

The United States Army Field Artillery Branch's Newsletter

12-14: December 2014

From the Commandant's desk

2014 State of the Field Artillery

2014 was marked by significant changes and progress throughout the Field Artillery (FA) branch and the United States Field Artillery School (USAFAS).

This year several lines of effort (LOEs) have focused our initiatives. In particular, I would like to highlight our endeavors in a few specific areas, namely what we have done in regards to training and educating adaptive and innovative professionals, how we've worked to integrate our redesigned Division Artillery (DIVARTY) formations into the Operational Force, how we are modernizing the FA, and finally, our efforts to recruit, assess and retain a quality force.

Train and Educate Adaptive and Innovative Professionals *Functional Courses*

We are in an era of diminishing resources which demands we find efficiencies in all our training and education initiatives. The current fiscal environment has necessitated that we get creative in how we conduct our functional courses in the future; specifically the Joint Fires Observer (JFO), Target Mensuration Only (TMO), and Collateral Damage Estimation (CDE) functional courses.

To examine ideas of how we could integrate critical tasks from each of these functional courses into our baseline FA curriculum, we conducted several pilot courses within our AIT, BOLC, Warrant Office Basic Course (WOBC), Field Artillery Captain's Career Course (FACCC), and ALC courses.

These pilot courses were successful, and looking forward into the near future the reality is these courses will no longer be conducted as separate, stand-alone courses.

In the meantime, we are also conducting Critical Task Site Selection Boards to appropriately address our Institutional and Operational training requirements.

In 2015, all functional courses will continue to be under scrutiny, so it is necessary that we identify our critical learning objectives now as we modernize curriculums and learning experiences for our Leaders, Soldiers and Marines.

Leader Development

In 2014 we worked vigorously to redefine our Field Artillery Leadership Development Strategy. Our Field Artillery men and women deserve the best possible leader developmental process in order to prepare them to effectively lead Soldiers.

Our roadmap for success was based on three crucial leader development components which are training, education and experience. It is also based on opportunities in the Institutional, Operational and Self-Development domains. Leader

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Purpose: Founded in 2011, the *Redleg Update* provides past and present Field Artillery leaders with a monthly update of informational highlights to assist in their individual, collective and professional training efforts, as well as report on activities occurring throughout the Field Artillery community.

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William A. Turner

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RFIs, Notes, and Notices: To submit a Request for Information (RFI), please email the POC listed below.

Points of Contact: We appreciate those who have provided announcements, notices, articles and lessons learned.

Additionally, if you have a story of interest or wish to initiate a discussion on any topic or issue facing the Field Artillery community, contact Mr. John Folland, (580) 558-0831, or the editor of the *Redleg Update*, Ms. Sharon McBride, Field Artillery STRATCOM officer, (580) 558-0836.

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development of our junior Field Artillery leaders must primarily be focused on building a foundation on their core competencies.

As our officers, noncommissioned officers and warrant officers, gain seniority in our ranks, they will have the opportunity to attend courses that not only build on core FA competencies, but will also introduce them to "Fires" tasks that are common between both FA and Air Defense Artillery (ADA) communities at higher levels, such as the complexities of Air- Ground Integration. As these FA leaders grow, it is important to provide broadening opportunities to prepare them for the challenges they will encounter both within and outside the FA branch. Overall, experience and education will remain the key to developing our strategic leaders of tomorrow.

Integrate Redesigned DIVARTYs into the Operational Force DIVARTY

As of this month, six of our 10 DIVARTYs have activated, these include the 1st Armored Division Artillery, 2nd Infantry Division Artillery, 25th Infantry Division Artillery, 3rd Infantry Division Artillery, 101st Airborne Division Artillery (Air Assault), and the 82nd Airborne Division Artillery.

The original date to start activating DIVARTYs was October 2014, however many division commanders opted to move their activation dates up, starting with the 1st Armored Division Artillery which activated in July 2014.

This force structure was re-implemented to support the Maneuver; it will develop and provide highly-trained FA Soldiers, Leaders and FA formations that will greatly enhance BCT capabilities.

Repetitive deployments, conducting nonstandard missions have left many Field Artillery formations out of practice in their core tasks and drills—at both the individual and collective levels. When the DIVARTY was removed from the Army structure, these requirements still existed—but an effective training oversight capability was not developed.

We must get back to those core competencies, and we can do this by managing and certifying our Redleg Soldiers at all levels. Beyond improving support to the Maneuver commander, the DIVARTY force structure allows us to take personal responsibility for training all our Field Artillerymen and women.

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Modernize the Field Artillery Force The Five Requirements

Since World War I, our "Five Requirements for Accurate Predicted Fire" have served us well, but in this modern era of Joint operations, Global Positioning Systems (GPS), digitized systems, and precision munitions, it became necessary to re-look the Five Requirements.

After a thorough examination by a working group consisting of Fires Center of Excellence and United States Field Artillery School professionals, our Five Requirements were updated.

Specifically, "Predicted" in the original title was found to be a misnomer. When taking into consideration computer automations, target locating devices, employing precision munitions and near-precision munitions ... we are no longer "predicting" but rather targeting and delivering fires "accurately."

Thus the title was changed to "The Five Requirements for Accurate Fire." In order to fully embrace this change, a training philosophy called the "80:10:10 Targeting Standard" was also implemented.

80:10:10 Targeting Standard

80:10:10 Targeting Standard is a ratio based on a mindset that makes it necessary for us to get a "precision grid" 80 percent of the time. This ratio is of monumental significance in terms of how we equip and train our Fire Supporters. Additionally, 10 percent represents a delivery of near-precision grid (50m Target Location Error [TLE]), and the other 10 percent represents an unaided non-precision grid (200m TLE). The bottom line is regardless of what we shoot— from conventional to precision munitions – we should always strive to attain the most accurate grid within given conditions and equipment limitations before sending any type round down range.

Doctrine

In 2014, we worked hard to further define our role as a branch, but in order to maintain momentum on all our LOEs, it was crucial to update our doctrine as well.

Last year, ATP 3-09.23 The Field Artillery Cannon Battalion, ATP 3-09.13 Battlefield Coordination Detachment, ATP 3-60 Targeting, ATP 3-09.42 Fire Support for the Brigade Combat Team, ATP 3-09.50 The FA Cannon Battery, ATP 3-09.70 Paladin Operations, and ATP 3-09.12 Field Artillery Target Acquisition were all analyzed, reviewed and updated to bring new relevance to our FA formations and roles.

ADRP 3-09 Fires, and FM 3-09 Field Artillery Operations and Fire Support, are currently under an urgent revision in order to firmly anchor the characteristics and responsibilities of the Division Artillery (DIVARTY) and FA Brigade into Fires doctrine.

The ATP 3-09.23, The Field Artillery Cannon Battalion, ATP 3-60, Targeting, The ATP 3-09.42, Fire Support for the Brigade Combat Team, The ATP 3-09.50, The Field Artillery Cannon Battery, The ATP 3-09.70, Paladin Operations, and the ATP 3-09.12, Field Artillery Target Acquisition have all been staffed and reviewed worldwide, all comments have been received and adjudicated. Our goal for all these publications is that they will be published in 2015.

The ATP 3-09.13, Battlefield Coordination Detachment (BCD), has been staffed, world-wide comments received and adjudicated through a subject matter expert (SME) review board. The SME review board was conducted via VTC with participating Battlefield Coordination Detachments (BCDs). Final edits are being made on this publication and it should be published in 2015.

The FM 3-09, Field Artillery Operations and Fire Support, received a full revision this year and was published in April 2014; another revision is currently underway to incorporate roles and missions of DIVARTYs and FA Brigades.

Additionally, we are actively engaged in developing new DIVARTY doctrine, mainly ATP 3-09.90. We are expecting to have an initial draft of this publication staffed by February 2015.

I would like to give many thanks to the countless individuals and units who have reviews and provided feedback to these documents. Our FA Force and Maneuver Forces will benefit from these updates.





Recruit, Access and Retain a Quality Field Artillery Force CMF 13

Throughout 2014, we conducted a comprehensive 13 series (FA) military occupational specialty (MOS) review. Our goal was to look at the possibilities, based on technology advancements within our FA systems of consolidating our current seven MOSs down to four by 2020. This review was necessary to ensure all of our MOSs are current, relevant, sustainable, and offer the best assignment and promotion opportunities possible for our Soldiers and NCOs.

The first MOS we tackled was 13F, Forward Observers. The 13F MOS was in the greatest need of modernization due to the technological advancements associated with determining precise target location and employing Joint Fires.

As a result of this effort, 13F advanced individual training (AIT) has been resourced by Training and Doctrine Command (TRADOC) to grow from a six-week course to an eight-week and four-day course in order to develop precision targeting capabilities. This was just the beginning, as we have also started to review and modify the curriculums for 13F Advanced Leaders Course (ALC) and the Senior Leaders Course (SLC) to likewise enhance effective precision targeting.

We are progressing with merging 13D and 13P into a single 13J MOS, Fire Control Specialist. With all of our weapons platforms becoming digitized, the reliance on and use of automated gunnery has taken on greater importance. The 13D and 13P MOSs are now far more homogenous in their processes and procedures between the Fire Direction Center (FDC) and weapon-automated, fire-control systems. The 13J MOS specifications have been written and approved. The 13J MOS will be capable of fulfilling fire-control roles, duties, and responsibilities across both cannon and rocket formations with enhanced Fire Support integration skills. The 13J institutional training begins in 2017 and the transformation is scheduled to be complete by 2018.

Our next challenge is taking care of our 13T (Field Artillery Surveyor/ Meteorological Crewmember) NCOs and Soldiers. There is no projected growth in the 13T MOS career field for the foreseeable future. As a consequence, we are working on transitioning all our 13Ts into other critical need MOSs. Profiler technology has allowed the historical 13T meteorological critical tasks to be integrated into the 13D AIT and Advanced Leader Course (ALC) and the Metro critical tasks will soon transition to the 13J MOS. Likewise survey technological advancements will allow us to merge the survey critical tasks into the 13B/M MOSs.

These MOSs will initially get an additional skill identifier (ASI) to encompass all Survey tasks. Survey critical tasks will become a common task once the technology is completed with survey equipment integrated into Soldier gear and mounted on vehicles and equipment. The 13T MOS is currently targeted for deletion in FY18.

The King of Battle

Finally, the FA is ultimately about people. All of our FA men and women should be proud of what they have accomplished in 2014.

Today, 27,000 Soldiers serve as Redlegs on active duty and 22,000 more serve in the National Guard. As the Army develops its end state size and structure, it's important to keep in mind that our branch will also contend with making appropriate adjustments to our numbers and formations.

One thing is for certain, we will continue to identify, recruit and integrate the best Soldiers and officers into the branch. We will continue to make sure our Soldiers and leaders truly know and understand the standards that enable excellence.

Thank you for a great year, and I look forward to many great things over the course of 2015.

King of Battle! **Fires Strong!**

Brigadier General William A. Turner

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Conducting Field Artillery Qualifications in a Tactical Scenario Restoring and Preserving Field Artillery Competencies

By CPT Lucas F. Leinberger, 3-393 FA, 479th FAB

Proper planning, synchronization and execution of training is critical to any organization. For the Field Artillery it is even more critical due to the complexity of observing, coordinating and delivering fires in support of combined arms maneuver. Field Artillery table qualifications are a powerful tool for ensuring Field Artillery units are capable of providing fires despite these complexities. There is a tendency to execute the tables incorrectly and as an administrative event rather than a tactical action. A solution to the problem is a standardized, doctrinally based example for leaders to refer to while planning and conducting qualifications. Most importantly, gunnery tables, should be executed as a situational training exercise (STX) versus simply shooting fire missions in a static exercise. Tactically driven tables result in maximization of training time, better preparing units for major events such as a combat deployment or a rotation to one of the Army Combat Training Centers (CTC).

Years of continuous deployment and non-standard missions contributed to the current state of Field Artillery specific training and planning. The high operational tempo drove units to conduct "administrative" artillery tables, and made such methods an acceptable means of qualifying units prior to deployment. The ramifications of this practice are far reaching and impact nearly every aspect associated with the tactical delivery of fires. In fact, many leaders believe artillery qualifications cannot be conducted simultaneously within an STX. This is not true, as artillery tables need to be part of a STX in order to best prepare our Army for future operations.

Current doctrine, TC 3-09.8: Field Artillery Gunnery, specifies the type of fire missions required for artillery table qualifications. It also includes guidance stating the qualifications may be conducted during a scenario-driven training event. Additionally, the TC 3-09.8 step procedure conditions for each qualification task states, "the Battery/Platoon/Battalion is conducting combat operations." However, there is no emphasis on the importance of executing the tables as part of a combined arms scenario, or a description of what the scenario should look like. As a result, units train to technical proficiency while failing to address the tactical skills needed to facilitate overall unit success in synchronizing the war fighting functions in support of combined arms maneuver. Furthermore, conducting the qualifications in this manner does not meet the doctrinally directed conditions for execution of the task step procedures.

Another contributing factor is a generation of leaders who are inexperienced in conducting traditional Field Artillery training. This is not their fault, nor a sign of incompetency. Instead, it is proof of the aforementioned effects of years of sustained non-standard missions on artillery proficiencies. Many leaders simply never had the opportunity to conduct live fire training in support of combined arms maneuver with an integrated or notional higher headquarters driving the scenario. For example, the inclusion of the Brigade Fires Cell during table qualifications, facilitates counter-fire drill rehearsals. Doing so then facilitates staff drills for the de-confliction of ground and air at the Brigade level while the firing Battalion simultaneously provides a point of origin target location for use during qualification fire missions.

A simple way to correct this problem is the development of a doctrine based example or "playbook" for the conduct of Field Artillery table qualifications in a tactical scenario. One approach is to combine multiple tables into one training event. Of course, the decision to do so depends on how proficient a unit is in their section level skills. A way to ensure proficiency is to direct the completion of Artillery Skills Proficiency Training and artillery tables I-IV five to three training weeks prior to the desired table VI execution date for Active Duty units, or during the two battle assemblies prior to Annual Training (AT) for National Guard units.

The next step is to conduct artillery table V two weeks prior to table VI, and no later than the initial few days of Annual Training for National Guard units. While TC 3-09.8

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does not require the Battery Commander to individually table V certify each section himself, it is a good practice and highly recommended for a unit re-learning their skills. Additionally, the Battalion Master Gunner must also be present to ensure the certification is conducted to standard. Completion of table V, under these conditions, provides the unit with a dry rehearsal of the table VI requirements, and allows leadership to identify any critical shortcomings prior to live fire qualifications.

When ready, the unit begins the tactical training scenario and their qualification tables. To do this the unit should establish a scenario tailored to the tables they wish to conduct. For example, the scenario might start with the unit already in a deployed environment, and receiving orders to provide fire support. Prior to "crossing the wire," the battalion conducts table VI qualifications and muzzle velocity variation calibrations. Once complete, the batteries then receive orders to move to their designated position areas to occupy and provide fire support.

The scenario continues as the unit conducts tables VII-XI in preparation for table XII. Each platoon must be trained or proficient in their supporting collective tasks prior to starting table XII to include the ability to conduct reconnaissance, selection and occupation of a position (RSOP). Training of tables VII-XI should be executed at the battery level and supervised by the battalion to ensure resources are available. Of particular importance for resourcing is ammunition for live fire execution of table X. As per TC 3-09.8, the platoon trains and certifies on the fire missions determined by the commander to support the battalion Mission Essential Task List (METL). The Battalion Master Gunner and an S-3 representative should also provide oversight in order to ensure the units are meeting the commander's intent. During this time, the units may also conduct Digital Sustainment Training (DST) or Field Artillery technical rehearsals for upcoming table XII fire mission requirements.

When table XII begins, the scenario intensity increases. For example, plan the scenario so a platoon must conduct a position defense while executing table XII fire missions. Another possibility is a well planned tactical movement lane in which a platoon encounters enemy contact while reoccupying to continue table XII fire missions. Regardless of the unit's approach, the battalion leadership must thoroughly assess platoon movements and occupations without reducing emphasis on fire mission execution. One way to achieve this is to assign personnel from within the battalion or brigade as Observer Coach/Trainers (OC/T) to assist in enforcing the STX timeline. The OC/T is then able to focus on providing platoon level assessments rather than the commander or staff who have their own duties to perform. The desired end state of table XII is the qualification of each platoon utilizing a challenging tactical scenario simulating a decisive action environment while also capturing assessments and lessons learned for each unit. It is acceptable, and recommended, to tailor the STX for specific areas of operation if the unit is training for a deployment, CTC, etc.

Completion of tables VI- XII in four to five days is possible if all supporting tasks, including DST of required fire missions, are complete prior to the FTX or STX. The inclusion of FA Technical Rehearsals is also critical to the successful and timely completion of artillery table qualifications. However, recent CTC rotations and Annual Training assessments show a tendency for units to believe "surprise" unplanned fire missions, or Calls for Fire (CFF) are the only way to prepare their Soldiers for real combat. This is not true, and detrimental to the unit's ability to rehearse and execute fires efficiently. Instead, utilization of a Fire Support Execution Matrix (FSEM), Target List Worksheet (TLW), and Schedule of Fires must be enforced. Use of these products during artillery tables and technical rehearsals provide a controlled, synchronized plan for the unit to execute, in addition to further developing the staff in their ability to plan and control field artillery operations.

Reaching table XV during the same exercise depends on unit preparedness more than anything else. If ready, the scenario continues and the focus shifts to the battery level. Ideally, the OC/Ts are from the brigade level or an adjacent Fires Battalion with Division Artillery (DIVARTY) oversight as they come online in the near future. However, the use of experienced battalion level staff is acceptable if approved by the chain of command. The OC/T's focus now shifts to the Battery Commander's conduct of TLPs in order to assess mission command and collective METL tasks. The OPFOR presence also increases with the implementation of enhanced notional capabilities such as enemy counter-

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fire, chemical threats or air support systems to facilitate assessment of battery survivability moves while simultaneously driving staff-function exercises at the battalion level.

The benefits of conducting tactical artillery tables extend beyond the areas discussed. At a minimum, unit leaders can consolidate collective tasks and qualification requirements in one synchronized event instead of separate training exercises. Subsequently, staffs have more opportunities to conduct the Military Decision Making Process (MDMP) for a tactical scenario instead of only planning for administrative actions. This places table qualifications in accordance with FORSCOM Regulation 350-1 training guidance which states, "Training programs must give the proper attention to individual/crew/team proficiency and small unit training, while simultaneously training commanders and their staffs in the successful execution of Mission Command."

Conducting the tables as described also provides a realistic training event to facilitate the commander's METL assessment, and validation of critical Standard Operating Procedures (SOP) such as counter-fire drills. In contrast, an administrative scenario typically does not facilitate a METL assessment. Instead, some METL tasks are not assessed simply because they are not conducted due to improper planning and supervision of collective task training by unit leadership. Furthermore, rotational unit assessments at the National Training Center (NTC) show a trend of poor SOP use or enforcement at the lowest level. Even more concerning is the noted lack of proficiency in rotational unit basic skills such as fire mission computations. An artillery table STX enables a unit to correct these deficiencies by enforcing SOP adherence and internally validating the document prior to a CTC rotation or deployment. Basic skills will also improve due to the METL task proficiency required for unit success at the collective and individual levels.

As mentioned, proper METL assessment requires the implementation of a tactical scenario and the artillery table qualifications provide the perfect opportunity to do so in a time of budgetary restrictions for the Army. By consolidating multiple qualifications in one training event, the unit is able to take advantage of funding sooner versus waiting several months only to find out funding is no longer available. Also, the unit may be able to reduce their annual spending costs due to redundant support purchases, or maintenance repairs due to equipment sitting mostly unused for extended periods in motor pools between training events. However, regular preventative maintenance during the STX must be enforced to mitigate vehicle damages due to a longer duration of exercise. Lastly, a reduction in fuel consumption, especially for a heavy unit, is possible due to a reduction in the number of trips moving equipment to and from the field during multiple training exercises.

Publication of an example guide or "play book" does not ensure the alignment of artillery table qualifications with Decisive Action training guidance within the artillery community. Instead, such material should be included for discussion through various outlets including the Field Artillery Master Gunner Course, Captains Career Course (FACCC) and the Pre-Command Course (PCC) at Fort Sill. Discussion through practical exercises or case studies ensures the material does not become stagnant or outdated by encouraging improvements to the materials addressing future operational training requirements. Additionally, the material should be made available online through sites such as the Fires Knowledge Network or the Center for Army Lessons Learned to ensure all leaders have access to the example products. As a result, future Battery Commanders and staff members will understand how to plan and execute artillery tables prior to doing so at their gaining unit. Likewise, future Battalion Commanders will know what to expect from their staff and subordinate commanders when supervising the planning and execution of the tables.

Ultimately, it is up to Field Artillery leaders to ensure the community remains proficient and dependable in producing trained, ready, and cohesive units prepared for operational deployment. Maximizing training time by including quantitative and qualitative assessments derived from a tactical scenario is a good start. Failure to conduct such training is unacceptable and irresponsible for an Army training to win its nation's wars. Now is the time for leaders to capture, develop, and retain institutional knowledge- not after the next conflict begins.

Editor's Note: The views expressed by the author does not necessarily reflect the official stance of the U.S. Army Field Artillery branch and the U.S. Army Field Artillery School, and does not supersede any information presented in other official Army or Field Artillery publications.

THIS MONTH IN HISTORY "DECEMBER"

7 December 2006, The Field Artillery School's 30th Field Artillery Regiment became the 428th Field Artillery Brigade. The 30th Field Artillery Regiment had served the school since 1 February 1989.

8 December 1987, President Reagan and Soviet General Secretary Gorbachev signed the Intermediate-Range Nuclear Forces Treaty to reduce nuclear arms. The treaty led to the elimination of the Army's Pershing II missile and the Soviet SS-20 missile and the inactivation of Field Artillery Pershing units.

10 December 1930, Secretary of War Patrick J. Hurley designated Fort Sill as the permanent home of the Field Artillery School after years of debate over the best location.

17 December 1944, During the Battle of the Bulge, the Americans employed the VT fuse for the first time against ground targets. The fuse increased the effectiveness of Field Artillery fires.

21 December 1944, The American 1st, 2nd, and 99th Infantry Divisions massed sixteen battalions of field

artillery to halt the German attack in the critical area of Berg-Butgenbach-Elsenborn during the Battle of the Bulge.

22 December 1944, BG Anthony McAuliffe of the 101st Airborne that was surrounded by the Germans at Bastogne, Belgium, uttered his famous response to the German request to surrender by saying "Nuts." The American Field Artillery played a role in keeping Bastogne from being overrun by the Germans.

23 December 1947, Bell Laboratories demonstrated its transistor for the first time. The transistor made possible the development of the Field Artillery Digital Automated Computer (FADAC) late in the 1950s that was designed to compute technical fire direction. FADAC depended upon transistors and made a significant breakthrough in gunnery computation by taking a step forward to complement manual gunnery.

25 December 1868, At Soldier Springs, Indian Territory, Colonel A.W. Evans' two mountain howitzers lobbed spherical case into Comanche village. One shell was a dud, and the other exploded causing the Native Americans to scatter. Evans did not pursue because his horses were too tired. Although Evans' column was smaller than Lieutenant Colonel George A. Custer's column that fought at the Battle of the Washita in November 1868, it nevertheless played a key role in Sheridan's winter campaign of 1868-1869 to drive the Native Americans back onto the reservations in western Indian Territory.

26 December 1776, Alexander Hamilton's battery played a key role in defeating Hessian troops by preventing them from forming up into combat lines of battle during the Battle of Trenton during the American Revolution.

26 December 1944, The 4th Armored Division made contact with Bastogne with the support of 35 field artillery battalions to help lift the siege of the city and 101st Airborne Division.

31 December 1862, BG Joshua Sill was killed in action at the Battle of Stones River, Tennessee. Fort Sill was named in honor of General Sill.



The Field Artillery Lessons Learned is collecting DIVARTY SOPs. On Oct. 3, 2013, the Vice Chief of Staff of the United States Army approved the Fires HQ FDU. The first operational DIVARTY was established in July 2014 with the 1AD. It is anticipated that this design will be completed across the force by the first quarter of FY16. Here's where we need your help in the Lessons Learned. If you have any new SOP's supporting the DIVARTY, send them our way to help out your fellow Redlegs.

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The holidays are a perfect opportunity to spend with Family and friends. Between now and the first of the year, time will pass extremely fast as we take part in a myriad of holiday festivities, starting with Thanksgiving Day extending through New Year's Day.

This holiday season, I'd like us all to take a few moments from the hustle and bustle to focus on what's truly important – taking a moment to remember all our fellow Soldiers, Marines, and Civilians who are deployed around the globe caring for and defending our Nation. After more than a decade of conflict, there is still work to be done, and those who are serving are providing exemplary service protecting our freedom.

I would also like to take a moment to remember all the individuals who have made the ultimate sacrifice in service to our Nation. The holidays are going to be difficult for their families and friends. So I ask that you please make the time to provide words of comfort and care, and words of appreciation for their loved one's service and sacrifice.

Finally as you celebrate this holiday season, please do so safely. Extreme weather, fatigue and alcohol are a deadly combination while traveling. If traveling by car this holiday season, please take time to plan your route and make sure you are well rested before hitting the highway.

2014 has been an outstanding year for the Field Artillery community. 2015 will be another busy year for the Field Artillery and the United States Army Field Artillery School. We need everyone to be fit to fight. Be smart and be safe, and most of all enjoy yourself, Family and friends.

Best wishes to you and your Families for continued good health, happiness and success. Stand tall, hold your heads high and be proud!

Team Sill! Oklahoma Pride! Fires Strong! King of Battle!

WI Jum Brigadier General William A. Turner