the Office of the Deputy Chief of Staff of the Army for Command, Control, Communications, Cyber Operations and Networks.

"The priorities that Gen. Rey had here were phenomenal, and the way he moved this team forward over the last three years is nothing short of

groundbreaking," Ellis said. "Obviously, we're building on the huge success that [they] have had over the last couple of years. I'm excited to look at that and then figure out what adaptations or what spins or what minor course corrections we might explore."

Among the key events the cross-functional team was looking forward to was a rotation featuring C2 Fix this fall at the Joint Readiness Training Center at Fort Johnson, Louisiana, by the 2nd Brigade Combat Team, 101st Airborne Division (Air Assault). There also will be a Next Generation C2 experiment as part of the Network Modernization Experiment, or NetModX, being conducted by the U.S. Army Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance and Reconnaissance Center. NetModX kicked off in July and is slated to run through September.

QUICK PACE

The cross-functional team continues to work closely with industry. Army Chief of Staff Gen. Randy George has been clear about this, Ellis said. "We've heard him at the technical exchange meetings and other forums say it: 'We need help from the industry,'" Ellis said. "They've

got to help us by developing systems that are simple, intuitive and low signature, and then they can iterate. We need to be able to go fast and not buy a big thing that takes years to field, and then years to un-field, and then take years to replace. We need to be able to iterate very quickly."

Challenges remain, Ellis said, particularly with aligning the Army's needs with industry's needs, but the two are intent on working together. "I think the conversations that we have at the technical exchange meetings are great," he said. "I got to attend my first one before I was even Network [Cross-Functional Team] director, and it was really powerful to stand listening to industry and having them understand our challenges and come back with possible solutions and tools. I think it's a great partnership. Honestly, I was not aware of the depth of that relationship before I took this seat, and it's one that I'm really excited to continue."

Ultimately, the cross-functional team's focus is soldiers, Ellis said. "I think the biggest message that I have for them is that we are here," he said to his fellow soldiers and leaders. "We're here for you. We hear you. We understand that there are challenges out there, and we are working actively to give you the tools that you need to effectively command and control your formations."

Ellis also said he's excited to work on strengthening the Army's network. "There is no place I would rather be right now than working on this problem, because I think it's too important," he said. "It's too important for our warfighters and everything they do. The fact is that everything we do as an Army is underpinned by the data and by the network. The chief of staff of the Army has been extremely clear that the network is his No. 1 transformation priority, so this is an exciting time for us here on the team and for the entire communications enterprise." ★

A soldier with the 101st Airborne Division (Air Assault) participates in an exercise at Fort Campbell, Kentucky, that includes trials of command post and air-to-ground networked communications technologies.

U.S. ARMY/SAM BROOKS

Car Buying, Fully Loaded

- Get a decision in seconds on great-rate auto loans¹
- Shop, compare and get up-front pricing through our Car Buying Service, powered by TrueCar[®]
- Learn more about your vehicle's history with CARFAX^{®2}
- See if you could save on auto insurance from Liberty Mutual[®], made available through TruStage^{TM3}
- Explore **FREE** trial subscriptions to SiriusXM's Platinum Plan

Terms and conditions apply.
Learn more at
navyfederal.org/carbuying.⁴

NAVY
FEDERAL
Credit Union[®]

Our Members Are the Mission



Navy Federal Credit Union is federally insured by NCUA.¹ Credit and collateral subject to approval. ²CARFAX is a registered trademark of CARFAX, Inc. ³Liberty Mutual Insurance is made available to Navy Federal Credit Union members through TruStageTM. Auto and Home Insurance Products are issued by Liberty Mutual Insurance Company or its subsidiaries or affiliates, 175 Berkeley Street, Boston, MA 02116 USA. © 2023 Liberty Mutual Insurance. In Texas, coverage provided and underwritten by Liberty County Mutual Insurance Company, 7900 Windrose Avenue, Plano, TX 75024. All statements made are subject to provisions, exclusions, conditions, and limitations of the applicable insurance policy. Coverages and features not available in all states. Discounts are not available in all states and discounts vary by state. Certain discounts apply to specific coverages only. To the extent permitted by law, applicants are individually underwritten; not all applicants may qualify. A consumer report from a consumer reporting agency and/or motor vehicle report will be obtained on all drivers listed on your policy where state laws and regulations allow. Please consult your policy for specific coverages and limitations. The insurance offered is not a deposit, and is not federally insured, sold, or guaranteed by Navy Federal Credit Union. Navy Federal Credit Union is in no way responsible for any products or services provided by or through TruStage, Liberty Mutual, or their affiliates, subsidiaries, and insurance company partners. Navy Federal Credit Union enables this insurance program to be offered and is entitled to compensation from TruStage Insurance Agency, LLC. © TruStage AUT-4210544.2 ⁴Navy Federal Credit Union is in no way responsible for any product, service, purchase, or lease provided by or through CARFAX, TruStage, Liberty Mutual, SiriusXM, or the Navy Federal Car Buying Service operated by TrueCar. © 2023 Navy Federal NFCU 14083 (9-23)

Next-Generation Combat Vehicle



U.S. Army Futures Command's Next-Generation Combat Vehicle Cross-Functional Team has made some "massively big leaps" in its work to deliver lethal, modernized and survivable combat vehicles to the force, said Col. Kevin Bradley, who became the team's director in July.

This past year in particular has been marked by "a transition from exploration to really hard focus on delivering capabilities to the force," said Kevin McEnery, the team's deputy director. Efforts led by Douglas Bush, assistant secretary

of the Army for acquisition, logistics and technology, and Gen. James Rainey, commanding general of Futures Command, have energized the capabilities development and materiel development communities, McEnery said.

"The partnership between the two [got] us farther and faster than we have traditionally moved," he said. "In terms of our programs, this year has marked a significant turning point, largely due to the direction and the energy behind those two leaders, as well as other Army senior leaders."

SIGNATURE PROGRAMS

One of the team's signature programs is the M10 Booker combat vehicle, formerly known as Mobile Protected Firepower. Designed to

provide infantry brigade combat teams with mobile, protected, direct-fire capability, the M10 Booker is named for World War II Medal of Honor recipient Pvt. Robert Booker and Distinguished Service Cross recipient Staff Sgt. Stevon Booker, who was killed in Iraq.

The vehicle, one of the Army's first major combat vehicles produced since the 1980s, went into low-rate initial production in February, Bradley said. The first vehicles are being sent to the 82nd Airborne Division at Fort Liberty, North Carolina, where they will undergo testing for the remainder of the year, he said.

The XM30 Mechanized Infantry Combat Vehicle is another signature program for the cross-functional team. Formerly called the Optionally

An M10 Booker crew fires the main gun during a live-fire demonstration at Aberdeen Proving Ground, Maryland.
U.S. ARMY/CHRISTOPHER KAUFMANN



Manned Fighting Vehicle, the XM30 is slated to replace the M2 Bradley Fighting Vehicle. The Army has generated a capabilities development document for the XM30, and the program is making progress toward a Milestone B decision, Bradley said.

A Milestone B decision authorizes a program to enter the engineering and manufacturing development phase, and commits the required resources to support the award of phase contracts, according to the Defense Acquisition University.

The signature program where the most progress has been made is the Robotic Combat Vehicle, Bradley said. The team continues to move the program through soldier touch points and soldier-centered experiments, including at the National Training Center at Fort Irwin, California.

“They are really looking toward how the human-machine integrated platoon is going to fight and operate together,” Bradley said.

During the Project Convergence capstone event in March at the

National Training Center, soldiers from the 1st Squadron, 4th Cavalry Regiment, integrated a human-machine platoon into their formation as they “fought” a live opposing force, he said.

“They ran several missions and several scenarios to see how the troop commander would employ that platoon, as well as with squadron support in those operations,” Bradley said. “We learned a significant amount about the range and durability of the [Robotic Combat Vehicle-Light prototype], as well as how soldiers approached using them to make first contact, so it was a really good event.”

CURRENT ACTIVITIES

As the cross-functional team continues to experiment and gather soldier feedback, it is building on what it learned during Project Convergence with an event dubbed Pilot 24. During this event, the human-machine integrated platoon with the Robotic Combat Vehicle-Light prototype fights as part

of the opposing force, partnering with the 11th Armored Cavalry Regiment at the National Training Center to go up against the brigade undergoing training.

“We’re getting lots of lessons, collecting data on the use of the robots and how they are helping the opposing force against the U.S. brigade right now,” Bradley said. “That’s ongoing [in the summer] and will continue through September.”

Shifting from the Robotic Combat Vehicle-Light prototypes being used in Pilot 24, Bradley said four vendors are under contract to deliver prototypes for the Robotic Combat Vehicle program of record. McQ Inc., Textron Systems Corp., General Dynamics Land Systems and Oshkosh Defense were scheduled to deliver their prototypes in August, with the program then moving into the next phase of testing.

The M10 Booker combat vehicle.
U.S. ARMY/CHRISTOPHER KAUFMANN



An artist's illustration depicts the XM30 Mechanized Infantry Combat Vehicle, which is to replace the M2 Bradley Fighting Vehicle.

RX'S RAYTHEON

For the XM30 program, the cross-functional team is working to coordinate efforts relating to the software pathway for the transition to the execution phase, and con-

ducting preliminary design reviews for the vehicles from the program's two vendors, General Dynamics Land Systems and American Rheinmetall Vehicles.



**DEPLOYABLE. LIGHTWEIGHT.
RELIABLE. EXPEDITIONARY
COMMS SIMPLIFIED.**



162 DOCKING STATION NOW AVAILABLE



AUSA 2024
Booth #7835
www.pts-inc.com

PTS
Expeditionary Communications



Sparrow-Strike



Kite-Strike II



Ultra-small form factor
Mil-Spec rugged embedded computers providing edge AI capabilities
for autonomous vehicles and other mission-critical front line applications.

Come see a demo at AUSA Annual booth #1015

sales@systelusa.com

systelusa.com

888.645.8400



LESSONS LEARNED

During the Project Convergence capstone event, Bradley said he was able to spend time with soldiers in the human-machine integrated platoon and with the 1st Squadron, 4th Cavalry Regiment. “I think the big takeaway was that formations, particularly armored formations that have the [Robotic Combat Vehicles], are more effective than those without RCVs,” Bradley said. “That was borne out not only in how the fights played out, but also in comments from the leadership. That included a great observation from the [1st Squadron, 4th Cavalry Regiment,] commander, who executed a couple of missions with the robot platoon fighting with them,



and then, when he did some missions without that platoon, he said, ‘Man, I missed the robots.’”

The robots were positive additions, Bradley said. They were used to make first contact, provide persistent observation of the battlefield and help provide accurate indirect fires, he said. “It just gave options

in the decision space by making contact, getting that feedback and then being able to maneuver scouts into a position of advantage,” Bradley said.

Another lesson was the need to find the right level of robot autonomy and human control, Bradley said. “We still need to do a lot of

Top and below: Robotic Combat Vehicle-Light prototypes undergo soldier experimentation at the National Training Center, Fort Irwin, California.
U.S. ARMY PHOTOS BY SAVANNAH BALDWIN

work in that area,” he said. “Right now, it is very much dependent on the control vehicle and the soldiers in the back [of the control vehicles] who are maneuvering the Robotic Combat Vehicles.”

The Army must make gains “on the autonomy front,” Bradley said. “We also need to be rugged and resilient. Robots just need to be more rugged. Like any vehicle out at the National Training Center, maintenance is a challenge,” he said. “So, working through that piece is something we are very mindful of, and ruggedizing robots to be able to do the tasks that we’re asking is important. We’re also focused on the [communications] link and extending the distance between the control vehicles and the robots.”

When it comes to the XM30 program, Bradley credited the Modular Open System Architecture (MOSA) with having an “absolutely transformational” impact on procuring, maintaining and upgrading vehicles.

MOSA is a technical and business strategy for designing an affordable and adaptable system that can be upgraded as needed without replacing the entire system.

“Because the XM30 is digitally engineered, the preliminary design reviews have shown us how the system operates, and we have been able to trace that back to how it is meeting the requirements we have set,” Bradley said. “Additionally, utilizing a models-based system engineering approach is allowing us to capture and mature the requirements for the Robotic Combat Vehicles in that digital environment.”

A significant focus in that approach involves the use of digital twins and what they provide in places like the maintenance and training environments, Bradley said. “Think of a digital twin in the synthetic training environments,” he said. “Now, when you go into the simulator, you are maneuvering your actual vehicle with its specific capabilities. It has your bumper number, and it matches the ca-



SOLUTIONS ENGINEERED FOR MISSION SUCCESS

SIGINT

EW/EA

CYBER

5G C2

DF

GEO

IO

ISR

AIR

LAND

SEA

SPACE

**OCTASIC IS THE MISSION
SOLUTIONS LEADER FOR
HARD-TO-SOLVE, LOW SWAP
SDR SYSTEM DESIGNS.**

We build for advanced and specialized capabilities. Full custom or open standard. Crewed or uncrewed.

**SCAN TO BOOK A MEETING
AT AUSA 2024**

STAY. SPECTRUM. DOMINANT.
OCTASIC.COM/AUSA2024



★ WEAPONS ★

pability of your vehicle, versus a generic XM30. It's yours, because its digital twin is in the system, assigned to you."

ROAD AHEAD

In the coming months, the Next-Generation Combat Vehicle Cross-Functional Team anticipates several advancements, including prototype selection for the Robotic Combat Vehicle in 2025, Bradley said.

Additionally, initial operational test and evaluation for the M10 Booker begins early in fiscal 2025 at Fort Liberty, as well as at Fort Stewart, Georgia, where an armored company will conduct gunnery, Bradley said.

At the same time, the XM30 program will conduct design reviews with "anticipation of a Milestone B [decision] for 2025," he said.

The cross-functional team also is working on future vehicle protection systems, Bradley said. The team is working with the commandant of the U.S. Army Armor School and other key organizations to develop layered formation protection in five areas—masking, hardening the vehicles, soft kill systems, hard kill systems and "some of the other means that are out there to defeat threats," Bradley said.

Soft kill systems include sensors that can detect incoming threats and electromagnetic countermeasures that then can interfere with those threats, according to an Army description. Hard kill systems refer to physical countermeasures such as projectiles that destroy or divert



Top: Troops with the 1st Battalion, 29th Infantry Regiment, take part in a human-machine integration demonstration using a robotic dog and an unmanned Small Multipurpose Equipment Transport at Fort Irwin, California. **Below:** Soldiers participate in a virtual experiment to provide input on possible crew configurations for the XM30 Mechanized Infantry Combat Vehicle at Detroit Arsenal.

TOP: U.S. ARMY/SPC. SAMARION HICKS. BELOW: U.S. ARMY/DAN HEATON

incoming fire, according to the Army.

Finally, the team is looking ahead to the next Project Convergence capstone event, which is slated for February to April 2025, Bradley said. The event will kick off at the National Training Center, where "they're going to look at several technologies against a near-peer competitor," he said.

As cross-functional team members continue their work, Bradley said they are working to represent soldiers. "We are laser-focused on delivering the next-generation combat vehicle that you are going to need to win," he said. "As a critical part of that, we want to thank the units and the soldiers that have participated in

our touch points and given all that great feedback, because that is absolutely essential for these programs to continue to progress and be the systems they need to fight and win in the future."

As the team absorbs soldiers' feedback, thoughts and "creative ideas," it is focused on delivering these key new combat vehicles to the force, Bradley said. "The first unit equipped with the M10 Booker will be in 2025. The first unit equipped with the [Robotic Combat Vehicle] will happen in 2028, and the first unit equipped with the XM30 will happen in 2029," he said. "It's not aspirational. It's coming, and we're focused on the delivery of that capability." ★



MACK®
DEFENSE

Commercial Value Meets Military Readiness

**Tactical, logistical, commercial,
and specialty military vehicles.**

The Mack Defense family of militarized rigid trucks and tractors is based on commercial vehicles which are adapted to the specific needs of armed forces. They can be suited for logistic missions and are able to be modified for tactical missions with improved off-road capacity and air transportability.



Future Vertical Lift



From the Future Long Range Assault Aircraft to the Future Tactical Unmanned Aircraft System to Launched Effects, 2024 has been “a critical year for incorporating advanced capabilities into the Army,” said Brig. Gen. Phillip Baker, director of U.S. Army Futures Command’s Future Vertical Lift Cross-Functional Team.

“We’ve made a lot of headway from the standpoint of experimentation and demonstration supporting the requirements process to get

after transforming the Army,” Baker said.

For the first time in “multiple decades,” the Army has an approved requirements document for the Future Long Range Assault Aircraft, which will replace part of the Army’s Black Hawk helicopter fleet, Baker said. “It’s obviously taken multiple years to get to this level, but the last time we had an Army helicopter approved at the joint level [goes] back to the mid-’80s, and that, I think, is very important to highlight,” he said.

FUTURE TACTICAL UNMANNED AIRCRAFT SYSTEM

The Army also is making progress on the Future Tactical Unmanned Aircraft System because of persistent experimentation and demon-

stration efforts, Baker said. “[This] has allowed the Army to continue to advance the future brigade-level reconnaissance platform for our brigade commanders to be able to operate in austere environments against near-peer adversaries [and] based on what we’ve seen regarding the characteristics of the battlefield and what is going to be able to operate as a Group 3 UAS in order to enhance the brigade,” he said.

Group 3 UASs, or unmanned aircraft systems, are those that weigh more than 55 pounds but less than 1,320 pounds, according to the Federal Aviation Administration. Examples include the RQ-7B Shadow and the RQ-15 Neptune.

Another focus is Launched Effects, small, uncrewed aircraft or payloads that help troops better

Soldiers with the 2nd Cavalry Regiment inspect an RQ-7 Shadow unmanned aircraft system during an exercise at the Joint Multinational Readiness Center, Germany.

U.S. ARMY/SGT. MARIA TSUKINO



detect, identify, locate and report threats on a complex battlefield. Baker credited close partnerships between the Future Vertical Lift Cross-Functional Team, the U.S. Army Maneuver Center of Excellence, the U.S. Army Intelligence Center of Excellence, program executive offices and other organizations across the Army for helping produce “significant range extension” for Launched Effects sensing and lethal effects in the past year.

As a result, the cross-functional team has pushed forward far enough that the Army’s acquisition community can now take the requirements and “drive materiel solutions” for the Future Long Range Assault Aircraft, the Future Tactical Unmanned Aircraft System and Launched Effects, Baker said.

MAJOR EVENTS

To emphasize the importance of experimentation and demonstration efforts in supporting the requirements process, Baker highlighted the cross-functional team’s participation in major events such as this

year’s Project Convergence Capstone 4 event and the Experimental Demonstration Gateway Event (EDGE).

The Project Convergence capstone event provided commanders with “decision tools to enable them to close the kill chain quickly,” Baker said. “The first piece of that was Launched Effects and how they fit in from a standpoint of extending sensors and lethality, and how quickly can we pass that data back so the commanders can understand what they’re facing and then decide how they want to affect that kill chain.”

During the capstone event, the cross-functional team also learned lessons about airspace integration and the ability to push data and voice at longer ranges, Baker said.

EDGE should yield data on the survivability of unmanned systems and provide insight on where units at different echelons will fight on the battlefield, Baker said. The intent would be to gain an honest assessment of where the cross-functional team sees industry as well as

science and technology, and where investments need to be made, he said.

“At the end of the day, what we’re really trying to determine is, what is the capability right now? Does it meet a minimum viable capability, or do we need to continue to do future investments to mature that?” Baker said.

As an example, the team is looking at optimizing Launched Effects and its accompanying ecosystem, said Dan Bailey, deputy director of the Future Vertical Lift Cross-Functional Team. This year, experimentation has focused on autonomy and collaboration at the brigade, division and corps levels, he said.

“We’ve got threat and target systems that are relevant to those echelons, so we’re going to look at autonomy and collaboration from

Bell Textron Inc.’s V-280 Valor will be the Army’s Future Long Range Assault Aircraft.

BELL TEXTRON INC.



Launched Effects inside the brigade lane, which features a different target set and different type of mission requirements than the division and corps,” he said. “We’re going to learn at echelon, and we’re going to optimize for the next iteration of the requirements documents.”

EXTENDING EXPERIMENTATION

The team also is looking to participate in other persistent experimentation opportunities, Baker said. “This year, we looked at how we can extend experimentation around the globe, and I’d say we were successful in a lot of areas and in getting out



Clockwise from lower left: The first launch of the Air-Launched, Tube-Integrated Unmanned System 700 air vehicle at Fort Campbell, Kentucky, marks a milestone in the Army’s Launched Effects program.

U.S. ARMY PHOTOS BY DANIEL HENKE

IMMI®

ADVANCING SURVIVABILITY®

It’s a life-long mission.

For more than 60 years as a global leader in safety, IMMI designs, engineers, manufactures, tests and markets the safety solutions of tomorrow while delivering innovative products that protect millions of lives around the world today.



RESTRAINTS



ADVANCED SAFETY



STEERING WHEELS



CARGO MANAGEMENT

5-POINT
ROTARY
RESTRAINT



CAPE®
TESTING



IMMI DEFENSE
SYSTEMS

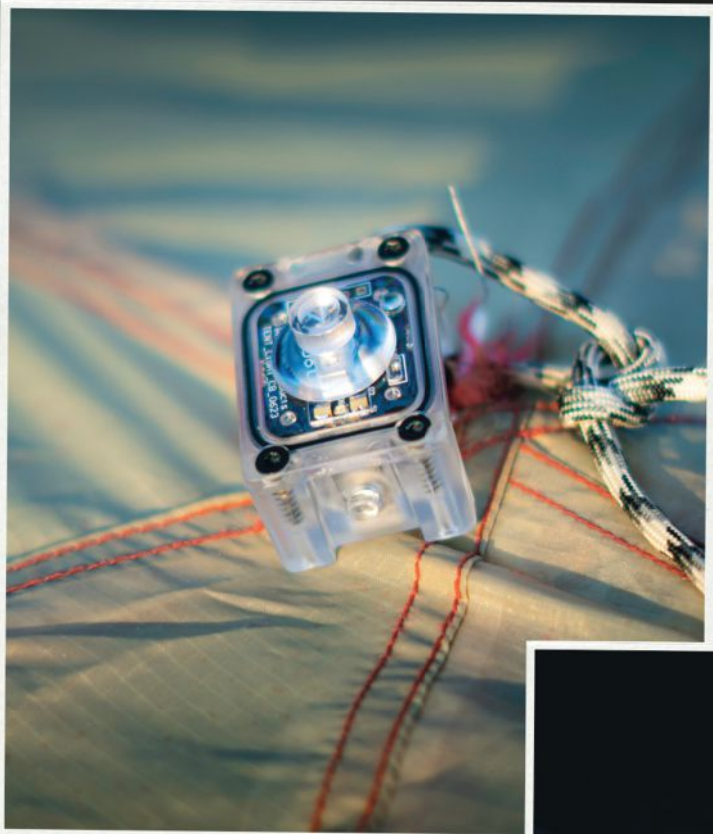
imminet.com

©2024 IMMI. All rights reserved. 8931P

PHANTOM SENTRY®

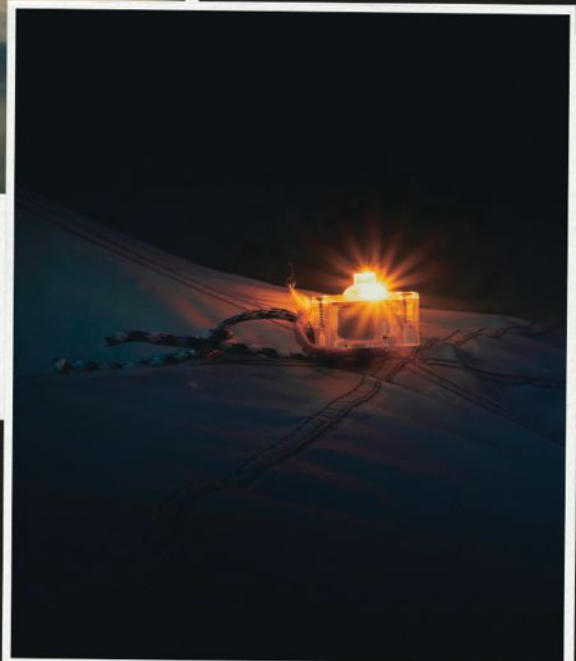
OUR LATEST LIFE SAVING MARKER LIGHT: *TRAINING VERSION*

Stay <MARKED> & Visible While Sleeping!



*Phantom
Sentry*

- *Make Sleeping Tents Visible
- *Mark MEDEVAC on the line
- *Mark Soldiers during Land Nav Training
- *Visible/Infrared and alternating modes
- *Battery lasts for weeks
- *Compact and Lightweight
- *Water resistant
- *Vibration and Shockproof
- *Mounts to webbing or 550 cord
- *USB-C Rechargeable



*Life
Saver*



Phantom Products, Inc.
474 Barnes Blvd. Rockledge, Florida 32955
321-690-6729

CAGE 3WQN8
ISO9001:2015 Certified Small Business
Made in USA
©2024 Phantom Products
careers@phantomlights.com

★ WEAPONS ★

to those environments that we know warfighters will have to operate in,” he said.

This includes events in Europe and the Indo-Pacific, where the cross-functional team worked with the 25th Infantry Division at the Joint Pacific Multinational Readiness Center in Hawaii. The team also supported a June rotation at the National Training Center at Fort Irwin, California, and an August rotation at the Joint Readiness Training Center at Fort Johnson, Louisiana.

Additionally, the cross-functional team will seek soldier and joint force feedback on the Future Long Range Assault Aircraft design by



An autonomous-flight UH-60A Black Hawk helicopter hovers while soldiers sling-load cargo underneath it during a Project Convergence Capstone 4 event at Fort Irwin, California.

U.S. ARMY/SPC. ZION THOMAS

sending a replica of the aircraft’s cabin to U.S. Army Pacific. “We want to know what it looks like for them and what capability they need in the back of the aircraft, so that is a very important opportunity that will continue to help shape how we build FLRAA,” Baker said.

Beginning in October, the team also plans to seek soldier feedback on the medevac variant of the aircraft, Baker said. “What do our medics need? How do they need that cabin configured, from the litters to the onboard equipment, so they can do their medevac mission?” he said.

**SURVIVABILITY
DONE
DIFFERENTLY**



VISIT US AT
AUSA 2024
OCT. 14-16th,
BOOTH #2731



www.plasan.com

www.plasan-na.com

PLASAN NORTH AMERICA
INNOVATE. DELIVER. PROTECT.



Gray Eagle 25M

Gray Eagle

DOMINATING FIRST CONTACT

The new-generation Gray Eagle is the ideal advanced teaming UAS for the Future Aviation Tactical Ecosystem. Gray Eagle 25M rapidly integrates advanced sensors, payloads, and launched effects, delivering highly relevant Army modernization and MOSA. And the multi-mission expeditionary Gray Eagle STOL has proven it can work from unimproved fields, warships, and more. It delivers armed reconnaissance, attack, and contested logistics support in the most austere locations. Rugged and reliable, these aircraft offer maximum readiness—anywhere, anytime.



Gray Eagle STOL



Enabling Information Dominance



Scan to learn more

©2024 GENERAL ATOMICS
AERONAUTICAL SYSTEMS, INC.



The team will bring the mock-up and trainer to “four different installations that touch both heavy and light units, to inform what that cabin will look like as we deliver for medevac,” he said.

AVIATION REBALANCE

Amid the progress the cross-functional team has made, the Army is implementing an Aviation Investment Rebalance that discontinues the Future Attack Reconnaissance Aircraft program while realigning efforts to provide warfighters with the capabilities they need.

The February cancellation of the Future Attack Reconnaissance Aircraft came with parallel decisions to take many of the capabilities that were developed with that platform and move them forward to both the legacy helicopter fleet as well

as the Future Long Range Assault Aircraft program, Baker said. One example is the Modular Effects Launcher.

“We’ve demonstrated the Modular Effects Launcher at multiple experimentation and demonstration events,” he said. “That really allows us to launch anything from rockets and Hellfire missiles to our Launched Effects. That is an example of one capability that is transitioning forward off of the rebalance.”

Other technologies that will be carried forward include how sensors and autonomy can help reduce pilot workloads and enhance cognitive capabilities, and continuing work on autonomy, specifically, behaviors and advanced teaming for Launched Effects and the rest of the Army’s UAS ecosystem, Baker said.

While the Future Attack Reconnaissance Aircraft program is discontinued, the requirement for reconnaissance is still out there, Bailey said. “We are trying to figure out what we don’t yet know,

and this year is about figuring out things like, how does that look without [the Future Attack Reconnaissance Aircraft], and how do we continue to solve that gap?”

The cross-functional team also is looking for ways to deliver capabilities more quickly, Baker said. “As an example, [the Aviation Investment Rebalance] decision gave us some resources to advance Launched Effects sooner than what it was originally planned for, out in the next five years, to get not only air launch off an air platform, but also launch from a ground platform,” he said.

CONTINUOUS LEARNING

Along with helping to advance requirements and continuing to explore opportunities for persistent experimentation, Baker said the Future Vertical Lift Cross-Functional Team has a planned campaign of continuous learning to deliver the Army of 2030.

Part of that campaign is learning how to integrate autonomous or ro-

Senior aviation warrant officers use a mock-up to familiarize themselves with the Future Long Range Assault Aircraft. U.S. ARMY



botic vehicles with human aircrews. “As we work with Army Futures Command, ... how do we bring in that [human-machine integration]?” Baker said. “That process speaks to the interdependencies of how all the systems talk together. How do they transport information? How does that information get to a command post to help a commander visualize the battlefield and then make decisions?”

The team also is looking at how it can give one user the ability to operate many systems at once without overtasking that soldier, and how information and data can be transmitted from the operator to the division level or down to the squad and platoon levels, Baker said. “That’s really the path forward, to be able to manage the complexity of all these capabilities,” he said. ★

Soldiers from the 1st Cavalry Division train on a Future Long Range Assault Aircraft mock-up.
U.S. ARMY

FISCHER
KEYSTONE™

4 AND 6-PORT DATA AND POWER HUBS

IT JUST WORKS.

fischer
CONNECTORS

Discover our solutions at **AUSA 2024 | Booth #2725**
fischerconnectors.com/en/keystone

Air and Missile Defense



Propelled by real-world events, U.S. Army Futures Command's Air and Missile Defense Cross-Functional Team is pushing to rapidly transform the Army's air and missile defense force and develop new, leap-ahead capabilities.

"A casual glance at today's world headlines will indicate that our competitors have been investing in unmanned aircraft and missile systems, requiring us to rapidly modernize and transform our air and missile defense capabilities," said Brig. Gen. Bill Parker, the

cross-functional team's director.

"The challenges the Army faces in air defense require rapid, persistent transformation as never before," Parker said.

While the Army has made great strides in enhancing its modernization and readiness efforts across the range of doctrine, organization, training, materiel, leadership and education, personnel and facilities functions, "technology has matured to the point where we are now able to physically manifest the vision that integrated air defense pioneers 40 years ago were only able to conceptualize," Parker said. "With a common vision in mind, we have partnered to develop and refine the requirements that allow the program managers to mature those systems that best meet warfighter needs."

The air and missile defense portfolio includes five signature modernization efforts: Integrated Battle Command System, Indirect Fire Protection Capability, Lower-Tier Air and Missile Defense Sensor, Maneuver-Short Range Air Defense system and Counter-small Unmanned Aircraft Systems (C-sUAS).

INTEGRATED BATTLE COMMAND SYSTEM

The Integrated Battle Command System (IBCS) is the fire control and operational center capability that serves as the critical integration link for Army air and missile defense weapon systems, improving combat identification and joint integration, and providing flexibility in task organization.

"Ultimately, IBCS is about pro-

A Maneuver-Short Range Air Defense Stryker combat vehicle-based system, now known as the Sgt. Stout.
U.S. ARMY



viding the ability to achieve the ‘any sensor, best shooter’ concept for Army air and missile defense systems,” Parker said. “These capabilities enable the joint force to form operational air defense task forces, tailored to a specific mission profile and able to integrate with joint and multinational partners. It is the cornerstone of integrated [air and missile defense] capabilities as we deliver the Army of 2030, and it lays the foundation for designing integrated [air and missile defense] forces for the Army of 2040.”

The Army achieved initial operational capability and a successful full-rate production decision for the system in the third quarter of fiscal 2023.

The service also is working on Forward Area Air Defense Command and Control, which integrates short-range air defense, counter-rocket, artillery and mortar, and counter-unmanned aircraft systems to detect and intercept incoming threats, warn affected personnel and determine points of origin, according to its manufacturer, Northrop Grumman Corp.

Forward Area Air Defense Command and Control has “primarily been our fire control for the division and below over such things as Coyote, C-RAM, these types of sys-

tems,” Parker said. “We’re working on being able to converge that with IBCS, which will greatly enhance situational awareness.”

Coyote is a counterdrone system and C-RAM is meant to counter rocket, artillery and mortar fire.

INDIRECT FIRE PROTECTION CAPABILITY

The Indirect Fire Protection Capability is a mobile, ground-based weapon system designed to defeat cruise missiles, unmanned aircraft systems and rocket, artillery and mortars. Increment 2 of the system provides Army forces with the capability to defend fixed and semifixed assets against subsonic cruise missile and unmanned aerial threats, with a residual capability against fixed- and rotary-wing aircraft.

This capability fills a known gap between tactical short-range air defense and strategic or operational air and missile defense such as the Patriot missile and the Terminal High Altitude Area Defense system, giving friendly forces 360-degree protection to support and protect maneuver formations and the ability to simultaneously engage threats arriving from different azimuths.

“This system allows us to fully realize a tiered and layered protection that we’ve always visualized,”

Parker said. “I’m quite proud to say that industry delivered 12 prototype launchers to the Army in March 2024. Not only that, but [Program Executive Office] Missiles and Space has already executed a successful test to fire an AIM-9X [Sidewinder missile] off the system.”

The Enduring Indirect Fire Protection Capability program is on track to conduct its operational assessment in late fiscal 2024 or early fiscal 2025. A Milestone C decision, the point at which a program is reviewed for entrance into the production and deployment phase, is slated for the second quarter of fiscal 2025, and initial operational test and evaluation is slated for a year after that. Plans call for new equipment training and fielding in fiscal 2027.

The Army also is working toward a second interceptor that is capable against supersonic cruise missiles, Parker said. “This is more about advanced capabilities as the threat continues to advance and evolve, and actually trying to get ahead of it, as opposed to playing from behind,” he said. “Competitors are continuing

The Integrated Battle Command System, like the one shown here, links air and missile defense weapon systems.

U.S. ARMY/NATHANIEL PIERCE



to advance the capability, and we're just trying not to be behind the power curve from a layered, system-of-systems approach."

Also in development are directed energy efforts for the Indirect Fire Protection Capability program, pairing high-energy lasers with high-power microwave systems, Parker said.

LOWER-TIER AIR AND MISSILE DEFENSE SENSOR

The Lower-Tier Air and Missile Defense Sensor (LTAMDS) radar will enhance the Army's capabilities against advanced threats while providing 360-degree defense of protected assets. "We are continuing to pursue developmental testing for LTAMDS," Parker said. "Since October 2023, we've had several successful flight tests using the LTAMDS radar where we were able to defeat multiple types of surrogate targets."

The program is on path to provide LTAMDS prototypes with full-sector, 360-degree capability for an operational assessment in the first quarter of fiscal 2025, followed by a Milestone C decision in the second quarter of that year.

MANEUVER-SHORT RANGE AIR DEFENSE

Development of the Army's Maneuver-Short Range Air Defense (M-SHORAD) system has remained on schedule and is producing results, Parker said. "As a system, M-SHORAD supports warfighters at the tactical level," he said. "It provides air protection to maneuver formations to counter a wide range of air threats, from unmanned aerial systems to rotary- and fixed-wing aircraft."

As the Army continues to codify those requirements, specifically for sustainment of the capability, "that's really going to put us in a

Make the most of your skills and experience in an innovative, diverse, and rewarding workplace.

Chenega is a leading government services contractor supporting defense, intelligence, and federal civilian customers.

Find your opportunity at chenega.com/careers.



An Indirect Fire Protection Capability-High-Power Microwave system.

U.S. ARMY



good place for being able to get this thing fully transitioned and get that capability out to the warfighter,” Parker said.

In June, the Army announced that the M-SHORAD would be renamed the Sgt. Stout, in honor of Medal of

Honor recipient Sgt. Mitchell Stout, an artilleryman who was killed protecting fellow soldiers in Vietnam. Stout is the only air defense artillery soldier to earn the nation’s highest award for valor.

The M-SHORAD capability is

being developed and grown using an incremental approach, Parker said. The system’s Increment 1 Capability Development Document was approved by DoD’s Joint Requirements Oversight Council this past spring, with new equipment fielding and training completed in May for the third battalion to receive the system.

M-SHORAD Increment 2, an effort by the Army’s Rapid Capabilities and Critical Technologies Office, is a directed energy variant that uses a 50-kilowatt laser to defend against threats. Four prototypes have been delivered to the Army for training and testing.

“We’re seeing effects at tests and demos that are promising,” Parker said. “When we look in terms of directed energy, I think we’re kind

The Lower-Tier Air and Missile Defense Sensor.

U.S. ARMY/NATHANIEL PIERCE

RAID TM X_e

UNMATCHED AWARENESS IN LOW OR NO LIGHT CONDITIONS



[LEARN MORE](#)

- COMPACT, ERGONOMIC AIMING AND ILLUMINATION DEVICE
- CO-ALIGNED OPTICAL BENCH: VISIBLE LASER, NIR LASER AND NIR ILLUMINATOR
- FULL OPERATOR CONTROL TO ILLUMINATE TIGHT OR LARGE AREAS
- VARIABLE NIR ILLUMINATOR SETS THE STANDARD FOR OPTICAL PERFORMANCE

WILCOX[®]

★ WEAPONS ★

of redefining how we approach capability.”

M-SHORAD Increment 3 also is making significant progress, and it includes the short-range Next Generation Interceptor, likened by many as “a Stinger replacement,” and 30 mm multimode proximity ammunition. “With the next-generation Stinger, obviously we’re looking at getting better capability than we had with our previous generation,” Parker said. “It’s going to be a good improvement with respect to range and what we can see with it.”

The Stinger missile is a lightweight, self-contained air defense system that can be rapidly deployed by ground troops, according to manufacturer Raytheon.

In May, the Army, through Program Executive Office Missiles and Space, issued a request for information for a fourth increment of M-SHORAD.

“Our concept for Increment 4 is that the capability must be able to support dismounted maneuver, joint forcible entry and light mounted maneuver operations,” Parker said. “Basically, we’re looking to provide a capability for light and [joint forcible entry] divisions so that they can better execute their missions.”

The request for information also

seeks a “human-machine interface M-SHORAD capability as well as the ability to tailor various effector loads beyond Stinger to converge M-SHORAD and counter-small UAS capabilities,” Parker said.

COUNTER-SMALL UNMANNED AIRCRAFT SYSTEMS

In terms of counter-small UAS efforts, the Army is “learning from current operations worldwide and our combat training centers,” Parker said.

“Small UASs pose a significant threat to operations, personnel, equipment, systems and facilities globally due to their wide proliferation and capabilities,” Parker said. “Countering this evolving threat is a combined arms requirement mandating combinations of technologies and [tactics, techniques and procedures], developed and refined through experimentation, analysis and collaboration.”

The Air and Missile Defense Cross-Functional Team is focused on providing a “networked, scalable and tailorable suite of capabilities to the operational force for mounted, dismounted, fixed and semifixed operations that support a layered defense and incorporate both active and passive sensing,” Parker said.

“There is no silver bullet solution” to defend against this threat, he said. “No single platform, system, formation, echelon or organization is capable of solely eliminating the



Army’s vulnerabilities to [small UASs].”

The cross-functional team continues to work with partners such as the Joint Counter-small Unmanned Aircraft Systems Office to deliver a comprehensive, synchronized approach, Parker said. He added that the Army is nearing completion of a Capabilities Development Document update for C-sUAS that will help keep pace with and overmatch small UAS evolution.

Soldiers with the 5th Battalion, 4th Air Defense Artillery Regiment, conduct Sgt. Stout gunnery qualification in Germany. U.S. ARMY/SGT. ANDREW STOCKHOLM



#70988
SERRATED
S35VN
MARILLA®
(ALSO AVAILABLE IN MAGNACUT)

COME SEE WHAT'S NEW AT CASE. MADE IN THE U.S.A. AUSA BOOTH #548.

CASE, , CASE XX, TESTED XX, XX, and various other marks used herein are registered trademarks of W.R. Case & Sons Cutlery Company.




WHY dfYOUNG?

Aerospace and Defense Logistics

Purpose-built to increase operational readiness for the aerospace and defense industry, dfYOUNG has delivered specialized logistics solutions for leading aerospace and defense manufacturers, suppliers, and service providers across the globe for nearly 70 years.

dfYOUNG is committed to reducing cyber security risk throughout our customers' supply chains through the OUSD(A&S) CMMC framework.



Experience

- Founded in 1903 – 100+ years of innovation, tailored logistics solutions, and superior business results.
- Transportation and logistics of the industry's leading systems – military and commercial aircraft platforms, air defense systems, missiles and munitions, and more.
- Innovations and best practices gained from other award winning business units serving Fortune 500 Automotive, Life Sciences, and Food and Beverage Clients.
- Long-term business relationships with our customers, some dating over 100 years.
- Dedicated operations team, accessible leadership, and single point of accountability.

Scan this QR Code for a detailed overview





“We’re also taking a very hard look right now at the way M-SHORAD and counter-small UAS occur and bifurcate,” Parker said. “We’ve traditionally been looking at these two mission areas in terms of we’ve got M-SHORAD, and we’ve got counter-UAS. But what we’re working to do is really bring the two together.”

CONTINUOUS TRANSFORMATION

Looking ahead, Parker emphasized the importance of continuous transformation, particularly as capabilities and technologies evolve. “Continuous transformation means that our force is more adaptable, flexible and lethal,” he said. “To achieve those attributes, we are working arm in arm with our Army and industry



partners to innovate and invest in emerging tech.

“Continuous transformation means iteratively adapting and evolving how we fight, equip, organize and train. By operating with a continuous transformation mindset, we are ensuring our adversaries can’t outrange or outpace us, not just on traditional battlefields, but

in all domains, including space and cyberspace.”

As an example, Parker highlighted the Project Convergence Capstone 4 event held from this past February to March. “We’re really excited about some of the lessons we’ve learned coming out of Capstone,” he said. “Better capability exists. Let’s get it in the hands of the warfighter.” ★

Top and below: Soldiers employ counter-small unmanned aircraft systems during training in Poland, top, and Jordan.

TOP: U.S. ARMY/STAFF SGT. JASMINE MCCARTHY.

BELOW: U.S. ARMY/SGT. IVAN BOTTS

Celebrating Freedom...



and Those Who Defend It.

Poongsan Corporation salutes members of the U.S. armed forces for your service and sacrifice. Like you, we recognize that eternal vigilance is the price of freedom, and to preserve peace, we must stand ready to defend it.

A supplier of military munitions with four decades of experience, ultra-modern technology and a commitment to setting a new global standard for product quality, Poongsan supports your mission of defending freedom, wherever it is threatened. We are dedicated to advancing human progress through superior products, exceptional people and uncompromising service.

That's the Poongsan way.



POONGSAN

www.poongsan.co.kr



Long-Range Precision Fires

From delivering the Precision Strike Missile to incorporating autonomous technologies, U.S. Army Futures Command's Long-Range Precision Fires Cross-Functional Team continues to make progress in its work to develop long-range, deep-strike capabilities for the future fight.

PRECISION STRIKE MISSILE

"We have talked about the Precision Strike Missile in previous years, and we have now delivered a capability," said Brig. Gen. Rory Crooks, director of the cross-functional team. "It is an early operational capability, but it is in the hands of the force, where it will be a replacement for our Army Tactical Missile System,

which is currently seeing a lot of use in Ukraine."

He noted that the Precision Strike Missile, also known as PrSM, will have equivalent lethality at greater range than the Army Tactical Missile System, also known as ATACMS. It also will have two missiles per pod, while the ATACMS has a single missile per pod.

"We now have the Increment 1, which is the coordinate-seeking variant of PrSM," Crooks said. "It's now in the hands of the Army for potential use in [multiple theaters] at this point."

So far, the Precision Strike Missile provides an "early operational capability," said Lt. Col. Zack Lewis, program manager for PrSM Incre-

ment 1. "That was done in order to deliver something to the field. In a normal acquisition process, something wouldn't get to the field until after Milestone C, but we were able to accelerate that because the Army was willing to accept some risk in the maturity and the qualification of components."

Milestone C is the point at which a program is reviewed for entrance into the production and deployment phase, according to the Defense Acquisition University.

Speed was crucial, Lewis said. "We want to get something out there as quickly as we can, and we'll assume risk on the qualification and testing that comes later," he said.

The first two PrSM missiles were delivered in November, with two more delivered in December, he said. "From that time forward, we have been focusing on more ground testing and flight testing to make sure that the system we put in the hands of soldiers had been vetted through all the safety things that need to be done," Lewis said.



The Army expects to receive another 22 early operational capability missiles before the end of the calendar year, with the program moving toward an acquisition Milestone C decision in fiscal 2025, Lewis said.

Delivering small quantities of this early operational capability has generated a “great deal of allied country interest,” Crooks said. “Unlike in the past, when allies have expressed interest in foreign military sales of the finished product, we have Australia and potentially the United Kingdom interested in getting in on the front end of the science and technology, and contributing their own resources and helping us together, collectively develop future increments of the PrSM, primarily PrSM Increment 2, which is our cross-domain missile that is capable of hitting poorly located or moving targets, to include in the maritime domain,” he said.

Future plans also call for a PrSM Increment 3, which will be focused on enhanced lethality, and Incre-

ment 4, which will provide ranges up to double those of Increment 1, Crooks said. “That work is ongoing,” he said. “It’s on track. It’s all still in the science and technology phase. But again, that’s collaboration to the point where countries are contributing their resources and expertise, with their subject-matter expertise, to advance the effort. That’s new and different, and we’re excited about it.”

AUTONOMOUS MULTI-DOMAIN LAUNCHER

Another successful effort by the cross-functional team is the Autonomous Multi-Domain Launcher (AML). Described by the Army as an autonomous, unmanned, highly mobile, C-130-transportable launcher, the prototype launcher will be capable of convoy operations, autonomous waypoint navigation, teleoperation and remote launcher turret and fire control operation. It also will launch longer munitions while remaining compatible with current munitions.

“It’s a High Mobility Artillery

Rocket System [HIMARS] that is completely autonomous,” Crooks said. “That means that the HIMARS crew cab has been removed, with an autonomy stack placed on the platform instead. And instead of a loader/launcher module on the back that can hold one pod, like a traditional HIMARS, this version has dual pod capability.”

Crooks said the AML was part of a joint capabilities technology demonstration, and the effort led to an April live-fire event at Yuma Proving Ground, Arizona, with follow-on participation in exercise Valiant Shield 24 in June.

“Valiant Shield was the end of the [joint capabilities technology demonstration], but we have seen a lot of promise from this platform, and we are already lining up future exper-

Left to right: An Autonomous Multi-Domain Launcher fires a Reduced-Range Practice Rocket during testing at Yuma Proving Ground, Arizona.

U.S. ARMY PHOTOS BY LUCAS HUNTER



imentation at other events,” Crooks said. “Under persistent experimentation, we have already lined up successive events for the AML to continue to inform how we can employ autonomous fires systems in formations, so that is truly exciting.”

The cross-functional team also has teamed up with the U.S. Marine Corps Warfighting Lab on further developing the AML, Crooks said. “[They] are very interested in what a bigger platform like AML brings them that is still within relevant mobility criteria for the Marine Corps,” he said.

As the cross-functional team works to provide new capabilities to the force, it is focused on ensuring that

A soldier, foreground, uses a Remote Interface Unit to work with an Autonomous Multi-Domain Launcher during a Project Convergence event at Fort Irwin, California.

U.S. ARMY/SPC. COLLIN MacKOWN



Legacy Reliability with Next-Gen Capabilities Aligned to Persistent Modernization

- Alignment to MOSA, SOSA & FACE Standards
- Hardware & Software Sustainment

Visit AUSA booth #7141 or www.ttm.com to learn more!



TTM Technologies
Time-To-Market Interconnect Solutions

Inspiring Innovation

the additions are useful and employable by Army formations. “To the extent that technology is introduced into a formation, it can be disruptive, but it’s often not decisive,” Crooks said. “However, when it is incorporated into a functioning, well-trained unit that’s organized properly, that can be decisive.”

That’s why the team is taking “great pains” to ensure that doctrine, organization, training, materiel, leadership and education, personnel and facilities considerations are “baked into the introduction of these new capabilities,” he said.

TACTICAL FIRES STUDY

Part of the strong foundation supporting Long-Range Precision Fires Cross-Functional Team efforts has been created by the Tactical Fires Study, which was conducted between April 2023 and this past March.

“What [that study] delivered was our ability to frame gaps by 2030 in terms of adversaries in two theaters



or areas of responsibility, and it frames those capability gaps in terms of both range and capacity within division organic surface-to-surface fires,” Crooks said. “It really underscored and evaluated in these two theaters what the gaps were, particularly in terms of range and capacity.”

Among other areas, the Tactical

Fires Study analyzed capabilities that were programmed to deliver by 2030, including the Extended Range Cannon Artillery (ERCA). The study validated the requirement for ERCA,

An Autonomous Multi-Domain Launcher.
U.S. ARMY/LUCAS HUNTER

Your Edge When it Matters Most

APEX is a **leader in advanced composite manufacturing**, delivering solutions for the U.S. Army and America’s defense industry. From initial design through full-rate production, our work lets you **PROTECT. CONNECT. EXPLORE.**

DISCOVER YOUR EDGE

AUSA Annual Meeting | Booth 4029



APEXSDS.com

in @apexsds



not just in one theater as originally was envisioned, but for two theaters, Crooks said.

The revalidation of the ERCA requirement included confirmation that mitigating range and capacity overmatch of potential adversaries in two theaters called for self-propelled artillery systems. “When I say self-propelled, that doesn’t necessarily mean tracked,” Crooks said. “It means being able to move under your own power. We need self-propelled artillery that is enhanced in terms of mobility, lethality and survivability, which is a corollary to mobility.”

Some of the options identified by the Tactical Fires Study to mitigate those gaps focused on “highly successful ammunition work” that was conducted as part of the ERCA rapid prototyping effort, specifically, the ability to achieve 70-kilometer target-engagement ranges with guidance.

“We demonstrated in several experiments that we were able to

achieve that ammunition goal, even though the 58-caliber [approximately 30-foot-long cannon tube] 155 mm ERCA platform will not be something that the U.S. government will deliver by 2030,” Crooks said. “The ammunition work showed us that we actually can achieve our goals through ammunition alone, so we can achieve ranges that we needed the platform to deliver using our current [39-caliber or approximately 20-foot-long cannon tube] 155 mm systems,” Crooks said.

As a result, the Army announced in March that it was scrapping the 58-caliber ERCA prototyping effort and will focus on the munitions instead, *Defense News* reported.

“We concluded the prototyping activity last fall,” Douglas Bush, assistant secretary of the Army for acquisition, logistics and technology, told reporters at a March 8 briefing on the fiscal 2025 budget request, according to *Defense News*. “Unfortunately, [it was] not successful enough

to go straight into production.”

The Army instead will work on extending the range of current artillery systems.

Crooks noted that the Army is characterizing its ammunition efforts as “innovate at the round,” and extending that innovation into areas like mortars, where he cited opportunities to accelerate introduction of greater range and lethality. “We still have a validated need for a better mobile howitzer,” he said. “But instead of delivering something like the XM1299 ERCA, we’re looking now for mature and available technology that is either domestic or foreign sourced.”

The XM1299 rapid prototyping effort was closed out with the determination that further maturation and redesign was required, said Lt. Col. Todd Mueller, program manager for ERCA.

“It is important to note that the rapid prototyping, if we go back to the original intent of the activity, was to push the envelope on what’s technically feasible, and we did that on both the platform and the ammunition,” Mueller said.

As the Army looks ahead, it recognizes that the XM1299 ERCA will not be able to deliver the capability that is needed, when it is needed, Mueller said. Consequently, he said, efforts are pivoting toward procuring a mature and available solution.

“We’re scheduling a performance demonstration that’s going to kick off later this year, and that’s casting a wide net, looking at both wheeled and tracked vehicles, as long as they meet that mature and available criteria, and there are quite a few of them that do,” he said.

The Army conducted its first industry day in April, followed by the release of multiple requests for information. Combined with other discussions, those industry responses will allow Army leaders to finalize the approach to the performance demonstration, which in turn will inform requirements that will drive a competitive evaluation targeted for late 2025.



CUSTOM TENSION FABRIC BUILDINGS INNOVATIVE SOLUTIONS THAT WITHSTAND THE TOUGHEST CONDITIONS



- Fully Customizable
- Fast-Track Construction
- In-House Engineering
- Concept to Installation
- Patented Attachment System
- Relocatable

Call for more information, or to receive a quote
877.259.1528 | LEGACYBUILDINGSOLUTIONS.COM

Looking ahead, the Long-Range Precision Fires Cross-Functional Team is working with other cross-functional teams to advance its work. The Army also is preparing for a second phase of the Tactical Fires Study, Crooks said. This next phase will help leaders identify the optimal mix to close range and capacity gaps in organic surface-to-surface fires capabilities, he said.

“It’s getting the right mix to provide us at least parity for surface-to-surface fires in a division formation against adversaries in two theaters,” he said. “That’s what Phase 2 is going to do. It’s ongoing now and should be finished by the end of calendar year 2024.” ★

The Autonomous Multi-Domain Launcher and Precision Strike Missile engage a maritime target during a multidomain exercise in the Indo-Pacific Theater.

U.S. ARMY/SGT. PERLA ALFARO



STREAMLIGHT

ALWAYS READY

When you're called to serve, you need gear that's ready to serve with you. Streamlight's wide range of lighting tools are durable and dependable and backed by more than 50 years of commitment to our military. Our lights are always ready for duty.

STREAMLIGHT.COM

©2024 STREAMLIGHT, INC. ALL RIGHTS RESERVED.

STREAMLIGHT®

Soldier Lethality



From next-generation rifles to a new caliber of small-arms ammunition, U.S. Army Futures Command's Soldier Lethality Cross-Functional Team continues to deliver leap-ahead capabilities to the close-combat force.

The goal is to provide these soldiers, made up mostly of troops from five MOSs, with the firepower, lethality and survivability they need to operate on the future battlefield. These infantry soldiers,

cavalry scouts, combat engineers, forward observers and the medics who support them have historically borne the brunt of combat, said retired Col. Travis Thompson, deputy director of the Soldier Lethality Cross-Functional Team.

"Since World War II, the five MOSs in the close-combat force have represented 90% of U.S. casualties," he said. "However, they historically get about 5% of the budget. That's not to say that we are not doing right by that group. It just means that we have to be very smart about what we do with the resources that we get."

He added, "Obviously, we want all casualty numbers to be smaller for the entire Army, and that starts with the close-combat portion,

where we are doggedly focused on the delivery of capabilities."

Overall, the Soldier Lethality Cross-Functional Team, based at Fort Moore, Georgia, is in "a good place" with its initiatives, Thompson said. The team also is working closely with the broader soldier enterprise, including Program Executive Office Soldier, as programs develop and capabilities are fielded to the force.

Here's a look at some of the team's key initiatives:

NEXT-GENERATION SQUAD WEAPONS

The Army's 6.8 mm Next-Generation Squad Weapons are moving through final testing and initial fielding to elements of the close-combat force.

"There is all kinds of testing that's

A soldier from the 101st Airborne Division (Air Assault), foreground, trains on the Next-Generation Squad Weapon automatic rifle at Fort Campbell, Kentucky.

U.S. ARMY/JASON AMADI

going to happen with any new program; it's not specific to Next-Generation Squad Weapons," Thompson said. "But you have got to do developmental testing of the system—in this case, the guns, the ammunition and the fire control [system]—to make sure they are meeting their technical specifications."

Then there's operational testing, Thompson said, "where you see how it performs in the hands of the soldiers."

For the Next-Generation Squad Weapons, "a lot of the technical testing has already been completed, and some early testing with soldiers has also been completed, and now we've actually started fielding weapons," Thompson said.

The first set of weapons was fielded in April to the 1st Brigade Combat Team, 101st Airborne Division (Air Assault), at Fort Campbell, Kentucky.

"We trained about 60 NCOs, and we will pick that up throughout the rest of summer and going into fall," Thompson said. "They will finish their fielding for that entire brigade by the end of the calendar year, and the operational testing will also be done with that unit in the September [or] October time frame."

Fielding also is underway with a second unit, the North Carolina National Guard's 30th Armored Brigade Combat Team. The brigade has its headquarters in Clinton, but fielding and train-the-trainer activities are being conducted primarily at Fort Liberty, North Carolina, and Fort Stewart, Georgia, because the brigade has battalions in multiple locations.

In addition to fielding the new weapons to those two units, the Army also is putting the Next-Generation Squad Weapons through cold-weather testing, most recently in January in Alaska, where temperatures dropped to 50 degrees below zero. "I think everybody realizes that's really cold, and there was some good feedback from the soldiers," Thompson said. "All of that testing informs little things that you



might need to tweak or adjust, but that was a good one."

Upcoming tests will include putting the weapons through their paces in a tropical environment, and testing will extend into 2025. "That testing is to give us continued feedback on the operational environments, where we can identify any problems," Thompson said. "These are things that we do all the time, but we're trying to learn those lessons as early as we can so that we can adjust."

INTEGRATED VISUAL AUGMENTATION SYSTEM

Another key program is the Integrated Visual Augmentation System (IVAS).

Operational testing "a couple of years ago" showed several improvements needed to be made, primarily in three areas—form factor, low-light sensor and improved reliability, Thompson said.

The form factor, for example, has gone from a face-based system, like ski goggles, to a helmet-mounted design, like traditional night-vision goggles. Additionally, some cables and components were moved to the rear of the helmet. While the change places more weight on the helmet, it also is now more balanced, Thompson said.

In addressing the low-light sensor, Thompson said improved sensor performance has been coupled with adjustments in the display. "Early on, they had about an 80-degree field of view in the front, and over the last two years, that has been moved down to about 57 degrees, which is still greater than we have in our other night-vision devices," he said.

Shrinking the field of view was "right in the sweet spot for the technology," Thompson said. It also improved the display and what soldiers can see. "Obviously, that's critically important," he said.

The team has had some difficulty collecting data on the third area, reliability, because of the limited number of systems available, Thompson said. "You really need [a] larger number of systems to give you good reliability data, but it's been trending in the right direction, with a very deliberate approach to making changes so that we can see those improvements."

Thompson noted that the IVAS has been fielded to places like the

At Fort Campbell, Kentucky, a soldier with the 101st Airborne Division (Air Assault) familiarizes himself with the Next-Generation Squad Weapon automatic rifle.

U.S. ARMY/MARK SCOVELL



Maneuver Center of Excellence at Fort Moore as part of a “campaign of learning.”

“You can learn all kinds of different things in a campaign of learning,” he said. “You can learn operational things, like, how did it perform on the objective and en route to the objective? But you can also learn how many systems do you need, and what type of information you need, where you’re able to work IVAS into a program of instruction in the schoolhouse where they teach lieutenants, noncommissioned officers and future company commanders.”

Feedback from the schoolhouse has yielded results, Thompson said. Some symbology and other tools used in teaching doctrine were not readily available in the IVAS, he said.

“The instructors said, ‘Hey, we’re

teaching the lieutenants and the captains how to put this type of information in when they’re writing orders for proper control measures. It would be great if these were also available in IVAS,’ ” Thompson said. “So, things like that are also part of this campaign of learning.”

SITUATIONAL AWARENESS STRATEGY

Another focus area for the Soldier Lethality Cross-Functional Team is the Situational Awareness Strategy signed by Gen. James Rainey, commander of Futures Command, Thompson said. The Situational Awareness Strategy is designed to lay out a pathway to upgrade, replace and divest of situational awareness devices, addressing the aging fleet of devices for fielding the Army of 2030 and beyond, according to a team spokesperson.

“The Situational Awareness Strategy is more than just night vision, although I would say, over the last 12 months, that most of that focus has been on the night-vision portion for obvious reasons,

including our work with IVAS, the continued fielding of [the Enhanced Night Vision Goggle-Binocular] and the recent approval of a requirements document for Night Vision Device-Next,” Thompson said.

Night Vision Device-Next is the next-generation night-vision capability being sought by the Army.

In addition to improving soldiers’ ability to see, move and fight at night, Thompson said the Army also is seeking to improve soldiers’ situational awareness through capabilities such as Nett Warrior and other devices that provide feedback to soldiers. The Army also is looking to leverage the expanded capability provided by small unmanned aircraft systems that can capture and transmit information quickly.

The goal is to get the right capability to the right soldier based on their job and mission, Thompson said. From the IVAS to the Enhanced Night Vision Goggle-Binocular to the Night Vision Device-Next, “although there are a lot of people who could benefit from it, the focus has really been on drivers that are delivering

Spc. Layne Alfieri with the 1st Infantry Brigade Combat Team, 10th Mountain Division, wears an Integrated Visual Augmentation System prototype during a user assessment at Fort Drum, New York. U.S. ARMY/JASON AMADI



Advanced Technology Systems Company

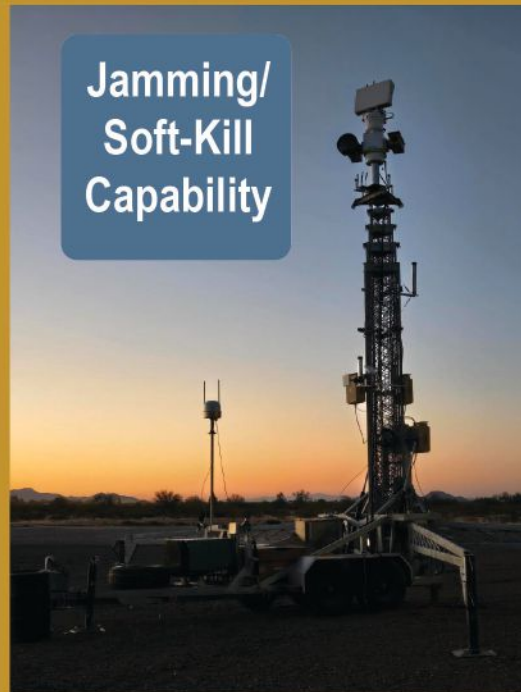
DroneSting®

ATSC's Counter-UAS Family of Systems

Fixed or Mobile
Configurations



Jamming/
Soft-Kill
Capability



DETECT. **T**RACK. **I**NDENTIFY. & **D**EFEAT



Kinetic/Hard-Kill Capability



ADVANCED TECHNOLOGY SYSTEMS COMPANY

2010 Corporate Ridge Drive, Suite 910 McLean, VA 22102 | 703.556.0557 | INFO@ATSCVA.COM | ATSCVA.COM

★ WEAPONS ★

things all the way up to the front lines or to those that are close, so that they can better see what's around them," Thompson said.

At the same time, the Army is looking at ways to improve its current night-vision capability, the AN/PVS-14. "There are more than 400,000 of those in the Army, and they're not going away anytime soon, so how can you improve those?" Thompson said.

CLOSE COMBAT INTEGRATION ENTERPRISE

Another effort, which Thompson describes as "a little bit more conceptual," is being called the Close Combat Integration Enterprise.



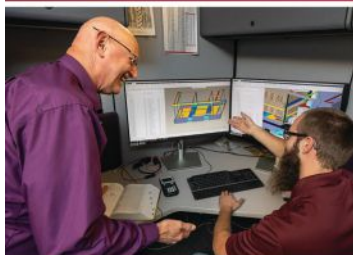
A 2nd Cavalry Regiment soldier communicates with other troops using a Nett Warrior end-user device during an exercise at the Joint Multinational Readiness Center, Germany.

U.S. ARMY RESERVE/1ST SGT. MICHEL SAURET

Parts of it are not new, Thompson said. "Essentially, it's recognizing that the most complicated, most complex weapons platform on the battlefield is a squad, because of the variability of the nine men and women that make it up," he said.

"They have different heights. They see things differently. They process things differently. They can carry different amounts. They all have different sizes, shapes, and they perform differently," he said. "But you have to figure out how to

From Traditional to Transformative



Our experts deliver the very best conventional engineering and manufacturing technologies...and lead the way with revolutionary digital solutions.

Concurrent Technologies Corporation and its technology transition affiliate, Enterprise Ventures Corporation, are uniquely capable of delivering innovative, customized, full lifecycle solutions.

- Engineering Design, Development, and Prototyping
- Friction Stir Welding / Advanced Joining
- Additive Manufacturing
- Secure Manufacturing
- Systems Engineering, Design, and Integration
- Prototyping and Custom Fabrication
- Armaments Engineering Solutions
- Mechanical Design and Analysis
- Digital Engineering
- Mechanical Testing and Materials Characterization
- Manufacturing and Sustainment
- Advanced Specialty Coatings



Concurrent Technologies Corporation



Enterprise Ventures Corporation

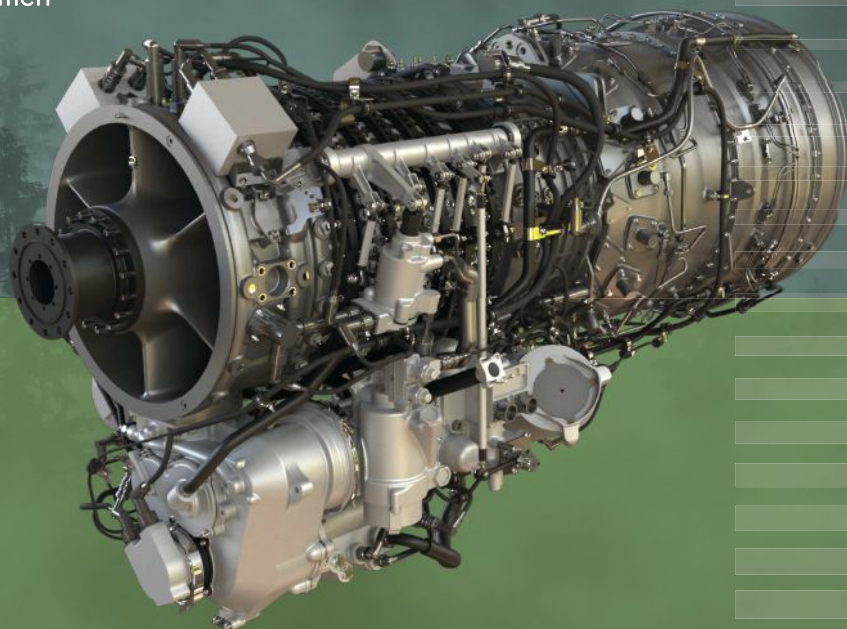
Contact Us Today! Email info@ctc.com or visit www.ctc.com and www.evc.ctc.com.



FLY FASTER AND FARTHER

Powering the U.S. Army's FLRAA

Built on the powerful foundation of our American-made AE engine line, the **Rolls-Royce AE 1107F** enables the **Future Long Range Assault Aircraft (FLRAA)** to fly faster and farther than other vertical lift aircraft – with twice the speed and range as current Army platforms. Rolls-Royce is proud to support U.S. Army modernization and all the brave men and women who serve in our U.S. Armed Forces.



rolls-royce.com

★ WEAPONS ★

make all of that work together as one of the most important capabilities that we have on the ground: our fighting squads.”

As the Soldier Lethality Cross-Functional Team continues its work, Thompson said there are several tests and activities planned for the next 12 to 18 months. This includes the “absolutely critical” continuation of soldier participation in Project Convergence and other opportunities to experiment, test and use new and emerging capabilities.

Project Convergence is an ongoing Army test program designed to better integrate modernization capabilities into the force.



Staff Sgt. Jose Luis Pena, left, of the U.S. Army Reserve's 414th Transportation Company, adjusts Spc. Samuel Hutchison's night-vision device during training in Karliki, Poland.

U.S. ARMY/SGT. 1ST CLASS JASON HULL

“At the end of the day, it all ends up connecting down to some soldier at the point saying, ‘I need effects here and now,’ and that’s why it’s important that soldiers consistently participate,” Thompson said. “If

you don’t have soldiers participate in squads and in small formations at the tip of the spear, it’s easy to forget that what you’re trying to do may not have the desired effect that you need on the ground.” ★

CEIA GROUND SEARCH METAL DETECTORS

Working in conjunction with International Armed Forces, CEIA has developed a series of detectors that can detect all kinds of Mines, IEDs, and Command Wire.



CMD SERIES

LIGHTWEIGHT, COMPACT METAL DETECTOR FOR MINES, IEDs, AND COMMAND WIRES

- Extremely Easy to Compensate and Operate
- Built in Battery Charger, Fully Digital Design
- Extreme Immunity to EMI, Industry-Leading Reliability and Durability



DSMD

DEEP SEARCH METAL DETECTOR FOR UXO TARGETS INCLUDING CLUSTER MUNITIONS, BOMBS AND OTHER ERWs

- Easy Operations with Pinpointing Capability
- Differential GPS with Data Tracking Capability
- Single Person Operation with Built-in Battery Charger and Easy to Understand Display



CWD

LIGHTWEIGHT, COMPACT WIRE DETECTOR

- Fast and Easy Start-up and Operations
- Can Easily Detect/Track Command Wires in All Environments while Approaching at Any Orientation
- Automatic GPS with Data Tracking



For more information, contact your CEIA USA representative at gsmd@ceia-usa.com or call us today at 833-224-2342



SUPPLY CHAIN SOLUTIONS TO KEEP FLEETS & SYSTEMS OPERATIONAL, READY AND SAFE

CTG provides tech-enabled, scalable supply chain solutions throughout platform lifecycles.



WE ARE YOUR FORCE MULTIPLIER

We dedicate the resources necessary to thoroughly understand your program at a level that allows us to become your force multiplier.



CERTIFIED & TRUSTED SUPPLIER

Our extensive Quality Assurance, Counterfeit Prevention, and Cybersecurity Initiatives meet stringent military and aerospace requirements.



FLEXIBLE CONTRACTING OPTIONS

Move your program forward quickly by leveraging our rapid acquisition contracting options tailored to your specific requirement.

OUR TRUSTED SUPPLY CHAIN SOLUTIONS

- Hard-to-Find & Obsolete Parts
- DMSMS & Obsolescence Management
- Counterfeit Prevention Program
- Warehousing & Staging Optimization
- Custom Kitting



WE SUPPORT MULTI-DOMAIN OPERATIONS



1 Odell Plaza, Yonkers, NY 10701

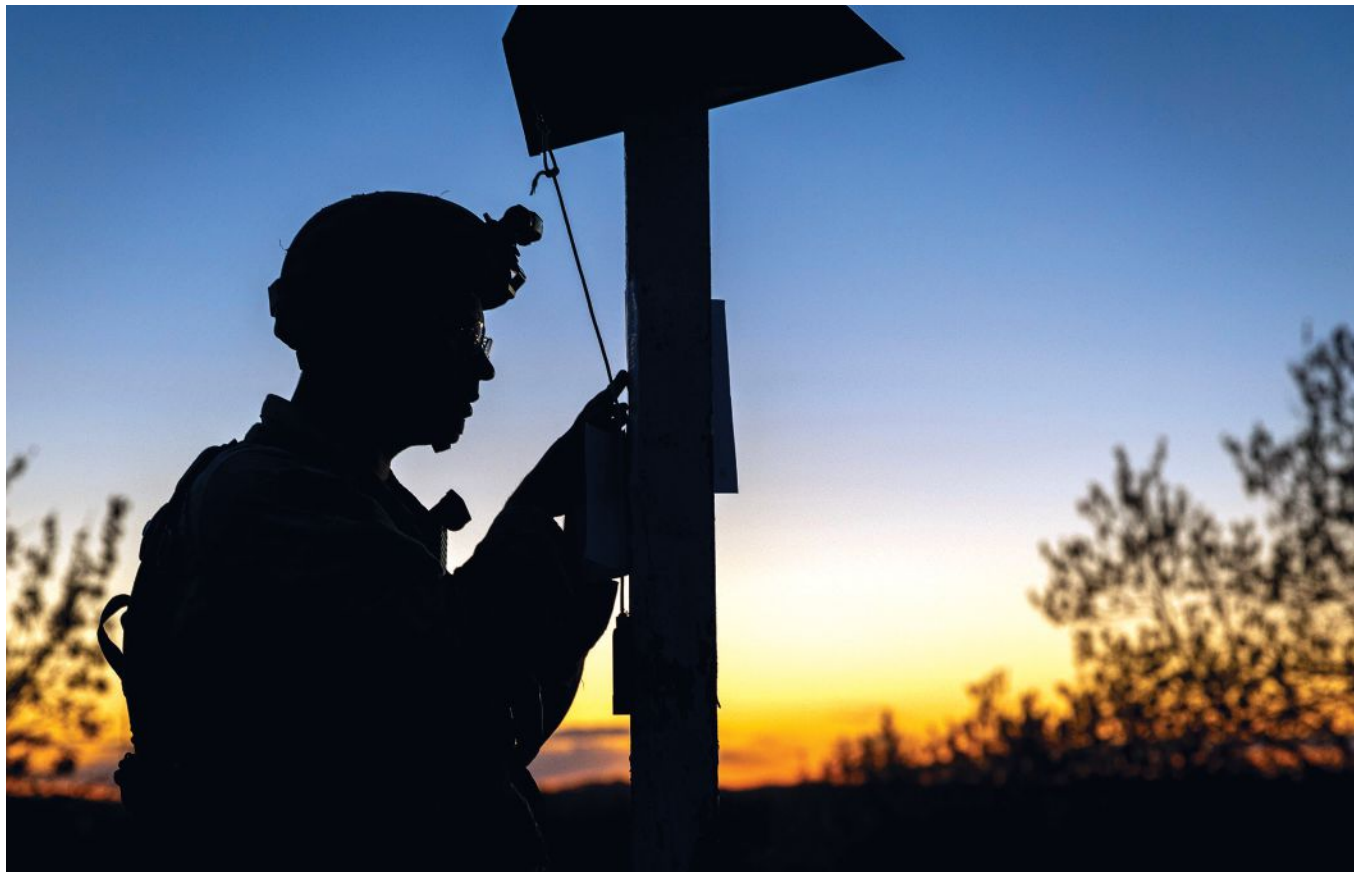


844-777-0057



sales@ctgnow.com

All-Domain Sensing



Reflective of the dynamic nature of U.S. Army Futures Command's cross-functional team concept, members of the Assured Positioning, Navigation and Timing/Space Cross-Functional Team are marking early equipment testing and fielding success while shifting to expanded challenges as the new All-Domain Sensing Cross-Functional Team.

Michael Monteleone, director of the cross-functional team, described the transitional environment as "kind of bittersweet" as he outlined the team's project milestones while also describing new activities already underway across the transformed team.

A soldier vying for an expert badge at Fort McCoy, Wisconsin, trains for night land navigation.

U.S. ARMY RESERVE/CALVIN REIMOLD

NEW CAPABILITIES

"I can't tell you how proud I am of this team," Monteleone said. "It really does show that the cross-functional team concept does work, because [Assured Positioning, Navigation and Timing/Space], from an Army perspective and in terms of supporting the joint community, has stayed laser-focused on getting these capabilities either on the path out to soldiers or positioned to get on that path."

Focused on helping the force better see, sense and target deep into the battlefield, the cross-functional team's new mission was announced in March by Gen. James Rainey, commander of Futures Command. The switch arrived on the heels of the successful completion of the Assured Positioning, Navigation and Timing/Space Cross-Functional Team's original mission and the

need to focus on all-domain sensing capabilities, according to the Army.

In the past year, the cross-functional team completed initial operational test and evaluation milestones for the Mounted Assured Positioning, Navigation and Timing System (MAPS) and the Dismounted Assured Positioning, Navigation and Timing System (DAPS).

"Both of those systems, I'm very happy to say, had very successful [initial operational tests and evaluations] and now are slated to go toward their full-rate production decisions by the milestone decision authority," Monteleone said. "We are very happy to report that, because now we're talking about quantities to be fielded to our soldiers, so by this time next year, if we were going to have this conversation, we could talk about soldiers with those capabilities, either on their platforms or

in their hands, and I'm incredibly excited about that."

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.

ALTERNATIVE NAVIGATION

Another area that has had success over the past year is the Army's requirement for Alternative Navigation. "Last year, after that requirement was approved and all the resourcing was aligned, I'm glad to say that the Army ... started a midtier acquisition program to rapidly field that capability, and that's starting now as well, and our MAPS and DAPS receivers are already able to take advantage of that alternative navigation capability," Monteleone said. "So now, when we talk about resiliency of our position, navigation and timing systems, we will have capabilities that work well with GPS as well as alternatives to GPS in the event that GPS is not available or is degraded or denied."

Also in the navigation warfare arena, Monteleone pointed to the recent completion of requirements for the Navigation Warfare Attack and Navigation Warfare Situational Awareness programs.

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.

"From a [cross-functional team] perspective, both of those programs create requirements and align resources, programmatic and technology so we can accelerate capability," Monteleone said. "I believe we are on a great path to both have resources aligned as well as the requisite programmatic to start those two programs as well."

NEW DIRECTIONS

The cross-functional team's transition to All-Domain Sensing began in March, Monteleone said. "Look at that name," he said. "This is

broad. In fact, it doesn't get much broader than having 'All' on the front of your name."

While the majority of activities across the Army's cross-functional teams have focused on delivering the Army of 2030, the All-Domain

Top: A Small Multipurpose Equipment Transport robotic mule is tested during Project Convergence Capstone 4 at Fort Irwin, California. **Below:** A Ghost-X unmanned aircraft system, foreground, also undergoes evaluation.

TOP: U.S. ARMY/STAFF SGT. LaSHIC PATTERSON.

BELOW: U.S. ARMY/SGT. CHARLIE DUKE



Sensing Cross-Functional Team will address the decade between 2030 and 2040, Monteleone said. “This new [cross-functional team] is one of the first to have that new focus,” he said. “It’s a different time horizon, which means we will be doing deep dives into science and technology programs across the Army, joint partners and others to make sure we understand what’s in the pipeline and where the opportunities might be.”

As the team’s transition continues, the goal is to achieve full operational capability this October. The team will be located at Redstone Arsenal, Alabama, which the original team called home, and the U.S. Army Combat Capabilities Development Command Army Research Laboratory in Adelphi, Maryland.

First Lt. Cody Maynard, left, with the 82nd Airborne Division, and Spc. Aaron Clark, of the 316th Cavalry Brigade, train in urban warfare during a human-machine integration experiment as part of Project Convergence Capstone 4 at Fort Irwin, California.

U.S. ARMY/STAFF SGT. LaSHIC PATTERSON

LINES OF EFFORT

The All-Domain Sensing Cross-Functional Team has four lines of effort to guide its initial activities, Monteleone said. They are multisensor dominance, integrated sensing architecture, advanced processing and dissemination, and operational enablers.

The gist of multisensor dominance is being able to take advantage of all the sensing that the Army, its partners and allies, and industry can bring to the battlefield, Monteleone said. This includes counterintelligence, surveillance, reconnaissance and targeting sensors, according to the Army. “There are a lot of sensors that we buy, or others buy, and this is taking advantage of the holistic nature of all of those sensing capabilities that are out there,” he said.

But there’s a flip side, as observed in the fighting in Ukraine, Monteleone said. “Forces can be under constant observation from a variety of different sensors, and that information can be watched from just about anywhere now,” he said. “We have to be able to deny the enemy the same sensing ability that we want to take advantage of with our sensing.”

The second line of effort, integrated sensing architecture, is a datacentric approach to get sensor data into the architecture in a usable form, Monteleone said. “This is where you start to get after the ability to make sense of all that sensing, using next-generation machine speed technologies against that data, but architecting it from sensor all the way through to the ‘sense-maker’ or whoever is processing that information, ... to the command and control systems that then enable multidomain operation,” he said. “It’s about synchronizing kinetic and nonkinetic effects, and opening up windows of opportunity for maneuver. We’re basically talking about data from the sensor all the way through to the effector or the shooter.”

The team is working with critical partners on this effort, including the Network Cross-Functional Team and Program Executive Office Command, Control and Communications-Tactical, to integrate sensor architecture into the Army’s emerging Next Generation Command and Control system.

Advanced processing and dissemination, the third line of effort, is the



“sense-making part” of everything, Monteleone said, adding that the team is looking at different capabilities that, in some cases, “haven’t even been thought about before.”

“For the longest time, we never really thought of what social media brings and other things that are truly our sensors, depending on how you want to look at them, that can tip and cue activity going on worldwide,” Monteleone said. “So, how do you

do that at machine speed? Because there is no way that we can just grow more analysts to be able to process this data at the speed to which we’re enhancing the worldwide sensing capabilities that are out there. So, this is how we intelligently do that, and how we modernize the entire enterprise, along with our great partners in the Army military intelligence community.”

The team’s fourth line of effort

is operational enablers. It is built, in part, on lessons learned in Assured Positioning, Navigation and Timing/Space, which Monteleone described as “leveraging PNT inside our weapon systems” through work with additional partners like the U.S. Space Force. This line of effort also will shape doctrine, organization, training, materiel, leadership and education, personnel and facilities for sensors, electronic warfare and positioning, navigation and timing to support and sustain Army fires and maneuver in denied and degraded environments, according to the Army.

There’s a lot of work to be done in each of the four lines of effort,

Paratroopers with the 2nd Brigade Combat Team, 82nd Airborne Division, control an unmanned aircraft system as part of a human-machine integration evaluation during Project Convergence Capstone 4 at Fort Irwin, California.

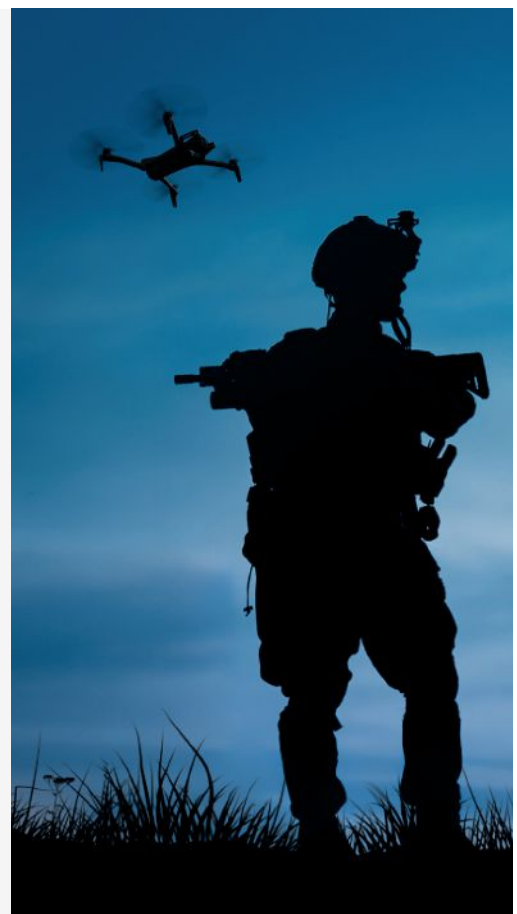
U.S. ARMY/PFC. SAMARION HICKS



Survivable, reliable, and ready to fly in contested EW environments.



Scan the code to learn more.



★ WEAPONS ★

Monteleone said, but he said Rainey has described the cross-functional teams as small groups of talented people who are tasked with solving the hardest problems the Army can give them. “We’re off and running,” Monteleone said.

PERSISTENT INNOVATION

As the cross-functional team moves out on its new mission, one thing that won’t change is its emphasis on persistent experimentation, Monteleone said. “It was really about taking advantage of opportunities, whether it was an exercise that had experimental components ... all the way to the bigger experiments,” he

Soldiers with the 101st Airborne Division (Air Assault) walk the terrain using the Dismounted Assured Positioning, Navigation and Timing System during a Positioning, Navigation and Timing Assessment Experiment.

U.S. ARMY



said, citing as examples the annual PNT Assessment Experiment, also known as PNTAX, and the Project Convergence capstone event.

“We are involved in some way, shape or form in all of those, not only from a continental United States perspective, but also in the European Theater and in [the] Indo-Pacific Theater,” he said. “We are bringing capability out there, and we are iterating on that. We are learning because of the units that are innovating on the fly, and it’s

really an awesome experience with amazing feedback that is helping us either shape the prototype or shape the requirements across the Army, and that persistent experimentation is going to continue.”

The team also continues to closely watch “what is going on in the world,” Monteleone said. “There are major conflicts going on throughout the world. Events are happening that weren’t even a thing a year ago,” he said. “Nobody would have thought where things are today in the Gaza Strip, where the [Israel]- Hamas war is ongoing now. But what you’re seeing out of that and out of the Ukrainian conflict and other places is a rapid adaptation to that operating environment.”

This rapid adaptation is happening from a technology and tactics perspective, Monteleone said. “That’s something we have to be aware of, that things are moving so quickly and can move so quickly, and you can integrate technology so quickly to solve these different problems and use data for so many different things that we probably didn’t realize we could have before,” he said.

“Moreover, the amount of processing now that you can power by a battery, not even plugged into a wall, is just unbelievable. We have to keep watch on that, as it’s not just about our superpower in the United States or our technology or our industry. The entire world right now is innovating, and in some cases, unfortunately, because of existential reasons and necessity. But that is absolutely something that we must continue to watch.” ★



WEIBEL
DOPPLER RADARS

**COMMANDER'S DECISION ADVANTAGE:
SEE FIRST, UNDERSTAND FIRST, ACT FIRST...
WEIBEL RADARS FOR ALL OPERATIONAL MISSION SETS**

Visit us at AUSA booth #6817
www.weibelradars.com



STRENGTH OF PURPOSE

Entrust your most sensitive missions to Gulfstream. With more than five decades of high performance, flexible platforms and proven reliability, there is no other choice for civilian and military operations over land and sea.



A General Dynamics Company



Request your
private consultation

Contested Logistics



Less than a year after achieving full operational capability, U.S. Army Futures Command's Contested Logistics Cross-Functional Team is making progress with a critical mission: sustaining the force on an increasingly complex, contested and congested battlefield.

"It's one of our powers as a nation to project power and sustain it globally, and in the last 25, 30 and beyond years, we have done that at our own will and in the places of our own choosing," said Col. Shane Upton, the cross-functional team's director. "But in a future contested type of environment, that might not

be the case. We know that it is an environment of continuous observation, with multiple domains and sensors."

This more transparent and contested battlefield is playing out in places such as Ukraine, Upton said. "If something is seen, it's probably targeted, and when something looks critical, like it may be a logistics node or resupply node, it's absolutely targeted," he said. "So, how do you give commanders options for where you position those nodes, and when you move them and when you establish them? Looking at that, we've made a lot of strides over the past year."

Driven in part by lessons learned during the COVID-19 pandemic and the Russian invasion of Ukraine, the U.S. Army announced the creation of the Contested Logistics Cross-Functional Team in March 2023 during the Association of the U.S. Army's

Global Force Symposium and Exposition in Huntsville, Alabama. The team achieved full operational capability that October, gaining enough people and teammates to start moving out on its focused efforts, Upton said.

"When you talk about modernization and the capabilities development business, which is what we are, we write the requirements for capabilities that will come into the Army to mitigate gaps and transform the Army in the logistics space," Upton said.

ALIGNING EFFORTS

As part of that work, Upton said, the cross-functional team has achieved several milestones in the past year. First up is what he described as an "enterprisewide effort" with Army leaders at the Pentagon and across multiple commands to verify alignment of the team's emphasis with

A tactical resupply drone lands after ship-to-shore contested logistics experiments during Project Convergence Capstone 4 at Marine Corps Base Camp Pendleton, California.

U.S. ARMY/SPC. HOWARD LEE



other science and technology efforts.

“They were absolutely aligned, but now we’ve got a new set of eyes in the [cross-functional team], and over the past year, we have made a lot of progress in that alignment, including a definitive budget, what we call a Management Decision Package,” Upton said.

Management Decision Packages are used at the DoD and Army levels to manage money, “and we’ve got that now for logistics,” Upton said. “Quite frankly, we didn’t have that before. It wasn’t anything that anybody did wrong, we just didn’t have it, and now the [cross-functional team] has helped lead that effort, along with leadership from Army Futures Command and other senior leaders in the Army, to get that done. I think that’s a huge win for the entire Army.”

The cross-functional team also continues to explore “the innovation space” and grow its participation in Army experiments, including the most recent Project Convergence capstone event in February and March, Upton said. “Some of the learning we saw there involved looking at different ways to solve these problems of a contested environment that we would have to sustain forces in,” he said. “For some of that, you’ve got to think a bit differently.”

This includes ways to incorporate autonomous or robotic systems with

human operators and maximize their capabilities. “How do we make the formation with human beings more capable by integrating these capabilities into them?” Upton said.

UNMANNED SYSTEMS

Another area the team explored was a potential supply activity that uses an unmanned aircraft system, or drone, to deliver a commodity from a sea vessel to where it’s needed. The commodity packages the team is exploring are larger than cases of rifle ammunition or Meals, Ready-to-Eat. Instead, the cross-functional team is working with partners in industry and academia to explore technologies that would allow unmanned delivery of what Upton described as “sizable cargo,” such as a commercial 20-foot shipping container.

At the same time, the team is looking at smaller unmanned systems. “We absolutely need the smaller unmanned systems as well,” Upton said. “There are multiple tactical and operational uses for the smaller drones. That is undeniable, and we are learning and observing lessons on that all the time from real-time conflicts around the globe, like Ukraine.

“However, logistics at different echelons and different nodes are constantly going to be observed in a contested environment, and so we’re going to have to constantly be on

the move, and some of that risk will be offset by using an autonomous platform or machine inculcated with humans and heavier [or] larger unmanned systems.”

Predictive or precision sustainment is another focus for the cross-functional team, Upton said. The goal is to enable commanders to make faster, more informed decisions on the battlefield using emerging technologies such as artificial intelligence, large language models (machine learning models able to understand and generate human language text) and machine learning.

“That capability and those data analytics will give commanders options very rapidly, within seconds, to make informed decisions on how to [reduce or eliminate] a risk and to be more precise where they put things,” Upton said. Complicating these efforts is a region such as the Indo-Pacific, where island nations and vast distances provide unique challenges, he said.

In its first year, the Contested Logistics Cross-Functional Team also earned approval from Army leaders for an Abbreviated Capability Development Document, which enables rapid prototyping and experimentation for future requirements and materiel development. The document also sets the course for creation and approval of a full Capability Development Document that will continue to support contested logistics technology experimentation around the world and contribute to funding discussions and prioritization of the cross-functional team’s efforts, Upton said.

AUTONOMOUS WATERCRAFT

Working with the other services on autonomous watercraft systems is another cross-functional team effort. “There is absolutely a gap

Soldiers from the 10th Mountain Division load a tactical resupply drone with meal rations before sending it aloft at Fort Drum, New York.

U.S. ARMY/SGT. 1ST CLASS NEYSA CANFIELD

there,” Upton said. “If you go back to World War II and then fast-forward to modern technology and modern battlefield dynamics in a contested environment, we will have to project force and do logistics resupply in a theater like the Pacific while working jointly with the Marine Corps and the Navy.”

To fill this gap, the team is working with those services on autonomous watercraft capabilities development. The craft would have a low profile to the sea’s surface, making them harder to target, and they would be capable of transporting four to six 20-foot cargo containers.

“You could take a drone or a heavier cargo lift, like I mentioned earlier, out to one of these vessels, pick up that cargo and move it onto the beach, so now you’re not having to bring a boat to the shore,” Upton said.

Moreover, if requirements can be crafted to lower the cost of surface platforms, such as removing the crew, the Army and its sister services could present an enemy with something of a “drone swarm” at sea, Upton said. This creates a



dilemma for the enemy as it must decide which to target and when.

“Now, you’re counteracting and mitigating risks in a contested environment,” Upton said. “They may have targeted a port, but now you don’t need to take your logistics into that port. You can leave it off the shore and use other methods to get it onshore.”

The Army has had “massive success historically with things we call causeways and piers,” he said. “But we’ve got to think of other methods in a totally contested environment, because those fixed facilities are absolutely targeted.”

MEDICAL PARTNERS

When it comes to lessons learned from the fighting in Ukraine, Upton said leaders have observed the effectiveness of one-way, low-cost drones. Because of that, Upton said, there could be expanded opportunities for low-cost autonomous platforms that could do resupply or casualty evacuation from point of injury. “Those are just a couple of examples that we are looking at and experimenting with,” he said.

The cross-functional team also is partnered “very closely” with its medical teammates, Upton said. “Obviously, our most critically im-

Above and opposite: A small unmanned aircraft system hovers while gathering information from mock casualties during the medical experimentation portion of Project Convergence Capstone 4 at Fort Irwin, California.

U.S. ARMY PHOTOS BY T.T. PARISH



SCEPTER®

Lighter. Better. Safer.

Lightweight, soldier-friendly packaging for large caliber ammunition.

Modernize, lighten the load, and save costs throughout the defense budget with strong, lightweight packaging solutions for fuel, water and large caliber ammunition.

SCEPTER.COM

myers™
INDUSTRIES

SCEPTER®



portant assets are people, and when you talk about large-scale combat and multidomain operations, you are going to have injuries. Now you have other means to look at things like casualty evacuation, and so there was a lot of good partnering with our medical community at Project Convergence Capstone 4.”

Looking ahead to the next year, Upton said the cross-functional team is aiming to put emerging technologies into formations across the Army to experiment on potential logistics capability improvements.

“I think there’s a golden opportunity in the next 12 to 18 months, and we’re going to do that,” he said. “We’ve got an order from our chief of staff and from the [deputy Army chief of staff for operations], and we’re going to move out.”

INFORMING INDUSTRY

The team also is looking to increase its cooperation with industry. Upton said it’s critical for the Army to inform industry about problems it is trying to solve. “We have got to tell them what those problems are, define them up front and then hear from them first as to how they can solve that problem or how they may have already solved it,” he said.

As it continues to build on its work, the Contested Logistics Cross-Functional Team is focused on its mission. “Logistics touches everything, and we have got to ensure that every young man and woman that we put in harm’s way has everything they need at the time and place they’re going to need it, and it’s got to be the right thing,” Upton said.

“If you’re in a remote location, dispersed from the main bases, we will need to move that to you and make sure you still have everything you need to keep in the fight,” he said. This includes elements like fuel additives and alternate fuel sources, equipment that uses less power or is lighter but more protected and lethal.

“That, I think, is what we can bring as a combined team, to get after these problem sets and bring it to that war-fighter at the edge,” Upton said. ★



Lighter. Better. Safer.



Modernize, lighten the load, and save costs throughout the defense budget with strong, lightweight, and soldier-friendly packaging solutions for large caliber ammunition.



SCEPTER®

SCEPTER.COM

myers™
INDUSTRIES



Synthetic Training Environment



With work that cuts across transformation priorities, U.S. Army Futures Command's Synthetic Training Environment Cross-Functional Team is engaged in efforts to close the gap with live close-combat training and bring virtual training capabilities into a

A soldier tests the Reconfigurable Virtual Collective Trainer for a Joint Light Tactical Vehicle gunner in Orlando, Florida.

U.S. ARMY/NATE SNOOK

common training environment with a single digital representation of the Earth's surface.

Signature cross-functional team efforts include the Synthetic Training Environment Software, formerly known as the Synthetic Training Environment-Information System, which includes the Training Management Tool, Training Simulation Software and One World Terrain; the Reconfigurable Virtual Collective Trainer for aviation and ground systems; initiatives to improve the Live Training System,

specifically a direct-fire solution for the aging Instrumentable-Multiple Integrated Laser Engagement System (I-MILES); and the Soldier Virtual Trainer, which explores how artificial reality and virtual reality can offer cutting-edge weapons, joint fires and use-of-force trainers.

APPROACHING FIELDING

The team has been "extremely busy" this past year, said Gary Frost, the cross-functional team's deputy director. Two signature efforts—the Synthetic Training Environ-



ment Software and Live Training System—completed operational demonstrations and moved toward production and fielding, Frost said.

The Live Training System uses live, virtual and constructive elements to offer soldiers more realistic training, according to the Army. Those elements include realistic replicas of weapons used on the battlefield. The replicas can mimic effects and capture projected impacts while minimizing training costs and risks, according to the Army.

The team also received approval from Army leaders of the service's first two Software Acquisition Pathway requirements documents for Synthetic Training Environment Software and One World Terrain operational use case—what soldiers go to war with, Frost said.

“Completion of these critical efforts signals a shift in the way warfighters use simulations, blurring the lines between training and operational use with a synthetic environment platform,” he said.

The cross-functional team also is moving forward aggressively to understand how its signature initiatives can influence future efforts such as human-machine integration, where the Army seeks to integrate autonomous or robotic vehicles into formations, and collective training, Frost said.

“The chief of staff of the Army has challenged the team and directed the development of a division-level, low overhead staff and leader trainer to be delivered by [fiscal 2026], and the enterprise is united in delivering this capability as a part of the continued development of the [Synthetic Training Environment Software] as it is iteratively developed and delivered to the force,” Frost said.

DELIVERY PLANS

In discussing current cross-functional team activities, Frost said Synthetic Training Environment Software and the Reconfigurable Virtual Collective Trainer were

delivered to Fort Cavazos, Texas, in August. The Reconfigurable Virtual Collective Trainer provides virtual collective training on ground, dismounted and aviation platforms.

“This will set the stage to develop the ability to conduct true combined arms maneuver, integrating ground, air and indirect fire, all on world-class One World Terrain 3D terrain that offers unparalleled realism to the soldier,” he said.

One World Terrain is a 3D terrain data set used for simulation and training.

LIVE TRAINING SYSTEM

Work also is underway to continue an extended user test of the Live Training System at Fort Johnson, Louisiana. The test has enabled

Soldiers with the 1st Cavalry Division participate in a demonstration of the Apache helicopter Reconfigurable Virtual Collective Trainer at Fort Cavazos, Texas.
U.S. ARMY/NATE SNOOK



the cross-functional team to gather “invaluable soldier feedback of 60 mm and 81 mm mortars, hand grenades, claymore mines and Stinger missile systems,” Frost said.

Tests with the Stinger have been groundbreaking, said Brig. Gen. William Glaser, then-director of the cross-functional team. The “incredible capabilities of the Stinger solution” were exciting to see, said Glaser, who retired from the Army at the end of June. He was succeeded as director of the team by Col. Jason West in August.

“What is interesting about the Stinger solution is the fact that it completely gets away from a laser-based solution that we’ve depended on in the live environment for 30 years,” Glaser said.

“The fact that it uses GPS-bearing technologies as well as optical solutions ... is quite revolutionary in the training environment. This operational demonstration [in February] was originally planned to focus on mortars, claymores and grenades. However, due to the accelerated progress of the Stinger system, it found its way into the spotlight sooner than anticipated.”

The demonstration, a final capabilities test, allowed soldiers, including those who are not air defense artillery troops, to train on and use the system, Glaser said. “It gave us an opportunity to get capability in the hands of the soldiers sooner. That’s what we’re all about,” he said. “This accelerated integration aligns with the Army Futures Command’s commitment to providing cutting-edge capabilities to our soldiers promptly. The success of this operational demonstration not only expands the training scope, but sets the stage for a future where our soldiers are better equipped and more adaptable than ever.”

A soldier at Fort Riley, Kansas, uses the Live Training System.

U.S. ARMY/NATE SNOOK

Fear No Interference

Resilient mesh radios for drones with advanced interference-avoidance and anti-jamming

On the Blue UAS Framework Cleared Component List

Upgrade your datalink

DOODLE
L A B S

www.doodlelabs.com

EVOLVE DYNAMICS SKY MANTIS 2



ONE WORLD TERRAIN

One tool that cross-functional team members are “very excited” to deliver to soldiers is an operational-focused One World Terrain capability, Frost said. Since 2019, the team has experimented with soldier-held and operationally deployed capabilities to visualize the terrain. The effort culminated this year with initial

approval in April of the One World Terrain Initial Capabilities Document by Army senior leaders. The next step is funding.

The team also is establishing a “core cell of personnel” to continue integrating One World Terrain 3D terrain data into emerging and future command and control platforms, Frost said.

As the team continues its work, it is learning important lessons, Frost said. For example, this past year, the team “learned a lot about

At Fort Johnson, Louisiana, soldiers practice firing Stinger missiles as part of the Live Training System.

U.S. ARMY/NATE SNOOK

Build your future at Arizona State University

Undergraduate programs

- BA** Organizational Leadership
- BS** Project Management
- BS** Technical Writing and Communication
- BS** User Experience Design

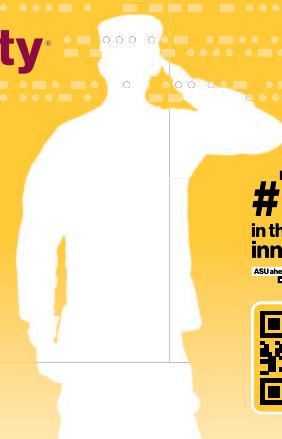
ASU College of Integrative Sciences and Arts
Arizona State University
School of Applied Professional Studies

Graduate programs*

- MS** Organizational Leadership
- MPM** Project Management
- MS** Technical Writing and Communication

*Certificates also available in all graduate programs

cisa.asu.edu/saps



#1
in the U.S. for
innovation



agile software development and how we should approach demonstrations and testing,” he said. “On the demonstration side, demos should be frequent and regular as a way of keeping the stakeholder community informed on the progress of the capability.”

Frequent demonstrations allow the development team to engage stakeholders early and often, refine requirements and conduct expectation management, Frost said. Demonstrations also are “extremely important” to gain soldier feedback, he said. “It is critical to continually seek to put the capability or partial capability into the context of warfighting to shape feedback appropriately,” he said.

In terms of testing, “if demonstrations are done properly, expectations for testing should be well fleshed out prior to the event with both the testing and training communities,” Frost said.

The best evaluation events seek

to perform near-continuous testing to enable users to assist materiel developers in verifying contractual requirements, Frost said. “As much as possible, testing should be done at the location of the warfighter, not in the lab,” he said. “Too frequently, we ran into challenges when the conditions changed from the lab to the warfighter’s location.”

Looking ahead, Frost said he expects the team will be busy fielding Increment I capabilities to replace the Close Combat Tactical Trainer and Aviation Combined Arms Tactical Training with the Reconfigurable Virtual Collective Trainer.

It also will continue “agile development” of the Synthetic Training Environment Software, he said.

WORK CONTINUES

As it continues its work, the team is eager to partner with industry, Frost said. This includes collaborative partnerships that are engaging early and often, joint development

efforts to build solutions that meet specific needs of the warfighter and innovative technologies that are flexible and interoperable with a user-centric design, he said.

Ultimately, the goal is to deliver the best to the warfighter, Frost said. “Warfighters can expect delivery of capability that will well prepare them for the complexities of warfare,” he said, adding that the goal is to enable soldiers and leaders to make “better, faster, smarter decisions in the crucible of combat.”

“Training and learning in the synthetic training environment, with multiple sets and reps, complement the rigorous training conditions soldiers face in the live training environment,” Frost said.

The Synthetic Training Environment Cross-Functional Team’s mission is to rapidly expand the Army’s virtual and simulations training capability to enable “tough, iterative, dynamic and realistic training,” Frost said. ★

DETECT CONNECT DEFEND

Autonomous Aerostats: Your Multi-Mission Persistent Aerial Platform

- Up to 95% uptime
- No on-site crew needed for day-to-day operations
- Flexible payload bay can host ISR, Radar, SIGINT, c-UAS, MANET radio, 4G/5G communications and more

Visit Us at AUSA Annual Meeting
Booth #6852
ALTAEROS



COMMAND & STAFF

Troops with the 62nd Medical Brigade, 593rd Expeditionary Sustainment Command, participate in a change-of-command ceremony at Joint Base Lewis-McChord, Washington.

U.S. ARMY/SGT. 1ST CLASS P. BEHRINGER



Hon. Christine Wormuth
Secretary of the Army



Hon. Gabe Camarillo
Undersecretary of the Army/Chief
Management Officer



Hon. Douglas Bush
Assistant Secretary
(Acquisition, Logistics and Technology)



Hon. Michael Connor
Assistant Secretary (Civil Works)



Hon. Rachel Jacobson
Assistant Secretary
(Installations, Energy and Environment)



Hon. Agnes Gereben Schaefer
Assistant Secretary
(Manpower and Reserve Affairs)



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



Hon. Carrie Ricci
General Counsel

Information is current as of Sept. 5



Gen. Randy George
Chief of Staff



Gen. James Mingus
Vice Chief of Staff



Sgt. Maj. of the Army Michael Weimer
Sergeant Major of the Army



Lt. Gen. Joseph Berger III
Judge Advocate General



Lt. Gen. Mary Izaguirre
Surgeon General



Maj. Gen. William Green Jr.
Chief of Chaplains



Brig. Gen. Sarah Albrycht
Provost Marshal General



**Chief Warrant Officer 5
Aaron Anderson**
Chief Warrant Officer of the Army

★ THE ARMY STAFF ★



Lt. Gen. Laura Potter
Director, Army Staff



Lt. Gen. Brian Eifler
DCS, G-1



Lt. Gen. Anthony Hale
DCS, G-2



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



Lt. Gen. Heidi Hoyle
DCS, G-4



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



Lt. Gen. Karl Gingrich
DCS, G-8



Lt. Gen. David Wilson
DCS, G-9



Lt. Gen. Scott Spellmon
Chief of Engineers



Lt. Gen. Jonathan Stubbs
Acting Chief, National Guard Bureau



Maj. Gen. Joseph Baldwin
Acting Director, Army National Guard



Lt. Gen. Robert Harter
Chief, Army Reserve



**Chief Master Sgt.
Tony Whitehead, USAF**
Senior Enlisted Advisor,
National Guard Bureau



**Command Sgt. Maj.
John Raines**
Command Sergeant Major,
Army National Guard



**Command Sgt. Maj.
Gregory Betty**
Command Sergeant Major,
Army Reserve



**Chief Warrant Officer 5
Brian Searcy**
Command Chief Warrant Officer,
Army National Guard



**Chief Warrant Officer 5
LaShon White**
Command Chief Warrant Officer,
Army Reserve

★ ARMY SECRETARIAT PRINCIPAL AND SPECIAL STAFF ★



Mr. Mario Diaz
Deputy Undersecretary of
the Army



Mr. Mark Averill
Administrative Assistant to the
Secretary of the Army



Lt. Gen. Paul Chamberlain
Mil. Dep. for Budget, OASA
(Financial Mgmt. and Comptroller)



Lt. Gen. Donna Martin
Inspector General



Lt. Gen. Robert Collins
Mil. Dep./Dir., Army Acquisition
Corps, OASA (ALT)



Mr. Bruce Miller
Auditor General



Ms. Karen Durham-Aguilera
Executive Director,
Office of Army Cemeteries



Mr. Robin Swan
Director, Office of Enterprise
Management, OUSA



Maj. Gen. John Epperly, ARNG
Chairman, Army Reserve Forces
Policy Committee



Ms. Kimberly Buehler
Director, Small Business
Programs



Brig. Gen. Scott Wilkinson
Chief, Legislative Liaison



Brig. Gen. Amanda Azubuike
Chief, Public Affairs

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 Aug. 23:

ALABAMA

ARNG Maj. Gen. David Pritchett

ALASKA

ANG Maj. Gen. Torrence Saxe

ARIZONA

ANG Maj. Gen. Kerry Muehlenbeck

ARKANSAS

ARNG Brig. Gen. Olen Chad Bridges

CALIFORNIA

ARNG Maj. Gen. Matthew Beevers

COLORADO

ARNG Maj. Gen. Laura Clellan

CONNECTICUT

ARNG Maj. Gen. Francis Evon Jr.

DELAWARE

ARNG Maj. Gen. Michael Berry

DISTRICT OF COLUMBIA

ARNG Maj. Gen. John Andonie
(Commanding General)

FLORIDA

ARNG Maj. Gen. John Haas

GEORGIA

ARNG Maj. Gen. Richard Wilson

GUAM

ARNG Brig. Gen. Michael Cruz

HAWAII

ARNG Maj. Gen. Kenneth Hara

IDAHO

ANG Maj. Gen. Timothy Donnellan

ILLINOIS

ARNG Maj. Gen. Rodney Boyd

INDIANA

ARNG Maj. Gen. Roger Lyles

IOWA

ARNG Maj. Gen. Stephen Osborn

KANSAS

ANG Maj. Gen. Michael Venerdi

KENTUCKY

ARNG Maj. Gen. Haldane Lamberton

LOUISIANA

ARNG Maj. Gen. Thomas Friloux

MAINE

ARNG Brig. Gen. Diane Dunn

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. Bobby Ginn Jr.

MISSOURI

ARNG Maj. Gen. Levon Cumpton

MONTANA

ANG Maj. Gen. John Hronek II

NEBRASKA

ARNG Maj. Gen. Craig Strong

NEVADA

ANG Maj. Gen. Ondra Berry

NEW HAMPSHIRE

ARNG Maj. Gen. David Mikolaities

NEW JERSEY

ANG Col. Yvonne Mays (Acting)

NEW MEXICO

ARNG Maj. Gen. Miguel Aguilar

NEW YORK

ARNG Maj. Gen. Raymond Shields Jr.

NORTH CAROLINA

ARNG Maj. Gen. Marvin Hunt

NORTH DAKOTA

ARNG Maj. Gen. Alan Dohrmann

OHIO

ARNG Maj. Gen. John Harris Jr.

OKLAHOMA

ARNG Maj. Gen. Thomas Mancino

OREGON

ARNG Brig. Gen. Alan Gronewold

PENNSYLVANIA

ARNG Maj. Gen. Mark Schindler

PUERTO RICO

ARNG Maj. Gen. Miguel Mendez

RHODE ISLAND

ARNG Maj. Gen. Christopher Callahan

SOUTH CAROLINA

ARNG Maj. Gen. Roy McCarty

SOUTH DAKOTA

ANG Maj. Gen. Mark Morrell

TENNESSEE

ARNG Maj. Gen. Warner Ross II

TEXAS

ANG Maj. Gen. Thomas Suelzer

UTAH

ANG Maj. Gen. Daniel Boyack

VERMONT

ARNG Maj. Gen. Gregory Knight

VIRGINIA

ARNG Maj. Gen. James Ring

VIRGIN ISLANDS

ARNG Maj. Gen. Kodjo Knox-Limbacker

WASHINGTON

ANG Brig. Gen. Gent Welsh

WEST VIRGINIA

ARNG Maj. Gen. William Crane

WISCONSIN

ANG Brig. Gen. David May (Interim)

WYOMING

ARNG Maj. Gen. Gregory Porter

★ CIVILIAN AIDES TO THE SECRETARY OF THE ARMY ★

Civilian Aides to the Secretary of the Army are community leaders selected by the U.S. Army to advocate for and help with recruiting for the Army in their communities.

The program, known as CASAs, is the offshoot of a World War I effort 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.

CASAs are now volunteers, 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. 23, are:

ALABAMA

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

ALASKA

Timothy Jones (North)
Kevin Robinson (South)

AMERICAN SAMOA

Joseph "Tolua'i" Ho Ching II

ARIZONA

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

ARKANSAS

Vacant

CALIFORNIA

Mark Benton Sr. (San Francisco)
M. Janet Chin (South)
Mario Guerra (Greater Los Angeles)
Jeffrey Hamel (Silicon Valley)
Sonki Hong (Los Angeles)
Lance Izumi (Sacramento)
Charles Pattillo (Sacramento)
Lorenzo Rios (Central)
Gilbert Sanborn (Pacific North-Sierras)

COLORADO

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

CONNECTICUT

John Stull II

DELAWARE

Angela Showell

DISTRICT OF COLUMBIA

Lillian "Anita" Dixon

FLORIDA

Allie Braswell Jr. (Northeast)
Landy Dunham (Central)
Jeraline Johnson (South)
Luis Martinez-Monfort (Tampa Bay)
Pamela Newman (Treasure Coast)
Vacant (South)
Peter 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 Tam (West)

IDAHO

G. Thomas Greco

ILLINOIS

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

INDIANA

Stanton Soderstrom

IOWA

C. Dana Waterman III (East)

KANSAS

Michael Hockley (East)
David "Scott" Stuckey (West)

KENTUCKY

James Iacocca (North)
Kelli Pendleton (West)

LOUISIANA

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

MAINE

Brenda Pennels

MARYLAND

Bobby Henry Jr. (South)
Mary Jane Jernigan

MASSACHUSETTS

John Driscoll
Nicole Gilmore

MICHIGAN

Jason Allen (North)
Tammy Carnrike

MINNESOTA

Donald "Mark" Ritchie

MISSISSIPPI

Augustus "Leon" Collins

MISSOURI

Joseph Driskill (North)
Richard Morris (South)

MONTANA

Julie "Jules" Vacura

NEBRASKA

Richard Burch

NEVADA

Susan Malone
Vacant (South)



Peter Hoffman, left, Civilian Aide to the Secretary of the Army for the Georgia Coastal Region, speaks with a soldier from the 2nd Armored Brigade Combat Team, 3rd Infantry Division, during a visit to Zagan, Poland.
U.S. ARMY/STAFF SGT. RAKEEM CARTER

NEW HAMPSHIRE

Ronald Corsetti

NEW JERSEY

Erica Purdo

NEW MEXICO

Richard Jackson
Donna Alesch White (North)

NEW YORK

Joseph Butler Jr. (North)
Elizabeth Kubala (Mid-State)
Ronald Shindel (South)

NORTH CAROLINA

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

NORTH DAKOTA

Shelly Sizer

NORTHERN MARIANA ISLANDS

Michael Sablan

OHIO

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

OKLAHOMA

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

OREGON

Craig Wilhelm

PENNSYLVANIA

Carol Eggert (Central)
Kenneth Wong (East)
Terrie Suicca-Reed (West)

PUERTO RICO

Luis Soto

RHODE ISLAND

Vacant

SOUTH CAROLINA

Kevin Shwedo

SOUTH DAKOTA

Vacant

TENNESSEE

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

TEXAS

Darcy Anderson (North)
Joseph Bray (South)
Kendall Cox (Central)
Joseph DePinto (North)
Timothy Kopra (East)
Daniel Pugh Sr. (Brazos Valley)
Gustavo Rodriguez Jr. (West)
Abdul Subhani (Capital Region)
Myrna Trevino (East)

UTAH

Jennie Taylor

VERMONT

Keith Baranow

VIRGINIA

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

VIRGIN ISLANDS

Beresford Edwards

WASHINGTON

David Condon (East)
Tay Yoshitani (West)
Aaron Reisinger (West)

WEST VIRGINIA

Vacant

WISCONSIN

Marcia Anderson

WYOMING

Robert Fitton

★ ARMY RESERVE AMBASSADORS ★

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, established in 1998, links the ambassadors, Army 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 Army Reserve programs. They also provide feedback concerning local opinions about Army Reserve programs.

Ambassadors are aligned under the four Army Reserve readiness divisions. As of Aug. 23, ambassadors and ambassadors emeritus by state and territory are:

ALABAMA

Thomas Adams
Phillip Jolly
William "Shane" Lee

ALASKA

None Assigned

ARIZONA

Patrick Kuykendall

ARKANSAS

Tom Anderson (Emeritus)
Terry DeWitt

CALIFORNIA

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

COLORADO

Peter Krieg

CONNECTICUT

Beth Pritchard

DELAWARE

None Assigned

DISTRICT OF COLUMBIA

Phillip Churn Sr.
Wendell 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



Retired Maj. Gen. Phillip Churn Sr., right, an Army Reserve Ambassador, receives the President's Lifetime Achievement Award for his service to others at Georgetown University, Washington, D.C.

U.S. ARMY/MASTER SGT. JUSTIN MORELLI

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

L. Wayne Magee

MAINE

Jeffrey Morton

MARYLAND

Edna Cummings
Jayson Spiegel

MASSACHUSETTS

Edward Pesce
Lewis Vasquez

MICHIGAN

Steven Kenyon

MINNESOTA

Steven Baer
Raymond Elder III

MISSISSIPPI

Margarett Barnes (Emeritus)

MISSOURI

Brett Cox
William Layman (Emeritus)
Peter Tabacchi



Gary Port, in suit at right, Army Reserve Ambassador and president of the Association of the U.S. Army's Greater New York-Statue of Liberty chapter, presents challenge coins to future soldiers from the U.S. Army New York City Recruiting Battalion.

U.S. ARMY/SGT. 1ST CLASS GREGORY WILLIAMS

MONTANA

None Assigned

NEBRASKA

Nelson Ildefonso-Cruz

NEVADA

James Bernet
Christopher Schroeder

NEW HAMPSHIRE

James Normand (Emeritus)

NEW JERSEY

Steven Hashem (Emeritus)
Arthur Maggs

NEW MEXICO

None Assigned

NEW YORK

Myron Berman (Emeritus)
Gary Port

NORTH CAROLINA

Bobby Ervin (Emeritus)
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

J. Matthew Lissner
Paul McCullough III
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 Jr.

TEXAS

(CONTINUED)

Lance Lehr
Robert Perez

UTAH

Robert Breck
Richard Folkerson

VERMONT

None Assigned

VIRGINIA

Lettie Bien (Emeritus)
Sonja Brewer
Michael Buscher

WASHINGTON

Kurt Hardin (Emeritus)
Beau Ruff

WEST VIRGINIA

Johnnie Ross

WISCONSIN

None Assigned

WYOMING

None Assigned

★ AUSA SENIOR FELLOWS ★

The Association of the U.S. Army Senior Fellows 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 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.

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



**Lt. Gen. (Ret.)
Daniel Bolger**



**Maj. Gen.
Janson 'Durr' Boyles**



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



**Command Sgt. Maj. (Ret.)
Thomas Capel**



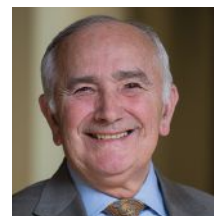
**Maj. Gen. (Ret.)
Raymond Carpenter
(Emeritus)**



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



Hon. Erin Conaton



**Lt. Gen. (Ret.)
James Dubik**



**Command Sgt. Maj.
(Ret.) Daniel Elder**



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



**Lt. Gen. (Ret.)
Patricia Horoho**



**Maj. Gen. (Ret.)
Mark MacCarley**



**Lt. Gen. (Ret.)
Sean MacFarland**



**Lt. Gen. (Ret.)
Raymond Mason**



**Lt. Gen. (Ret.)
Patricia McQuiston**



Hon. Patrick Murphy



Gerald O'Keefe



Gen. (Ret.) David Perkins



**Sgt. Maj. of the Army (Ret.)
Kenneth Preston**



**Lt. Gen. (Ret.)
Darsie Rogers**



**Maj. Gen. (Ret.)
Linda Singh**



**Command Sgt. Maj. (Ret.)
Jimmie Spencer**



**Lt. Gen. (Ret.)
Theodore Stroup Jr.
(Emeritus)**



**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**

★ 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 aligning Army priorities with leader development efforts.

The AUSA Leadership Fellows Program enlists Army experts to spearhead leadership discussions for over 120 AUSA chapters, ROTC units and Army units nationwide. As AUSA Leadership Fellows, these 39 distinguished leaders drive crucial conversations that enhance both individual growth and organizational strength across various forums. They are supported by two Center for Leadership chairs.

Founded in October 2021 by retired Gen. Bob Brown, president and CEO of the Association of the U.S. Army, the AUSA Center for Leadership is dedicated to developing leaders of character and cohesive teams across the Army.

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**



**Brig. Gen. (Ret.)
Jennifer Buckner**



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



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



**Command Sgt. Maj. (Ret.)
Martin Celestine**



**Maj. Gen. (Ret.)
K.K. Chinn**



**Command Sgt. Maj. (Ret.)
Mike Clemens**



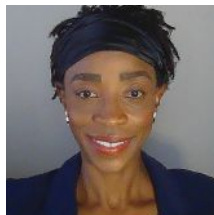
**Maj. Gen. (Ret.)
Ed Dorman**



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



**Brig. Gen. (Ret.)
Brett Funck**



**Command Sgt. Maj. (Ret.)
Tabitha Gavia**



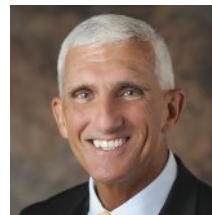
**Lt. Col. (Ret.)
Tim Gilhool**



**Maj. Gen. (Ret.)
John Gronski**



**Command Sgt. Maj. (Ret.)
Daniel Hendrex**



**Lt. Gen. (Ret.)
Mark Hertling**



Col. (Ret.)
James Hogan



Lt. Gen. (Ret.)
Tom James



Col. (Ret.)
Chris Kennedy



Lt. Gen. (Ret.)
Steve Lanza



Lt. Gen. (Ret.)
Mary Legere



Command Sgt. Maj. (Ret.)
Andrew Lombardo



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.)
Antonio Munera



Command Sgt. Maj. (Ret.)
Steven Payton



Lt. Gen. (Ret.)
Leopoldo Quintas



Col. (Ret.)
Adam Rocke



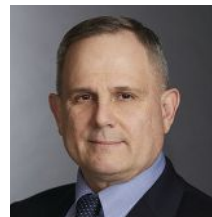
Col. Todd Schmidt



Command Sgt. Maj. (Ret.)
Scott Schroeder



Command Sgt. Maj. (Ret.)
Todd Sims



Brig. Gen. (Ret.)
Chris Spillman



Lt. Gen. (Ret.)
J.T. Thomson



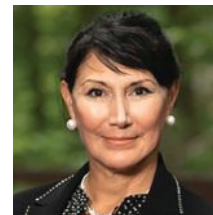
Col. (Ret.)
Mark Viney



Lt. Gen. (Ret.)
Nadja West



Command Sgt. Maj. (Ret.)
Jeff Wright



Brig. Gen. (Ret.)
Irene Zoppi Rodríguez

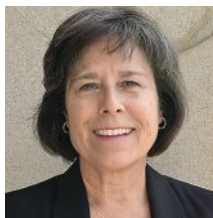
★ AUSA FAMILY FELLOWS ★

On May 10, Military Spouse Appreciation Day this year, the Association of the U.S. Army announced the launch of its Family Fellows Program to grow and enhance its support of military families.

Family Fellows are volunteer subject-matter experts who assist with special projects, family programs and resources, and educational and outreach efforts.

Family Fellows advise AUSA leaders on issues relating to military families and are expert resources for the association's chapters, members, Army families and communities. They also support Army families through professional development sessions, speaking engagements, forums, meetings and events. They are joined by an AUSA Family Readiness senior adviser.

The AUSA Family Fellows and the AUSA Family Readiness senior adviser are:



Karen Halverson



Angel Mangum



Ginger Perkins



Tina Wright



Patti Brown, AUSA Family Readiness
Senior Adviser



Left: Association of the U.S. Army Family Readiness volunteer Shannon George, left, looks on as AUSA Family Fellow Ginger Perkins signs *The Army Spouse Handbook*, written with Ann Crossley. The book signing took place during the 2022 AUSA Annual Meeting and Exposition in Washington, D.C. **Right:** AUSA Family Fellow Angel Mangum addresses the audience during a forum at the 2023 AUSA Annual Meeting and Exposition.

LEFT: AUSA. RIGHT: AUSA/TASOS KATOPODIS





POSTS & INSTALLATIONS

A UH-60M Black Hawk helicopter is readied for a night flight at Fort Novosel, Alabama.

U.S. ARMY/WARRANT OFFICER STEPHAN ZELLER

★ 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. 23 and is based on information supplied by each post or installation.

ABERDEEN PROVING GROUND, MD 21005 and 21010. Established 1917; encompasses six centers of excellence in research and development; test and evaluation; chemical and biological defense; command, control, communications, computers, cyber, intelligence, surveillance and reconnaissance (C5ISR); public health sciences; and personnel security investigations; home of U.S. Army Communications-Electronics Command; U.S. Army Combat Capabilities Development Command; U.S. Army Test and Evaluation Command; Network Cross-Functional Team; Aberdeen Test Center; 20th Chemical, Biological, Radiological, Nuclear and Explosives Command; U.S. Army Chemical Materials Agency; U.S. Army Medical Research Institute of Chemical Defense; Army Public Health Center; Army Research Laboratory; and program executive offices (PEOs), including Command, Control and Communications-Tactical; Intelligence, Electronic Warfare and Sensors; Assembled Chemical Weapons Alternatives; and Joint PEO Chemical, Biological, Radiological and Nuclear Defense;

22,000 personnel; 72,500 acres, 23 miles northeast of Baltimore. DSN: 298-5201; 410-278-5201.

ANNISTON ARMY DEPOT, AL 36201. Opened 1941; repairs and retrofits combat tracked vehicles, artillery, small-arms weaponry, components and locomotives; provides distribution services; manages, issues, stores, demilitarizes and ships conventional ammunition; 3,561 civilians, including tenants and contractors; 15,000 acres adjacent to Pelham Range, 10 miles west of Anniston. DSN: 571-1110; 256-235-6281.

FORT BELVOIR, VA 22060. Established 1912; supports nation's military leaders worldwide in critical intelligence, medical, logistical, administrative and command and control functions fulfilled by more than 150 mission partners and satellite organizations; largest installation of U.S. Army Military District of Washington; major tenants include National Geospatial-Intelligence Agency; Alexander T. Augusta Military



Guests inspect the Sgt. Stout, a Stryker combat vehicle-based air defense platform, at the National Museum of the United States Army, Fort Belvoir, Virginia, during Army birthday festivities.

U.S. ARMY/CHRISTOPHER KAUFMANN



Therapy dogs Ellie and Emma visit a 101st Combat Aviation Brigade, 101st Airborne Division (Air Assault), hangar at Fort Campbell, Kentucky.

U.S. ARMY/SPC. BEVERLY ROCHE

Medical Center; Defense Logistics Agency; U.S. Army Cyber Command; U.S. Missile Defense Agency; U.S. Army Legal Services Agency; Office of Chief of Army Reserve; Defense Contract Audit Agency; Defense Threat Reduction Agency; Defense Acquisition University; U.S. Army Intelligence and Security Command; Defense Intelligence Agency; Night Vision and Electronics Sensors Directorate; Davison Army Airfield; 29th Infantry Division, Virginia Army National Guard; National Museum of the United States Army; approximately 10,000 military, 40,000 civilians; 8,656 acres; controls 3 noncontiguous properties in Virginia: Main Post at Mount Vernon, Belvoir North Area in Springfield and Rivanna Station near Charlottesville. DSN: 685-5001; 703-805-5001.

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; Freedom Crossing Shopping Mall PX complex; approximately 36,400 military, 11,700 civilians; largest U.S. Army Forces Command installation at 1.2 million acres. DSN: 978-7002915-568-7002.

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; 27,000 military, more than 8,700 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: 635-4730; 270-798-4730.

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, joint/combined student body of majors, colonels and 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.

★ POSTS & INSTALLATIONS ★

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; 1st and 2nd Stryker Brigade Combat Teams; 3rd Armored Brigade Combat Team; 4th Combat Aviation Brigade; 4th Infantry Division Artillery; 4th Division Sustainment Brigade; 10th Special Forces Group (Airborne); 1st Space Brigade; 4th Security Force Assistance Brigade; 4th Engineer Battalion; 627th Hospital Center; 759th Military Police Battalion; 71st Ordnance Group (Explosive Ordnance Disposal); 440th Civil Affairs Battalion; 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 Operations Squadron; 26,500 military, 6,600 civilians, approximately 39,200 family members; 236,000 acres at Pinon Canyon Maneuver Site near Trinidad, 137,000 acres adjacent to Colorado Springs. 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; 3rd Cavalry Regiment; First Army Division West; Operational Test Command; 13th Armored Corps 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; 34,000 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; 10 military, approximately 2,528 civilians, 164 contractors, 10 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,



Soldiers with the 2nd Stryker Brigade Combat Team, 4th Infantry Division, cheer a touchdown during a flag football championship game at Fort Carson, Colorado.

U.S. ARMY/PFC. EDWARD LEW



Members of the 11th Cyber Battalion slog their way through a portion of a Fort Eisenhower, Georgia, obstacle course.

U.S. ARMY/1ST LT. ANGELINE TRITSCHLER

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; 1st, 2nd and 3rd Brigade Combat Teams; 10th Combat Aviation Brigade; 10th Mountain Division Artillery, 10th Mountain Division Sustainment Brigade; 10th Mountain Division Band; 91st Military Police Battalion; 18th Combat Weather Squadron, Detachment 1; Army Field Support Battalion-Drum; 10th Mountain Division Light Fighters School; CSM Southern "Buddy" Hewitt NCO Academy; Guthrie Ambulatory Health Care Clinic; 14,645 military, 3,785 civilians, 16,269 family members; 108,733 acres, 8 miles north of Watertown, 78 miles north of Syracuse. DSN: 772-5461; 315-772-5461.

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.

FORT EISENHOWER, GA 30905. Opened 1941 as Fort Gordon; Army's force modernization proponent for cyberspace operations, signal/communications networks, information services and electronic warfare; home of U.S. Army Cyber Center of Excellence; 15th Signal Brigade; Signal School; Cyber School; NCO Academy; 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; 16,000 military, 13,900 civilians, 80,000 retirees and family members; 55,596 acres, 12 miles southwest of Augusta. DSN: 780-9747; 706-791-9747.

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

★ POSTS & INSTALLATIONS ★

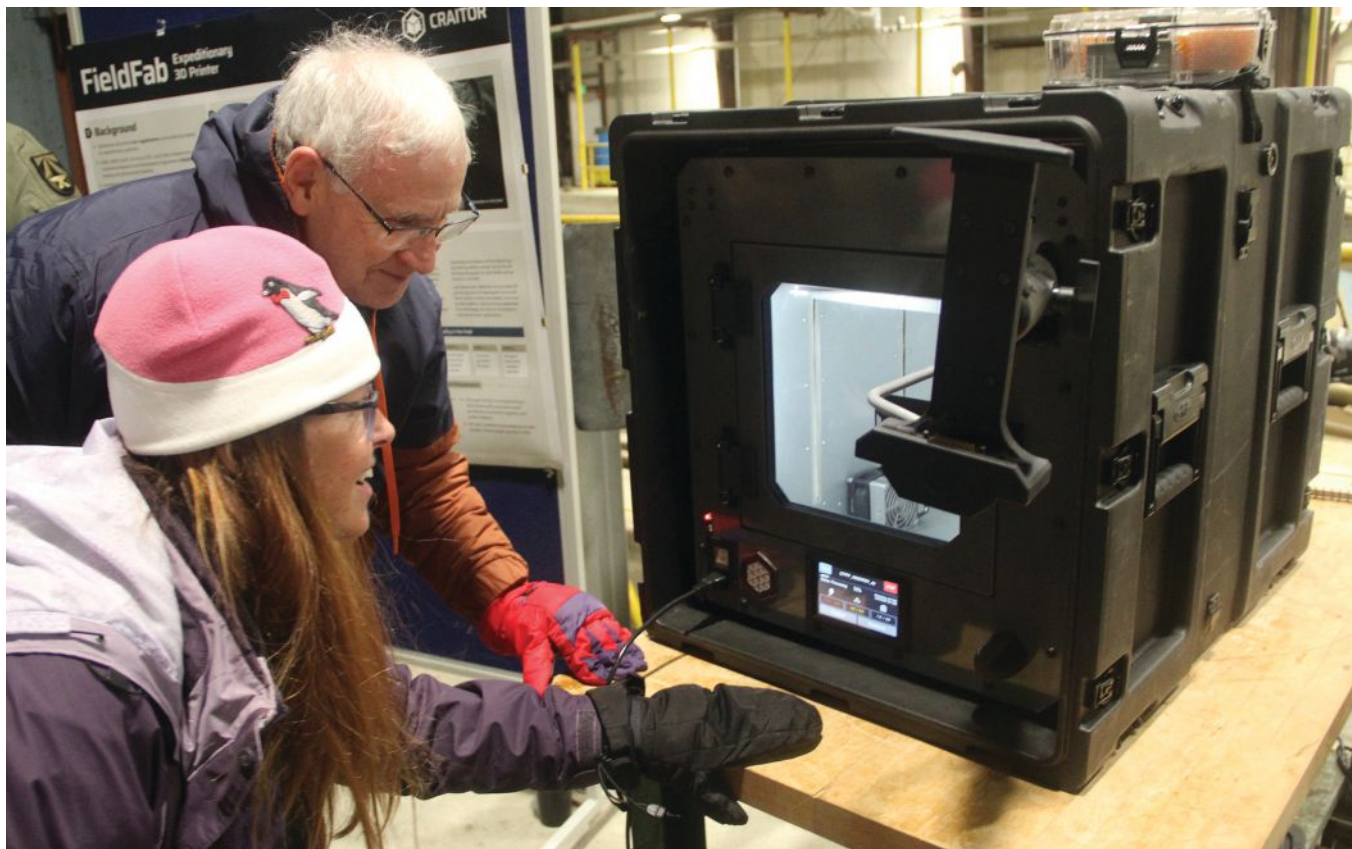
Corps of Engineers (USACE) as Waterways Experiment Station; now serves as ERDC Headquarters; home of 4 of 7 USACE/ERDC laboratories: Coastal and Hydraulics, Geotechnical and Structures, Environmental, and Information Technology; provides innovative technology solutions for warfighter, military installations, 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.

GILLEM ENCLAVE, GA 30297. Opened 1941 as Atlanta Army Depot; site of 3rd Medical Command; Defense Forensic Science Center; military entrance processing station; Southeastern Army Reserve Intelligence Support Center; 2,200 members of active Army, Reserve and National Guard,



Elisa Peters, foreground, with the Office of the Secretary of Defense Manufacturing Technology Program, and Steven Wax, then performing the duties of assistant secretary of defense for science and technology, view a technology demonstration at the U.S. Army Engineer Research and Development Center-Cold Regions Research and Engineering Laboratory, New Hampshire.

U.S. ARMY/JUSTIN CAMPFIELD

700 civilians; 260 acres at Forest Park, 18 miles southeast of Atlanta. 404-469-5000.

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; tenants/units include headquarters of Defense Commissary Agency and Defense Contract Management Agency; U.S. Army Communications-Electronics Command Software Engineering Center; Kenner Army Health Clinic; 94th Training Division; 23rd Quartermaster Brigade; 244th, 262nd and 266th Quartermaster Battalions; 59th Ordnance Brigade; 12th Military Police Detachment Criminal Investigation Command; 217th Military Police Detachment; 544th Military Police Detachment Military Working Dog; Military Entrance Processing Station; Humanitarian Demining Training Center; 345th Air Force Training Squadron; Marine Corps Detachment; 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 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; 4,278 military, 3,205 civilians; 80,912 acres, 75 miles southeast of Tucson. DSN: 821-7111; 520-533-7111.

HUNTER ARMY AIRFIELD, GA 31409. Established 1940; one of Army's largest airfields with a runway 11,375 feet long; supports 3rd Combat Aviation Brigade; 3rd Infantry Division; U.S. Army Cadet Command 6th Brigade; 1st Battalion, 75th



Children make full use of a bounce house slide during a Kids Fun Day at Fort Gregg-Adams, Virginia.

U.S. ARMY/ERICKA GILLESPIE

★ POSTS & INSTALLATIONS ★

Ranger Regiment; 3rd Battalion, 160th Special Operations Aviation Regiment; 224th Military Intelligence Battalion; 3rd Military Police Group; U.S. Marine Corps Forces Reserve Center (with Navy corpsmen); U.S. Coast Guard Air Station Savannah; Tuttle Army Health Clinic; 117th Air Control Squadron; Georgia Army National Guard; 4,911 military, 7,423 military dependents, 17,793 retirees and their dependents, 821 civilians and contractors; 5,370 acres at Savannah. 571-801-2550.

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; Future Soldier Preparatory Course; Leader Training Brigade; Holistic Health and Fitness Academy; 369th Adjutant General Battalion; 81st Readiness Division; U.S. Soldier Support Institute-Army Sustainment University-Adams Campus;

Institute for Religious Leadership; National Center for Credibility Assessment; U.S. Army Drill Sergeant Academy; Inter-service Postal Training Activity; 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. Established 1941 to support Great Louisiana Maneuvers, formerly known as Fort Polk; 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; 7,483 military, 6,141 civilians and contractors, 11,374 military family members; 5,776 rotational and transient military and civilian personnel; 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



Soldiers compete in a regional combat pistol championship at Fort Jackson, South Carolina.

U.S. ARMY/NATHAN CLINEBELLE



Army leaders and officials tour Letterkenny Army Depot, Pennsylvania.

U.S. ARMY/PAM GOODHART

Command; Army Reserve Careers Group; Medical Department Activity; 19th Engineer Battalion; U.S. Army Marketing 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; 4,345 military, 5,696 civilians, 122 international military students, 602 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; 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 475 international students per year; 63,000 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



Fourth of July fireworks illuminate the 'Iron Mike' statue honoring Airborne troopers at Fort Liberty, North Carolina.

U.S. ARMY/BRIAN BIRD

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.

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; 2nd Security Force Assistance Brigade; 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, 65,000 family members; 164,272 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 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; tenant organizations include 88th Readiness Division; 86th Training Division; Wisconsin

Military Academy; Regional Training Site-Maintenance; Regional Training Site-Medical; Fort McCoy NCO Academy; Wisconsin Challenge Academy; Wisconsin State Patrol Academy; 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, 780th Military Intelligence Brigade, 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; 301-677-1361.

FORT MOORE, GA 31905. Established 1918 as Camp Benning, formerly known as 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; 98th Training Division (Reserve); 39,039 military, 9,950 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; 1st and 110th Aviation Brigades; 23rd Flying Training Squadron; 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; 334-255-2551.

PICATINNY ARSENAL, NJ 07806. Established 1880; researches and develops advanced technology armament and munitions systems for joint military services and



Aviation Basic Officer Leader Course students learn about the Army aviation branch's history from Billy Croslow, second from right, U.S. Army Aviation Center of Excellence command historian, during a tour of a training support facility at Fort Novosel, Alabama.

U.S. ARMY/KELLY MORRIS



Soldiers with the 3rd Infantry Brigade Combat Team, 25th Infantry Division, train at Pohakuloa Training Area, Hawaii.

U.S. ARMY/SPC. MARIAH AGUILAR

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 U.S. Army Garrison Picatinny Arsenal, Combat Capabilities Development Command Armaments Center; Joint PEO Armaments and Ammunition; Army Contracting Command-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; 2 military, over 300 civilians and contractors, over 40,000 military and civilians trained annually; 134,000 acres, 36 miles northwest of Hilo. DSN: 315-456-7110; 808-787-7836.

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, 2,100 civilians, 27,500 retirees, 7,500 military family members, 1,300 contractors; 75 miles south of San Jose International Airport. DSN: 768-6604; 831-242-6604.

PUEBLO CHEMICAL DEPOT, CO 81006. Established April 1942; 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, 850 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 65 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; 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; Cross-Functional Teams for Future Vertical Lift, Assured Positioning, Navigation and Timing/Space, which will evolve into All-Domain Sensing CFT, Contested Logistics; 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, which includes 1st and 2nd Armored Brigade Combat Teams, 1st Combat Aviation Brigade, 1st Infantry Division Artillery, 1st Infantry Division Sustainment Brigade; 13,722 military, 4,930 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, U.S. 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; U.S. Army Corps of Engineers-Rock Island District; 530 military, 495 reserve, 5,701 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.

SCHOFIELD BARRACKS, HI 96857. Established 1909; home of 25th Infantry Division; 2nd and 3rd Infantry Brigade Combat Teams; 25th Combat Aviation Brigade; 25th Division Sustainment Brigade; 25th Infantry Division Artillery; Lightning Academy; NCO Academy; 25th Infantry Division Band; 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;



Maj. Gen. Monté Rone, commander of the 1st Infantry Division, salutes the colors during a review on Cavalry Parade Field, Fort Riley, Kansas.

U.S. ARMY/SPC. DAWSON SMITH

★ POSTS & INSTALLATIONS ★

196th Infantry Brigade; U.S. Army Installation Management Command-Pacific Region; U.S. Army Corps of Engineers-Honolulu District; various tenant units; 6,252 military, 4,122 civilians, 13,170 family members; 1,898 acres in 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; Joint Counter-small Unmanned Aircraft Systems University; 8,454 military, 6,226 civilians, 29,351 family members/dependents, 41,036 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 1954 as U.S. Army 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 performance optimization, augmented and virtual reality research, modeling and simulation, 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 DoD Combat Feeding Program, 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; 1st and 2nd Armored Brigade Combat Teams; 3rd Combat Aviation Brigade; 3rd Infantry Division Artillery; 3rd Division Sustainment Brigade; 3rd Infantry Band; tenants include 103rd Intelligence and Electronic Warfare Battalion; Winn Army



Soldiers from the U.S. Army Reserve's 807th Medical Command (Deployment Support) inventory equipment in a warehouse at Sierra Army Depot, California.

U.S. ARMY/T.T. PARISH



Ammunition boxes are covered during training at Tooele Army Depot, Utah.

U.S. ARMY/SHANA HUTCHINS

Community Hospital; 14th Field Hospital; U.S. Air Force 15th Air Support Operations Squadron; 188th Infantry Brigade; 224th Military Intelligence Battalion; 385th Military Police Battalion; 63rd Expeditionary Signal Battalion-Enhanced; 83rd Chemical Battalion; 92nd Engineer Battalion; Georgia Army National Guard Land Dominance Center; Detachment 3-18th Weather Squadron; approximately 16,800 military, 3,500 civilians; 288,000 acres at Hinesville, 40 miles southwest of Savannah. DSN: 475-9879 or -9874; 571-801-2557 or -2715.

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.

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, 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; 2,439 civilians, 281 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; approximately 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, TAMC is the only federal tertiary care hospital in Pacific Basin; performing inpatient and outpatient medical services



Pfc. Elijah Campbell with the 27th Public Affairs Detachment, 10th Mountain Division, carries a 20-pound water jug to the shore of a pond during a Best Combat Camera Competition at Fort Walker, Virginia.

U.S. ARMY/STAFF SGT. TRAVIS FONTANE

and supporting 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; <https://tripler.tricare.mil>

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; Arctic Aviation Command; 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 complex, 40 miles northeast of Richmond. DSN: 578-8324/8120; 804-633-8585.

WATERVLIT 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 on-site partner, U.S. Army Futures Command DEVCOM Armaments Center's WSEC 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 Modern War Institute, 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. 845-938-4011.

WHITE SANDS MISSILE RANGE, NM 88002. Established 1945; national test range; a Major Range Test and Facility Base; 379 military, 616 transient military, 1,627 civilians, 28 transient civilians, 1,336 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; 106 military, 326 civilians; 327,000 acres, 8 miles northeast of Yakima, 168 miles southeast of Tacoma. DSN: 255-8076; 509-225-8076.

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, 10,203 retirees, 1,345 family members, 1,265 contract employees; 1,300 square miles, 26 miles northeast of Yuma. DSN: 899-2151; 928-328-2151.

U.S. ARMY FUTURES COMMAND

HEADQUARTERS, U.S. ARMY FUTURES COMMAND, Austin, TX 78701. General queries to afcmedia@army.mil. Established 2018; 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 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, which will evolve into All-Domain Sensing CFT; and Contested Logistics CFT, Redstone Arsenal, Alabama.

- Soldier Lethality CFT, Fort Moore, Georgia.
- 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; home to U.S. Army Alaska and 11th Airborne Division; 2nd Infantry Brigade Combat Team (Airborne); U.S. Army Alaska Aviation Task Force; 17th Combat Sustainment Support Battalion; U.S. Army Northern Warfare Training Center; 2nd Battalion, 196th Infantry Brigade; Alaska National Guard Headquarters; installation managed by U.S. Air Force 673rd Air Base Wing; home of 11th Air Force/Alaska NORAD Region/Alaskan Command Headquarters; 3rd Wing; approximately 9,914 active-duty soldiers and airmen, 5,972 National Guard and Reserve personnel, 3,363 civilians; approximately 73,000 acres, 7 miles northeast of Anchorage. 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, retirees and family members; 8,248 acres adjacent to Newport News, 11 miles southeast of Williamsburg. DSN: 826-1212; 757-878-1212.

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

★ POSTS & INSTALLATIONS ★

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 102 resident commands; 14,170 military, 4,754 civilians; 3,947 acres between both properties. DSN: 253-8245; 757-462-8425.

Joint Base McGuire-**DIX**-Lakehurst, NJ 08641. Established 2009; DoD's only triservice base; led by 87th Air Base Wing and home of U.S. Army Reserve's 99th Readiness Division, 174th Infantry Brigade, 2nd Brigade ROTC, Army Support Activity-Fort Dix; federal, state and local agencies including Joint Force Headquarters New Jersey National Guard, Federal Correctional Institution-Fort Dix, Federal Bureau of Prisons, Justice; Departments of Homeland Security, Veterans Affairs and Agriculture; installation management provides support for 3,933 facilities; 80 mission partners and 40 mission commanders; more than 50,000 troops, DoD 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 more than 167,000, including service members, veterans and family members. Email: usarmy.jbmhh.usag.mbx.command-group@army.mil

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



National Guard troops train during a combat medic course at Joint Base McGuire-Dix-Lakehurst, New Jersey.

ARMY NATIONAL GUARD/SPC. SETH COHEN



ROTC cadets begin a 2-mile run as part of a competition at Fort Barfoot, Virginia.

U.S. ARMY/SARAH WINDMUELLER

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, 76,000 retirees, 48,000 family members; 28,000 acres at subinstallation Camp Bullis, approximately 3,000 acres at San Antonio. 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: 569-1499; 812-526-1499.

FORT BARFOOT-ARMY NATIONAL GUARD MANEUVER TRAINING CENTER, Blackstone, VA 23824. DSN: 977-312-2928; 434-292-8621.

CAMP BLANDING JOINT TRAINING CENTER, Starke, FL 32091. 904-682-2287.

CAMP BOWIE, Level 3 Training Center, Brownwood, TX 76801. 325-646-0159.

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.



Soldiers with the Michigan National Guard's 1437th Engineer Multi-Role Bridge Company set up a crossing over the Mississippi River at Camp Ripley Training Center, Minnesota.

MINNESOTA NATIONAL GUARD/STAFF SGT. JORDEN NEWBANKS

U.S. ARMY GARRISON, FORT DEVENS, MA 01434-4424.
978-796-2126.

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: 972-2091; 562-795-2777.

PARKS RESERVE FORCES TRAINING AREA, CA 94568.
925-875-4398.

CAMP PERRY JOINT TRAINING CENTER, Port Clinton, OH 43452. 614-336-6214.

CAMP RILEA, Warrenton, OR 97146. DSN: 355-4507; 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: 286-2065; 601-558-2065.

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: 878-5400; 801-878-5400.

★ ADVERTISERS IN THIS ISSUE ★

| | | | |
|---|---------|---|----------|
| <i>Advanced Technology Systems Co.</i> | 143 | <i>INVISIO</i> | 45 |
| <i>Altaeros</i> | 162 | <i>KRH</i> | 106 |
| <i>AM General</i> | 59 | <i>Legacy Building Solutions</i> | 138 |
| <i>APEX Space & Defense Systems</i> | 137 | <i>Leonardo</i> | 23 |
| <i>ASU – College of Integrative Sciences and Arts</i> | 161 | <i>Leonardo DRS</i> | 33 |
| <i>AUSA ALL Groups Insurance</i> | 93 | <i>Mack Defense</i> | 117 |
| <i>AV – AeroVironment</i> | 51 | <i>Merrill</i> | 104 |
| <i>Avalon Holographics</i> | 29 | <i>Mountain House Solutions</i> | 85 |
| <i>Bell</i> | Cover 3 | <i>Navy Federal Credit Union</i> | 109 |
| <i>Boeing</i> | 4-5 | <i>Octasic</i> | 115 |
| <i>Bombardier Defense</i> | 105 | <i>Oshkosh Defense</i> | Cover 2 |
| <i>Boston Dynamics</i> | 65 | <i>Phantom Products Inc.</i> | 121 |
| <i>CASE</i> | 130 | <i>Plasan</i> | 122 |
| <i>CEIA USA</i> | 146 | <i>Poongsan</i> | 133 |
| <i>Chenega</i> | 128 | <i>PTS Expeditionary Communications</i> | 112 |
| <i>CoVar</i> | 43 | <i>Rafael USA</i> | 17 |
| <i>CTC – Concurrent Technologies Corp.</i> | 144 | <i>Rampart Products</i> | 97 |
| <i>CTG – A Division of Blue Raven Solutions</i> | 147 | <i>Rheinmetall</i> | 37 |
| <i>Cummins</i> | 73 | <i>Rolls Royce</i> | 145 |
| <i>dfYOUNG</i> | 131 | <i>RTX</i> | 53 |
| <i>Doodle Labs</i> | 160 | <i>Scepter</i> | 156, 157 |
| <i>Fischer Connectors</i> | 125 | <i>Sikorsky</i> | 101 |
| <i>GD Land Systems</i> | 31 | <i>Skydio</i> | 151 |
| <i>GE Aerospace</i> | 107 | <i>SourceAmerica</i> | 47 |
| <i>Gemstar</i> | 21 | <i>Streamlight</i> | 139 |
| <i>General Atomics Aeronautical</i> | 123 | <i>Systel</i> | 113 |
| <i>General Dynamics Mission Systems</i> | 69 | <i>Textron Systems</i> | 77 |
| <i>GMP – Global Military Products</i> | 3 | <i>TTM Technologies</i> | 136 |
| <i>Gulfstream</i> | 153 | <i>USAA</i> | 89 |
| <i>HDT Global</i> | 11 | <i>V2X</i> | Cover 4 |
| <i>HII</i> | 81 | <i>WB – Will-Burt</i> | 25 |
| <i>IMMI</i> | 120 | <i>Weibel</i> | 152 |
| | | <i>Wilcox</i> | 129 |

★ FINAL SHOT ★



A STEP AT A TIME

Master Sgt. Martin Arcilla of the 83rd U.S. Army Reserve Readiness Training Center descends the stairs of the rappel tower at Joint Base McGuire-Dix-Lakehurst, New Jersey.

U.S. ARMY/SGT. 1ST CLASS CRYSTAL HARLOW

FUTURE LONG RANGE ASSAULT AIRCRAFT



REVOLUTIONARY MANEUVER

Expanding Tactical Options » Extending Operational Reach

Exploiting Temporary Domain Dominance » Leveraging Relative Sanctuary

Speed of Execution

bell.co/revolutionary





V2X builds innovative solutions that integrate physical and digital environments by aligning people, actions, and technology. V2X is embedded in all elements of a critical mission's lifecycle to enhance readiness, optimize resource management, and boost security. The company provides innovation spanning national security, defense, civilian, and international markets. With a global team of approximately 16,000 professionals, V2X enables mission success by injecting AI and machine learning capabilities to meet today's toughest challenges across all operational domains.

Visit www.gov2x.com/defense to learn more.

VISIT US AT
AUSA 2024 – BOOTH #1327



**TRUSTED WHEREVER
THE MISSION LEADS**

7901 Jones Branch Drive • Suite 700
McLean, Virginia 22102
571.481.2000

gov2x.com

