

Keepin' it Green

5th Edition
05 June 2026



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Farewelling DAMO-SSP Chief, COL Stephan Pikner



Farewelling DAMO-SSF Deputy, Justin Robson

Former DAMO-SS XO LTC Kelly Buckner took command of
HHBN, 4ID on 5 June...Congrats, Kelly!



Farewelling DAMO-SSR Chief, COL Theodore "Leo" Liebreich





Greetings again from the Pentagon! ...and Happy 250th, USA! Significant substantive and leadership changes continue across the Building, including as summer transitions have begun. Some days are long...all are meaningful.

We appreciate sharing updates in this 5th KiG on a wide range of initiatives: the SecArmy's UAS/C-UAS marketplace initiative, to deliver capabilities at speed to the warfighters; a historical context of a potentially changing DoDD on functions of DoW organizations; an update on how the Army is changing its approach to mobilizing for large scale ops, following last year's ATI changes; an update on USANCA's nuclear and biodefense education efforts; a recent strategic broadening seminar on the Western Hemisphere, hosted for us by WHINSEC; efforts we just completed on the final CW stockpile; an update on USMOG's pre-deployment training; and, of course, functional updates from CP60s, FA48s, FA52s, and FA59s. Please reach out to our authors for additional details (contact info on the final page).

There are many other planning efforts ongoing, which we and teammates across HQDA are working—including as we continue to support operations in the Middle East, and training and exercises globally. As has also been shared publicly, the Army is reducing or delaying some FY26 non-mandatory events to ensure warfighting and training continue during these challenging fiscal times. We remain grateful for the extensive coordination with you all on these efforts.

As my two-year tenure in DAMO-SS concludes, I'd like to use my final KiG paragraph to extend my sincerest thanks to our amazing teammates across HQDA G-35, as well as the many overlapping communities with whom we work daily, for making this an assignment of a lifetime! I'm not going far...heading to Ft Meade to be the CYBERCOM J5. In addition to our farewelled G-35 leaders on the front cover (COL Leo Liebreich, COL Stephan Pikner, Justin Robson), and 1SG Adam Pugh who departed USMOG 1 May, over the next few weeks we'll also say farewell to BG Joe Becker, COL (P) Jarrod Gillam, and COL Andy Forney. Thankfully, as we each head to assignments that are literally across the globe, we depart knowing that Tom Cooke and our other phenomenal civilian and military leaders and teammates across DAMO-SS will continue marching along. We also welcome the superb leaders coming behind each of us.

In closing, and especially in these dynamic times, I'd also like to thank each of you for your ability to work alongside other experts ... on tough challenges ... to drive changes that really matter. Please remember to be the expert who the Army and your organization needs you to be, be kind in all you do, and communicate clearly and often. Our current and future Soldiers, Joint and international partners, and citizens are all so much better as a result. This we'll defend!

MG Stephanie Ahern
HQDA G-35 (DAMO-SS)

This is our 5th edition of Keepin' It Green (KiG), an initiative we began in September 2025 to help informally bridge priority Army efforts and efforts by HQDA G-35's internal proponents (FA48, FA52, FA59, and CP60) with our colleagues across the globe. Our goal remains to increase two-way communication and continue our senior leaders' charge to strengthen the profession.

Delivering Capability at Speed

The modern battlefield has evolved rapidly, driven by the ubiquitous presence of Unmanned Aircraft Systems (UAS) and the pressing need for Counter-UAS (C-UAS) capabilities. In response, on March 24, 2026, the U.S. Army officially launched the UAS and C-UAS Marketplaces, digital storefronts designed to accelerate the procurement of trusted, cutting-edge drone technology. This is a critical modernization initiative championed by the Secretary of the Army, developed in collaboration with Amazon Web Services and the Army Enterprise Cloud Management Agency. These digital one-stop shops allow users to compare system functionalities, provide direct feedback, and place orders seamlessly, underscoring a strategic shift in how the military equips its warfighters and allies. In support of this effort, the Army G-3/5/7 is collaborating closely with the Office of the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASA(DEC)) to advance the Army's new UAS and C-UAS Marketplaces and ensure its effective integration across domestic and partner-nation initiatives.



Secretary of the Army Daniel Driscoll at the Romania SOI Signing

The SecArmy's initiative includes plans to grant access to the Marketplaces to U.S. allies and partners to increase access to UAS and C-UAS technologies, improve interoperability, and expand the U.S. defense industrial base. The goal is to have 25 partner nations sign Statements of Intent (SOI) by the end of summer 2026. The SOIs are non-binding and require no financial obligation. Furthermore, joining the UAS/C-UAS Marketplaces enables the future intent of Partner-to-Partner sales via the Marketplace. The Honorable Brent G. Ingraham, the Army Acquisition Executive, has also emphasized that the Marketplaces will help transform the procurement process to be more agile, competitive, and effective. By intentionally lowering barriers to entry, the Army is partnering with a wider range of industrial innovators to build a more resilient and responsive defense industrial base.



Deputy Assistant Secretary of the Army Patrick Mason at the Korea SOI Signing

In March 2026, SecArmy Driscoll signed an agreement with the United Kingdom MoD to share standards on C-UAS technology and granted the UK access to the Marketplaces. Romania, South Korea, Poland, and Estonia subsequently signed agreements with the United States to expand cooperation on UAS and C-UAS technologies and gain Marketplace access, reflecting broader efforts to strengthen allied interoperability and collaboration, with additional partner nation engagements planned and many more expected soon.

The UAS/C-UAS Marketplaces represent a bold step toward the future of defense procurement, allowing the U.S. Army and its partners to jointly identify next-generation UAS and C-UAS solutions from a wide range of vendors. This initiative helps build a stronger, more resilient, and more diverse industrial base by providing a clear entry point for innovative technology providers.

LTC Star Hy
International Affairs Division
DAMO-SSR

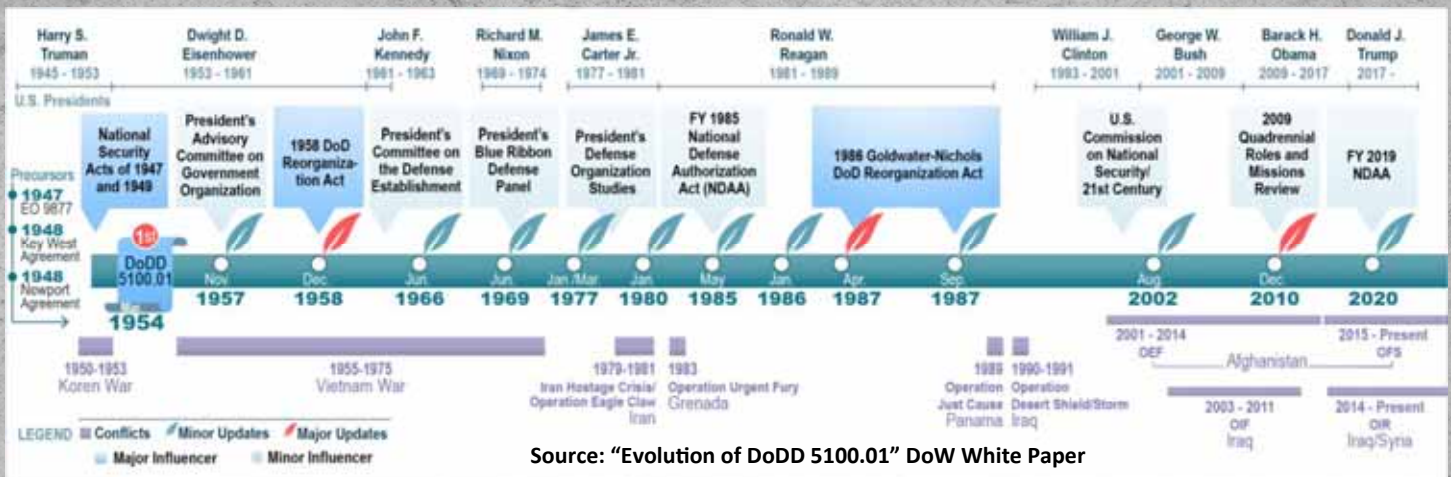
DoDD 5100.01—The Most Consequential DoDD

Department of Defense Directive (DoDD) 5100.01, "Functions of the Department of Defense and Its Major Components," is the foundational document defining the roles, missions, and functions of the Armed Forces. Despite its mundane name, the directive is as consequential and defining for the Services as the Unified Command Plan (UCP) is for the Combatant Commands. With a major revision potentially on the horizon, it is critical for strategic planners operating within the HQDA, ASCCs, ACOMs, and CCMDs to understand the history and intent of DoDD 5100.01, and through this context, the potential impacts of changes to it.

The origins of DoDD 5100.01 trace back to the National Security Act of 1947, which established the Department of Defense and an independent U.S. Air Force. Almost immediately, inter-service rivalries emerged regarding duties, responsibilities, and missions, particularly concerning aviation and maritime support roles. To resolve these friction points, then Secretary of Defense James Forrestal convened the Joint Chiefs of Staff in Key West, Florida, in 1948. The resulting "Key West Agreement" established the baseline allocation of roles and missions, aiming to eliminate redundant efforts and forge a cohesive military structure. This agreement became the bedrock of the original DoDD 5100.01, formally codifying the statutory requirement for each Military Department to organize, train, and equip forces for their respective functions.

As the strategic environment, military technology, and composition of the Department has evolved, DoDD 5100.01 has undergone periodic updates to reflect changing operational demands and increased requirements for joint interoperability. Over time, these revisions have addressed major points of contention between the Services such as responsibility for nuclear operations, requirements for the USAF to provide close air support and lift to the Army, and responsibility for joint logistics. Notably, following the Goldwater-Nichols Act of 1986, the DoW used updates to DoDD 5100.01 to solidify the strict separation between the administrative chain of command (Service Secretaries and Chiefs) and the operational chain of command (Combatant Commanders), a construct that underpins modern joint planning.

More recent updates reflect the DoW's shift toward emerging domains and contemporary missions. A comprehensive overhaul in 2010 reflects the emergence of cyberspace as a domain and an increased need to address counterterrorism, unconventional warfare, and counterinsurgency. The most recent DoDD 5100.01 update in 2020 codified CYBERCOM as a combatant command and Space Force as a Service among other changes.



Source: "Evolution of DoDD 5100.01" DoW White Paper

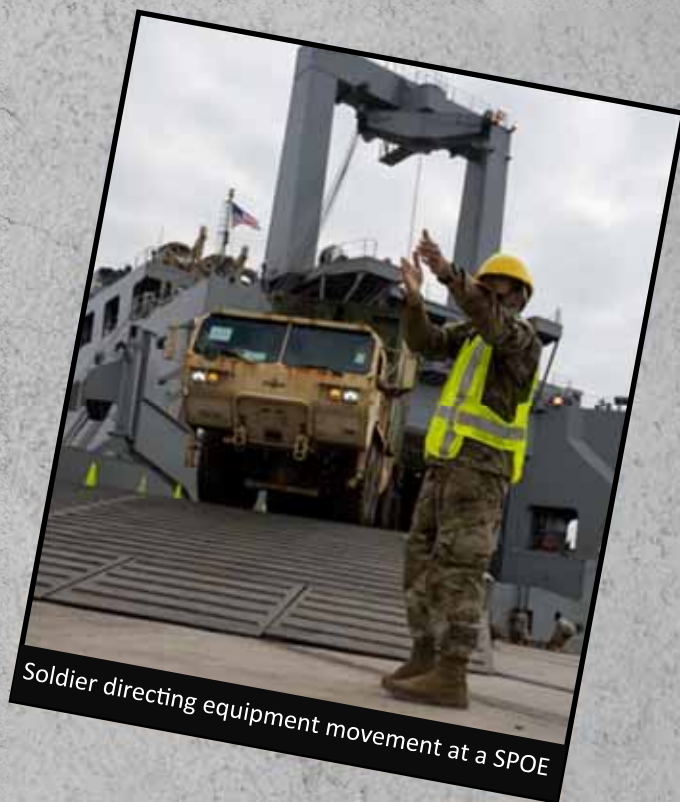
As the focus, missions, and technology of the DoW continue to evolve, some functions defined by DoDD 5100.01 may endure, while others may need to change. Planners should understand how DoDD 5100.01 shapes requirements for their commands and the capabilities they must field today, and also consider which functions the Army may be charged with executing given the 2026 NDS priorities, emerging technologies, and the changing character of war. Planners should also consider requirements beyond the Army section that affect the Army's relationships with other Services including seams or gaps between Service capabilities, and competition for resourcing. Regardless of whether an update is initiated, familiarity with the document provides a crucial foundation for understanding the Army and other Services at the institutional level.

MAJ Nolan Johnson
Strategy Division
DAMO-SSP

Continuous Transformation: Decentralized Emergency Deployment Readiness Exercises

The Army's ability to rapidly mobilize and win in large-scale combat operations hinges on empowering operational commanders to rigorously exercise their formations in realistic deployment scenarios. The decentralized Emergency Deployment Readiness Exercise (EDRE) program provides the essential framework for these commanders to validate critical deployment capabilities of their units. Although EDREs previously operated as a FORSCOM-led and HQDA centrally funded program, FORSCOM's transformation to USAWHC and the reallocation of EDRE funds for competing priorities required the Army to update its execution model. To ensure this operational shift does not compromise enterprise-wide readiness, DAMO-SS, in coordination with USAWHC and other partners across the force, developed and published a decentralized EDRE model enabling commanders to independently maintain these critical deployment exercises.

This newly distributed guidance directs Army Service Component Commands (ASCC) to develop decentralized EDRE programs that enable operational commanders to test their forces' readiness to rapidly mobilize and deploy. The published guidance incorporates EDRE lessons learned, including no-notice execution, fort-to-port movement, strategic lift, and partner integration. It simultaneously empowers commanders to tailor their individual EDRE programs for their assigned missions and forces. ASCC Commanders and their staffs now use this framework to develop EDRE programs focused directly on building readiness and enhancing unit deployability. Moving forward, planners must closely monitor these tailored, decentralized efforts to identify emerging readiness gaps, capture enterprise-wide trends, and forecast future strategic lift or resource requirements.



Soldier directing equipment movement at a SPOE

Decentralized EDREs represent a deliberate shift toward a more agile, resilient, and operationally focused Army. By empowering ASCCs and operational commanders to design and execute mission-tailored deployment readiness exercises, the Army is prioritizing speed, adaptability, and deployability in support of large scale conflict requirements. This decentralized framework preserves the Army's ability to rapidly project combat power despite changing organizational structures and resource constraints, while simultaneously creating a more responsive and commander-driven readiness enterprise. DAMO-SS will continue to refine and assess these efforts across the force to ensure the Army maintains the strategic mobility, deployment readiness, and operational flexibility required to deter adversaries and prevail in future conflicts.

Nuclear and Biodefense Education: Informing Senior Leaders for Tomorrow's Threats

Education on how nuclear capabilities integrate with conventional operations is a well-established gap in officer professional education. This is especially true with respect to senior leaders, who have broad portfolios, huge demands on their time, and a pronounced lack of nuclear expertise resident on their staffs. In recognition of this challenge, U.S. Army Nuclear and CWMD Agency (USANCA) established a Theater Nuclear Operations Executive Seminar (TNOES) in 2019 as a portable, tailorable opportunity for senior leaders and staff officers to gain understanding of U.S. nuclear operations, their organization's role, and the key decisions that they may be required to make.

The seminar facilitates discussion on theater integration of U.S. nuclear capabilities into conventional operations. Topics include planning, targeting concepts, nuclear weapon effects, and potential impacts on the scheme of maneuver. Theater-level implications of U.S. nuclear weapons policy and nuclear doctrine are also discussed. The seminar is designed as a four-hour block but can be modified as required to fit into a senior leader's dynamic calendar.

While TNOES is aimed primarily at operational leaders, it is also routinely offered to Army staff leadership. It is provided to Army Strategists as part of every iteration of the Basic Strategic Arts Program (BSAP). As part of the preparation for Warfighter Exercise 27-1, USANCA teams are planning to deliver TNOES to senior XVIII Airborne Corps staff and to Mission Command Training Program cadre. Senior leaders consistently direct delivery of TNOES to wider audiences within their organizations in recognition of its value.



Participants of Malama Pacific pose outside of USARPAC Headquarters in July 2025 , Credit: Leonardo Carrillo

identified during a tabletop exercise with U.S. Army Pacific during Malama Pacific in the summer of 2025. BDES—like TNOES—is designed be tailorable, portable and focused on senior-leader decisions required to identify and manage risks to key mission areas. It will become available to senior leaders by the fall of 2026.

If your organization can benefit from focused executive seminars on either nuclear or biological defense topics, or if you would just like more information, please reach out to our points of contact below.

MAJ Corey Bowman
MAJ Rebecca Melendez
U.S. Army Nuclear & Countering
Weapons of Mass Destruction Agency

Based on the success of TNOES, USANCA and Johns Hopkins University Applied Physics Laboratory are developing the Biological Defense Executive Seminar (BDES). This seminar focuses on biological defense at the Theater Army level and below. The requirements for this course were

Inaugural Strategic Broadening Seminar for the Western Hemisphere

The first-ever Strategic Broadening Seminar with a focus on the Western Hemisphere successfully concluded at the Western Hemisphere Institute for Security Cooperation (WHINSEC) on May 1, 2026. This pilot program brought together a diverse group of military and civilian leaders to develop a deeper, more nuanced understanding of the strategic complexities within the Americas. Throughout the intensive week-long seminar, participants were challenged to "zoom out" from

their tactical roles and engage with the "why" behind U.S. policy in the region. The seminar's core mission was to cultivate the Army's next generation of strategic advisors who can provide well-reasoned military advice grounded in a sophisticated understanding of the Western Hemisphere.

The seminar centered on analyzing the strategic context of the Americas and the U.S. role within this complex security environment. Participants examined how the instruments of national power—diplomatic, informational, military, and economic—applied to strategy development and civil-military operations across the hemisphere. Core modules explored regional history and culture across the Caribbean, Central America, and the Southern Cone, while addressing critical issues such as Women,

Peace, and Security, operational law, and regional terrorism. The program synthesized comparative analyses of NORTHCOM and SOUTHCOM strategies with U.S. security cooperation programs, culminating in a capstone "Country Brief" exercise where participants developed actionable, strategically aligned plans to enhance regional stability.

The seminar and its WHINSEC-led discussions emphasized that a secure, stable, and democratic hemisphere, built on a foundation of trusted partnerships, is a vital national security interest. The program equipped participants with a broader lens to see beyond immediate missions, recognizing that enduring security is built through cooperation and sustained through trust. Participants from across operational formations, including Infantry, Engineer, Armor, Aviation,

Air Defense Artillery, Army Special Operations Forces, Logistics, Military Police, and civilian intelligence professionals, engaged in robust dialogue and collaborative problem-solving. The network forged among these leaders is considered one of the most valuable takeaways from the event. As the seminar concluded with a certificate ceremony, the message was clear: the Army is counting on these graduates to leverage their deepened understanding and the relationships built at WHINSEC to help strengthen alliances and ensure a stable and prosperous region.

LTC James Kim
Strategic Development &
Initiatives Division
DAMO-SSF



Mr. Tom Cooke, Deputy Director Army G-35, with seminar participants



<https://www.army.mil/usawhc>



USMOG Spring '26 PDT Cohort Visit to United Nations Headquarters

A New Milestone in Preparing America's Peacekeepers

The U.S. Military Observer Group (USMOG) continues to advance its Pre-Deployment Training (PDT) program to ensure U.S. Peacekeepers deploy with the strategic insight and operational understanding required for today's United Nations missions. Recent improvements emphasize a "big-to-small" approach—beginning with the global purpose, structure, and strategic logic of peacekeeping before transitioning into the tactical skill sets such as medical training, SERE-B, and nonstandard range and drivers training. As part of this broader refinement, USMOG incorporated a new strategic engagement during the Spring '26 PDT cohort 26-01: a visit to United Nations Headquarters (UNHQ) in New York City that provided firsthand exposure to the decision-making environment that shapes peacekeeping operations.



PDT Cohort 26-01 in UN Security Council Chamber



MAJ Dorso (Army Engineer working at UNHQ) providing a guided tour of the UN Security Council

UNHQ is the center of gravity for global peacekeeping—where UN Security Council Resolution (UNSCR) mandates are negotiated, missions are resourced, and strategic priorities are set for Military Observers across the world. Conducting part of PDT in New York City for the first time allowed incoming Peacekeepers to observe how the UN operates at the strategic level and how those decisions impact missions in the field. The engagement also strengthened the longstanding partnership between USMOG and the UN, reinforcing a shared commitment to professional, effective peacekeeping and ensuring U.S. personnel deploy with a deeper appreciation of the mission and context they are preparing to support.

During the visit, Cohort 26-01 received a guided tour of UNHQ, a historical overview of the UN's evolution, and the opportunity to meet key UN staff whose work directly influences peacekeeping operations. Exposure to UNHQ provided strategic context and practical insight that classroom instruction alone could not replicate. By seeing the organizational structures that support their missions, hearing directly from UN professionals from other nations, and understanding how mandates are crafted, service members gained clarity on the strategic "why" behind their deployment, the operational mechanisms that shape their daily work as UN Staff Officers in the field, and an introduction to the diplomatic mindset in representing the United States to the international community. The experience enhanced their readiness, confidence, and appreciation for the complexity of modern peacekeeping and coordination in the multinational environment. Building on the success of this inaugural engagement, USMOG plans to continue integrating this UNHQ component into future PDT rotations—marking a significant step forward in preparing U.S. service members for the responsibilities and realities of UN peacekeeping.

SFC Donte M.C.S. Hawkins
United States Military
Observer Group

Termination of Chemical Surety Status Following Completion of Stockpile Destruction Operations

In 2023 the United States completed destruction of its declared stockpile of chemical weapons which at one time exceeded 30,000 tons of blister, choking and nerve agents in bulk containers, and over 780,000 munitions fulfilling international obligations under the Chemical Weapons Convention (CWC) and bringing closure to a demilitarization process that had extended over 25 years (see the KiG April 2026 edition for a sister article that explains the history and impact of this achievement). On 5 January 2026, the U.S. endorsed the Organisation for the Prohibition of Chemical Weapons' certification of closure of the final remaining U.S. destruction facilities. This allowed HQDA G-3/5/7 DAMO-SSD to certify termination of chemical surety status at both Pueblo, Colorado, and Blue Grass, Kentucky, and facilitated the transition from demilitarization to deactivation activities. This transition eliminated the need for stringent surety protocols, allowing facilities to gear operations toward safe decommissioning, environmental remediation, and final closure.

The ultimate goal of terminating an Army Chemical Surety Program is to relieve installations of intensive operational burdens and safely return remediated land to support future national defense missions. Under Army Regulation (AR) 50-6 "Chemical Surety", commanders of Army Commands (ACOMs) and Direct Reporting Units (DRUs) initiate this transition by submitting a formal termination request to the Deputy Chief of Staff, G-3/5/7 (DAMO-SSD). This process is highly beneficial to leadership because it legally marks the end of intensive, costly chemical operations and transitions the facility back to standard military use.

To successfully navigate this transition, leaders must track three critical certifications required for DAMO-SSD approval. First, the facility commander must certify that no accountable quantities of chemical agents remain in an accessible form. Second, they must verify maximum decontamination, confirming all structures and equipment are free from agent contamination in accordance with AR 385-10 "The Army Safety and Occupational Health Program" and DA Pam 385-61 "Chemical Agent Standards." Finally, they must submit a detailed Chemical Safety Plan outlining the specific safety and occupational health requirements for all post-decontamination operations.

Once DAMO-SSD approves the termination, the installation experiences immediate administrative and operational relief. The facility is no longer required to maintain strict chemical security protocols and can retire its chemical accountability records. Additionally, the workforce is freed from the intensive medical, psychological, and administrative monitoring of the Chemical Personnel Reliability Program (CPRP). Finally, local emergency response capabilities return to standard levels, allowing for the safe decommissioning, demolition, and environmental remediation of the site so the land can be returned to the installation.



Munitions inventory ops at BGCAPP, integral to the site's surety status. Pallets contain M2A1 projectiles filled with chemical warfare blister agent HD gas, also known as distilled mustard.

Mr. Taha Ahmed
Treaty Compliance & Surety Division
DAMO-SSD

Army CP-60 Strategists Prove Elite Talent at Army War College Competition

Carlisle, PA – In a historic first for the Army's enterprise-wide CP-60 strategist community, our members delivered an exceptional performance at the 5th annual U.S. Army War College Strategy Competition. Invited for the first time in the event's history, our two ad-hoc teams entered a field of 23 elite graduate programs and senior service colleges—and proved that Army civilian strategists are always mission-ready.

This high-pressure competition tests a team's ability to rapidly frame an ambiguous problem, develop strategy, brief senior leaders, all under tight constraints. Our civilian strategists excelled, with one team advancing to the semi-finals. Both teams were ultimately challenged only by the competition's overall winner, the USAWC National Security Policy Program. Their results underscore the caliber of CP-60 strategists and reaffirm that civilian professionals deliver at the same level as uniformed strategists.



Gabriel Umbert (SOUTHCOM), Judd Mahfouz (NGB), Nelson David (FCC), Rob Phillips (AMC), Will Jones (20 CBRNE), Blake Stone (HQDA), Ginger Shaw (OCAR), Dale Woodhouse (USARJ), David Spencer (CAA), Johnny Lairsey (WHC),

Forging the Strategic Bench

The USAWC Strategy Competition is a true readiness crucible - one that sharpened our talent and delivered five enterprise-level benefits.

Validates Elite Talent: Provides an external, high-rigor assessment showing civilian strategists perform on par with top academic programs.

Counters Institutional Bias: Forces teams to defend their methods against non-DoD perspectives, strengthening analytical credibility.

Stress-Tests Decision Making: Replicates real-world crisis pressure, sharpening rapid framing, analysis, and senior-leader communication.

Expands Strategic Networks: Connects the geographically dispersed CP-60 community, enabling faster identification and use of specialized expertise.

Strengthens Total Army Readiness: Demonstrates that civilian strategists deliver the same critical strategic effects as uniformed counterparts, reinforcing enterprise agility for complex, multi-domain challenges.

This competition proved that the Army's CP-60 strategist corps is a premier enterprise asset. By reaching the semi-finals against cohesive, top-tier academic teams, our ad-hoc groups showed they can excel in elite competition.

Sustaining our intellectual edge means our best minds must keep stepping forward and strengthening this community. Stay active in our channels, stay connected with your command career managers, and—most importantly—reach out to me directly. As your Army CP-60 Career Program Manager, I aim to use events like this to elevate our entire enterprise. If you see competitions, fellowships, or broadening opportunities that could benefit CP-60 professionals, share them so we can open those doors for everyone. And when the next call comes to represent Team CP-60 on the national stage, be ready to answer it.



**Mr. Johnny Lairsey
& Dr. Shana Serrano**
CP60 Career Program Manager
Army Civilian Career Management Activity





Administrative Update

HQDA G1 is actively scheduling key Officer Personnel Management System (OPMS) XXI leadership briefings, anticipating multiple refinement rounds before a decision brief to the VCSA. Concurrently, the General Officer Steering Committee tasked the Council of Colonels to develop three COAs aimed at decreasing the overall time new FAOs spend in TTHS status.

Operational Analysis: The Bridging Liaisons

Army FAOs and the Vanguard of Operation Epic Fury

Operation Epic Fury represents a paradigm shift in rapid power projection within the CENTCOM AOR. Central to this operational success is the often-unheralded work of Army FAOs. Operating in-between conventional military logistics, diplomatic negotiation, and host-nation sovereignty, FAOs serve as critical Access, Basing, and Overflight (ABO) enablers.



ARCENT FAOs with Qatar's air defense leadership to achieve critical c-UAS integration.

Success on the modern battlefield is defined not merely by kinetic superiority, but by the agility to project power globally at a moment's notice. During Operation Epic Fury, the rapid mobilization of theater-level assets demanded unprecedented cooperation from partner nations across the Middle East. Achieving this required navigating complex bureaucratic and political landscapes—a task for which Army FAOs are uniquely suited. Possessing the contextual understanding borne from deep experience and study necessary to bridge cultural, historical, and linguistic divides, FAOs leveraged established, long-term relationships to expedite host-nation clearances that would typically require weeks of diplomatic wrangling.

Starting even before the initiation of combat operations, FAOs have played a critical role during Epic Fury by quickly securing and continuously maintaining American ABO privileges, even as political atmospheres within partner countries have changed throughout the conflict. FAOs' deep habitual relationships with host-nation Ministries of Defense allowed CENTCOM to find concord between the combatant commander's requirements and partner willingness and sovereign airspace restrictions, ensuring that critical overflight corridors remained open for U.S. operations. Furthermore, leveraged their connections with partner military leaders to facilitate U.S. leaders' negotiations to gain expanded operational basing access options for CENTCOM, all within striking range of Iran.

The logistical friction associated with the inflow and outflow of thousands of personnel and tons of equipment is immense. Throughout Operation Epic Fury, FAOs mitigate this friction by the foundation of relationships built directly with host-nation military, customs, and port authorities. Their proactive engagement streamlines the transit of sensitive military cargo and expedites immigration and customs processes for specialized personnel. In Operation Epic Fury, this collaborative approach ensured the timely massing of combat power at the point of need.

The strategic utility of the Army FAO extends far beyond traditional advisory or translator roles. As demonstrated unequivocally in Operation Epic Fury, FAOs' ability to ensure granting diplomatic access is synchronized with operational logistics is necessary for achieving a decisive asymmetric advantage during expeditionary operations. As the Department of War continues to refine its expeditionary capabilities across volatile regions, the cultivation and deployment of these specialized officers remains imperative to sustaining global reach and operational fluidity.



ARCENT FAOs conduct familiarization of US c-UAS platforms to facilitate partner engagement & integration into c-UAS operations in the CENTCOM AOR.

LTC Chris Sherwood
Strategic Development &
Initiatives Division
DAMO-SSF

Recruiting Talented Officers

The FA59 Proponent Office needs your assistance in notifying talented officers in your organizations about the opportunity to join Functional Area 59 via the FA59 Scholars Program and the Voluntary Transfer Incentive Program (VTIP). We continue to require high-quality officers for FA59. Notably, while we are managing required changes to Year Groups 2010-2012 based on the Officer Personnel Management System (OPMS) review, our previously enacted recruiting targets will manage and mitigate any negative impacts on Year Group 2013 and younger.

The FA59 Scholars Program provides a path to earn a strategy-related master's degree, transfer to FA59, and serve in an approved utilization tour. Applicants must have between five and eight years of service, possess critical and creative thinking skills, demonstrate intellectual curiosity, and be able to express ideas and recommendations accurately, clearly, concisely, and candidly in both oral and written communication. Please direct interested applicants to the Assistant FA59 Proponent Manager, MAJ Kyle Hallowell, at kyle.r.hallowell.mil@army.mil.

Interested applicants should also consider assessing via VTIP. This option is for officers who have more than eight years of service or who already possess a strategy-related master's degree. Transcripts must be submitted to the FA59 Proponent Office to determine if a graduate degree qualifies. Applicants interested in VTIP should contact the FA59 Career Manager, MAJ Bryan Brown, at bryan.f.brown.mil@army.mil, and the FA59 Proponent Manager, LTC Matthew Cohen, at matthew.f.cohen.mil@army.mil.

You are our best recruiters!

Upcoming Visits and Proponent Update

The FA59 Proponent and Career Managers will be visiting several commands this summer, pending funding. They will notify the FA59 community when commands are being visited so that interested officers can schedule a time to meet. To request a visit, please contact the Proponent Office.

In addition, the Proponent Office is currently revising the Strategist Recognition Program. The primary update is the addition of an award recognizing FA59s in their first assignment. Expect to see the new Strategist Recognition Program memorandum of instruction in the coming weeks. If you have any suggestions or recommended changes to the program, please reach out.

Please be safe during the summer move cycle and ensure that you are preparing the officers moving into your former roles for success.



MAJ Kyle Hallowell
Strategic Development &
Initiatives Division
DAMO-SSF

Evolving Deterrence: Nuclear Modernization and the Growing Role of FA52s in Europe

In alignment with the National Defense Strategy, the U.S. is recalibrating its NATO posture by shifting the conventional defense burden to European allies while reinforcing extended nuclear deterrence capabilities. Concurrently, the Alliance is executing a historic nuclear modernization—introducing fifth-generation F-35A Dual-Capable Aircraft (DCA), fielding the B61-12 gravity bomb, and upgrading Weapon Storage and Security Systems (WS3) across the continent. Navigating this strategic pivot and generational technological leap requires highly specialized expertise in nuclear policy, operations, and multinational integration.



The FA52 Proponent Team visiting NATO School Oberammergau in April 2026

Senior leaders across the European theater increasingly rely upon FA52 Nuclear and CWMD Officers to ensure that NATO's modernized nuclear deterrence remains credible and integrated within plans and operations. At NATO Headquarters in Brussels, FA52 officers are directly involved with communicating the United States' positions to the Alliance's principal decision-making bodies including the North Atlantic Council (NAC) and the Nuclear Planning Group (NPG). Technical understanding of nuclear stockpile management and deep knowledge of deterrence theory enables FA52s within the U.S. Mission to NATO to help align modernization, declaratory policies and collective defense strategies.

FA52s assigned or attached to Supreme Headquarters Allied Powers Europe (SHAPE), EUCOM, and USAREUR-AF work across the staff to refine concepts and translate them into actionable operational plans. These officers employ their understanding of nuclear weapons planning considerations and effects to inform planning, multi-domain targeting and combined operations. Their shared goal is to ensure that modernized nuclear capabilities and CWMD considerations are fully considered within operational and strategic planning.

Finally, commanders rely on FA52 expertise to lead Conventional-Nuclear Integration (CNI) and CWMD initiatives and develop organic capabilities through exercises, education and training. FA52s serve as vital educators at the NATO School in Oberammergau, Germany. Here, FA52s provide the multinational training necessary for allied conventional forces to operate alongside modernized nuclear delivery systems and fully comprehend the strategic and operational realities of extended nuclear deterrence.

For these reasons, leadership at the U.S. Mission to NATO, EUCOM, USAREUR-AF, and NATO School Oberammergau have explicitly identified FA52s as a key enabling capability for their staffs. Many of these commands are either requesting or considering additional FA52 billets. From strategy and policy through operations and education, FA52s are critical to ensuring that NATO's recalibrated deterrence posture remains credible and cohesive against emerging and future threats.



FA52s at the 2026 NATO Nuclear Policy Symposium. From left to right: LTC Andrew Owens, LTC Audrey Jo Dean, LTC Byron Critchfield, LTC Mark Quint, MAJ Tyler Silcox

**MAJ Zach Scott &
Mr. Bill Coffin
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DoDD 5100.01—The Most Consequential DoDD

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Continuous Transformation: Decentralized Emergency Deployment Readiness Exercises

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Nuclear & Biodefense Education: Informing Senior Leaders for Tomorrow's Threats

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Inaugural Strategic Broadening Seminar for the Western Hemisphere

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USMOG Spring '26 PDT Cohort Visit to UN Headquarters

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Termination of Chemical Surety Status Following Completion of Stockpile Destruction Ops

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CP60 Update

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FA 48 Update

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FA 59 Update

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FA 52 Update

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Submissions and ideas:

Submit your article as an MS Word Document. Submit any photos, images, or charts in the highest resolution possible. Please include caption, specific units, soldiers, action, etc.

Send your documents and files to Managing Editor.

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