

# INFANTRY ★BUGLER★

THE OFFICIAL PUBLICATION OF THE NATIONAL INFANTRY ASSOCIATION

10<sup>TH</sup> MOUNTAIN DIVISION ISSUE

U.S. ARMY  
MARKS  
250 YEARS



Inseparable Link  
of Soldier Load  
& Sustainment

Innovation,  
Transformation  
and the Culture  
to Change



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**ON THE COVER:** 10TH MOUNTAIN DIVISION SOLDIERS WERE TRANSPORTED TO THE LANDING ZONE AT DIVISION HILL DURING THE D-SERIES XXIV WINTER CHALLENGE ON FORT DRUM, NEW YORK 19 JANUARY 2024. TODAY'S D-SERIES COMMEMORATES THE TRIALS AND TRIBULATIONS OF THE INAUGURAL CLASS OF THE 10TH MOUNTAIN DIVISION, EXPERIENCED DURING THE CULMINATING EVENT HELD IN 1944 THAT BEARS THE SAME NAME.. (U.S. ARMY PHOTO BY SPC SALVADOR CASTRO)

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## Call for Submissions

Do you have an opinion concerning one of the stories in this issue? We would like to print your responses in our Letters to the Editor column. Have you researched a topic that is of interest to Infantry Soldiers? Submit it to us as an article for the *Infantry Bugler*. Do you have personal experiences or valuable lessons learned that would benefit other readers? Let us be your vehicle for delivering those thoughts. Send your submissions to [bugler@infantryassn.org](mailto:bugler@infantryassn.org).





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## From the Chairman



LTG (Ret) Thomas F. Metz

I try to keep up with current events as they relate to our U.S. Army's Infantry, but I'm often caught going beyond our Infantry and into the challenges our Brigades, Divisions and Corps face in Theaters around the world. I wrote this column while visiting with our daughter and her family. I got motivated by a movie, *Greyhound*, which we watched one evening while we enjoyed popcorn, chips and dip, and crackers and cheese. This movie was about our

Navy protecting re-supply ships as they crossed the Atlantic Ocean in World War II. While our ships were outside of support from air cover, the Nazi submarines attacked these surface ships. I assume that we and our allies could use all the warriors and their supplies that made it safely to harbors in Europe. Because I've thought a lot about the potential for World War III, this movie caused me to think about the need for a Navy to protect the shipping of our troops, their weapons and logistics to win WWII. The WWII I envision is a war in Europe, the Middle East and Asia, all three of which will require significant Naval support—on the sea, under the sea and above the sea. The Atlantic Ocean, the Pacific Ocean and Mediterranean Sea must be controlled by us and our allies.

Author Nicholas Slayton in a "Task and Purpose" article wrote that "Soldiers will head overseas in support of deterrence missions in eastern Europe and Korean Peninsula, as well as U.S. operations in the Middle East." I would add the defense of Taiwan because I believe China's demographic challenges (one child per family) will cause them to attack Taiwan sooner rather than later.

He goes on to say, "Army announced the round of deployments on Friday, 24 January. Each one is described as part of a regular rotation of American Forces, although some are to areas that are seeing active combat or attacks on American personnel." He went on to say, "The Army did not specify what countries they specifically will be operating in. U.S. troops are active throughout the Middle East, with Army Soldiers taking part in counter-ISIS operations. Troops and U.S. bases have also been targeted in attacks by militias tied to the ongoing regional tensions since the Israel-Hamas War in Gaza that started on October 2023.

We live in a very complex world at a very dangerous time. All of our Services and their subordinate units need well trained Soldiers, Sailors, Airmen and Marines. Often, units from the Services form Joint Organizations to maximize their capabilities, and training together as a Joint Force pays significantly. At a time when our Nation could face war on short notice, on multiple fronts and against capable enemies, we must be prepared to fight and win. Infantrymen must be ready to close with and destroy our enemies. Infantrymen must also know the tasks they must master, successfully train those tasks under very demanding conditions and meet the standards for which success is reached.

## From the President



COL (Ret) Robert E. Choppa

What is the most important thing about the 250th Anniversary of our Infantry? This is a personal question. There are no right or wrong answers. Of course, everyone will want to wish a Happy 250th Anniversary to the Infantryman, Grunt, Mud Soldier, Earth Pig, along with all of the Infantry Units (Big Red One, Second to None, Rock of the Marne, Dogface Soldiers, Mountain Soldiers, Jungle Soldiers, Paratroopers, Devils in Baggy Pants, Panthers, Rakkasans, Strike, Airborne Rangers, etc.).

Our Infantry units were the first formed to support and fight our Revolutionary War. The average rifleman in the original rifle companies possessed firearm expertise, individual marksmanship, tactical movement and a deep

knowledge of woodsman skills. Most of these skills we continue to teach Infantrymen today. We know that the Infantry today is the only maneuver branch with the mission to close with and destroy the enemy utilizing fire and movement to defeat or capture him or repel his assault by fire, close combat and counterattack. Closing with the enemy demonstrates overcoming personal fear. Is it the fearless initiative to fight that is so important to the Infantryman? Is it the physical and mental toughness that is the most important? Is it their individual desire to overcome the adversity of weather, terrain or threat that is most important? Or is it all of these skills, knowledge and attributes that made the Infantrymen of 1775 successful, and continue to be battle tested over the last 250 years?

Infantry leaders today are expected to synchronize the elements of combat power to defeat the enemy. The Infantry fights the close and toughest fights, close range, lethal and deadly. History shows that 80 percent of those killed in action are Infantrymen. Most of the examples of selfless service, valor and heroics on the battlefield are in the smaller units of Infantry. Is it the fact that most of those who are in the Infantry engaged enemy forces in close combat? Is it the shared hardship, split-second reaction to fires, living daily in life-or-death situations, overcoming physical and mental hardship and pain, sharing suffering, and overcoming adversity? Think about what you learned in the Infantry. You learned the importance of teamwork. You learned that the five-man fire team is always stronger than five individuals. You know that a team is made up of five warriors that are all different—each with strengths and weaknesses. You know that you rely on each other and trust each other.

You learned that all five team members see things differently with different upbringing, decision-making, critical thinking and perspectives. You know that you have to integrate all of these into a single picture. You also know that once a decision is made, everyone on the team must work to see it through fruition.

Personally, the most important thing is the bonds shared between Infantrymen. It is the closeness and honor that Infantrymen have for each other. It is knowing that each will give his life for the man to his left and right. It is a bond built from overcoming adversity, miserable conditions, lack of sleep, pitiful support and shared hardship. In a foxhole, bunker, hooch or vehicle, Infantrymen will share feelings, thoughts, fears, future plans and heartbreak with the members of their team. The Infantrymen in a Fire Team develop bonds that will never be equaled nor broken. Friendships and brotherhood that will last forever. For this and all of the other reasons, we all love Infantrymen. We stand at attention and honor the Infantrymen of the past, present and future. We share pride in knowing that we have 250 years of dedicated, selfless and courageous service to the American people. The Infantry are the guardians of freedom, and you share their brotherhood. Thanks to all our Infantrymen for their sacrifice and we wish them a Happy 250th anniversary this year.

I am the Infantry, Follow Me!



## From the Chief of the Infantry



BG Phillip Kiniery

As we celebrate 250 years of service, we must reflect on our long history as the forebearer of the U.S. military. The Infantry Branch is the backbone of all U.S. Army combat operations and has profoundly shaped the course of history not only in our nation but globally. As we honor this history, we recognize our responsibility to continue defending the nation, just as we have done for the past two and a half centuries.

On 14 June 1775, the U.S. Army officially organized under GEN George Washington to defend the freedoms that would become the foundation of our nation. Yet, even before the

Army's formal establishment, various units were forming across the Colonies, driven by the urgent need to fight for independence during the American Revolution. The "Warrior Spirit" that shaped the Soldiers and Leaders is still seen today in the U.S. Army Infantry formations wherever we are deployed. This spirit embodies honor, loyalty, courage and an unwavering commitment to duty.

As we look toward the future fight, the Army's success will continue to depend on the aggressiveness and lethality of our Infantry forces, particularly at the squad level. For the *Queen of Battle*, the Infantry Squad is the most lethal and decisive element for the maneuver force on the battlefield. Our Infantry Squads are trained, willing and capable to operate as members of a team or individually to close with and destroy the enemy. As throughout our storied history, the Infantry has adapted to the changing nature of warfare while remaining steadfast in its core values. From the battlefields of the American Revolution to modern day conflicts, the Infantry is always at the forefront, demonstrating our unmatched courage and tenacity that can still be seen in Infantry formations today.

The will to close with and destroy our Nation's enemies in hand-to-hand combat, *Spirit of the Bayonet*, remains vibrant within our Infantrymen. This has guided us for the last 250 years and will continue to lead us for 250 more. As the 62nd Chief of Infantry, I am filled with pride for the legacy we uphold and the Soldiers we train. Our commitment to excellence and readiness is unwavering, and it is our moral imperative to ensure our Soldiers are trained to fight, survive and win on the hardest day of combat.

The challenges we face today may be different from those encountered by our forebears, but the principles of leadership, teamwork and winning remain unchanged. As we train the next generation of Infantry Soldiers, we instill in them the same spirit that has driven us for centuries. We emphasize the importance of tactical proficiency, physical fitness, grit, commitment to duty and the ability to operate in any environment. It is this combination of skills that will ensure our continued domination on the battlefield.

As we celebrate this significant milestone, we also honor those who have served before us—the men and women whose sacrifices have paved the way for our successes. Their legacy serves as a constant reminder of the values we hold dear and the responsibilities we willingly bear. We carry their indelible memory with us as we charge forward, defending freedom and committed to upholding the *Spirit of the Infantry*.

I am honored and have the utmost pride in being a part of this illustrious lineage. The Infantry is not just a branch of service; it is a way of life, a calling to serve our nation and protect our freedoms. As we continue our mission, let us do so with the *Spirit of the Bayonet* in our hearts and the unwavering determination to WIN! Together, we will forge a path toward a future that honors our past and embraces the challenges ahead.

I am the Infantry! Follow me!



## Letter to the Editor

*I spent some quality time over the weekend just reading and enjoying the Winter issue of the Infantry Bugler.*

*Of course, "Remains of WW1 Soldier Returned Home" on the front cover certainly grabbed my attention. Bringing home the remains of a soldier 105 years, eight months and 27 days after he was reported missing is a feat of unimaginable proportions.*

*But, even more impressive to me was the detailed information on DNA—one of my favorite subjects. I never knew that certain DNA only runs through the maternal line, while other DNA only runs through the paternal line. To me, until now, DNA*

*was DNA. But it now makes so much more sense that you need to find the right family member/right lineage to make a positive genealogical match. After watching no less than a million TV shows involving DNA, it took one paragraph in this excellent article to make me aware of this super important fact.*

*This "treasured" article (along with the issue) now has a special place in my "read this again and again" drawer. Thank you so much for this amazing insight and wonderful issue.*

*Can't wait to see the next issue.*

*Joan Rizzo*

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## From the 10th Mountain Division (LI)



MG Scott Naumann  
Commanding General,  
10th Mountain Division

This year, the 10th Mountain Division celebrates “80 years of Mountain,” and we are honored that National Infantry Association is highlighting the division in this issue. In 1945, the 10th Mountain Division earned the mountain designation and began wearing the mountain tab over our trademark crossed bayonets. This year also marks 40 years since the division was reactivated at Fort Drum, New York. Throughout the

years, this unit has continued to maintain a reputation as America’s light infantry division. In the 10th Mountain, we are ready today, we endeavor to be relevant tomorrow, we take care of our people and we honor our heritage.

As a division, we are focused on warfighting. Since 1985, the 10th Mountain Division has remained the most deployed division in the U.S. Army. Currently 1st Brigade, 3rd Brigade, the Aviation Brigade and our Division Sustainment Brigade are conducting missions for our nation in Europe, the Middle East, Central America and North America. I believe our division has a unique advantage over our adversaries as light infantry. We must, as our Division Song states, “go where others dare not go.” Fighting light remains a hallmark of our division, and our ability to move over snow-covered regions and severely restrictive terrain gives us a decisive advantage. The home station training we conduct at Fort Drum and Fort Johnson, prepares our Soldiers to deploy, fight and win worldwide. As a light infantry division, warfighting must always be our focus.

To stay relevant tomorrow, our Army must transform. In the 10th Mountain, we are proud of our past, but one of the things that makes this division unique, is that we have never, and will never, rest on our laurels. Our 3rd Light Brigade Combat Team was designated as one of the Army’s three Transformation in Contact units. This is more than just fielding new equipment. The 3rd Brigade will employ a new organizational structure as part of their Joint Multi-Nation Training Center Rotation. The lessons learned from this rotation will inform the Army on how infantry organizations should be organized, how light infantry fights, and the equipment they should employ. In the Italy Campaign, the 10th Mountain had the motto “Sempre Avanti,” which translates into “Always Forward.” As we share the TiC lessons learned across the division and the Army, it is imperative that our division is always moving forward to

ensure the success of our light infantry on future battlefields.

As the most important asset in our division, it is imperative that our people are a focus in all we do. For our Soldiers, this means honing our home station training to develop our junior enlisted and non-commissioned officers. The courses offered by the Mountain Training Group provide world class training in mountaineering, cold weather operations, and shooting. These courses are essential as we develop NCOs who will lead our Soldiers in combat. For our families, we remain committed to providing for our Soldier’s loved ones both during training and while deployed.

This division has a proud heritage, and as we look back on the 80 Years of Mountain, there a few events I want to highlight. From our history in World War II, we will celebrate the 80th anniversary of the division’s assault on Riva Ridge and the attacks on Mount Belvedere in Italy. Together with the Italian government, and the Brazilian forces who fought alongside the division, we will celebrate key events. We will also celebrate the descendants of the 10th Mountain with our Legacy Days events in Vail, Colorado. For the last 50 years, the veterans of the 10th Mountain and their families have gathered in Vail to celebrate those young ski Soldiers who trained at Camp Hale, Colorado before deploying to fight the Nazi forces in Italy. This year, we are proud to celebrate 80 years of Mountain with our Soldiers, their families and the descendants of those brave Soldiers who came before us.

I hope you enjoy the articles featured in this issue of *The Bugler* focusing on warfighting, transformation, people and heritage. These areas are at the core of our division and the U.S. Army Infantry. From the slopes of Camp Hale, Colorado, to the streets of Mogadishu, to the mountains of Afghanistan and the deserts of Iraq, our Division will continue to “Climb to Glory!”★



Soldiers of Headquarters and Headquarters Battalion, 10th Mountain Division stand in formation prior to marching the pass and review during a Transfer of Authority Ceremony on 5 April 2023, at the Carol I National Defense University in downtown Bucharest. The 10th Mountain Division headquarters is deployed to Europe to support the mission, assure allies and partners, and deter further Russian aggression.

## Words with Meaning: Innovation, Transformation and the Culture to Change

In 1940, the head of the National Ski Patrol, Charles “Minnie” Dole, approached the Army Chief of Staff, GEN George Marshall, about forming a mountain division, a new concept for the American Army. Based on Finnish successes against the Soviet Army in 1939, there was a case for a new formation, outfitted with the latest technology, and specifically trained to fight at high altitudes. Marshall agreed, and from its inception in 1943, the 10th Division had a culture that embraced change. Over the next two years, the unit refined new tactics, tested new equipment, adapted its structure and trained extensively at Camp Hale, Colorado.

The Army no longer has 100 divisions and doesn’t have the luxury of a two-year train-up. Without real innovation, the Army will find itself outsmarted and outmaneuvered on the modern battlefield. We cannot afford buzzwords or catch phrases to describe what should be inherent to our culture—we must adapt rapidly to win. Today, divisions must provide purpose to innovation initiatives, transform while in contact and maintain a culture of innovation. This is not just true for the 10th Mountain, but must be the mindset in every unit across the Army.

### Focus Innovation Efforts

Innovation must have a focus to sustain fruitful projects. This includes working to improve existing rules, regulations or material solutions. Focus ensures innovation efforts create solutions that are worthwhile and within the commander’s intent. In the 10th Mountain, innovation efforts have two key focus areas: improve home-station training and increase the lethality of the light Infantry.



U.S. Soldiers, assigned to 317th Brigade Engineer Battalion, 3rd Brigade, 10th Mountain Division (LI), test new unmanned aerial drone systems during exercise Combined Resolve 25-1 at the Joint Multinational Readiness Center, Hohenfels Training Area, Hohenfels, Germany, 15 January 2025. (U.S. Army photo by PFC Rayonne Bissant)

Home-station training may not sound like an innovative focus, but it was born from the necessity of training 10th Mountain units for the counter unmanned aerial systems (cUAS) threat in Iraq and Syria. Few installations have permissive airspace to fly and shoot down UAS. This is more than a hinderance to training—it puts Soldiers at risk when deployed, where the biggest threat remains one-way attack drones.

As mentioned by MG Scott Naumann during the 2024 Maneuver Warfighting Conference, “Conducting cUAS should be as easy as going to the rifle range.”

In 2024, the division conducted Operation Hard Kill, where the 10th Mountain, in concert with Development Command (DEVCOM), highlighted the latest in cUAS technology. This required understanding all Federal Aviation Administration requirements to engage UAS with electronic warfare and kinetic weapons, and requirements to utilize laser weapons firing above the horizon. Home-station training was taken a step further in November 2024, when the division conducted Operation Hard Kill, a Multi-Domain Live Fire Exercise on Fort Drum. During this exercise, the complete kill chain was completed by placing FM emitters on tank hulls in the impact area, having targets detected by electromagnetic sensors and firing at targets after working through the division’s targeting process. These FM emitters were built in the 10th Mountain innovation lab and were themselves innovative. They utilized FM signals to more closely replicate enemy radio traffic and were programmed to conserve battery life in extreme cold. Built to be disposable at under \$200 a piece, they were placed on targets and provided feedback when targets were destroyed.

The division is also focused on small unit lethality. When Naumann charged the division to “make an Infantry Brigade Combat Team, as lethal as an Armored Brigade Combat Team,” Soldiers found ways to employ new technologies to make dismounted small units more lethal. They utilized 3D printing to make UAS bodies, and cradles for a variety of payloads. The focus on lethality extends to equipping individual Soldiers. Earlier this year, units started experimenting with changing their thermal and visual signatures. The innovation lab produced clothing, which was extremely effective in masking a Soldier position against thermal detection. Soldiers have also taken a new approach to decoys on the battlefield. Division Artillery Soldiers worked with the innovation lab to create a Light Medium Tactical Vehicle that produced a visual, electronic and heat signature similar to a Q53 Radar in order to deceive enemy detection efforts.

This is only possible when focus is applied to innovation efforts. The Army is filled with talented people, but they cannot just be ordered to innovate. With purpose, direction and resources, Soldiers and staffs can create extremely innovative solutions.

### Transforming While in Contact

Transformation efforts must focus on winning the next conflict, not the last one. Large leaps in technology often occur

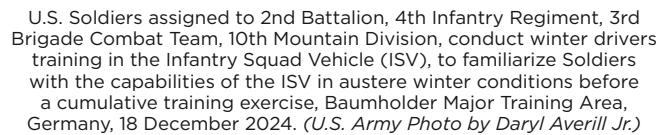


When the Army designated 3rd Brigade as one of only three Transform in Contact (TiC) brigades, the unit was already preparing to deploy to Europe to deter Russian aggression. Being a TiC unit while forward deployed has offered unique opportunities. In addition to providing the Army feedback on newly procured equipment, 3/10's deployment has shown how an Army Service Component Command can rapidly field equipment forward. 3/10 was the first forward-deployed TiC unit, and the first to test TiC equipment at the Joint Multi-National Training Center, where the Army gained invaluable feedback on how TiC equipment performed in extreme temperatures. Just miles away from the border in Ukraine, 3rd Brigade is truly transforming in contact. TiC is not just about equipment, it is about the process of transformation.

For 10th Mountain brigades, continuous deployments offer an unparalleled opportunity to provide feedback on the Army's newest equipment and structure to ensure that we are always adapting to current and future threats. We must test our equipment and structure forward deployed, and under the most strenuous circumstances possible to be truly transformative.

A culture that encourages innovation and experimentation is essential. To correctly build an organization where innovation occurs, leaders must encourage their subordinates to solve problems with the resources available. At lower levels, young leaders must aggressively find ways to overcome problems and generate solutions. When lower levels cannot continue due to bureaucratic roadblocks, then higher levels, like the division, must drive organizational change.

Higher echelons must tackle roadblocks to innovation. This involves challenging policies, assuming risk or conducting interagency coordination. For the 10th Mountain, the division



Culture is extremely hard to build, and once started, must be maintained. To do this, all echelons must be supportive. Junior leaders should allow subordinates the time and resources to work solutions, and when they hit a roadblock, higher echelons should either back the innovative effort or assume risk from the subordinate.

Innovation, transformation and culture are easy to promise, but hard to deliver. Eighty years ago, a division was formed out of an innovative idea. The risk of any organization, no matter how innovative and transformative its birth may have been, is to become mundane and robotic. There must be a drive to push further and become more lethal. We must remain focused on pushing the limits of home-station training and becoming the practical use experts in cUAS. Similarly, 3/10's TiC lessons are essential, and the most effective equipment must be given to deploying units. However, the most essential piece of the 10th Mountain, and all our Infantry Divisions, is the culture of fostering innovation. If Army leaders are focused in their innovation efforts, capture lessons on equipment and structure from current conflicts and continue to foster innovation, then we will win the next conflict.

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U.S. Army Soldiers assigned to the 2nd battalion, 30th Infantry Regiment, 3rd Brigade Combat Team, 10th Mountain Division out of Fort Johnson, Louisiana unload a CH-47 Chinook helicopter during a hot/cold loading exercise at the Sodankyla Airfield in Finland, 21 May 2024. The 10th Mountain Division is in Finland as a part of Defender Europe 2024 and seeks to demonstrate U.S. Army Europe's ability to quickly aggregate combat power in Eastern Europe. (U.S. Army Reserve photo by SSG Ian Valley)

# THE INSEPARABLE LINK OF SOLDIER LOAD & SUSTAINMENT

*Ninety pounds of rucksack, an MRE or two.  
We'll climb the mountain like our grandpas used to do.*

Ninety pounds of rucksack is more than a historic song of the 10th Mountain Division from the Camp Hale days in the 1940s. It's a cruel reality for the light Infantryman: fighting across the most unforgiving terrain necessitates carrying the most gear. Yet light Infantry harness their greatest power when fighting in rugged, austere and isolated terrain. So, our Infantrymen carry more just to be sure they have what they need in the anticipated firefight to be more lethal. But, we all recognize the devilish consequence of carrying too much gear: the excessive weight adds to fatigue, reduces attentiveness and cripples a Soldier's ability to maneuver deep into restrictive terrain. It erodes their fighting strength once they make contact with the enemy.

Physical fitness, endurance and grit will remain a fundamental component to dealing with this reality. But there's another aspect to managing Soldier load that deserves equal emphasis: the inseparable link between Soldier load and sustainment. They are two sides of the same coin.

## Light Infantry for the Modern Battlefield

Soldiers in the 10th Mountain understand the light Infantry fight. The division remains one of the original modern-day light Infantry divisions created by GEN John Wickam as the

Chief of Staff of the Army in 1984. Wickam noted that these newly formed light Infantry divisions would be "terrain-using" forces that operate as small units, to employ stealth, surprise and initiative in attacks by infiltration, ambush and raid. Wickam addressed that these high performing light Infantry forces require innovative logistics concepts, equipment and organizations.

As the U.S. Army prepares to fight and win the next major war, we need to shed old expectations of continuous logistics and access to supplies. Gone are the days of fighting from forward operating bases and single period-of-darkness raids. Large Scale Combat Operations (LSCO) will force a fundamental shift in how we maneuver. Access to the battlefield will remain contested, and light Infantry forces will fight increasingly isolated at extended ranges from their support areas. If light Infantry can adapt to thrive in this environment, they will emerge as one of the most lethal and versatile formations on the battlefield.

Expectations to increase Soldier load will only continue as Soldiers expect to sustain themselves for days at a time in a contested operating environment. Advances in equipment and technology exacerbate the dilemma as we become tempted to include more electronic systems and upgraded devices to the

rifle squad and platoon. The new rifles, optics, enhanced night vision goggles and communications equipment are increasingly capable. But each one of these basic rifleman systems is heavier, too. And the inclusion of every computerized system adds a power generation issue. Ensuring dismounted elements keep up with the battery consumption of their advanced systems become an Achilles' heel of our modernization. Conducting extended dismounted operations in the next major war will require a multi-faceted plan to reliably sustain the light fighter.

### **A Matter of Confidence**

Fighting out of a rucksack for 48-72 hours on the battlefield leaves little room for luxuries like personal clothing and food. It's a contest for space between batteries, water, ammunition, special equipment and communication gear. Key positions like machine gunners, anti-tank teams, mortarmen, radio telephone operators and medics will perennially suffer from carrying both crushing pounds of platoon equipment along with any of their personal load.

As leaders, we often champion calls to carry less, so our formations can move further, move faster and fight harder. Shed weight! Get Lighter! Those calls sound hollow to young Soldiers staring at their packing lists and squad equipment before a mission. So much of their equipment seems essential or prudent to bring along.

For Soldiers to carry less necessitates a confidence in the organization's ability to resupply with precision, timeliness and specificity. Call it trust or faith. But a lack of dependability will invariably lead Soldiers to the default decision of carrying more. Which is not what Commanders need. It's also about inculcating a culture of self-reliance in the close combat force. Procuring water, caching supplies, acquiring items off the battlefield and cross-loading or sharing equipment between teams and squads.

### **Innovative Logistics in LSCO**

Ground resupply through company

trains are the primary means of resupply in an Infantry brigade combat team that primarily rely on road networks to move supplies forward on the battlefield. There are also a multitude of resupply options that reduce our reliance on ground logistics and reduce risk to our aviation assets. This includes expanding our proficiency with Low Cost Low Altitude (LCLA) aerial delivery systems and increasing our applications of unmanned drones to resupply troops with ammunition, batteries and food.

As a non-airborne unit, the 10th Mountain Division will inherently have less access to fixed wing aerial delivery options like Container Delivery System (CDS) bundles and Joint Precision Airdrop System (JPADS). These systems are also better for large scale resupply than small, dismounted units operating dispersed in rugged terrain.

### **Low Cost Low Altitude Aerial Resupply**

Sling load and LCLA become attractive aerial resupply capabilities because they rely on Army aviation and can be habitually trained with the 10th Combat Aviation Brigade. Sling load offers greater volume if the operating environment permits the ability to land helicopters to insert the equipment.

LCLA is an old aerial delivery mechanism that the 10th Mountain has a history of employing over the last few decades, but is largely an unpracticed capability that deserves a renewed emphasis. LCLA bundles are pushed out the door of a UH-60 Blackhawk helicopter or out the rear of a CH-47 Chinook. LCLA is a distinctly efficient aerial resupply method for light Infantry units as helicopters do not need to hover or land to deliver supplies. A single flight can drop supplies to multiple formations, reducing the risk to aircraft and reducing indicators of where units are arrayed across the battlespace. Traditionally, pathfinders on the ground guide the delivery of LCLA bundles by establishing a Verbal Initiated Release

System (VIRS) drop zone. Units can also opt to have LCLA supply bundles delivered unobserved forward of a position for formations to retrieve later in the operation without indicating the current location of friendly forces.

The U.S. Army Quartermaster School teaches the LCLA block of instruction in less than a day within the Sling Load Inspector Course. Expanding access to LCLA instruction within air assault school and other unit training groups will greatly expand our ability to employ this versatile resupply technique. There are certainly antiquated components of the air assault school that can be updated to maximize the contemporary value of the course to LSCO operations. Including LCLA into the course is certainly one of them.

### **Unmanned Resupply**

The advancement in unmanned drones creates promising opportunities to sustain the light fighter in the modern battlefield. Unmanned ground transport systems like the small multipurpose equipment transport (SMET) and the silent, tactical, energy, enhanced, dismounted (STEED) vehicle help transport casualties, key weapon systems, munitions and squad gear. Power generation requirements will limit the usefulness of ground systems for light Infantry formations on extended patrols, as will the limitations for wheeled or tracked vehicles to transit over severely restrictive terrain. Unmanned aerial resupply systems offer tremendous potential for supporting light infantry operations in terrain inaccessible to ground vehicles.

The 10th Mountain Division continues to test medium and heavy quadcopter tactical resupply vehicles (TRV), such as the TRV-150, denoting that it can carry up to a 150lb payload. A single TRV-150 can deliver emergency resupply of batteries or ammunition. If flown as a group, multiple TRV-150s could simultaneously refit a platoon in one lift.

The benefit of TRVs includes the ability for brigade support battalions and forward support companies within an



Infantry brigade combat team to retain an organic capability of performing aerial resupply without relying on access to aviation lift assets. Unmanned systems also allow units to push supplies in less permissive environments where manned rotary or fixed wing flights might be restricted due to air threats.

## A Culture of Self-Reliance & Self-Sustainment

The modern battlefield will drive light Infantry forces to embrace a culture of self-reliance. The key is to introduce those practices in training to improve self-sustainment habits. The light Infantry can start with how it acquires water.

Water becomes one of the greatest weight factors in training and in combat. The after-action reviews coming out of the Joint Readiness Training Center in Louisiana almost write themselves about units grinding to a halt because they invariably run out of water.

Simple habits like self-procuring water and proficiency in caching supplies improve the self-reliance of small units in isolated terrain. Climbing in the Adirondacks allows 10th Mountain Soldiers to routinely use individual water filters to procure water instead of carrying it. It is not viable to carry enough water for a 72-hour mission. The more we embrace basic habits like water procurement as a common practice for our light Infantry formations, the more we shift our formations to self-reliance and expand their endurance. The Army adheres to the standards established in National Sanitation Foundation (NSF) protocol P248 for individual water filtration devices. Units looking to incorporate water procurement into their self-sustainment practices should ensure to purchase NSF P248 compliant systems. Systems that include self-cleaning features with high flow rates are useful characteristics.

Self-reliant formations should embrace fighting cut off from support zones much like the 101st Airborne Division did in Bastogne, Belgium. Fighting in rural and urban areas offers the opportunity to seize vehicles, food, fuel and other supplies from the surrounding area. Seizing supplies off enemy positions is an old habit that went largely unpracticed in the Global War on Terror but will certainly have renewed applications on the contested battlefield. Incorporating any of these measures into training exercises now can help condition our Soldiers to become more self-reliant and resourceful while on operations.

## Conclusion

There's a mystique, an expectation, that light Infantrymen are destined to suffer under the weight of our equipment. The Infantryman marches through everlasting movements with burning quads, hamburger feet, sweat drenched tops and chaffing in the most unfortunate places. Because everything they need to survive—and fight—is strapped to their backs, straddled across their chests or stuffed in their pockets.

For the light Infantryman, physical training is more than a daily routine because our physical strength and endurance becomes



The 10th Mountain Division continues to test medium and heavy quadcopter tactical resupply vehicles (TRV), such as the TRV-150, denoting that it can carry up to a 150lb payload. A single TRV-150 can deliver emergency resupply of batteries or ammunition. If flown as a group, multiple TRV-150s could simultaneously refit a platoon in one lift. (U.S. Army photo by Sgt. First Class Neysa Canfield)

our means of existence. While tanks burn obscene amounts of jet fuel, leather personnel carriers burn a combination of water, salt, tenacity and hate. Soldiers will carry what they need, but every pound on their backs detracts from their effectiveness in fighting across rugged and forbidding terrain.

The perpetual challenge of carefully limiting Soldier load only increases on the modern battlefield. Contested logistics will prevent convenient access to our forward elements and advancements in technology increase the temptation to weigh down dismounted troops with enhanced, but clunky, equipment. Any system that relies on batteries, fuel or roads must be carefully scrutinized for its fundamental value—or cost—to the mission. Equipment that keeps us tied to roads and open terrain detracts from the inherent lethality of the light Infantry squad and platoon. Because fighting from rough terrain is what makes light infantry lethal. Our sustainment methods need to keep the Infantry moving through the terrain that preserves their strength.

Reducing Soldier load in the modern battlefield necessitates leaders embrace the bonded relationship between Soldier load and sustainment. This includes expanding our organic means to precisely deliver supplies to forward elements and inculcating a culture of self-reliance in our light Infantry formations. Winning the next major war will rely on light Infantry formations fighting from their rucksacks for days at a time deep inside enemy territory. Carrying 90 pounds of rucksack like our grandfathers used to do is one technique. But our operational reach and combat effectiveness will suffer. We can shed that weight—and maximize the lethality and survivability of our light Infantry forces—by focusing on our sustainment techniques.

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LTC Jeremy T. McNeil is a career logistician with experience at every level of sustainment from Infantry Battalion Forward Support Company to U.S. Transportation Command. Currently serving as the Commander of 210th Brigade Support Battalion, 2nd Brigade Combat Team, 10th Mountain Division (LI).

LTC D. Max Ferguson is a career Infantry officer with six deployments to Iraq, Afghanistan, and West Africa with the 10th Mountain Division (LI), 75th Ranger Regiment, 101st Airborne Division (Air Assault) and 2nd Cavalry Regiment. He is currently the commander of 2nd Battalion, 14th Infantry Battalion, 2nd Brigade Combat Team, 10th Mountain Division (LI).



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# Infantry & the U.S. Army's HISTORIC FOUNDING

**D**uring 2025, the United States Army Infantry Branch celebrates 250 years since its creation by the 2nd Continental Congress. Several events commemorating the anniversary are planned throughout the year at Fort Moore and around the world by Infantry units.

Upon receiving the news that New England militia resisted British regular troops at Lexington and Concord, Massachusetts, the 2nd Continental Congress meeting in Philadelphia decided that the rebels required a formal military organization. On June 14, 1775, an act passed creating a “Corps of Riflemen” to act as skirmishers and light Infantry to scout and screen in front of the main army in the field. The next day, the representatives appointed George Washington the Commander-in-Chief and directed all Patriot efforts to support the American forces surrounding Boston, Massachusetts. These riflemen served as the first formal unit of the Revolutionary Army and ensured that the first troops in the American army were Infantry.

## WEDNESDAY, JUNE 14, 1775

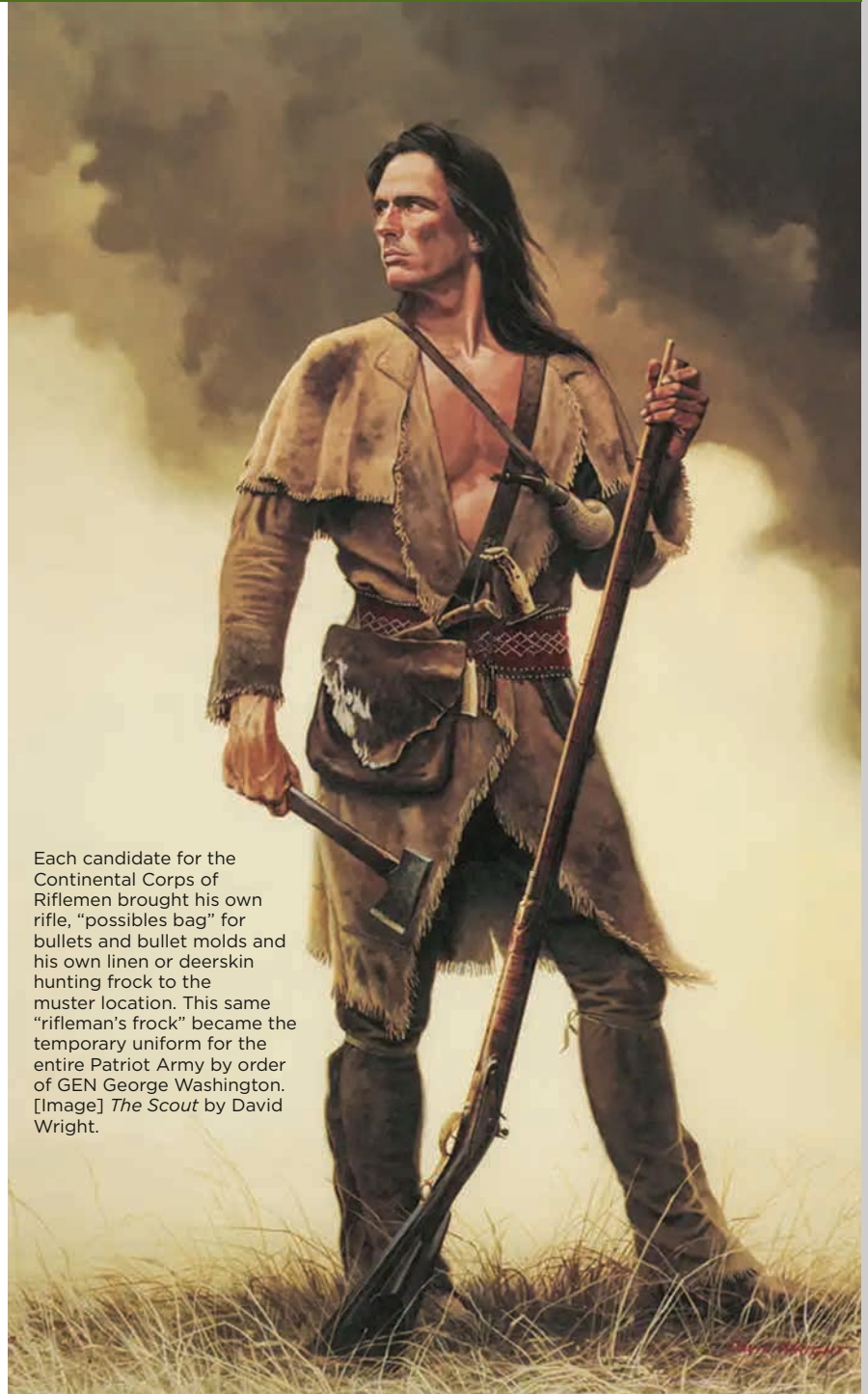
The resolutions adopted called for:

Six companies of expert riflemen, be immediately raised in Pennsylvania, two in Maryland and two in Virginia; that each company consists of a captain, three lieutenants, four sergeants, four corporals, a drummer or trumpeter and 68 privates.

Each company, as soon as completed, shall march and join the army near Boston, to be there employed as light infantry, under the command of the chief Officer in that army.

The pay of the Officers and privates be as follows monthly: captain \$20; lieutenant \$13 1/3; sergeant \$8; corporal \$7 1/3; drummer

Each candidate for the Continental Corps of Riflemen brought his own rifle, “possibles bag” for bullets and bullet molds and his own linen or deerskin hunting frock to the muster location. This same “rifleman’s frock” became the temporary uniform for the entire Patriot Army by order of GEN George Washington. [Image] *The Scout* by David Wright.



or [trumpeter] \$7 1/3; private \$6 2/3. Each would furnish his own arms and clothes. A voluntary enlistment form was required for one year of service.

Originally, the Congress specified that the Rifle Regiment comprise six companies from Pennsylvania, and two each from Maryland and Virginia. The desire to march north by American riflemen resulted in 13 companies created by the time the longhunters arrived around Boston.

The applicants for the new command applied for enlistment in a unique manner. Those appearing for muster brought their own rifles and ammunition, wearing their own hunting clothes. Their weapons were handmade by riflesmiths and each required a custom bullet mold as they represented all calibers from .40" to .80". In a variation of the local "rifle frolic" matches, frontier communities held rigorous competitions to select the best of the regional shooters. To gain acceptance in the rifle companies, each rifleman fired at a human-sized target at 100 yards offhand and the best of 100 local shooters gained acceptance in the companies. So many frontier Americans easily performed this feat, and many companies marched with more than the 100 Soldiers specified.

On the outskirts of many towns on the route to Massachusetts, the recruits held rifle demonstrations to show their marksmanship skills. For hunters and townspeople, the accuracy of the shooting far surpassed their ability with musket or fowling piece. The feats of accuracy and range impressed the citizens providing food and drink to the new Whig warriors as they marched to join the volunteers surrounding the British Regulars in Boston.

Marching overland to join in the Siege of Boston, Massachusetts, the new commander, GEN George Washington welcomed the frontiersman and planned to use them as sharpshooters and to patrol and raid around the enemy. Within months, the Pennsylvania companies combined to create a regiment and other

volunteer rifle companies took their place. The regiment grew as states raised additional companies and the long-term unit commander Daniel Morgan marched a battalion of these marksmen into Canada to add that colony to the United States in the Fall of 1775. One of the young riflemen, PVT Joseph Henry of Pennsylvania, described the arms and dress of his comrades. "The principal distinction between us, was in our dialects, our arms and our dress. Each man of the three companies, bore a rifle-barreled gun, a tomahawk, or small axe, and a long knife, usually called a scalping-knife, which served for all purposes in the woods. His underdress, by no means in a military style, was covered by a deep ash-colored hunting-shirt, leggings and moccasins, if the latter could be procured. It was the silly fashion of those times, for riflemen to ape the manners of savages."

The wife of one of the Pennsylvania riflemen, Jemima Warner, followed the Patriot force to support her husband as a camp follower. Burying her husband PVT James Warner on the side of the road when he died of smallpox, Jemima caught up with his unit and handed his rifle to the company commander. Struck by a fragment from an exploding British shell during the Siege of Quebec a few weeks later, Jemima Warner became the first American woman killed in combat. Though the Patriots failed to win over the largely French colonists in the north and defeat the British garrisons around Quebec, the force returned and joined the rest of the Continental Army facing British and Hessian mercenary troops of the Crown around New York.

Around the time that Washington's Army fought the Battles of Long Island, Brooklyn Heights, Fort Washington and more, the troops listened as leaders read a draft of the Declaration of Independence. These Soldiers realized that they no longer struggled only for their rights as British citizens but fought for the independence of a new nation. Their strengthened resolve kept the

Patriots in the army through a series of defeats from New York, across New Jersey and around the capital of Philadelphia. Just as the Soldier's enlistments approached their end, Washington ordered the Army to cross the ice-choked Delaware River in the dark to capture a Hessian detachment at Trenton. Returning across the river a few days later by another route, Washington led the rejuvenated troops to capture the British supply depot at Princeton, New Jersey. While many of the victorious troops returned to their homes after valorous service, many reenlisted and joined new recruits to continue the fight to free America from British rule.

The Rifle Regiment fought in battles for independence from Saratoga, New York, through Cowpens, South Carolina, to the last major battle at Yorktown, Virginia. Used as skirmishers in front of the battle line, the riflemen served to patrol and raid performing the role as the first United States Rangers. The 2nd Continental Congress founded other specialized units that evolved into the branches now serving in the United States Army. While June 14 is proudly recognized as the birthday of the Army, the Corps of Riflemen set the precedent of the Infantry serving as the first branch of the United States Army.

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*Dr. David S. Stieghan is the U.S. Army Infantry Branch Historian.*

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# MUSEUM OBSERVES INFANTRY'S ★ 250<sup>TH</sup> ANNIVERSARY ★



1775 Society Gala  
2024 cocktail hour  
and silent auction

The 250th Anniversary of the Infantry will be celebrated throughout the calendar year of 2025 at the National Infantry Museum. We will enhance the visitor experience so each month friends and guests of the museum can take a catered trip through the galleries highlighting key elements of the Infantry history. To properly celebrate such a milestone, the Foundation knows it will rely on the additional support of museum patrons. A major contributing factor to the successes of events, initiatives and updates at the museum come from 1775 Society members. The 1775 Society is a membership program with dues-paying members contributing to the operating cost of the museum. This distinguished group is dedicated to supporting the National Infantry Museum Foundation's mission of honoring soldiers—past, present and future. The 1775 Society has been in place since the museum opened its current location in 2009; aptly named for the birth year of the Infantry and serving since the beginning.

The Society hosts its annual black-tie Gala and Silent Auction as both a fundraising effort and thank you to members for their continued support. Last year the 1775 Society celebrated its Crystal Anniversary with a timeless celebration which included raising the funds to financially cover Gold Star Family members attending the Global War on Terror Rededication Ceremony at the Museum. The 2025 Gala will be unforgettable with a once in a lifetime theme to coordinate with the 250th Anniversary of the Infantry. We hope to see you there!

In addition to hosting the Gala, the 1775 Society encourages members to take advantage of reserved seating at all Foundation hosted events to truly understand how far their financial support extends. Members are encouraged to bring friends and associates to the bi-annual Donor Appreciation events where

a physical representation of heartfelt gratitude is expressed in unique celebrations that highlight community vendors while keeping the mission of the Foundation at the center. Other perks of being a 1775 Society member can include: priority admission to exclusive exhibit openings and panel discussions, access to the quarterly Heritage Letter that highlights Foundation activities and public museum acknowledgement online and in print. The 1775 Society has multiple levels at which to join, so please visit [NationalInfantryMuseum.org/1775-Society/](https://NationalInfantryMuseum.org/1775-Society/) for more details and photos.

2025 marks the induction of a new 1775 Society Chairman, John Shinkle, and he has taken the new role with enthusiasm as a long time National Infantry Museum Foundation board member and museum supporter. The National Infantry Museum Foundation looks forward to this banner year and all the things we will accomplish with the support of 1775 Society Members. Join and help preserve the legacy and celebrate the history of the Infantry. ★



Guests join BG (Ret) Pete Jones on the dance floor at the 2024 1775 Society Gala.





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On 12 Dec 2024 at Georgia Tech ROTC commissioning ceremony 2LT Martin Enrico Reyna (shown) and LTC (Ret) Martin M. Reyna were awarded the Order of St. Maurice. They are the first father/son duo to be awarded the OSM-Airborne at the same time.



In December 2024, CPT Kysela (C/1-110IN) and LTC Hogue (1-110IN) presented the Order of St. Maurice to 1SG Ollio and SFC Tucker of C Company, 1-110IN, 2IBCT, 28ID, Pennsylvania Army National Guard.



On 17 November 2024 following the 82d Airborne change of command, BG Patrick Work was presented the Order of St. Maurice. On hand for the presentation which took place at the home of the new Commanding General were, (left to right): LTG Christopher Donahue, LTG (Ret) BJ Shwedo, COL (Ret) Kevin Shwedo, Ms. Aisa Work, BG Patrick Work, COL Matt Work, Ms. Mara Work, COL (Ret) Tubby Shwedo and Ms. Suzanne Shwedo.



In January 2024, COL (Ret) Chris Willis presented the Order of St. Maurice to SFC Wayne Worrell at the Maneuver Battle Lab at Fort Moore, Georgia.



On 17 December 2024 at Joint Base Lewis McChord, Washington, LTC Matthew Lensing, MSG Richard Hanley and MAJ William Sherwood of 2nd BN, 5th SFAB presented the Order of Saint Maurice to SFC Robert McKinley, SFC Arturo Andaya and CPT Maximillian Holguin.



On 17 December 2024 at the National Infantry Museum, German Infantryman SGM Nelles was presented the Order of Saint Maurice by National Infantry Association President COL (Ret) Rob Choppa.



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