



Army Secretary Dan Driscoll, left, meets with soldiers participating in the Army Fitness Competition June 14 during the Army Birthday Festival in Washington, D.C. (U.S. ARMY/PFC. JOSE GARCIA)

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Driscoll: Troops drive transformation

Soldiers on the ground are best suited to ensure that the Army is transforming into the most efficient, lethal force possible, Army Secretary Dan Driscoll said during a recent episode of the *From the Green Notebook* podcast.

"Instead of saying, 'Hey, I need to change to move the ship,' or 'Gen. [Randy] George needs to move the ship,'" Driscoll said, referring to the Army chief of staff, "we need to ... just provide air cover down so that the soldiers can move the ship."

Fighting in Ukraine has shown that warfare has changed, Driscoll said. "In a lot of ways, the average soldier, if we just give them a credit card and say, 'Innovate to save your life and the life of your buddy if we ever deploy,' ... I think they would be

superb at it," he said. "We just need to get out of their way."

About 15 years after he served as an armor officer with the 10th Mountain Division, Driscoll is three months into his time as the 26th Army secretary, a position that has challenged him to remain calm in the face of inefficiencies he refers to during the interview as "irrationality ... at scale."

Spending time with soldiers and understanding their experiences limits groupthink, Driscoll said, adding that about 90% of the valuable feedback he's gained about the Army in the past three months has come from having those conversations and "in those moments."

Driscoll leads an Army that has just celebrated its 250th birthday and is working through a sweeping

transformation that includes transforming in contact, which puts new technologies in soldiers' hands for testing, and the Army Transformation Initiative, a plan announced in May that eliminates obsolete equipment, streamlines the force and pursues capabilities such as drones and long-range fires.

"If everyone in the United States Army doesn't feel something from it in the next six months, we have failed," Driscoll said about the Army Transformation Initiative.

"The reason ... [the] Army Transformation Initiative came to be is because, for 30 or 40 years, the Pentagon has optimized for ... interests that just don't serve soldiers well in the short term," Driscoll said. "And

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Soldiers produce drones, potable water in the Philippines

Manufacturing drones and producing potable water are some of the renewable combat capabilities being executed forward by a 25th Infantry Division brigade in the Philippines, said Maj. Gen. Marcus Evans, the division's commanding general.

Leveraging the resources of the Joint Pacific Multinational Readiness Center-Exportable headquartered at Fort Shafter, Hawaii, and the 7th Infantry Division, the 25th Infantry Division's 2nd Mobile Brigade Combat Team recently conducted realistic training with U.S. allies and partners during exercises at Fort Magsaysay in the Philippines.

Designated as a transforming in contact brigade last fall, the 2nd Mobile Brigade has used some 200 pieces of equipment for testing and experimentation, Evans said during a June 4 call with reporters.

While the division has more than 300 drones, by deploying with additive manufacturing equipment, the brigade has produced dozens more drones for immediate use by soldiers. "We started this initiative at the beginning of this year, ... which is a deployable 3D-printing capability forward into the region," Evans said.

The drones are being 3D-printed by soldiers specially trained to oper-



A soldier with the 25th Infantry Division uses a Developmental Command Exportable Lab to assemble first-person view drones at Fort Magsaysay in the Philippines. (U.S. ARMY PHOTO)

ate additive manufacturing equipment through the division's Lightning Lab, an innovation center at Schofield Barracks, Hawaii.

On the ground in the Philippines, the drones were even improved upon, said brigade Command Sgt. Maj. Eric Guevara, who explained that the 3D lab developed a single-component frame that's easier to assemble than a previous frame that involved three to five parts.

By using off-the-shelf components such as motors and cameras, Guevara said, soldiers were able to assemble

three to four drones per hour, a pace that "definitely" increases lethality. "The bottom line is the soldiers here on the ground are absolutely working through the challenges that we encounter with drones," Guevara said.

The brigade also has extended the range of its drones from a short-range reconnaissance capability of about 3 kilometers to up to 30 kilometers, Evans said.

For the training event, the brigade deployed with a Tactical Water Purification System. Pulling water from an "existing source," Evans said, thousands of gallons of purified water has been produced and distributed by land and air, eliminating the logistical challenge that comes with relying on bottled water.

"To be able to take this newly developed and fielded equipment that started in the fall time period has afforded soldiers the opportunity to innovate with this and provide bottom up feedback," Evans said, noting that it all is taking place in a jungle environment during monsoon season, affording soldiers the chance to work through additional environmental factors to "truly understand capability limitations and operational employment considerations."

Meet the AUSA headquarters staff

Shelby Parish

Senior Meetings Manager

Shelby Parish has been with AUSA since the spring of 2021 and manages aspects of logistics for the association's major events. With nearly 20 years of experience in association event planning, Shelby brings a wealth of expertise to her role. Outside of work, she spends her time chasing after her toddler and counting the days until warm weather arrives and summer gardening begins.



War in Ukraine reinforces importance of boosting munitions modernization



A Joint Munitions Command civilian employee welds missile containers at Letterkenny Munitions Center in Chambersburg, Pennsylvania. (U.S. ARMY/DORI WHIPPLE)

The Army's munitions industrial base is expanding and modernizing to prepare for the future fight, the commanding general of Joint Munitions Command said.

"The Army's [organic industrial base] is crucial to military readiness and national security," Brig. Gen. Daniel Duncan said during testimony before the House Armed Services tactical air and land forces subcommittee. "The OIB ensures DoD can meet their joint force demands in war and peace."

The Army's organic industrial base produces, maintains and repairs military equipment, including everything from ammunition to weapons systems, in government owned and operated facilities, he said.

The Russia-Ukraine war highlighted the importance of investing in the Army's munitions capabilities, including "major investments in U.S. steel companies" to increase production of 155 mm artillery rounds, said Maj. Gen. John Reim, joint program executive officer for armaments and ammunition and commanding general of Picatinny Arsenal, New Jersey.

"Ukraine has really highlighted

the significant demand and ... the investments that are being made in infrastructure and our Army ammunition plants," he said.

Many key materials needed to produce ammunition aren't manufactured in the U.S., he said. The Army looked for international, "friendly" sourcing, but "in terms of national security and ... long-term strategy, we need to make those investments here in the U.S.," Reim said.

The Army also has launched a 15-year, \$18 billion effort to modernize facilities, processes and the workforce to bring the organic industrial base into the 21st century, infusing industry best practices and refining human capital management structures to maximize workforce skills and capabilities.

Investing in the Army's munitions is vital, speakers from the hearing wrote in a joint statement to the subcommittee. "As we look ahead, continued optimized investment in the munitions industrial base and modernization efforts at OIB facilities are critical in sustaining national security and supporting the warfighter," they wrote.

AUSAExtra

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MEMBERSHIP RATES. To celebrate the U.S. Army's 250th birthday, from April 1, 2025, to Dec. 31, 2025, membership rates are reduced to a five-year Premium rate of \$50 and a two-year Premium rate of \$30. Lifetime membership is \$250. A special Premium rate of \$10 for two years is open to E1-E4 and cadets only. Two-year Basic membership with select benefits is free. Learn more at www.ausa.org/join.

PERK OF THE WEEK



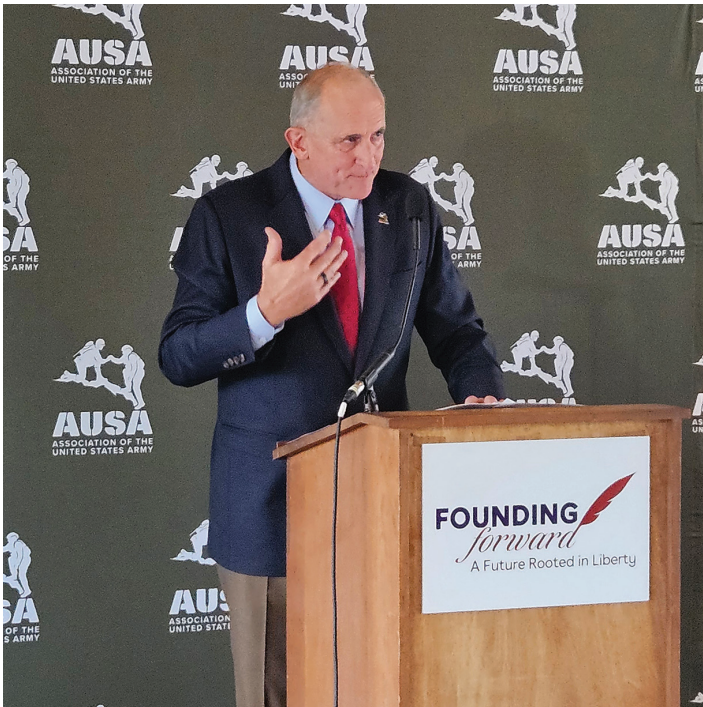
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Celebrating the Army's 250th birthday

The Association of the U.S. Army is proud to mark 250 years of soldiers' service and sacrifice.



AUSA mascot Sgt. R. Hero, center, and members of the association's national headquarters staff represent AUSA at the 250th U.S. Army Birthday Festival on the National Mall in Washington, D.C. (AUSA PHOTO)



Retired Gen. Bob Brown, AUSA president and CEO, speaks during the Army 250th birthday celebration in Philadelphia hosted by AUSA and its Greater Philadelphia-Penn & Franklin chapter. (AUSA PHOTO)



AUSA mascot Sgt. R. Hero cheers on an attendee doing burpees—a leg and chest endurance exercise—during the Army birthday celebration in Philadelphia hosted by AUSA and its Greater Philadelphia-Penn & Franklin chapter. (AUSA PHOTO)

Driscoll

From Page 1

then as you piled them on over 30 or 40 years, it actually kind of hol-
lowed out the fundamental function
that the Army leadership and the
Pentagon leadership should be serv-
ing for the soldiers.”

That fundamental function,
Driscoll said, is to train soldiers “as
well as we can, give them the best
equipment that we can possibly af-
ford, and when we send them for-
ward to fight and kill on our behalf,
increase the odds of them being suc-
cessful and coming home.”

Soldier feedback is critical, and
Army leaders are listening, Driscoll
said. Previously, when troops en-
countered inefficiencies, it was diffi-
cult for them to reach leaders in the
Pentagon, he said.

He used as an example a raid on an
IED factory during his deployment to
Iraq. After risking roadside bombs

and setting up a cordon around the
target, the soldiers were poised to
get to work by cutting a lock. But
when they called on the radio that
they were about to move in, the mis-
sion was called off because the rules
of engagement no longer allowed
them to cut locks. “I remember lying
in bed that night enraged,” Driscoll
said. “One of us could have died. How
could this possibly have come to be?”

“Nobody intends those kinds of
outcomes, but the feedback loop from
that moment back up to the Pentagon
has been broken for a long time,” he
said. “When you see those moments,
you have to tell us. You have to push
it up, ... because we need to get bet-
ter. ... If we're going to plan to en-
gage in possible conflict in the next
one day to five years with a peer, we
have to be our best selves, and we,
the leadership team, can no longer
allow decisions like that ... to occur
anymore.”



Soldiers assigned to the 2nd Cavalry Reg-
iment unload mortar ammunition in prepa-
ration for a combined live-fire operation
June 15 during exercise Saber Guardian
25 in Hungary. (U.S. ARMY/SPC. CARLOS MARQUEZ)

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Community partnerships celebrate, strengthen families

As we celebrate the Army's 250th birthday, we are reminded of its cherished traditions that need to be preserved and passed down, such as Army balls. The formal attire of the ball signifies respect and honors the sacrifices of our service members and their families.

That is why the Association of the U.S. Army's Family Readiness directorate and Operation Deploy Your Dress are thrilled to continue to support these traditions through our partnership.

Operation Deploy Your Dress was formed in late 2015 at Fort Bliss, Texas, by a group of military spouses

Family Readiness

who organized a dress swap to lessen the cost of formal wear for

holiday balls. The idea quickly grew into an organization run by dozens of volunteers, offering gently used dresses and accessories to military members and dependents. AUSA and Operation Deploy Your Dress recently teamed up to host a pop-up event at Schofield Barracks, Hawaii, in conjunction with the association's LAN-PAC Symposium and Exposition. It was truly a magical event, with hundreds of gowns available for military and dependent ID card holders.



Holly Dailey, left, AUSA's Family Readiness director, registers a military spouse for the association's pop-up dress giveaway event in Hawaii, hosted in partnership with Operations Deploy Your Dress. (AUSA PHOTO)

Participants received one free dress of their choosing and an accessory. In addition, they were able to connect with and learn about military friendly resources such as the garrison's Family and Morale, Welfare and Recreation office, AAFES, the Defense Commissary Agency, Military OneSource and—of course—the local AUSA Hawaii chapter.

"It was an honor to host the inaugural Operation Deploy Your Dress event in Hawaii—an initiative that

directly supports our mission of strengthening military families and enhancing readiness," said retired Col. Tracy Lanier, the chapter president. "By providing spouses with complimentary gowns and accessories, we not only celebrated their contributions but also reinforced the importance of community connection and morale."

"Small gestures can make a lasting impact," Lanier said. "We look forward to supporting future ODYD events that continue to uplift and empower our military community in Hawaii."

We would be remiss if we did not send a special shoutout to the three places that collected gowns prior to the event: the Hui O Na Wahine Thrift Shop, the Aiea office of First Command Financial Services, and the Guaranteed Rate mortgage lender in Honolulu. We would also like to extend a sincere thank you to those who volunteered, supported and donated gowns. Thank you for continuing to emphasize the importance of military traditions and for making a difference for all our military families.



Participants in the giveaway hosted by AUSA and Operation Deploy Your Dress at Schofield Barracks, Hawaii, received one free dress and an accessory. (AUSA PHOTO)

Holly Dailey is AUSA's Family Readiness director.

Chapter symposium focuses on Army space capabilities

Leaders from the Army space domain shared their vision for the future of space and missile defense operations during a symposium hosted by the Association of the U.S. Army's Greater Los Angeles chapter.

"It's no secret that right now is a time of great change, in our Army and in our world," said Lt. Gen. Sean Gainey, commander of Army Space and Missile Defense Command, according to an Army news release. "I'm very fortunate to have a command that's been called out in both the Department of Defense and the Army transformation initiatives when you're talking Army space and Army missile defense and what we do for that fight."

To enhance the Army space cadre, the service has created a new 40D

Greater Los Angeles

MOS, space operations specialist, which is on track to become official by October 2026. Ultimately, the goal is to develop an Army space branch, Gainey said. "Having space professionals and being able to grow future space professionals is incredibly critical as we move forward," he said.

An increasing reliance on space-based capabilities to operate with tactical precision and a closing gap between the U.S. and near-peer competitors means the Army can't wait to achieve and maintain superiority in the domain, said Brig. Gen. Donald Brooks, deputy commander for operations at Space and Missile Defense Command.

"Denying the adversary access to space capabilities is tremendously important as it increases, once again, our lethality by limiting the adversary's ability to see, sense, understand, stimulate and strike us in and through those space domains," Brooks said. "In multidomain operations, success in Army space is absolutely critical to fighting and winning our nation's wars."

Col. Felix Torres, commandant



Spcs. Klay Walker, left, and Alexander Best, assigned to the 1st Space Battalion, work on a Mobile Integrated Ground Suite in May at Fort Carson, Colorado. (U.S. ARMY/DOTTIE WHITE)

of the Space and Missile Defense Center of Excellence, said that the Army's strength lies in its ability to develop and field trained and ready soldiers, which applies to the space domain now more than ever. If non-space professionals can be taught to

act as space enablers, the Army will exponentially increase its impact, he said.

"The Space and Missile Defense school is ready to support Army, joint and coalition partner needs, current and future, by developing and maintaining a highly skilled workforce, recruiting and maintaining top talent and cultivating strong leaders with deep expertise in this critical domain," Torres said.

The Army has a big role to play in joint force operations to deny, disrupt and degrade enemy operations throughout the space domain and deliver capabilities and formations with precise specialized effects, Gainey said, adding that feedback from soldiers will drive major innovations.

"These are the types of opportunities I have within Space and Missile Defense Command, to not only drive capability but get feedback from soldiers within my command and multidomain task force to move fast and to be able to keep pace with the threat," he said. "We're incredibly excited about what the future holds and how this command will play an important role moving forward."



Lt. Gen. Sean Gainey, commanding general of Army Space and Missile Defense Command, speaks May 29 during a symposium hosted by AUSA's Greater Los Angeles chapter in Long Beach, California. (U.S. ARMY/SGT. BRANDON SPILL)

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