

PROFILE

OF THE UNITED STATES ARMY



a reference handbook developed by

THE INSTITUTE OF LAND WARFARE

AT THE ASSOCIATION OF THE UNITED STATES ARMY



FIELDS

PROFILE

OF THE UNITED STATES ARMY



a reference handbook developed by

THE INSTITUTE OF LAND WARFARE

AT THE ASSOCIATION OF THE UNITED STATES ARMY




Interested in becoming a member
of AUSA? Join online at:

www.ausa.org/membership



Profile of the United States Army
is produced for you, and we value your
opinion about its appearance and
content. Please send any feedback
(positive or negative) regarding this
edition of *Profile* to Ellen Toner at:

ilwpublications@ausa.org



Developed by AUSA's Institute of Land Warfare

RESEARCH AND WRITING
Ellen Toner

EDITING
Sandra J. Daugherty

GRAPHICS AND DESIGN
Kevin Irwin

TECHNICAL SUPPORT
Master Print, Inc.

Photographs courtesy of the United States Army and the Department of Defense.

©2016 by the Association of the United States Army. All rights reserved.

Association of the United States Army
Institute of Land Warfare

2425 Wilson Boulevard, Arlington, Virginia 22201-3385
703-841-4300 • www.ausa.org



CONTENTS

F	FOREWORD	v
1	NATIONAL DEFENSE	1
2	LAND COMPONENT	9
3	ARMY ORGANIZATION	21
4	THE SOLDIER	31
5	THE UNIFORM	39
6	THE ARMY ON POINT	49
7	ARMY FAMILIES	55
8	ARMY COMMAND STRUCTURE	63
9	ARMY INSTALLATIONS	85
G	GLOSSARY	93
M	MAPS	95



Throughout its 241 years, the United States has maintained its Army as the world's most formidable fighting force. Under General George Washington, the Continental Army fought for the independence and rights of a fledgling nation. This first American Army—primarily made up of ordinary citizens with little or no warfighting experience—comprised Soldiers who held a zealous desire for independence. Their motivation for freedom ultimately led them to defeat the well-established and well-trained British army.

This motivation and love for country are instilled in today's Soldiers as they continue to fight for and defend freedom from oppression for all. The Army has evolved into an agile, dynamic force that is ready to respond quickly and decisively to eliminate threats, prevail on the battlefield and continue to protect the freedom it won more than two centuries ago.

The Association of the United States Army's (AUSA's) Institute of Land Warfare (ILW) publishes *Profile of the United States Army* as a guide to the Army. ILW has created *Profile* as a user-friendly reference book for people familiar with the Army and an easy-to-read introduction for family members, civilian employees, contractors and future Soldiers. *Profile* describes the structure and priorities of today's Army.

This latest edition of *Profile* discusses the Army's role in preserving the country's security and national interests; it also describes the history behind the Army's current organization. *Profile* contains pertinent information and helpful graphics on the Soldier, the uniform, the Army's current operations, Army families and the Army's command structure and installations. Finally, *Profile* contains a glossary of military acronyms and also maps illustrating locations of current Army combat corps and divisions, current Army National Guard divisions and brigade combat teams and Army Reserve operational and functional commands.

Profile is available on the AUSA website (<http://www.ause.org>). A comprehensive weapons directory containing detailed information about Army weapon systems, published by AUSA's *ARMY* magazine, is also available. The directory describes all of the Army's weapon systems, including aircraft, artillery, tanks, individual equipment and state-of-the-art technologies used by Soldiers in the warfight.

AUSA fully supports the Army—Regular Army, Army National Guard, Army Reserve, Army civilians, Army veterans and retirees and the families and communities who stand behind them—as it faces its many challenges. *Profile of the United States Army*, an integral part of this support, serves as a guide to the history and organization of the Army. AUSA welcomes comments and suggestions on how to make future editions as useful and informative as possible. In publishing this book, AUSA and the Institute of Land Warfare seek to provide a greater understanding and appreciation of the men, women, families, institutions and organizations who strive to maintain the world's greatest army.



Carter F. Ham
General, U.S. Army Retired
President and CEO, AUSA

1 July 2016





CHAPTER 1

NATIONAL DEFENSE

CIVILIAN CONTROL

America's military has always been a product of the American community. Militias, made up of farmers and tradesmen, were called to arms only when needed to meet their towns' and villages' security needs. The framers of the Constitution kept this in mind when they set up the U.S. government. Although states were allowed to maintain militias, the Constitution put "the common defense" of the nation in the hands of the federal government and placed that military authority wholly under the civilian control of the President and Congress.

Civilian oversight of the U.S. military was further established in the chain of command, starting with the President as the Commander in Chief of all U.S. military forces and descending through the Secretary of Defense to the secretaries of the individual services and their under secretaries and assistant secretaries. These individuals, appointed by the President and approved by Congress, direct the armed forces' nonoperational activities and establish policies for their departments. The highest ranking military members in the U.S. government—the Joint Chiefs of Staff—serve only in advisory capacities on matters of military policy.

In a departure from the way most nations used their armies as internal enforcers of the leaders' will, America's founding fathers created an armed force that serves the will of the people and ensures their freedoms without sacrificing their security. This significant difference between the U.S. military and the traditional role of armies is embodied in the oath American servicemembers recite upon enlisting or receiving their commissions (see chapter 4, "The Soldier"); rather than swearing to protect and serve a person or a country, the American servicemember swears to support and defend a document—the U.S. Constitution.

CONSTITUTIONAL AUTHORITY

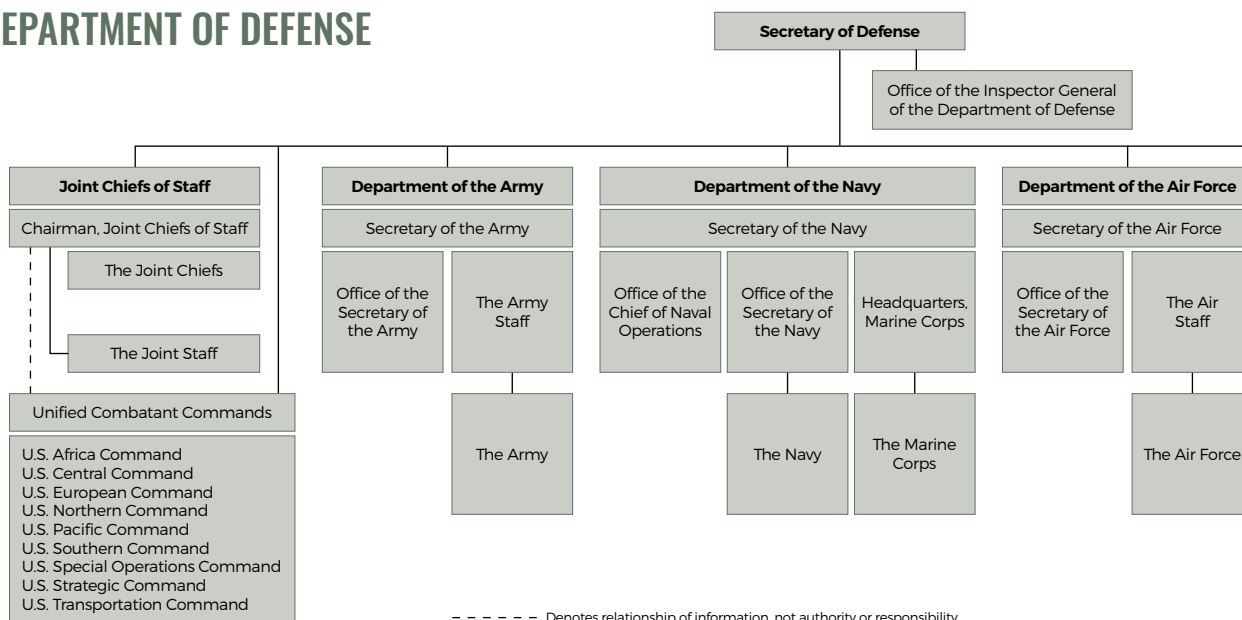
The Constitution gives Congress responsibility to provide for "the common defense and general welfare of the United States" and, in regard to military matters, the following authority:

- to declare war;
- to raise and maintain armed forces;
- to make rules for the government and regulation of the armed forces;
- to organize, arm and discipline the militia; and
- to "call forth the militia to execute the laws of the union, suppress insurrections and repel invasions."

The Constitution gives the President the role of Commander in Chief of the Armed Forces, including the militia "when called into the actual service of the United States."

The Constitution's Third Amendment also covers the military by forbidding the quartering of Soldiers in any house in times of peace without consent of the owner "nor in time of war, but in a manner to be prescribed by law," which Congress would have to pass and the President would have to sign.

DEPARTMENT OF DEFENSE



DEPARTMENT OF DEFENSE

The military operational chain of command runs from the President through the Secretary of Defense to the commanders of the combatant commands down to unit commanders. Only the President and the Secretary of Defense have constitutional authority to order military action and intertheater troop movements.

The Secretary of Defense runs the Department of Defense (DoD), headquartered in the Pentagon (often “Pentagon” and “DoD” are used interchangeably). DoD has the following components:

- Office of the Secretary of Defense;
- the Army, the Navy (including the Marine Corps), the Air Force and the National Guard Bureau;
- the Joint Chiefs of Staff (JCS);
- unified combatant commands; and
- various defense agencies and DoD activities.

MILITARY SERVICES

The U.S. armed forces comprise the four military services—the Army, the Navy (and, within the Navy, the Marine Corps), the Air Force and the U.S. Coast Guard.

The Army is the primary land force. Its purpose is to employ dominant landpower to defeat an adversary and to seize, occupy and defend terrain.

The Navy’s mission is to gain and maintain control of vital sea areas and protect sea lanes from surface, sub-surface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps is the Navy’s ground element with the mission to seize or defend advanced bases.

The Air Force’s role is to maintain control of airspace and project aerial combat power wherever needed to deter or destroy adversarial forces. Aerospace forces support the Army through interdiction, airlift and close air support.

The Coast Guard is part of the Department of Homeland Security, but the Navy takes operational control in time of war or when directed by the President. On an ongoing basis, the Coast Guard engages in maritime intercept operations and port and sea lane security.

MILITARY DEPARTMENTS

The Army, Navy and Air Force have their own civilian service secretaries (e.g., Secretary of the Army) who direct the nonoperational activities of their military departments. The chain of command runs from the President through the Secretary of Defense to the service secretary and then to the military chief of that service and down to that service’s major commands and agencies. The military departments carry out these key functions:

- preparing forces and establishing reserves of personnel, equipment and supplies;
- preparing and submitting budgets;
- developing tactics, techniques and organization;
- developing and procuring weapons, equipment and supplies;
- recruiting, organizing, training and equipping forces for assignment to combatant commands;
- assisting other departments in carrying out their missions; and
- assisting in training and equipping the military forces of foreign nations.



Within the DoD organization, the service secretaries have a unique relationship with their military service chiefs. In matters concerning the individual military departments, the chiefs fall under the secretaries in the chain of command. In matters of military strategy and doctrine, the chiefs, as members of the JCS, report directly to the Secretary of Defense and the President.

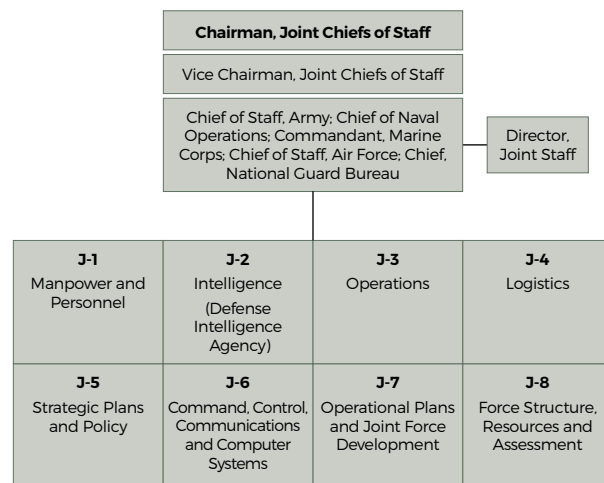
JOINT CHIEFS OF STAFF

The JCS comprise the military service chiefs—the Chief of Staff, Army; the Chief of Naval Operations; the Commandant, Marine Corps; the Chief of Staff, Air Force; and the Chief of the National Guard Bureau—plus the Chairman and Vice Chairman. The Chairman of the Joint Chiefs of Staff (CJCS) is senior to all other officers in the armed forces while holding the office and is the principal military adviser to the President and the Secretary of Defense. The CJCS also is a statutory member of the National Security Council.

The Joint Chiefs of Staff have the following key responsibilities:

- providing for the strategic direction of the armed forces and preparing strategic plans;
- assessing the capabilities of the armed forces;
- advising on priorities of requirements, program recommendations and budget proposals;
- developing doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- advising and assisting the President and the Secretary of Defense on the establishment of combatant commands; and

JOINT CHIEFS OF STAFF



- directing the Joint Staff.

The Joint Staff, with personnel from every military service, assists the CJCS and performs functions that help combatant commands carry out their missions. These functions are divided into eight areas designated as J-1 through J-8.

The Chief, National Guard Bureau joined the Joint Chiefs of Staff as part of a provision in the 2012 National Defense Authorization Act. When President Barack Obama signed this act into law on 31 December 2011, Air Force General Craig McKinley became the first Chief, National Guard Bureau, to serve as a member of the Joint Chiefs.

Neither the Joint Chiefs nor the service secretaries direct military operations; combatant commanders have that responsibility.

UNIFIED COMMANDS AND THEIR ARMY COMPONENTS

U.S. Africa Command Stuttgart, Germany	U.S. Central Command MacDill Air Force Base, Florida	U.S. Pacific Command Camp H.M. Smith, Hawaii
U.S. Army Africa Vicenza, Italy	U.S. Army Central Sumter, South Carolina	U.S. Army Pacific Fort Shafter, Hawaii
U.S. European Command Stuttgart-Vaihingen, Germany	U.S. Northern Command Peterson Air Force Base, Colorado	U.S. Southern Command Miami, Florida
U.S. Army Europe Weisbaden, Germany	U.S. Army North/Fifth Army Fort Sam Houston, Texas (Joint Base San Antonio)	U.S. Army South/Sixth Army Fort Sam Houston, Texas (Joint Base San Antonio)
U.S. Special Operations Command MacDill Air Force Base, Florida	U.S. Strategic Command Offutt Air Force Base, Nebraska	U.S. Transportation Command Scott Air Force Base, Illinois
U.S. Army Special Operations Command Fort Bragg, North Carolina	U.S. Army Space and Missile Defense Command Redstone Arsenal, Alabama	U.S. Military Surface Deployment and Distribution Command Scott Air Force Base, Illinois

UNIFIED COMMANDS

The U.S. armed forces are distributed among unified combatant commands comprising forces from two or more services. These unified commands are determined either by geography, i.e., “theater” (U.S. Central Command, U.S. European Command, U.S. Northern Command, U.S. Pacific Command, U.S. Southern Command, U.S. Africa Command), or by overriding mission or function (U.S. Space and Missile Defense Command, U.S. Special Operations Command, U.S. Strategic Command, U.S. Transportation Command).

The President, through the Secretary of Defense, has the authority to establish combatant commands with the advice and assistance of the Chairman, JCS. Each unified combatant command has a single commander—a four-star Army, Air Force or Marine general or a Navy admiral. The chain of command for these commanders goes directly to the Secretary of Defense and up to the President, both of whom have statutory authority to shift forces among combatant commands based on the requirements of particular situations or contingencies.

In addition, the President and the Secretary of Defense can establish specified combatant commands with a specific, continuing mission. Specified commands normally comprise forces from only one service with a commander from that service but may also have units and personnel assigned from other services. Currently, DoD has no specified combatant commands.

NATIONAL SECURITY STRATEGY

National security refers to the protection of the United States from internal and external threats to the country’s territory, population, government or economy. The President is responsible for developing the *National Security Strategy*. In the most recent *National Security Strategy*, released in February 2015, President Obama outlined his administration’s strategic approach to America’s enduring and most pressing interests:

Today, the United States is stronger and better positioned to seize the opportunities of a still new century and safeguard our interests against the risks of an insecure world.

America’s growing economic strength is the foundation of our national security and a critical source of our influence abroad. Since the Great Recession, we have created nearly 11 million new jobs during the longest private sector job growth in our history. Unemployment has fallen to its lowest level in six years. We are now the world leader in oil and gas production. We continue to set the pace for science, technology and innovation in the global economy.

We also benefit from a young and growing workforce and a resilient and diversified economy. The entrepreneurial spirit of our workers and businesses undergirds our economic edge. Our higher education system is the finest in the world,

drawing more of the best students globally every year. We continue to attract immigrants from every corner of the world who renew our country with their energy and entrepreneurial talents.

Globally, we have moved beyond the large ground wars in Iraq and Afghanistan that defined so much of American foreign policy over the past decade. Compared to the nearly 180,000 troops we had in Iraq and Afghanistan when I took office, we now have fewer than 15,000 deployed in those countries. We possess a military whose might, technology and geostrategic reach is unrivaled in human history. We have renewed our alliances from Europe to Asia.

Now, at this pivotal moment, we continue to face serious challenges to our national security, even as we are working to shape the opportunities of tomorrow. Violent extremism and an evolving terrorist threat raise a persistent risk of attacks on America and our allies. Escalating challenges to cybersecurity, aggression by Russia, the accelerating impacts of climate change and the outbreak of infectious diseases all give rise to anxieties about global security. We must be clear-eyed about these and other challenges and recognize the United States has a unique capability to mobilize and lead the international community to meet them.

Any successful strategy to ensure the safety of the American people and advance our national security interests must begin with an undeniable truth—America must lead. Strong and sustained American leadership is essential to a rules-based international order that promotes global security and prosperity as well as the dignity and human rights of all peoples. The question is never whether America should lead, but how we lead.¹

Specifically, America's enduring national interests are:

- the security of the United States, its citizens and U.S. allies and partners;
- a strong, innovative and growing U.S. economy in an open international economic system that promotes opportunity and prosperity;
- respect for universal values at home and around the world; and
- a rules-based international order advanced by U.S. leadership that promotes peace, security and opportunity through stronger cooperation to meet global challenges.

These priorities highlight the *National Security Strategy's* assertion that the United States must lead with purpose,

strength, by example, with capable partners, with all instruments of national power (diplomatic, information, military and economic) and with a long-term perspective.

DEFENSE GUIDANCE OF 2012

On 5 January 2012, President Obama and then Secretary of Defense Leon Panetta introduced a strategic document titled *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*. This strategic guidance is designed to describe the projected security environment and military missions, shape the joint force of 2020 and guide decisions about force structure and resources. The guidance is a nonstandard supplement to the *National Security Strategy* and is not a statutory requirement, as are the *Quadrennial Defense Review* and *National Military Strategy*.

The guidance presents, in broad terms, the priorities for the United States' global security efforts:

- deter and defeat aggression and take an active approach to combating extremist groups and nonstate threats around the world;
- rebalance security posture toward the Asia-Pacific region and build on relationships and networks of cooperation with existing and emerging partners;
- secure the free flow of commerce through the global commons with a correct balance of military power in the Asia-Pacific regions and promote a rules-based, cooperative international order;
- support long-term objectives, military presence and partner nations in the Middle East while evolving the relationship with Europe to reflect changes in the security environment;
- project power and provide a stabilizing presence that facilitates building partner capacity around the world;
- counter the proliferation of weapons of mass destruction (WMD) while maintaining a safe and credible nuclear deterrent; and
- invest in science, technology and joint capabilities to enhance the force's effectiveness.²

The vision for the joint force of 2020 is a smaller force that is more agile, flexible and technologically enabled than the current force. Although the joint force will be capable of conducting limited stability operations, it will no longer be sized to conduct large-scale, prolonged stability missions. The United States will choose readiness over force structure but will build in priorities and reversibility mechanisms that reduce risk to the smaller force. The guidance also reiterates the United States' commitment to the All-Volunteer Force and highlights the intent to rely on National Guard and Reserve forces



to meet requirements. The United States faces a delicate balance; the strategic guidance is meant to ensure the armed forces can meet the nation's security needs within resource limitations and at acceptable risk.³

NATIONAL MILITARY STRATEGY

Based on the President's *National Security Strategy*, the Department of Defense established the *National Military Strategy* (NMS), which describes how DoD will employ military forces to protect and advance U.S. national interests. According to the 2015 NMS, the military's purpose is to protect the nation and win America's wars. This is achieved through the three DoD Strategic Pillars:

- protect the homeland;
- build security globally; and
- project power and win decisively.

The national security interests outlined in the NMS are:

- the survival of the nation;
- the prevention of catastrophic attack against U.S. territory;
- the security of the global economic system;
- the security, confidence and reliability of U.S. allies;
- the protection of American citizens abroad; and
- the preservation and extension of universal values.

To protect these national security interests, DoD focuses on three national military objectives: deter, deny and defeat state adversaries; disrupt, degrade and defeat violent extremist organizations (VEOs); and strengthen the nation's global network of allies and partners.

Deter, deny and defeat state adversaries. The U.S. military deters aggression by maintaining a credible nuclear capability that is safe, secure and effective; conducting forward engagement and operations; and maintaining Regular Army, Army National Guard and Army Reserve forces prepared to deploy and conduct operations of sufficient scale and duration to accomplish their missions. Forward-deployed, rotational and globally responsive forces regularly demonstrate the capability and will to

act. Should deterrence fail to prevent aggression, the U.S. military stands ready to project power to deny an adversary's objectives and decisively defeat any actor that threatens the U.S. homeland, national interests or allies and partners.

Disrupt, degrade and defeat VEOs. Today, the United States is leading a broad coalition of nations to defeat VEOs in multiple regions by applying pressure across the full extent of their networks. In concert with all elements of national power and international partnerships, these efforts aim to disrupt VEO planning and operations, degrade support structures, remove leadership, interdict finances, impede the flow of foreign fighters, counter malign influences, liberate captured territory and ultimately defeat them. In support of these efforts, the United States is widely distributing U.S. military forces and leveraging globally integrated command and control processes to enable transregional operations.

Strengthen the nation's global network of allies and partners. America's global network of allies and partners is a unique strength that provides the foundation for international security and stability. These partnerships also facilitate the growth of prosperity around the world, from which all nations benefit. Looking to the future, the U.S. military and its allies and partners will continue to protect and promote shared interests; they will preserve alliances, expand partnerships, maintain a global stabilizing presence and conduct training, exercises, security cooperation activities and military-to-military engagement. Such activities increase the capabilities and capacity of partners, thereby enhancing the collective ability to deter aggression and defeat extremists. The presence of U.S. military forces in key locations around the world underpins the international order and provides opportunities to engage with other countries while positioning forces to respond to crises.

NATIONAL MILITARY OBJECTIVES

To carry out the *National Military Strategy*, U.S. armed forces are employed in accordance with the 12 joint military missions. The "Capstone Concept for Joint Operations: Joint Force 2020" emphasizes eight key components that rely on transportation networks, global logistics, secure communications and integrated joint and partner intelligence, surveillance and reconnaissance (ISR) capabilities. The eight components include:

- employing mission command;
- seizing, retaining and exploiting the initiative;
- leveraging global agility;
- partnering;
- demonstrating flexibility in establishing joint forces;

- improving cross-domain synergy;
- using flexible, low-signature capabilities; and
- being increasingly discriminate to minimize unintended consequences.⁴

Twelve Joint Military Missions⁵

Maintain a secure and effective nuclear deterrent.

The United States is investing to sustain and modernize its nuclear enterprise. DoD continues to implement the 2010 Nuclear Posture Review and 2011 New START (Strategic Arms Reduction Treaty) while providing for our national defense. Additionally, the military is enhancing command and control capabilities for strategic and regional nuclear forces.

Provide for military defense of the homeland. To protect the nation against emerging state and nonstate threats to our homeland, the U.S. military is striving to interdict attack preparations abroad, defend against limited ballistic missile attacks and protect cyber systems and physical infrastructure.

Defeat an adversary. If the United States or its allies are attacked, “the U.S. military along with allies and partners will project power across multiple domains to decisively defeat the adversary by compelling it to cease hostilities or render its military incapable of further aggression.”

Provide a global, stabilizing presence. “The presence of U.S. military forces in key locations around the world underpins the security of our allies and partners, provides stability to enhance economic growth and regional integration and positions the joint force to execute emergency actions in response to a crisis.”

Combat terrorism. The best way to counter VEOs is by maintaining sustained pressure using local forces augmented by specialized U.S. and coalition military strengths such as ISR, precision strike, training and logistical support.

Counter WMD. To combat WMD, the United States partners with multinational and U.S. interagency partners to locate, track, interdict and secure or destroy WMD, their components and the means and facilities needed to make them. Due to their uniquely destructive nature and the ability of small groups to employ these weapons, it is essential to combat WMD as far from the homeland as possible.

Deny an adversary’s objectives. To deny an adversary his or her goal is central to achieving U.S. interests. The

capabilities required to curtail crises before they escalate include: highly-ready, forward-deployed forces; well-trained and -equipped surge forces at home; robust transportation infrastructure and assets; and reliable and resilient communications links with allies and partners.

Respond to crises and conduct limited contingency operations. In addition to the U.S. forces that are sustained globally to defend American citizens, the military responds to crises and conducts limited operations by teaming with partners, deploying additional U.S. forces and capabilities to a given region to strengthen deterrence, prevent escalation and reassure allies.

Conduct military engagement and security cooperation. Strengthening partners is fundamental to America’s security. Therefore, the U.S. military strengthens regional stability by conducting security cooperation activities with foreign defense establishments to support security interests, develop partner capabilities for self-defense and prepare for multinational operations.

Conduct stability and counterinsurgency operations. Civil-military affairs teams—building partner capacity, information support teams and cultural outreach programs—ensure that the military, in coordination with interagency, coalition and host-nation forces, is prepared to conduct limited stability operations.

Provide support to civil authorities. When the United States is impacted by man-made or natural disasters, the military offers support to civil authorities. The military integrates with civil capabilities through the Federal Emergency Management Agency’s National Planning System and National Exercise Program. During domestic events, U.S. military forces—predominately the Army, which includes Regular Army, Army National Guard and Army Reserve units—provide trained personnel, communications capabilities, lift and logistical and planning support. The military supports civilian first-responders to minimize human suffering and impact to infrastructure.

Conduct humanitarian assistance and disaster response. When required, U.S. Soldiers, Sailors, Airmen, Marines and Coast Guardsmen quickly and effectively deliver life-sustaining aid to desperate people all around the world. In all cases—for example, the Army’s response to the 2014–2016 Ebola outbreak—the military’s action to relieve suffering reflects the professional ethos and the values in which the nation believes.

¹ The White House, *National Security Strategy*, February 2016, http://www.whitehouse.gov/sites/default/files/docs/2015_national_security_strategy.pdf.

² Department of Defense, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, January 2012, http://www.defense.gov/news/Defense_Strategic_Guidance.pdf.

³ Catherine Dale and Pat Towell, “In Brief: Assessing DoD’s New Strategic Guidance” (Washington, DC: Congressional Research Service, 12 January 2012), <http://www.fas.org/spp/crs/natsec/R42146.pdf>.

⁴ Department of Defense, *National Military Strategy of the United States of America*, June 2015, http://www.jcs.mil/Portals/36/Documents/Publications/2015_National_Military_Strategy.pdf, p. 10.

⁵ *Ibid.*, p. 11.





CHAPTER 2

LAND COMPONENT

AN AMERICAN HERITAGE

The birth of the U.S. Army preceded the birth of the nation. One of the first actions taken by the Continental Congress on 14 June 1775—even before they began considering a Declaration of Independence—was to direct General George Washington to muster troops for a Continental Army. That army, along with the colonial militias and foreign allies, defeated the British in the eight-year War of Independence.

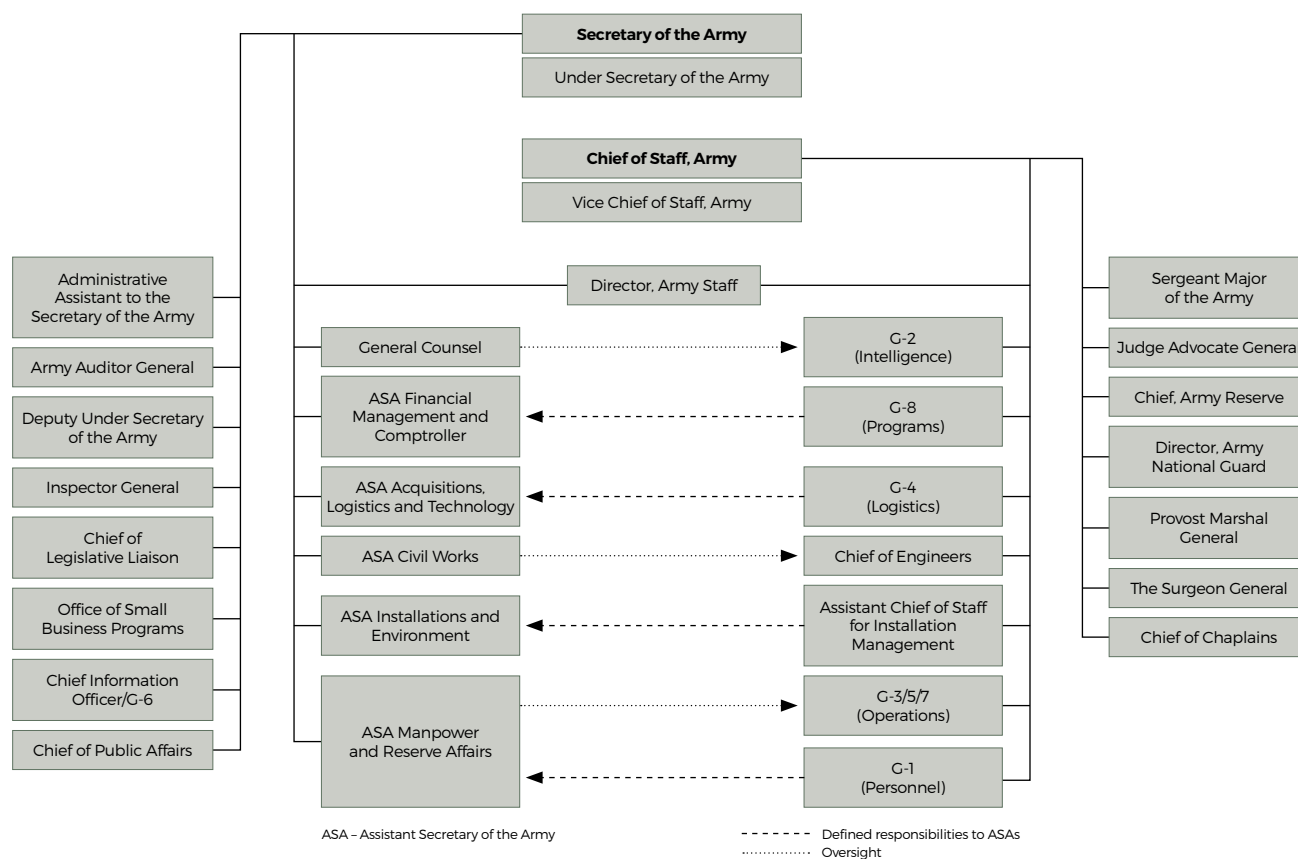
The American Army's mission and formation have changed little in the 241 years since. Today, the Army comprises a standing force of troops and equipment ready at all times to defend the United States from attack and protect national security. The provincial militias of colonial times are now the Army National Guard, which belongs to and serves the individual states but is called upon by the federal government to supplement the active Army. Another force of trained citizen Soldiers, the Army Reserve, provides further support in times of need. The Army National Guard and Army Reserve are called the reserve component (RC) of the Army. In support of the war on terrorism, the RC has played an even more prominent role in the security of the nation: the Army National Guard has mobilized more than 548,000 Soldiers and the Army Reserve more than 310,000 Soldiers since 11 September 2001. As of April 2016, 10,141 mobilized Army Guard Soldiers are serving around the world; from the Army Reserve, more than 12,000 citizen Soldiers are serving in Afghanistan and 22 other countries.

The U.S. Army has accomplished many combat and public service missions over the years. In the 19th century, Soldiers explored America's frontier and provided protection to both U.S. settlers and Native Americans. With its ranks again bolstered by citizen Soldiers in the militias, the Army successfully defended the United States' borders and ports from foreign attacks, helped preserve the Union during the Civil War and fought expeditionary wars to protect America's interests in China, the Philippines and Latin America. Through its Corps of Engineers, the Army helped improve river navigation and performed other public works. The Army formed the nation's first modern weather service, provided the nation's first airmail service and supervised the building of the Panama Canal.

The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need continued through both world wars in the 20th century. The onset of the Cold War altered this balance as the United States maintained a large standing active Army that took up defensive positions in Europe and Asia and handled the bulk of combat in the Korean and Vietnam wars. With the end of the Cold War in 1989, the nation began reducing the size of its armed forces, again relying on the RC to fill out the ranks for war (the Persian Gulf War, Afghanistan and Iraq) and operations other than war (peace-keeping missions in Somalia and the Balkans).

Today, the Regular Army, Army National Guard and Army Reserve make up one seamless force—the Total Army—committed to fighting the war on terrorism. It is a tradition going back more than 241 years: career Soldiers and citizen

DEPARTMENT OF THE ARMY



Soldiers serving as brothers and sisters in arms. During more than a decade of war, the RC has evolved into an operational reserve force. In their current role as an operational force, the Army National Guard and the Army Reserve have adopted the same standards of readiness as the Regular Army. This organization ensures a force generation plan in both peacetime and wartime that gives combatant commands, Soldiers, their families and civilian employees more predictable schedules for their calls to duty and deployments. But the mission has not changed: to defend the United States from attack and to protect her security.

MISSION OF THE ARMY

The U.S. Constitution gives Congress the authority, through Title 10 of the United States Code (USC), to create an army for the nation and establish its organization and regulations. In Title 10, Congress mandates that the Army, in conjunction with the other armed forces, be capable of:

- preserving the peace and security and providing for the defense of the United States, the territories, commonwealths and possessions and any areas occupied by the United States;
- supporting the national policies;

- implementing the national objectives; and
- overcoming any entities responsible for aggressive acts that imperil the peace and security of the United States.

Title 10 gives the Army the specific mission of land combat and “such aviation and water transport as may be organic therein.”¹ The law mandates that the Army be organized, trained and equipped for prompt and sustained combat operations and take responsibility for the preparation of land forces “in accordance with integrated joint mobilization plans.”² The Army also is responsible for expanding its RC to meet the needs of war.

DEPARTMENT OF THE ARMY

The Department of the Army (DA) is an organization within the Department of Defense (DoD) and operates under the direction and control of the Secretary of Defense. The Secretary of the Army, a civilian appointed by the President and confirmed by Congress, is the head of DA.

The Secretary of the Army is responsible for all non-combat affairs, including recruiting, organizing, supplying, equipping, training and mobilizing the forces. The





Secretary's staff, known as the Army Secretariat, oversees all of these functions.

Chief of Staff, Army

The Chief of Staff, Army (CSA), the highest ranking officer in the U.S. Army, is appointed by the President for a period of four years. The CSA may be reappointed for another four years or the term extended in time of national emergency.

The CSA serves as the senior military adviser to the Secretary of the Army, ensures the Secretary's policies are carried out and assists the Secretary in presenting and justifying Army policies, plans, programs and budgets to the President, the Secretary of Defense and Congress. The CSA presides over the Army Staff and oversees all Army organizations and commands. In addition, the CSA is a member of the Joint Chiefs of Staff and presents Army capabilities in planning joint forces endeavors.

Sergeant Major of the Army

The Sergeant Major of the Army (SMA), whose position was established in 1966, is the senior enlisted Soldier who serves as advisor and consultant to the CSA. The SMA provides information and advice on a variety of subjects, including the problems affecting enlisted personnel; on standards, professional development, growth and advancement of noncommissioned officers; and on morale, training, pay, promotions and quality of life for Soldiers and family members.

ARMY COMPONENTS

The U.S. Army is divided into two primary components: the active component (AC) and the reserve component (RC). The RC comprises the Army National Guard and the Army Reserve. Today's Army is a cohesive organization with all elements serving together in training, support and combat missions. First-term Soldiers are obligated to serve eight years in the military; this obligation may be fulfilled through a combination of active and reserve service.

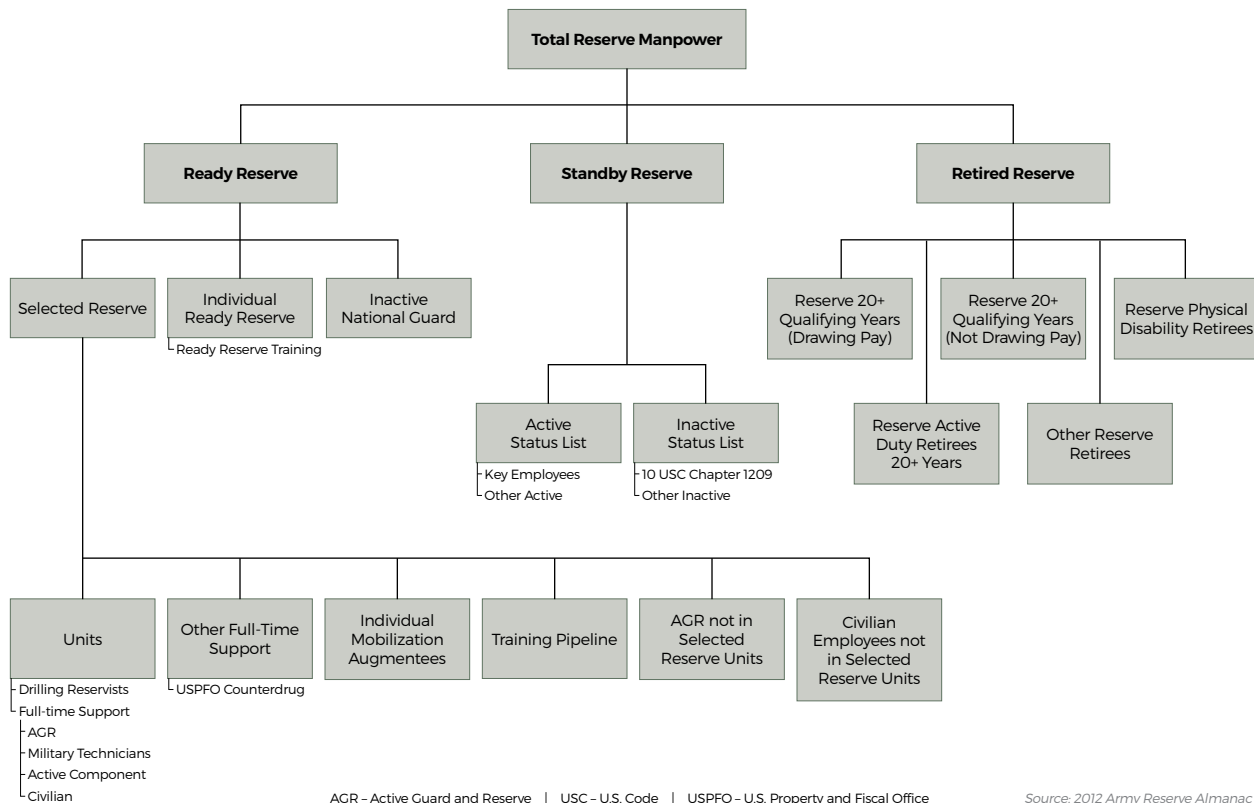
In 1973 the United States eliminated the draft and the U.S. military became an All-Volunteer Force (AVF). The AVF has been used to support forward presence and provide initial forces for rapid deployments worldwide.

The combined operational force of the Army National Guard and the Army Reserve provides a versatile dimension of operational reserve. As key participants in overseas contingency operations, the Army National Guard and the Army Reserve perform an increasingly prominent role in the security of the nation.

The RC has three categories: the Ready Reserve, the Standby Reserve and the Retired Reserve. The Ready Reserve, the largest category, includes the following elements:

- **Selected Reserve:** This comprises Army Reserve Soldiers who train year-round and are assigned to fully-equipped units capable of rapidly deploying for

RESERVE COMPONENT



action. In a national emergency, all Selected Reserve members can be mobilized.

The Selected Reserve includes members of the Army National Guard, the Army Reserve, Active Guard and Reserve (reservists serving on active duty in full-time administrative roles for their units), Military Technicians (reservists who are full-time federal employees assigned administrative or training roles for their units) and Individual Mobilization Augmentees (IMAs), who are assigned to high-level headquarters where they would serve if mobilized. Most IMAs train for two weeks every year.

- **Individual Ready Reserve (IRR):** IRR comprises former members of active or reserve forces who are nearing completion of their statutory military service obligation. The IRR Soldier does not belong to a unit but still has a military service obligation to fulfill. Many Soldiers serve several years on active duty and then transfer to the IRR to fulfill the remainder of their contract. Each Soldier is required to meet minimum annual requirements. The Soldier attends muster duty when required, completes a readiness screening questionnaire and responds to all official military correspondence. Any Soldier in the IRR may also be involuntarily mobilized in time of national crisis, as seen in support of the war on terrorism.

On 1 July 2011, the Army Reserve, in direct partnership with the Army Human Resources Command and the Army National Guard, began implementing the IRR Affiliation Program to provide IRR Soldiers a local network of support, improve Army and Soldier readiness, promote continuum of service and help Soldiers retain valuable skills, knowledge, abilities and experiences. Under this program, IRR members are affiliated with Army National Guard or Army Reserve units in their local area to provide a single point of contact to serve their military needs and answer questions concerning professional development, schools and all aspects of career advancement. Additionally, family members now have a place and point of contact to voice their concerns and questions.

- **Inactive National Guard (ING):** ING personnel are not in the Selected Reserve but fulfill their military service obligation by being attached to a National Guard unit even though they do not train with that unit. They may be called to active duty in times of war or national emergency and mobilized with their units.

The **Standby Reserve** comprises Soldiers who are not in the Ready Reserve but still maintain their military affiliation. They either have been designated “key civilian employees” or have a temporary hardship or disability. These Soldiers are not required to perform training.

Because they have specialized skill sets, they may be mobilized to fill specific manpower needs.

There are two categories that Soldiers can fall under in the Standby Reserve. The **active status list** includes Soldiers who are eligible to participate voluntarily in training that counts toward retirement credit and promotion; have been temporarily assigned for hardship or other cogent reasons; have not fulfilled their military service obligation; have retained active status when provided for by law; have been identified by their employers as “key personnel”; or have been removed from the Ready Reserve because they are critical to the national security in their civilian employment. Those on the **inactive status list** do not have to remain in active service and are not authorized to participate in training or be promoted. They do, however, retain their reserve affiliation in a nonparticipating status.

The **Retired Reserve** comprises servicemembers who have retired from either active duty or reserve careers (including Regular Army, Army National Guard and Army Reserve). Retired RC members remain in the reserve family after retirement but may be called to active duty in times of war or national emergency. They are categorized according to physical condition and skill sets.

In today’s Army, the Ready Reserve plays significant roles in both support and combat missions and is required to deploy as rapidly as the active forces. A presidential decision is required to federalize Army National Guard units and personnel and to call Army Reserve units and personnel to active duty. Currently, the law limits reservists to two years of active duty status per presidential order.

THE ARMY NATIONAL GUARD

The Army National Guard is a unique, dual-status force—simultaneously an RC of the Army and a state-based force—and has both state and federal missions. It is also the oldest service component of the U.S. military, dating back to the Massachusetts militia’s initial formation into regiments on 13 December 1636. The citizen Soldiers of these regiments, as well as those in other militias, secured the colonies from attack by the French, Spanish and Native Americans. They fought alongside the British in the French and Indian War and alongside the Continental Army in the War of Independence.

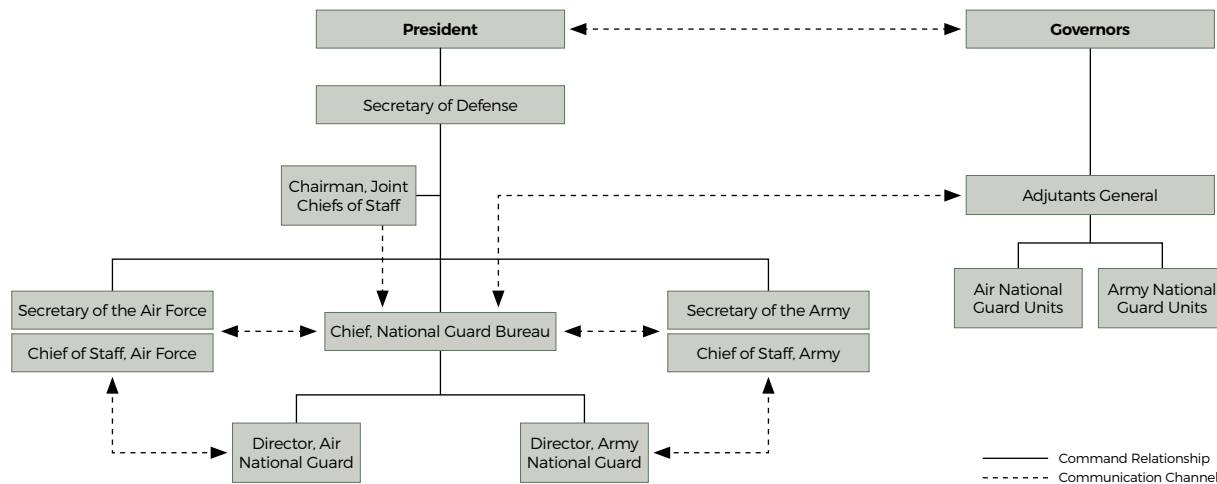


The writers of the Constitution had experienced firsthand the value of states having their own militias. They understood the need for the nation to have unfettered access to those militias when warranted for the security of the nation. Thus, the Constitution established the role of the militias, Congress’ responsibility in organizing, maintaining and regulating the militias and the President’s right to call them to active duty.

The Constitution does not mention the National Guard by name. The term “National Guard” was first used in the United States by a New York militia unit in 1824. After the Civil War the term became a popular way of describing the militia units organized by states and territories. The Militia Act of 1903 and the National Defense Act of 1916 established “National Guard” as the official designation for organized militia forces that receive federal funding. Army National Guard members have participated in every U.S. conflict from the War of Independence to the current war on terrorism.

The Army National Guard’s dual status creates a bureaucratic balancing act. Because the federal government must ensure that Army National Guard elements can effectively integrate with the active Army and Army Reserve, DoD establishes training and operations requirements for Guard units and determines the number of authorized Army National Guard personnel and the unit mix available across the country. The states, meanwhile, reserve the authority to locate units and their headquarters. Federal officials may not change any branch, organization or allotment located entirely within a state without approval of the governor. However, such organizational concerns are seamless on the ground. Whether it is a DoD-ordered deployment to engage in counterterrorism operations in Afghanistan or a governor’s request to counter rising floodwaters in a local community, the Army National Guard responds with a trained and ready force.

ARMY NATIONAL GUARD CHAIN OF COMMAND



Where We Are Today

- The Army National Guard has mobilized more than 548,000 Soldiers since 11 September 2001.
- The Army National Guard has an endstrength of approximately 342,000 Soldiers supported by 1,464 (non-dual status) Army civilian technicians who are not included as part of this endstrength number.
- The Army National Guard has 25,876 dual-status technicians who wear the uniform and are included in the 342,000 count; the Guard also has 30,335 Active Guard Reserve Soldiers, who are included in the 342,000.
- The Army National Guard is a balanced force of combat, combat support and combat service support organizations, including eight division headquarters, 28 brigade combat teams, eight combat aviation brigades and two Special Forces groups. The Army Guard represents 39 percent of the Army's operational forces.
- The Army National Guard is the only component of the Army that has both state and federal missions. When not mobilized, it is commanded by the governors of the states and territories.

The National Guard Bureau

The National Guard Bureau (NGB) is a joint activity of DoD and administers the federal functions of the Army National Guard and its Air Force counterpart, the Air National Guard. The Army element of NGB participates with the Army staff in developing and coordinating programs directly affecting the Army National Guard. As an operating agency, NGB formulates and administers programs for training, development and maintenance of the Army National Guard and acts as the channel of communication between the Army and the Army National Guard of the 50 states, three territories (Puerto

Rico, Guam and the U.S. Virgin Islands) and the District of Columbia.

The Chief, National Guard Bureau (CNGB) can be either an Army National Guard or Air National Guard general and is appointed by the President for a four-year term. With a provision of the 2012 National Defense Authorization Act, the CNGB joined the Joint Chiefs of Staff.

Army-specific matters are routinely handled by the Army National Guard Directorate of NGB, which is led by an Army National Guard lieutenant general.

State Mission

When Army National Guard units are not mobilized or under federal control, they report to the governor of their respective state or territory. District of Columbia units report to the Commanding General, District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the Adjutant General of that particular state or territory.

Under state law the Army National Guard protects life and property and preserves peace, order and public safety through emergency relief support during natural disasters, search and rescue operations, support to civil defense authorities, maintenance of vital public services and counterdrug operations. Army National Guard Soldiers are protecting the homeland, performing key missions in support of U.S. Northern Command. Citizen Soldiers support the Department of Homeland Security on missions such as protecting critical infrastructure and patrolling the southern border. They are also continuing their service in vital state-directed missions under the command of the governors.

The National Guard has developed quick-reaction forces that serve as the nation's first line of counterterrorism

operations. At the request of a governor or the President, the National Guard will deliver a ready-armed, company-sized unit on command. These reaction forces can help local law enforcement agencies by protecting key sites, such as power plants and transportation hubs, as well as by establishing roadblocks. The National Guard uses existing capabilities and units within each state to handle these “on call” missions. Though not a new concept for the Guard, these missions have become increasingly important as elements of defense and the deterrence of terrorism throughout the United States.

In addition to quick-reaction forces, the Army National Guard mans and equips 10 Homeland Response Forces (HRFs). Each HRF, comprising approximately 577 personnel (519 Army National Guard, 58 Air National Guard), encapsulates lifesaving capabilities including search and extraction, decontamination, emergency medical, security and command and control (C2). The 10 HRFs, along with 17 Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Enhanced Response Force Packages and 57 Civil Support Teams, provide the initial military response to a CBRNE incident. Regionally oriented, there is an HRF in each of the 10 Federal Emergency Management Agency (FEMA) regions. HRFs provide a scalable capability to bridge a gap between the initial National Guard response and Title 10 capabilities. HRFs will improve C2 and common operating pictures of deployed National Guard CBRNE forces. HRFs provide a mobile, flexible and decentralized capability to respond to CBRNE and additional hazards.

Federal Mission

The Army National Guard’s federal mission, as enumerated in Title 10 of the USC, is to maintain well-trained, well-equipped units available for prompt mobilization during war and to provide assistance during national emergencies such as natural disasters or civil disturbances. Army National Guard units may also be mobilized to perform humanitarian missions, counterdrug operations, peacekeeping missions and other missions as directed by the President and Secretary of Defense.

From 11 September 2001 through 30 June 2016, the Army National Guard mobilized some 544,000 Soldiers for overseas contingency operations; more than 10,000 Soldiers are deployed around the world today. In addition to their commitments in Afghanistan and other regions around the world, Army National Guard Soldiers are also protecting the homeland.

The Army National Guard is prepositioned for local and regional emergencies. Citizen Soldiers are there when hurricanes, winter storms, floods and tornadoes threaten. The men and women of the National Guard also carry out search and rescue missions. The Army National Guard is versatile and scalable; the larger the need, the greater the response. For example, in October 2015, when Hurricane Joaquin ravaged the South Carolina coast, the South Carolina National Guard supported a statewide, historic flood response with 3,700 Guard members. The South Carolina Helicopter Aquatic Rescue Team conducted more than 3,000 high-water transports. Additionally, Guard members purified more than 1.8 million gallons of water and transported more than 92,000 Red Cross meals, among other missions.

The Guard also plays a key role in supporting local law enforcement agencies in the face of complex, civil disturbances. In April 2015, Maryland Governor Larry Hogan declared a state of emergency due to widespread looting and rioting following the death of Freddie Gray, a local man who died from a spinal injury he suffered while in police custody. The Maryland Guard deployed more than 2,600 Soldiers to the streets of Baltimore over the course of a week to help civil authorities restore order. Troops provided security, conducted presence patrols and defended infrastructure.

An example of the National Guard’s enduring value as a dual-mission force was the deployment peak in 2005, when the National Guard provided seven of the 15 Army combat brigades engaged in Operation Iraqi Freedom. At that high point of participation, 41 percent of all Army personnel in Iraq were from the Guard. Even with that level of operational tempo, the Guard was able to respond with more than 50,000 Army and Air Guard members when Hurricane Katrina struck the Gulf Coast in August 2005.

With support from the Regular Army, the Army National Guard finished transforming into modular units in 2011



while also modernizing forces and equipment (described on p. 23, “The Army Modular Force”). The result is an Army National Guard that is a more flexible, more capable and more rapidly deployable force, with enhanced capabilities for state missions, vast experience on federal missions and improved C2 within states and territories.

THE ARMY RESERVE

The United States Army Reserve is the Army’s federal reserve force, providing operational capability and strategic depth to the Total Army and the joint force in support of the *National Defense Strategy* and Army commitments worldwide. Comprised of more than 200,000 Soldiers and civilians, the Army Reserve accounts for 20 percent of the Army’s organized units, provides nearly half the Army’s total maneuver support and offers a quarter of the Army’s mobilization base expansion capability. Manned, trained and equipped to enable operational forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units, as well as critical enabling capabilities found nowhere else in the Army or the joint force.



Globally engaged for more than 14 consecutive years of war, the Army Reserve has been, and continues to be, an essential element of the Total Army and the joint force, meeting high operational tempo demands, operating and generating forces as required and providing predictable capabilities to combatant commands. Since 2001, more than 335,000 Army Reserve Soldiers have been mobilized and deployed across the globe to every major combat zone.

Critical Enabling Capabilities

Meeting ongoing defense and security demands requires continued access to, and reliance upon, the skills, capabilities and experience of a ready Army Reserve. A federal operational Army Reserve force saves the Army money; reduces the demand for Regular Army capabilities; helps mitigate current Army capability shortfalls; and allows the Regular Army to preserve readiness. It provides the depth and scalability needed to meet current and anticipated requirements of the combatant commands; achieves a cost-efficient balance by using the strengths and capabilities of each component; and provides a sufficient base of trained, equipped and ready Soldiers, leaders and units from which the Regular Army may draw when needed. Most importantly, a ready and operational Army Reserve provides the critical enabling capabilities that combat forces rely on to initiate, sustain and win prolonged operations.

When sustained unified land operations are required, the nation integrates and synchronizes all of America’s



military services, but it can do so only with the support of the Army Reserve that provides critical early-entry and set-the-theater capabilities. These include petroleum pipeline and terminal operations, rail units, biological identification detachments, broadcast operation detachments, civil affairs, theater engineer commands, medical logistics and other units and capabilities crucial to opening and sustaining major operations.

A Component and a Command

As the only Army component that is also a command, the Army Reserve is organized under a single officer who has both staff responsibilities to DA as the Chief of Army Reserve and command authority over most Army Reserve Soldiers as the Commander, U.S. Army Reserve Command (USARC). This structure provides unity of effort to support every Army service component command and combatant command across the globe, with a footprint that extends across all 50 states, five territories and more than 30 countries.

The Chief of Army Reserve is the principal advisor on Army Reserve matters to the Secretary of the Army and the CSA. The office of the Chief of Army Reserve plans, prepares, resources and manages the force and is responsible for the justification, defense and execution of the personnel, operations and maintenance and construction budgets.

The commanding general of USARC leads the largest three-star command in the Army and is assigned to U.S. Forces Command. USARC enables the Total Force by providing most of the Army’s bulk petroleum assets (92 percent), civil affairs (82 percent), chaplain (80 percent), field service quartermaster (69 percent), transportation



(56 percent) and medical units (51 percent). USARC also provides 25 percent of the Army's generating force and base expansion capabilities, with five training commands capable of helping train for deployment.

Specialized Capabilities

The Army Reserve is structured to manage specialized capabilities, including those not present anywhere else in the joint force. These include:

- sustainment capabilities that are needed for major operations, but are too expensive to keep on active duty when not required, such as theater-level transportation and sustainment; and
- career fields with skills that are in high demand in the civilian sector and are difficult to retain on active duty, such as medical, legal, engineering and cyber skills.

Supporting Capabilities for the Operational Force

The Army Reserve is responsible for a majority of the following capabilities in the Total Army, including civil affairs; quartermaster; medical; military-information support operations (information operations and cyber operations); postal and personnel management; chemical; transportation; legal support; military history; and chaplain.

Unique Unit Types in the Army Reserve

In addition to a broad spectrum of low-density enabling units throughout its force, the following unit types of commands/capabilities exist only in the Army Reserve: theater engineer commands; civil affairs commands; maneuver support and sustainment; biological-agent defense; and medical minimal-care detachments.

Sustainable Readiness

Under Sustainable Readiness, all components of the Army must remain ready and postured to protect the nation and its interests. For the Army Reserve, this means prioritizing readiness in allocated units and early-entry/set-the-theater enabling capabilities required to meet planned contingency operations. It also means prioritizing readiness and its four components (manning, training, equipping and leader development) with targeted initiatives.

Steady demand for these capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of the national security architecture and an essential partner in preventing conflict, shaping the strategic environment and responding to operational contingencies, to include theater security cooperation, overseas disaster response, homeland defense and defense support of civil authorities (DSCA).

Defense Support of Civil Authorities

The Army Reserve includes substantial capabilities vital in disaster response and stands ready to support lead agencies for domestic emergencies and disaster relief efforts. Section 12304a of the 2012 National Defense Authorization Act provides new authority for the service RCs to assist citizens and communities in the United States during domestic emergencies to save lives, prevent human suffering and mitigate great property damage.

The Army Reserve provides federal support to DSCA during emergencies with capabilities such as aviation lift, search and rescue or extraction, quartermaster (food, shelter, potable water, heated tents, etc.), civil affairs and public information as well as a significant portion of full-spectrum engineer capability.



For example, Army Reserve medical evacuation helicopters can rapidly transport patients to critical-care facilities, and fixed-wing aircraft can provide rapid transportation within a disaster response area. Army Reserve heavy lift helicopters can rapidly deliver critical supplies, equipment and construction materiel into affected areas. The Army Reserve is fully integrated into the standing DoD task force postured for response to chemical, biological, radiological and nuclear events.

The Army Reserve provides all of the Army's Emergency Preparedness Liaison Officers (EPLOs) and half of those in DoD. These EPLOs serve as conduits, maintaining communications among DoD, federal, state and local governments and nongovernmental organizations to coordinate assistance among all parties during emergency response events.

The Army Reserve will conduct DSCA response in two ways—immediate and deliberate. These responses differ in the authorities under which they are conducted and the source of the support request. Responses can be conducted independently or as part of a larger response effort.

Deliberate response is conducted by Army Reserve units and Soldiers under the mobilization authority specified in Title 10 USC Section 12304 and Title 10 USC Section 12304a.

Title 10 USC Section 12304 authorizes federal Reserve units, including the Army Reserve, to respond to certain

emergencies and humanitarian assistance in other nations. This includes the authority to order up to 200,000 members of the components to active duty for a continuous period of up to 365 days to provide assistance to either the federal government or an individual state in a time of a serious man-made disaster, accident or natural catastrophe.

Title 10 USC Section 12304a (enacted with the passage of the 2012 National Defense Authorization Act) authorizes federal component units to provide disaster assistance to a major natural disaster or emergency in the United States. This includes the authority to order any Army Reserve unit—and any member not assigned to a unit—to active duty for a continuous period of not more than 120 days in response to a governor's request.

Immediate Response Authority

Immediate Response is conducted by Army Reserve units and Soldiers under the Immediate Response Authority (IRA) outlined in DoD Directive 3025.18, which authorizes local commanders to take action to save lives, prevent human suffering or mitigate great property damage in a situation of urgency when there is insufficient time to get approval from higher headquarters.

As listed in DoD Directive 3025.18, a request for assistance from a civil authority (tribal authority, mayor, chief of police, fire chief, sheriff, chief of emergency management, etc.) is required to initiate the IRA. Following the request, Army Reserve units within the affected area

may respond immediately under imminently serious conditions to disasters and attacks as required by civil authorities and within limits established by law.

ARMY CIVILIAN CORPS

Army Civilians are an integral component of the Army, leading and managing the design, development and operation of the Army's evolving requirements, generating and managing resources and delivering human capital and materiel to Army operational forces. Through 15 years of conflict, the Army has relied heavily on this cohort of professionals to carry out the Army's Title 10 statutory responsibilities to resource a globally deployed military. Army Civilians are employed and, in some cases, deployed in positions that provide combat support and combat service support, allowing Soldiers to concentrate on the warfighting mission.

Army Civilians also serve the nation in a myriad of non-combat Army missions such as waterways and flood control, domestic emergency response and the Army's quality-of-life, morale and welfare programs. Additionally, they contribute to mission planning and logistical support to war efforts, including sustaining the health and safety of the force; designing and managing the Army's research and development programs; submitting and managing the Army's budget; and repairing/rebuilding the Army's warfighting equipment. In support of combat operations, the Army has deployed more than 30,000 civilians to serve with Army explosive ordnance disposal teams detecting and defusing improvised explosive devices. Army Civilians in the Corps of Engineers have deployed for one-year tours to lead provincial reconstruction teams rebuilding infrastructure in Afghanistan and Iraq.

The Army Civilian Corps is composed of a wide range of employees: federal civilian employees (who are generally U.S. citizens employed with funds appropriated by Congress), Nonappropriated Fund employees (who work in Army clubs and child care centers and are paid from sales, fees and charges to the patrons of those activities) and Local National employees (who are citizens of host nations employed in overseas areas under agreements with the host nations). Senior Executive Service members, equivalent to general officers, serve in very senior executive positions throughout the Army—as program managers, senior-level Headquarters, Department of the Army staff or senior leaders within Army commands. The Department of the Army's federal employees are employed under the executive branch of the U.S. government and are hired under the same authority as federal service civilians in most other agencies within the U.S. government.

Contractors are not federal employees but instead work for organizations that have contract agreements in place and provide special skills to DoD and/or DA. Military and civilian employees in DA operate individually and often jointly on the missions of the organization. Civilian members of the organization contribute significantly by providing direct support to the military mission. Never before in the history of the U.S. Army have its leaders called upon Army Civilians to assume greater roles, responsibility and accountability than during the past decade. While military members of DA either enlist or are commissioned into service and have a required service agreement/contract, Army Civilians work voluntarily and are able to move, change positions or resign at any time.

¹ U.S. Code Title 10, Chapter 307, Section 3062, 3 January 2012, <http://uscode.house.gov/download/pls/10c307.txt>.

² *Ibid.*





CHAPTER 3

ARMY ORGANIZATION

THE MOST FORMIDABLE GROUND COMBAT FORCE ON EARTH

The American people expect their Army to be trained and ready whenever called upon to defend the nation, respond to crises and protect their national interests. The Army is at a strategic inflection point with the ending of combat missions in Afghanistan and Iraq giving way to force and resource reductions during a time of increasing complexity. Fifteen years of continuous conflict have resulted in an Army with aging equipment and only one-third of the force ready to conduct operations. In spite of these stark realities, the Total Army remains the most formidable ground combat force on earth. The *2016 Army Posture Statement* describes the strength and diversity of missions conducted by the U.S. Army:

America's Army has convincingly demonstrated its competence and effectiveness in diverse missions overseas and in the homeland. Today, these missions include: fighting terrorists around the world; training Afghan and Iraqi Army forces; peacekeeping in the Sinai Peninsula and Kosovo; missile defense in the Persian Gulf; security assistance in Africa and South America; deterrence in Europe, the Republic of Korea and Kuwait; rapid deployment global contingency forces; and response forces for the homeland. Additionally, we maintain 12,000 miles of U.S. waterways; respond to hurricanes, floods and severe snowstorms; patrol our Southwest border; and assist with the response to the outbreak of pandemic diseases.¹

The Information Age and globalization have resulted in an extremely complex security environment. The United States faces aggressive Russia, assertive China, provocative Iran and North Korea and transnational extremists and criminal networks that threaten the global order. To overcome this wide array of threats, the Army currently provides 40 percent of planned forces and executes more than 60 percent of combatant commanders' emergent demands.² Today, there are approximately 190,000 Soldiers supporting combatant commands in more than 140 countries worldwide.

In addition to the challenges posed by myriad threats, the Army is facing serious deficit problems. The lack of predictable funding and continuous budget cuts, all underpinned by the Budget Control Act, continue to impact the readiness of the Army. A necessary focus on ensuring the proper size and structure of the force to meet current challenges competes with the need for the modernization that will ensure that the United States can maintain overmatch against adversaries in the future. To remain the most formidable ground combat force on earth, the Army is focusing on organizational changes that enable it to deploy rapidly and transition quickly to conduct the full range of military operations. Additionally, enhancing mobility, protection and lethality and the ability to conduct combined-arms maneuver are key components to the Army's future. Army units must have the capability to fight across wide geographical areas that are contested by anti-access/area denial and cyber systems.³

The key to the Army is its people: similarly, without ships and air platforms the Navy and Air Force do not exist. As long as American men and women are willing to serve their country, there will always be an Army ready to defend the

United States and protect its interests. The *2016 Army Posture Statement* outlines what is required for the Army to conduct its core tasks:

Fundamentally, America's Army protects the nation by winning wars as part of the joint force. As the nation's principal land force, the Army organizes, trains and equips forces for prompt and sustained campaign-level ground combat. The Army is necessary to defeat enemy forces, control terrain, secure populations, consolidate gains, preserve joint force freedom of action and establish conditions for lasting peace. To do the core tasks globally against a wide range of threats, the Army must have both capability and capacity properly balanced.

Although important, it is not just the size of the Army that matters, but rather the right mix of capacity, readiness, skill, superior equipment and talented Soldiers, which, in combination, are the key to ground combat power and decision in warfare.⁴

OVERARCHING ORGANIZATION

The Army is an extremely complex organization that is comprised of an Operating Force and a Generating Force. Operational forces are responsible for conducting a full range of military operations to support the nation's domestic and foreign policy. They range from maintaining America's waterways to conducting combined-arms warfare to defeating U.S. adversaries. The Generating Force is responsible for building and maintaining the Operating Force.

Operating Force. Operational forces are categorized as combat arms, combat support and combat service support, each having different roles that are mutually supporting as part of the joint force.

- **Combat-arms units**, such as infantry, armor, artillery and special operating forces, are Soldiers who close with and destroy enemy forces or provide firepower and destructive capabilities on the battlefield.
- **Combat support units**, such as chemical, engineers, military police, military intelligence and signal, provide operational assistance to combat-arms units.
- **Combat service support units**, such as transportation, medical, quartermaster, ordnance, finance and adjutant general (administration), provide logistical and administrative support to combat-arms and combat service support units.

Generating Force. An all-volunteer force capable of conducting the full range of military operations requires institutions that man, train and equip it. This is the purpose of the Generating Force. Its functions include:

- recruiting;
- training and military education;
- research and development;
- engineering and base support; and
- installation management.

THE ARMY COMMAND STRUCTURE

The Army has three types of commands: Army command, Army service component command (ASCC) and direct reporting unit (DRU).

Army commands perform many Title 10 functions across multiple disciplines (U.S. Army Training and Doctrine Command; U.S. Army Materiel Command; U.S. Army Reserve Command; and U.S. Army Forces Command).

ASCCs are operational organizations that are aligned with combatant commands. U.S. Army Europe, U.S. Army Pacific, U.S. Army North, U.S. Army South, U.S. Army Central and U.S. Army Africa support geographic combatant commands regionally.

U.S. Army Cyber, U.S. Army Space and Missile Defense Command/U.S. Army Strategic Command, U.S. Army Special Operations Command and U.S. Army Surface Deployment and Distribution Command support functional combatant commands and have a global mission.

DRUs consist of one or more units that have institutional or operational functions. These units provide broad, general support to the Army in a



single, unique discipline not available elsewhere in the Army (U.S. Army Military District of Washington; U.S. Army Corps of Engineers; U.S. Army Criminal Investigation Command; U.S. Army Intelligence and Security Command; U.S. Army Medical Command; U.S. Army Test and Evaluation Command; U.S. Military Academy; U.S. Army Acquisition Support Center; U.S. Army Installation Management Command; and U.S. Army Network Enterprise Technology Command/9th Signal Command).

For a complete list and descriptions of the Army commands, ASCCs and DRUs, see chapter 8, “Army Command Structure.”

THE ARMY MODULAR FORCE

Below the three types of major commands, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps. The Army Modular Force relies on self-contained, full-spectrum units that can be plugged into larger forces, including joint forces, thereby giving the nation the capability of responding quickly and effectively to meet the specific circumstances of a crisis. Flexibility is the hallmark of the Modular Force and its role in current and future operations.

The Army is a brigade-centric force; divisions serve as command-and-control headquarters specializing in mission command for subordinate units. The smaller types of units are standardized. For example, every armored brigade combat team (ABCT) (see “Brigade Combat Teams,” p. 24)—no matter its home base—is organized in the same way; that is, each has the same number of Soldiers and type of equipment, allowing planners of a theater campaign to build an effective force more easily. Once the appropriate number of brigade combat teams (BCTs) is determined based on theater requirements, planners can select these modular units depending on their availability in the force generation cycle.

Fire Teams and Crews

The basic building block of the infantry is the fire team. It is comprised of four or five Soldiers. The Army has two basic types of crews: crews serving weapons and crews manning combat vehicles. Teams and crews are the smallest organization in the Army. Teams are traditionally led by sergeants. Corporals (E4) and sergeants (E5) are the most junior noncommissioned officers (NCOs) in the Army.

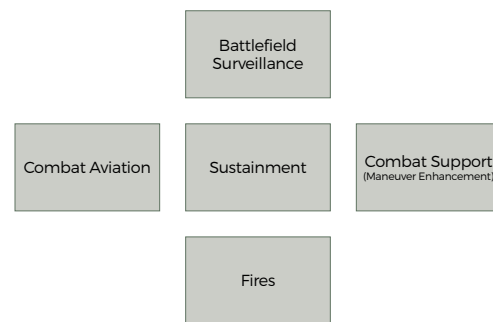
Squad/Section

Two or more teams comprise a squad or section. Both organizations come in several forms and functions. Organizations of men and women are typically squads,

THE MODULAR FORCE



SUPPORT BRIGADES



whereas sections tend to be centered on equipment—two vehicles and their crew, or two mortars. Squads and sections are led by staff sergeants (E6), which is the next senior NCO above a sergeant.

Platoon

The platoon is the most junior organization led by an officer–NCO team—a second or first lieutenant (O1, O2) and a sergeant first class (E7). Platoons are comprised of multiple squads and/or sections. A platoon’s function depends on the type of unit, varying among combat-arms, combat service and combat service support units.

Company/Battery/Troop

Typically, three to five platoons and a headquarters section form a company, battery or troop—totaling 100 to 200 Soldiers. The size depends on the type and mission of the unit. The artillery equivalent of a company is called a battery; the traditional cavalry equivalent is called a troop. Company commanders are usually captains, with first sergeants as their principal NCOs. Independent or separate companies are assigned numerical designations

(e.g., 561st Medical Company), while organic companies—those belonging to a battalion—are assigned alphabetic designations (e.g., Company B, 1st Battalion, 327th Infantry). Within the combat arms it is also possible to have a separate regimental company-sized organization (e.g., Battery B, 26th Field Artillery). A company is the basic tactical element of the Army, a cohesive component that can enter combat and perform a mission on its own.

Battalion/Squadron

A battalion is composed of four to six organic or separate companies plus a headquarters element, all under the command of a lieutenant colonel, with a command sergeant major as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored cavalry and reconnaissance functions. The Army has combat, combat support and combat service support battalions (e.g., 1st Battalion, 37th Armor; 249th Engineer Battalion; and Headquarters and Headquarters Company, 11th Transportation Battalion). In performance of particular missions, battalions are capable of attaching different types of companies to form battalion-size task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. As part of their esprit de corps and unit identity, battalions are usually the lowest command level to have organizational colors and distinctive unit insignia.

A battalion considered to be a “constituent” to a BCT will continue the lineages and honors of the Army’s regimental system. Battalions within the support brigades will also continue the lineages and honors of the regimental system. Each BCT’s special troops battalion perpetuates the lineages and honors of its headquarters company.

Regiment/Group

“Regiment” is a traditional designation predating the U.S. Army, but it has largely been replaced by the term “brigade.” Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiment being the most familiar. Combat-arms units still keep their regiment name for the sake of tradition. For example, the 4th Squadron, 7th Cavalry and the 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army’s most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinant elements but rarely operate as tactical entities.

Brigade

Army brigades are divided into three categories: BCTs, functional support brigades and multifunctional support brigades.

BCTs

The BCT is the basic combined-arms building block of the Army. It is a permanent, stand-alone, self-sufficient and standardized tactical force of 3,900–4,100 Soldiers. The Army has three types of BCTs—infantry BCTs (IBCTs), ABCTs and Stryker BCTs (SBCTs). There are 60 BCTs in the Army—32 active and 28 Army National Guard.

There are three current designations of BCTs:

- **Infantry BCTs (IBCTs)** include three infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a brigade engineer battalion and a logistics support battalion. IBCTs are also organized to be airborne capable.
- **Armored BCTs (ABCTs)** include three armor-mechanized infantry battalions, an armed reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a brigade engineer battalion.
- **Stryker BCTs (SBCTs)** are centered on the Stryker, an eight-wheel-drive armored vehicle. SBCTs consist of three infantry battalions, a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support battalion, a brigade engineer battalion, a military intelligence company, an engineer company, a signal company, an antitank company and a headquarters company. The SBCT also has advanced command, control, communications, computer, intelligence, surveillance and reconnaissance (C4ISR) systems.

Functional Support Brigades

Functional brigades are designed to plug into operational formations at the ASCC, corps, division or theater level. Once deployed, these brigades conduct operational- or theater-level support. There are several types of functional support brigades, including air defense; artillery; engineers; military police; cyber; signal; explosive ordnance disposal; medical support; and aviation.

Multifunctional Support Brigades

Similar to functional support brigades, multifunctional support brigades are designed to plug into operational formations, but their purpose is to support BCTs. There are five types of multifunctional brigades: combat aviation; combat support; sustainment; fires and battlefield surveillance; and tactical-level task and support.

Corps and Division

Corps and divisions feature lieutenant general-commanded and major general-commanded versions, consisting of headquarters of about 700 and 800 Soldiers respectively. They are capable of functioning as a joint task force (JTF) and joint force land component command (JFLCC). The three-star corps perpetuates the lineages and honors of a historical corps. The two-star division perpetuates the lineages and honors of a historical division. The division is a command-and-control headquarters and has no organic brigades, meaning no brigades are permanently assigned to a division's command. Any modular brigade combat team or combat-support brigade may be assigned to any corps or division without extensive task organization or augmentation. This improves the strategic flexibility to provide exactly the right capabilities to support the joint force commander.

Army

Historically, a theater army has been the Army component in a unified command, with both operational and support responsibilities. A field army may be formed by theater army commanders in coordination with unified commands. It normally will be constituted from existing Army forces and structured to meet specific operational requirements. In joint and combined operations, field armies may include units of other services or of allied forces. When the field army is the largest land formation in a theater of war, its commander may serve as the land component commander and may design and direct the land campaign for the entire theater.

Geographically, an army is a headquarters capable of assuming the duties of a JTF or JFLCC—with augmentation from other services—and controls operations. Each theater army is able to be part of both an ASCC and a JFLCC to support regional combatant commanders.

Soldiers assigned to one of these commands will wear the patch of a traditional numbered army and perpetuate its lineage and honors.

STATIONING THE ARMY

The Army considers a broad array of criteria when assessing where units will be stationed. Criteria are based on strategic considerations, operational effectiveness, geographic distribution, cost and the ability to meet statutory requirements. As of July 2016, the active Army is arrayed as follows:

- 1st Army, headquartered at Rock Island Army Arsenal, Illinois;
- U.S. Army Reserve Command, headquartered at Fort Bragg, North Carolina;
- I Corps, headquartered at Joint Base Lewis–McCord, Washington;
- III Corps, headquartered at Fort Hood, Texas;
- XVIII Airborne Corps, headquartered at Fort Bragg, North Carolina;
- 1st Infantry Division, headquartered at Fort Riley, Kansas;
- 1st Armored Division, headquartered at Fort Bliss, Texas;
- 1st Cavalry Division, headquartered at Fort Hood, Texas;
- 3d Infantry Division, headquartered at Fort Stewart, Georgia;
- 4th Infantry Division, headquartered at Fort Carson, Colorado;
- 10th Mountain Division, headquartered at Fort Drum, New York;
- 82d Airborne Division, headquartered at Fort Bragg, North Carolina;



- 101st Airborne Division (Air Assault), headquartered at Fort Campbell, Kentucky;
- Joint Readiness Training Center, headquartered at Fort Polk, Louisiana;
- 11th Armored Cavalry Regiment, headquartered at National Training Center, Fort Irwin, California;
- 3d Stryker Cavalry Regiment, headquartered at Fort Hood, Texas;
- 3d Expeditionary Sustainment Command, headquartered at Fort Bragg, North Carolina;
- 13th Expeditionary Sustainment Command, headquartered at Fort Hood, Texas;
- 20th Support Command, headquartered at Aberdeen Proving Ground, Maryland; and
- Air Traffic Services Command, headquartered at Fort Rucker, Alabama.

SUSTAINMENT READINESS MODEL

Over the past 15 years of continuous deployments to Afghanistan and Iraq, the Army relied on the Army Force Generation (ARFORGEN) model to man, equip, train, deploy and redeploy units. ARFORGEN provided predictable timelines for Soldiers and families but negatively impacted the Army's readiness to conduct the full range of military operations at a moment's notice. With the conclusion of Operations Enduring Freedom and Iraqi Freedom, the Army no longer requires predictable rotations but needs to rebuild its readiness to prepare for the uncertainty in today's security environment.

In 2015, the Army began the transition from ARFORGEN to the Sustainable Readiness Process (SRP). SRP supports Army senior leader decisionmaking and includes the governance and oversight mechanisms, organization and battle rhythm necessary to manage readiness and generate trained and ready Army forces. It leverages and integrates with existing Army processes to provide the oversight and division of labor to synchronize the sustainment of Army readiness.

Within the SRP framework, the sustainment readiness model (SRM) quarterly depicts forecasted levels of unit readiness as measured against anticipated demands. SRM provides the Army a method for synchronizing and resourcing its man, equip and train activities by indicating whether a unit is preparing to assume a mission, is ready for a mission or has already been assigned a mission. Additionally, it reflects whether a unit has the resources to build readiness and what impact reorganization and conversion may have on its readiness.

This model further enables a demand-based analysis to assess risk effectively in support of Army senior leader decisionmaking. SRM facilitates timelier Army-level

planning and programming decisions that shape near-term force readiness by extending the operational demand outlook into the Future Years Defense Program. The quarterly perspective provides the precision and flexibility needed to establish readiness requirements for the Total Army—Regular Army, Army National Guard and Army Reserve—to optimize the Army's ability to meet the operational demands of a complex world.

SRM separates units into three modules—Prepare, Ready and Mission. Within the Prepare and Mission modules there are categories that assist commanders in synchronizing resource decisions and unit activities and provide a clear representation of a unit's preparedness for decisive action in support of unified land operations. The Army categorizes overall readiness as level of capability (C level):

- C1 indicates that the unit possesses the required resources and is trained to undertake the full wartime mission for which it is organized or designed;
- C2 indicates that the unit possesses the required resources and is trained to undertake most of the wartime mission for which it is organized or designed;
- C3 indicates that the unit possesses the required resources and is trained to undertake many, but not all, portions of the wartime mission for which it is organized or designed;
- C4 indicates that the unit requires additional resources or training to undertake its wartime mission, but it may be directed to undertake some portions of its wartime mission with resources on hand; and
- C5 indicates that the unit is undergoing a service-directed resource action and is not prepared, at this time, to undertake the wartime mission for which it is organized or designed. However, it may be capable of undertaking nontraditional, non-wartime related missions. C5 units are restricted to the following: (1) units that are undergoing activation, inactivation, conversion or other Headquarters, Department of the Army (HQDA)-directed resource action; (2) units that are not manned or equipped but are required in the wartime structure; and (3) units placed in cadre status by HQDA.⁵

Prepare: The Army goal for this module is to acquire resources to build decisive-action readiness. Units in this module are further labeled as either resourced to build readiness to C2 level (undergoing some sort of transitory activity, such as reorganization, conversion or reset) or, due to resource constraints, are deliberately resourced to sustain a lower level of readiness.

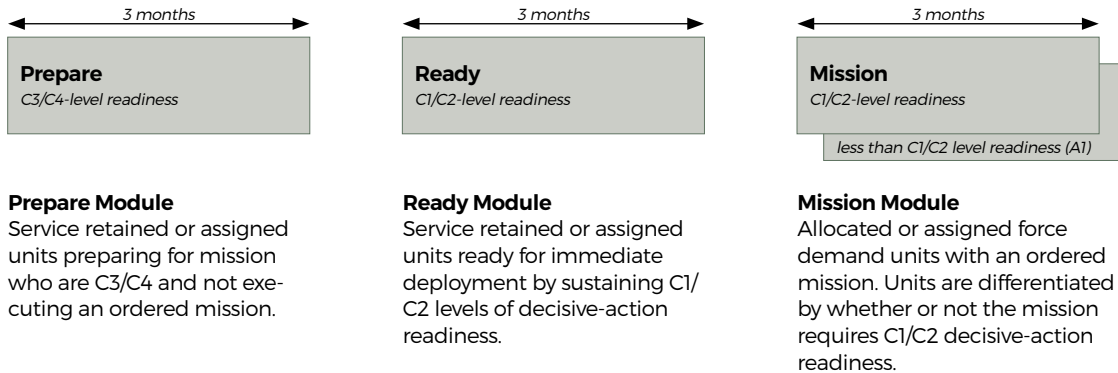
Ready: The Army goal for units in the Ready module is to build and sustain C1 (Objective)/C2 levels of

SUSTAINABLE READINESS MODEL

MODULE OVERVIEW

Modules: Three descriptive 3-month modules

- Align force generation with quarterly training and readiness processes
- Provide common standards across the Total Army
- Give a clear representation of a unit's preparedness for decisive action
- Synchronize resource decisions and unit activities



decisive-action readiness. These units are prepared for immediate deployment in support of emergent requirements and surge contingencies. The Ready module includes those reserve component units receiving additional training days and other resources to achieve C2 levels of decisive-action readiness.

Mission: Units in this module are only accessible to meet known or contingency demands as determined by the Secretary of Defense and, depending upon the unique requirements of the mission, may be at varying degrees of decisive-action readiness.

SRM is an enduring core Army process that allows the Army to better see itself in terms of readiness and provides the decision analysis capability to optimize resource investment across the Army's Total Force. Additionally, the process enables the Army to meet operational demands while remaining optimally postured to rapidly deploy to meet unforeseen contingencies—globally responsive and regionally engaged.

ARMY MODERNIZATION

The objective of Army equipment modernization is to enable Soldiers to fight and win across the entire range of military operations by developing and fielding versatile and tailorable equipment that is affordable, sustainable and cost-effective. The Army has developed several initiatives to guide equipment modernization during this period of fiscal constraint. The Total Army focuses equipment modernization on the Soldier and squad, providing them with a network and key enablers. Using incremental improvements to update existing systems is

the first option, while building new systems will happen only by exception. The Army is divesting older systems and niche capabilities to decrease sustainment costs and generate additional resources for modernization and readiness. It is also developing smaller procurement objectives because it cannot afford to equip and sustain the entire force with the most advanced equipment. Finally, each equipment decision is being reviewed to ensure that it is both affordable within the overall budget and cost-effective in addressing the capability gap.

In 2017, readiness is the Army's number one priority while assuming risk in modernization. The Army's equipment program ensures that Soldiers and formations maintain a decisive edge over all potential adversaries. The priorities and objectives to ensure readiness are threefold: to prepare for joint combined-arms maneuver; to enable mission command; and to enhance the Soldier for broad joint mission support. The President's Budget request for 2017 prioritizes Army modernization in aviation, the network, integrated air and missile defense, combat vehicles and emerging threats. These priorities allow the Army to be equipped to win in a complex world against evolving threats under widely varied conditions and geographies.⁶

Aviation. The Army will continue to invest in aviation to sustain fleet modernization and target other investments to close key capability gaps in survivability and lethality. The Army will seek ways to mitigate an emerging window of vulnerability brought about by rapidly evolving threats and increasingly complex operational environments. To prepare the foundation for future vertical lift

(FVL), the Army will resource, develop and field the right advanced technologies to both increase current platform capabilities and transition to FVL platforms in the far term.

Network. The Army must maintain a network that is expeditionary, survivable, protected against cyber threats and enables uninterrupted mission command. Key investments supporting the network are Warfighter Information Network–Tactical (WIN-T), Assured Position, Navigation and Timing (A-PNT), communications security, defensive and offensive cyberspace operations and cyber situational awareness.

Integrated Air and Missile Defense (IAMD). The Army will invest in integrated air and missile defense capabilities to enable the defeat of a large portfolio of threats, ranging from micro unmanned aerial vehicles and mortars, to cruise missiles, to sophisticated short- and medium-range ballistic missiles. The Army will support this priority by investing in an IAMD Battle Command System, an Indirect Fire Protection Capability and lower-tier air and missile defense sensor capability improvements.

Combat Vehicles. Army improvements to combat vehicles will ensure future Army maneuver forces retain the capability to overmatch the enemy with increased mobility, protection and lethality in the conduct of expeditionary maneuver, air-ground reconnaissance, joint combined-arms maneuver and wide-area security. Specifically, the Army will invest in the Ground Mobility Vehicle, Stryker lethality upgrades and Mobile Protected Firepower as well as an Armored Multi-Purpose Vehicle.

Emerging Threats. Finally, Army science and technology investments will address emerging threats focused on the highest priority capability gaps to gain or regain overmatch and win decisively over any potential adversary. To this end, the Army will invest in innovative technologies focused on active protection systems (both ground and air), advanced/hybrid armor technologies, aircraft survivability, future vertical lift, long-range precision fires, directed-energy weapons, cyber, integrated electronic warfare and robotics and autonomous systems.⁷

America's Total Army is the best in the world. It has unique capabilities to provide regionally aligned, expeditionary and decisive landpower; however, its capacity and capability overmatch are being eroded. Adding impetus for modernization, there is uncertainty in the current international security environment—an environment that provides an opportunity for potential adversaries to develop destructive technologies and weapons of their own. Furthermore, the demand is on the rise for Army units to meet combatant commander requirements for regional engagements across the range of military operations to

prevent, shape and win in support of national interests. Ultimately, the ability to modernize Army equipment relies on stable, consistent and flexible budget authority. Adequate resources are essential to meet *Defense Strategic Guidance* and defense budget priorities.

Obstacles notwithstanding, the Army will continue to empower, protect and unburden the Soldier and equip the squad to be the foundation of the decisive force. Moreover, modernizing combat vehicles, including aviation, will deter and defeat hybrid threats, sending a signal to current and future adversaries that, despite ever-changing battlefield environments, the United States is prepared to fight.

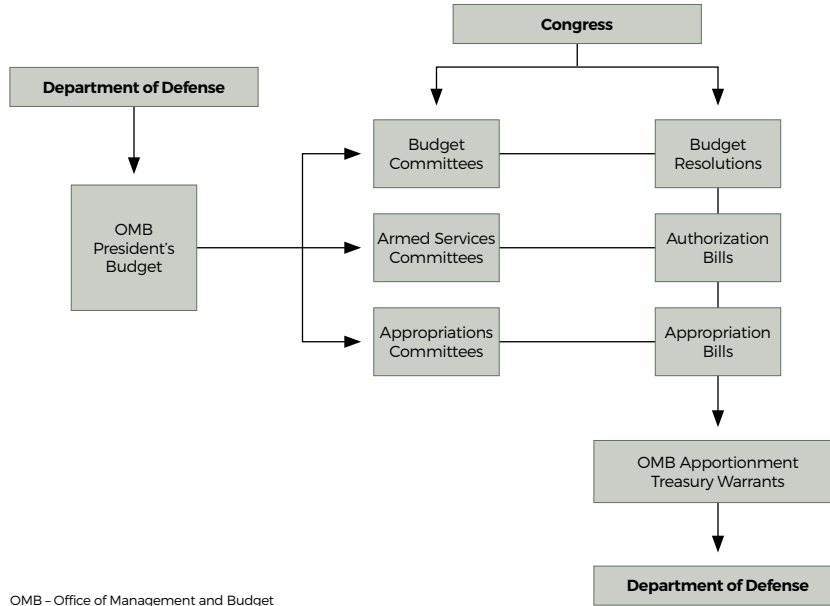
BUDGET

The Army operates on money appropriated by Congress as part of the federal budget, using a fiscal year (FY) calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2016 began on 1 October 2015 and ends on 30 September 2016.

The Army budget process begins with commanders identifying requirements from the staff and field organizations and prioritizing their needs. Using guidance from the President's Office of Management and Budget (OMB) and the Department of Defense, the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the President's Budget submitted to Congress in February. Congress reviews the budget with the intent of providing appropriation acts to the President before the beginning of the next fiscal year. However, if no budget agreement is reached by 1 October, Congress passes Continuing Resolution Acts allowing departments to continue operating within stipulated restrictions.

When the President signs the appropriation acts into law, first the U.S. Treasury, then DoD and next the Army receives the funds. Because the money is provided by appropriation it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five fiscal years. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. However, due to the ongoing operations in Iraq and Afghanistan, DoD requests funds that are specifically allocated for overseas contingency operations in addition to the base budget proposal. These funds fill the gaps between already appropriated money and the actual costs of operations. In some years, Congress may also pass a second bill, called

DEPARTMENT OF DEFENSE BUDGET PROCESS



a bridge supplemental, allowing the Army to continue operations in the time between the end of the last fiscal year (the expiration date of the original supplemental bill) and the passing of the next year's budget (which can be up to several months later).

With the end of the Cold War, the 1990s saw a downward trend in defense funding as the United States reduced the size of its armed forces. The 11 September 2001 terrorist attacks on the U.S. homeland reversed that trend,

prompting an increase in defense costs; the wars in Afghanistan and Iraq and other national security concerns necessitated sharp budget increases in the first decade of the 21st century. The FY 2012 budget, however, marked a change in this upward trend: the total Army budget decreased by \$30.2 billion, including overseas contingency operations, from the previous year. The Army's FY 2017 budget request is \$148 billion, up slightly from the FY 2016 enacted budget of \$146.9 billion.⁸

¹ 2016 *Army Posture Statement*, submitted by The Honorable Patrick J. Murphy and General Mark A. Milley to the Committees and Subcommittees of the United States Senate and House of Representatives, 2nd Session, 114th Congress, March–April 2016, https://www.army.mil/e2/rv5_downloads/aps/aps_2016.pdf.

² *Ibid.*, p. 6.

³ H.R. McMaster, "Harbingers of Future War, Implications for the Army with Lieutenant General H.R. McMaster," *A Military Strategy Forum Event*, Center for Strategic and International Studies, 4 May 2016, <https://www.csis.org/events/harbingers-future-war-implications-army-lieutenant-general-hr-mcmaster>.

⁴ 2016 *Army Posture Statement*, p. 4.

⁵ Army Regulation 220-1, *Field Organizations Unit Status Reporting*, 19 December 2006, p. 23, http://www.ssi.army.mil/ncoa/ags_slc_alc_regs/ar%20220-1.pdf.

⁶ Department of the Army, *Army Equipment Program in Support of the President's Budget 2017*, February 2016, p. i, http://www.g8.army.mil/pdf/army_equipment_program2017.pdf.

⁷ *Ibid.*, pp. 4–5.

⁸ FY 2017 Budget Request Overview Book, p. A-4, table A-9, http://comptroller.defense.gov/portals/45/documents/defbudget/fy2017/fy2017_budget_request_overview_book.pdf.





CHAPTER 4

THE SOLDIER

ARMY STRONG

The United States Army is among the best trained, most disciplined and most proficient in the world. That tradition dates to 1778 when Baron Friedrich von Steuben wrote the book on training and discipline for George Washington's fledgling Continental Army at Valley Forge. That was the turning point in the War of Independence; von Steuben's training gave the American Army the tools to topple the better-equipped, better-supplied and larger British army and has been the foundation of America's armed superiority ever since.

The individual Soldier is the basic building block of all Army organizations and operations; the strength of the Army lies not only in numbers but also in the Soldiers. Soldiers develop mental, emotional and physical strength forged through shared values, teamwork, experience and training, embodying the spirit of the Army recruiting campaign "Army Strong."

ARMY OATH

Title 10 of the U.S. Code establishes the mission and organization of the Army and governs the enlistment and commissioning of the Army's Soldiers. Upon entering the Army, Soldiers must recite a version of the oath established by the Continental Congress when it created the Army in 1775. The current oaths, with wording dating to around 1960, are as follows:

Enlisted Oath

"I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God."

Officer Oath

"I, _____, having been appointed an officer in the Army of the United States, as indicated above in the grade of _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign or domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God."

ARMY VALUES

U.S. Army Soldiers adhere to the following seven core Army values:

- **Loyalty**—Bear true faith and allegiance to the U.S. Constitution, the Army, the unit and fellow Soldiers. Bearing true faith and allegiance is a matter of believing in and devoting oneself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army, Soldiers express their loyalty. By doing their share, they show loyalty to the unit.

- **Duty**—Fulfill all obligations. A Soldier doing his or her duty means more than carrying out assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities, building one assignment onto another. Soldiers fulfill their obligations as a part of the unit every time they resist the temptation to take shortcuts that might undermine the integrity of the final product.
- **Respect**—Treat people as they should be treated. Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. Self-respect is a vital ingredient, too, which results from knowing one has put forth the best possible effort. The Army is one team, and each Soldier has something to contribute.
- **Selfless service**—Put the welfare of the nation, the Army and one's subordinates before one's own interests. In serving their country, Soldiers are doing duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of all team members to go a little further, endure a little longer and look a little closer to see how they can add to the effort.
- **Honor**—Live up to Army values. Honor is a matter of carrying out, acting and living the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything. Soldiers make honor a matter of daily living, solidifying a habit of being honorable with every value choice they make.
- **Integrity**—Do what is right, legally and morally. Integrity is a quality developed by adhering to moral principles. It requires never doing or saying anything that deceives others. As a Soldier's integrity grows, so does the trust others place in that Soldier.
- **Personal courage**—Face fear, danger and adversity (physical or moral). Personal courage has long been associated with the Army. Physical courage is a matter of enduring physical duress and risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. Soldiers build personal courage by standing up daily for and acting upon the things they know to be honorable.

THE SOLDIER'S CREED

In addition to the seven core Army values, all Soldiers are expected to uphold a set of principles called The Soldier's Creed. This creed guides every aspect of their Army lives, from behavior and attitude to training and the carrying out of duties and missions.



I am an American Soldier.

I am a warrior and a member of a team.
I serve the people of the United States
and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally
tough, trained and proficient in my warrior
tasks and drills. I always maintain my
arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and
destroy the enemies of the United States
of America in close combat.

I am a guardian of freedom
and the American way of life.

I am an American Soldier.

—The Soldier's Creed



RANK AND PROMOTIONS

The structure for the Army's uniformed members is based on rank, a designation of experience and authority. Except in some specialized career fields, all members enter the Army at the lowest commissioned or enlisted rank and earn promotions to higher ranks based on their performance record, skill levels, time in grade and leadership qualities. Each succeeding rank carries more authority, greater responsibility and higher pay.

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, including noncommissioned officers (NCOs). Each rank is given a numbered designation (i.e., O-number, W-number or E-number) to indicate its pay grade and corresponding rank with those of other military services. For example, a colonel in the Army is an O-6, the equivalent of a Navy captain, whereas an Army captain, O-3, is the equivalent of a Navy lieutenant. A private first class is an E-3 in the Army but an E-2 in the Marine Corps. Sometimes two ranks may be assigned the same pay grade (e.g., specialists and corporals in the Army, both of whom are E-4s).

The bulk of personnel are enlisted, making up 80.6 percent of the Regular Army, 87.1 percent of the Army National Guard and 81.9 percent of the Army Reserve. Commissioned officers comprise 16.3 percent of the Regular Army, 10.5 percent of the Army National Guard and 16.4 percent of the Army Reserve. Warrant officers make up the rest.¹ The Army is an equal-opportunity



☆ RANK INSIGNIA ☆



WITH ESTIMATED PROMOTION TIMELINES

No Insignia

E-1

Private



O-1

Second Lieutenant (2LT)



E-2

Private Second Class (PV2)
6 months



E-3

Private First Class (PFC)
16 months



E-4

Specialist (SPC)
30 months



E-4

Corporal (CPL)
30 months



E-5

Sergeant (SGT)
4.5 years



E-6

Staff Sergeant (SSG)
8 years



E-7

Sergeant First Class (SFC)
12.5-14 years



E-8

Master Sergeant (MSG)
17.7-20 years



E-8

First Sergeant (1SG)
17.7-20 years



E-9

Sergeant Major (SGM)
22.6-24 years



E-9

Command Sergeant
Major (CSM)
22.6-24 years



E-9

Sergeant Major of the
Army (SMA)



O-3

Captain (CPT)
4 years



O-4

Major (MAJ)
10-11 years



O-5

Lieutenant Colonel (LTC)
16.5 years



O-6

Colonel (COL)
22 years



O-7

Brigadier General (BG)



O-8

Major General (MG)



O-9

Lieutenant General (LTG)



O-10

General (GEN)



General of the Army (GA)



Warrant Officer 1
(WO1)



Chief Warrant
Officer 2 (CW2)
2 years +
Warrant Officer
Basic Course



Chief Warrant
Officer 3 (CW3)
7-8 years +
Warrant Officer
Advanced
Course



Chief Warrant
Officer 4 (CW4)
12-14 years +
Warrant Officer
Staff College



Chief Warrant
Officer 5 (CW5)
17-20 years +
Warrant Officer
Senior Staff
Course



employer, recruiting, enlisting, commissioning, promoting and retaining Soldiers wholly on the basis of skills. This intentionally provides the Army with a diverse composition of people.

Commissioned Officers

Commissioned officers receive a commission approved by Congress to serve in the Army. Commissioned officers legally represent the Commander in Chief (the President of the United States), and the commission serves as the basis for an officer's legal authority. Commissioned officers are the equivalent of mid- and high-level executives in civilian corporations, managing large numbers of people and resources. They are expected to prudently and courageously exercise finely honed judgment to command Soldiers, establish Army policy and manage Army resources. Commissioned officers earn their commissions by graduating from the U.S. Military Academy (USMA) at West Point, New York, by completing the Reserve Officer Training Corps (ROTC) program while attending college or by completing Officer Candidate School (OCS). The officer corps is divided into three designations:

- lieutenants and captains are company-grade officers;
- majors, lieutenant colonels and colonels are field-grade officers; and
- the top five ranks, represented by stars, are general officers.

The Army's highest rank, General of the Army (five stars), was created in 1944 and conferred on George Marshall, Douglas MacArthur, Dwight Eisenhower and Henry Arnold. Omar Bradley, the last to hold the rank, was appointed in 1950.

Warrant Officers

Warrant officers are highly specialized experts and trainers in specific technologies, activities or skills. They are single-track officers in that they stay within their specialties throughout their careers rather than rising through levels of command or staff duties. Warrant officers earn their warrants from the Secretary of the Army upon completing Warrant Officer Candidate School. When promoted to Chief Warrant Officer Two (CW2), warrant officers receive a commission from the President and have the same legal status as commissioned officers, though they maintain their single-track careers.

Enlisted Personnel

Soldiers who enlist in the Army make up the enlisted ranks. They must successfully complete basic training—where they learn the Army culture and core skills of a Soldier—and attend Advanced Individual Training (AIT)

Willingly render loyal services to superiors, subordinates and peers in every organization of which they are members.

Always set an example in conduct, appearance and performance that will make others proud to know and work with them.

Reliably discharge all duties with which they are confronted whether such duties are expressed or implied.

Readily subordinate their personal interests and welfare to those of their organization and their subordinates.

Accept responsibility at every opportunity and acknowledge full accountability for their actions.

Never knowingly tolerate wrongdoing by themselves or others, whether by commission or omission, design or neglect.

Teach other people in a way that effectively expands and perpetuates the scope of their technical competence.

Obtain the breadth of perspective and depth of understanding beyond the limits of their specific responsibility.

Faithfully adhere to their oath of office in all respects, upholding and defending the nation's constitution by both word and deed.

Forcefully take the initiative to stimulate constructive action in all areas requiring or inviting their attention.

Improve themselves both physically and mentally, professionally and personally, to increase their own abilities and the value of their services.

Contribute their past experiences, service and knowledge to a dedicated effort for a betterment of the future.

Earn an ironclad reputation for the absolute integrity of their word.

Reflect credit and inspire confidence in themselves, the Warrant Officer Corps, the military service of the nation and the United States of America.

—*The Warrant Officer's Creed*



No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time-honored corps which is known as "The Backbone of the Army." I am proud of the corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve: seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, noncommissioned officers, leaders!

—*The NCO Creed*



to learn a specialty. The three lowest pay grades—private, private second class and private first class—are usually in training or on their first assignments. At E-4, specialists gain greater responsibilities within their career fields.

Though sharing the E-4 pay grade with specialists, corporals share the status of noncommissioned officer with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers,



but they also are given authority to direct Soldiers, manage operations and take on other leadership duties to accomplish a mission. NCOs are traditionally called "the backbone of the U.S. Army" because of their experience in and knowledge of their specialties, their devotion to duty and their dedication to the Army's mission. As such they not only transform recruits into teams of Soldiers but often are tasked with teaching lieutenants the basics of their new jobs.

The Army's highest ranking NCO is the Sergeant Major of the Army (SMA), who serves as an adviser to the Chief of Staff, Army, and as a spokesperson for the whole enlisted force among the command levels of the Army.

TRAINING

No matter their rank, all personnel—including USMA and ROTC graduates—receive training upon entering the Army. Soldiers also are encouraged to continue both their military education and college degree pursuits as they rise in rank. U.S. Army Training and Doctrine Command (TRADOC) operates an extensive Army school system that provides military specialty training and professional military education. All Soldiers, including those in the Army National Guard and Army Reserve, have access to this education network. Generally, Army training can be categorized as institutional training and unit tactical training.

Institutional Training

Initial Entry Training. This includes basic training for enlisted personnel, traditionally known as "boot camp"—a strenuous program in which new recruits learn the organization of the Army, discover the intellectual and physical requirements of being a Soldier and are instilled with the Warrior Ethos: to place the mission first, never accept defeat, never quit and never leave a fallen comrade behind. Officers similarly undergo such training during OCS, and the lessons—both mental and physical—are part of the curriculum at USMA and in ROTC programs. Warrant officers receive their initial training at the U.S. Army Warrant Officer Career Center.

Advanced Individual Training. Soldiers proceed from Initial Entry Training to AIT courses at an Army branch school or unit to learn skills specific to their assigned career—their Military Occupational Specialty (MOS). Officers also attend Basic Courses at an Army branch school. Each career field has specialized training; when Soldiers or officers change career fields, they "cross-train" by going through another branch school.

Professional Military Education. An ongoing series of courses and schools help develop leadership skills and warfighter knowledge among America's Soldiers.



Schools for NCOs include the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy. Officer courses include Command and General Staff College, the Armed Forces Staff College, the Army War College and the National Defense University (including the National War College, the Industrial College of the Armed Forces and the Joint Forces Staff College). Army officers may also attend U.S. Air Force and Navy schools or be assigned as exchange students at foreign military schools.

Specialty Training. Officers and NCOs take career specialty courses throughout their careers to develop technical skills and knowledge necessary for their duties.

Military Doctrine. In addition to skills- and knowledge-based coursework, TRADOC helps the Army formulate warfighting and organizational strategies, called “doctrine.” Doctrine is formulated through scholarship of military techniques and strategies past and present, lessons learned from recent and ongoing campaigns and experiments with equipment, behaviors and strategic theories.

Unit Tactical Training

Unit tactical training prepares units, individually or in tandem with other units, for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates three combat training centers that provide realistic training in a wide spectrum of environments: the National Training

Center at Fort Irwin, California; the Joint Readiness Training Center at Fort Polk, Louisiana; and the Combat Maneuver Training Center at Hohenfels, Germany. These training centers offer opportunities to apply unit mission skills against well-trained “opposing forces” posing as the enemy.

Exercises that simulate both war and other-than-war operations are another form of unit tactical training. Exercises test and grade a unit’s current ability to carry out its missions, giving its Soldiers valuable training and also revealing areas where the unit could improve. These range from “tabletop” exercises that test organizational procedures and preparation to full-scale war games involving other Army units, other U.S. military services and/or other nations’ forces.

Branch Training

All Soldiers are assigned to and trained in one of the branches of the Army. These are job and skill specialties the Soldier will perform in combat or in support of combat units. The branches of the Army are grouped according to their primary mission:

- to engage in combat;
- to directly support combat elements; or
- to provide combat service support or administration to the Army as a whole.

Soldiers who serve in these branches wear distinctive insignia on their uniforms. In addition, Soldiers may receive special insignia indicating their qualifications in

certain skills. During their careers, Soldiers receive unit badges and earn medals and other honors displayed as ribbons on their dress uniforms. These decorations represent commitment to excellence and unit cohesion, and Soldiers wear them proudly.

SOLDIER AS A SYSTEM

After decades of technological advancements in weaponry, transportation, armor and airborne capabilities, the Army addressed the modernization of its centerpiece weapon—the Soldier. The initiative, called Soldier as a System, provides all Soldiers, including those in rear echelons, with equipment and training to achieve the following qualities in the full spectrum of military operations in all environments:

- **Lethality**—capability to detect, identify, counter or kill selected targets;
- **Survivability**—effective protective materiel and countermeasures, including self-defense;
- **Mobility**—efficient and effective movement for both mounted and dismounted Soldiers, including reducing an individual Soldier’s load;
- **Sustainability**—reliable and durable equipment and physically and mentally healthy Soldiers; and
- **Battle command capabilities**—capability to receive and use information that provides a more complete picture of the battlefield and rapid changes in that battlefield.

RECRUITING AND RETENTION

As an All-Volunteer Force, the Army must recruit to meet its endstrength, but it seeks only individuals who want to serve the nation and who have the commitment and endurance to stay the course.

The Army recruits most of its enlisted personnel through high schools and recruitment offices located in almost every community in the nation. Officers enter the Army through the USMA at West Point, through ROTC or through OCS. The major source of officers is the senior ROTC program, operated by the U.S. Army Cadet Command at 275 host colleges and universities and more than 1,100 other affiliated campuses in the United States. Between Army ROTC and OCS, Cadet Command is responsible for producing over 70 percent of the Army’s new second lieutenants. The command also oversees more than 1,645 Junior ROTC units in the nation’s high schools.

Retention is another ongoing effort, impacted by mission needs within the Army as well as by external economic and social factors. Once it has created the best and brightest Soldiers, the Army, backed by Congress, wants to keep them. Retention depends on the Soldiers’ continued satisfaction with their career paths and quality of life as well as the family’s satisfaction with the quality of military life. Continued satisfaction also relies on quality compensation, single-Soldier and family housing, health care and retirement benefits.

¹ 2014 Demographics: Profile of the Military Community, <http://download.militaryonesource.mil/12038/mos/reports/2014-demographics-report.pdf>, Tables 2.04 and 3.08.





CHAPTER 5

THE UNIFORM

THE ARMY UNIFORM

The Army uniform is standardized dress that makes it easy to identify a Soldier. Soldiers wear different uniforms depending on their location and the duties they are performing.

THE ARMY COMBAT UNIFORM

The Army Combat Uniform (ACU) and Flame-Resistant Army Combat Uniform (FRACU) consist of a jacket, trousers, patrol cap, moisture-wicking t-shirt and Army combat boots (temperate, hot weather) or mountain combat boots for rugged terrain. The ACU is worn with ancillary items, including embroidered U.S. Army tapes, name tapes and rank and shoulder sleeve insignia.

In June 2011, the patrol cap that matches the ACU became the primary headgear for this duty uniform. At the commander's discretion, the black wool beret may be worn with the ACU.

The ACU, including component material, is manufactured in the United States to ensure the highest quality control and to support the American workforce.

The Army Combat Uniform-Permethrin

In February 2013, all ACUs were given a standardized insect repellent treatment called permethrin. This treatment provides additional protection against flying and crawling insects. In July 2010, the Army began issuing permethrin-treated FRACUs to all deploying Soldiers. Permethrin is a safe, synthetic insect repellent that mimics natural compounds found in chrysanthemum flowers. It is widely used in the civilian market to treat scabies and lice and is commonly used to treat commercially sold hiking and hunting gear. The factory treatment has been tested to ensure the insect protection remains effective for the life of the uniform.

The Army Combat Uniform-Alternate

The Army Combat Uniform-Alternate (ACU-A) uses the same configuration as the ACU. The ACU-A has a more defined, classic shape for comfort and may be a better fit for some Soldiers.

The Operational Camouflage Pattern

Beginning in July 2015, the Army began issuing an ACU utilizing the new Operational Camouflage Pattern (OCP). Visually similar to the previous Multicam®-based OCP, this new pattern is replacing both it and the Universal Camouflage Pattern, with all Soldiers required to begin using the new uniform by 1 October 2019.

THE ARMY SERVICE UNIFORM

The Army Service Uniform (ASU) is a traditional-style uniform based on the Army Blue Uniform. The ASU presents a distinctive appearance that readily identifies a Soldier to the American public. Army Blue, Green and White Service Uniforms have been streamlined to one blue uniform as part of an evolutionary process to reduce the number of Army dress uniforms.

☆ ARMY COMBAT UNIFORM (ACU) ☆



Universal Camouflage Pattern



Operational Camouflage Pattern

1. Shoulder sleeve insignia

Former wartime service

2. American flag patch

The flag is reversed to give the impression of flying in the breeze as the Soldier moves forward.

3. Name tape

4. Rank

5. Special skill badges

6. Permanent tabs

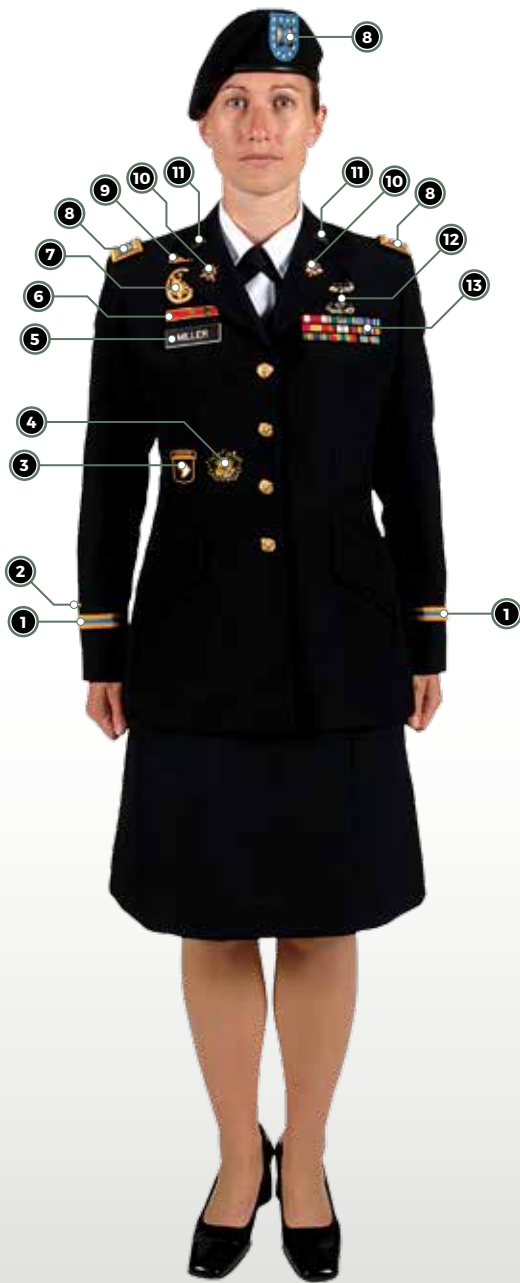
President's Hundred, Ranger, Sapper, Special Forces

7. Temporary tabs

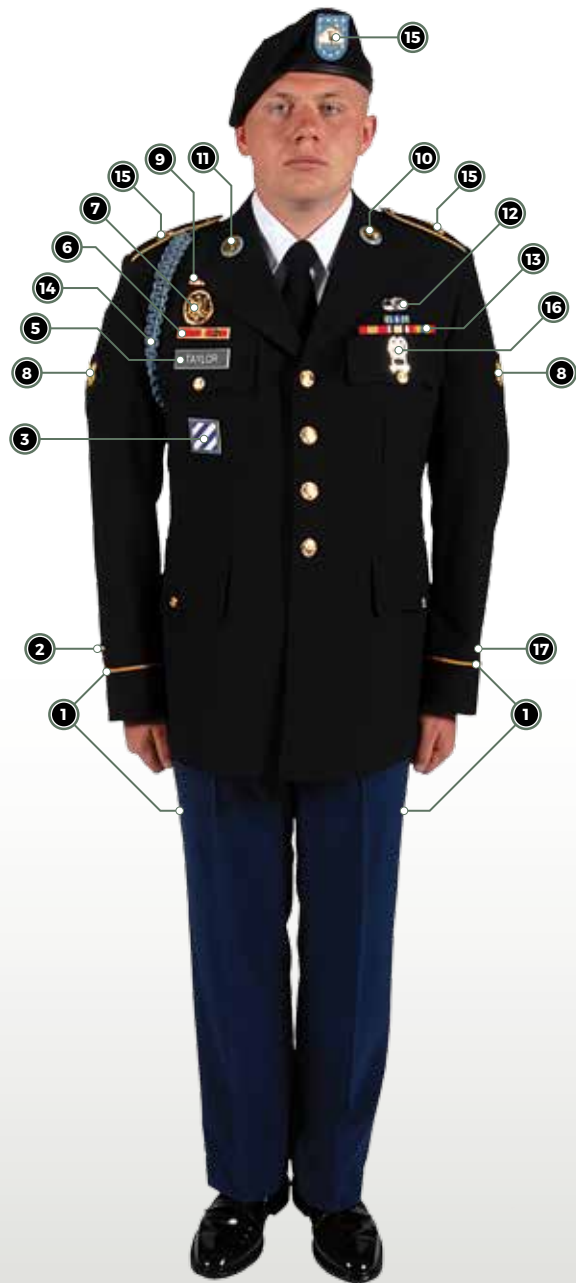
Airborne, Honor Guard, Mountain, Pershing

8. Current unit shoulder sleeve insignia

☆ ARMY SERVICE UNIFORM (ASU) ☆



Officer



Enlisted

1. Stripe

A stripe on the sleeve and trouser leg indicates an officer (left image) or noncommissioned officer (right image).

2. Overseas service bar

3. Combat service identification badge

4. Identification badge

5. Name plate

6. Unit awards

7. Foreign badge

8. Rank insignia

Officer rank insignia is worn on the shoulders and beret. Enlisted rank insignia is worn on the sleeve.

9. Regimental distinctive insignia

10. Branch insignia

11. U.S. insignia

12. Combat and special skill badges

13. Campaign and service medal ribbons

14. Blue infantry cord

Worn by Soldiers in infantry or airborne infantry units.

15. Distinctive unit insignia

16. Special skill and marksmanship badges

17. Service stripes

Service stripes indicate how long an enlisted Soldier has been in the Army; each diagonal stripe worn on the left sleeve represents three years.

☆ QUALIFICATION BADGES ☆

ARMY ASTRONAUT ☆



Army Astronaut



Senior Army Astronaut



Master Army Astronaut

AVIATION ☆



Aviation



Senior Aviation



Master Aviation

COMBAT ACTION ☆



Combat Action
First Award



Combat Action
Second Award



Combat Action
Third Award



Combat Action
Fourth Award

COMBAT MEDICAL ☆



Combat Medical
First Award



Combat Medical
Second Award



Combat Medical
Third Award



Combat Medical
Fourth Award

FLIGHT SURGEON ☆



Flight Surgeon



Senior Flight Surgeon



Master Flight Surgeon

ARMY AVIATOR ☆



Aviator



Senior Aviator



Master Aviator

AIR ASSAULT ☆



Air Assault

EXPERT FIELD MEDICAL ☆



Expert Field Medical

WEAPONS QUALIFICATION ☆



Marksman



Sharpshooter



Expert



Sample Qualification Bars¹

DISTINGUISHED RIFLEMAN ☆



Distinguished Rifleman

DISTINGUISHED PISTOL SHOT ☆



Distinguished Pistol Shot

PHYSICAL FITNESS ☆



Physical Fitness

PATHFINDER ☆



Pathfinder

☆ QUALIFICATION BADGES ☆

INFANTRYMAN



Expert Infantryman



Combat Infantryman
First Award



Combat Infantryman
Second Award



Combat Infantryman
Third Award



Combat Infantryman
Fourth Award

EXPLOSIVE ORDNANCE DISPOSAL



Explosive Ordnance Disposal



Senior Explosive
Ordnance Disposal



Master Explosive
Ordnance Disposal

DIVER



Special Operations Diver



Special Operations Diver
Supervisor



Salvage Diver



Diver Second Class



Diver First Class



Master Diver

DRIVER AND MECHANIC



Driver and Mechanic



Sample Qualification Bar²

FREE FALL PARACHUTIST



Free Fall Parachutist



Free Fall Parachutist
Jumpmaster



Combat Military Free Fall
One Jump



Combat Military Free Fall
Two Jumps



Combat Military Free Fall
Three Jumps



Combat Military Free Fall
Four Jumps



Combat Military Free Fall
Five Jumps

PARACHUTE RIGGER



Parachute Rigger

PARACHUTIST



Parachutist



Senior Parachutist



Master Parachutist



Combat Parachutist
One Jump



Combat Parachutist
Two Jumps



Combat Parachutist
Three Jumps



Combat Parachutist
Four Jumps



Combat Parachutist
Five Jumps

☆ BRANCH INSIGNIA AND PLAQUES ☆



Acquisition Corps



Adjutant General's Corps



Air Defense
Artillery



Armor



Aviation



Army Bands



Cavalry



Chaplain Candidate



Chaplain Corps



Chaplain Assistant



Chemical Corps



Civil Affairs



Corps of Engineers



Cyber Corps



Electronic Warfare



Field Artillery



Finance Corps



General Staff



Immaterial & Command
Sergeant Major



Infantry



Inspector General



Judge Advocate
General



Logistics



Military Intelligence



Military Police Corps



National Guard Bureau



Ordnance Corps



Psychological
Operations



Public Affairs



Quartermaster
Corps



Signal Corps



Special Forces



Staff Specialist,
Unassigned Reserve
Component Officers



Transportation Corps



Medical Department -
Medical Corps



Medical Department -
Dental Corps



Medical Department -
Veterinary Corps



Medical Department -
Nurse Corps



Medical Department -
Medical Specialist Corps



Medical Department -
Medical Service Corps

SERVICE MEDALS AND RIBBONS

ARMY DECORATIONS

A decoration is an award given to an individual as a distinctively designed mark of honor denoting heroism or meritorious or outstanding service or achievement.



CAMPAIGN MEDALS AND SERVICE AND TRAINING RIBBONS

Personnel may wear service and training ribbons awarded by other U.S. services on the Army uniform, with some exceptions, after U.S. Army service and training ribbons and before foreign awards.



UNIT AWARDS

A unit award is given to an operating unit and is worn by members of that unit who participated in the cited action. Personnel who did not participate in the cited action, but who are assigned in the cited unit, are authorized temporary wear of some unit awards.



FOREIGN UNIT AWARDS

Personnel who are specifically authorized by law to accept decorations from foreign governments may wear them in the order of their receipt after all U.S. decorations, the Good Conduct Medal, campaign and service medals and service and training ribbons.



NON-U.S. SERVICE AWARDS

Non-U.S. service awards may be worn on the Army uniform when at least one U.S. decoration, service medal or ribbon is worn at the same time.



This chart depicts a selection of joint and Army service medals, ribbons and unit citations currently authorized for wear. This is not a comprehensive list and does not include some medals and ribbons which are no longer being awarded, U.S. nonmilitary decorations, U.S. Merchant Marine awards, state awards for reserve Soldiers, awards from other service branches and appurtenances. See Department of the Army Pamphlet 670-1 and Army Regulation 670-1 for a complete listing of awards and details regarding their wear.

☆ IDENTIFICATION BADGES ☆



Office of the Secretary
of Defense



Joint Chiefs of Staff



Army Staff



Guard, Tomb of the
Unknown Soldier



Career Counselor



Drill Sergeant



U.S. Army Retired

ARMY RECRUITER



Army Recruiter
Silver



Army Recruiter
Gold



Army Recruiter
Master

ARMY INSTRUCTOR



Army Instructor



Senior Army Instructor



Master Army Instructor

ARMY NATIONAL GUARD RECRUITING AND RETENTION



Basic



Senior



Master

☆ TABS ☆

INDIVIDUAL TABS



Special Forces



Ranger



Sapper



President's Hundred

UNIT TABS



Airborne



Mountain



Honor Guard³
1st Battalion, 3d Infantry (Old Guard)



The U.S. Army Band⁴



Combined Division⁵

The ASU may be worn throughout the year for a wide variety of occasions such as graduations, promotion boards, promotion ceremonies and other special events. Army Blue, as a uniform color, traces its origins back to the national blue of the U.S. flag; it was first mandated for wear by Soldiers in the Continental Army of 1779.

The men's ASU is composed of an Army Blue (dark blue) coat, blue trousers, white long- or short-sleeved shirt, black necktie and beret. The black all-weather coat may be worn over the uniform. The coat, trousers and shirts are offered in classic and athletic sizes. The shirt is an improved, lighter-weight, wrinkle-resistant fabric with permanent military creases and shoulder loops. The women's ASU is composed of an Army Blue coat, blue skirt, blue slacks, white long- or short-sleeved shirt, black neck tab and beret. The black all-weather coat may be worn over the uniform. The coat, skirt, slacks and shirts are offered in junior, misses and women's sizes.

The ASU coat, trouser, skirt and slacks consist of a 55 percent wool and 45 percent polyester blend for a heavier and more wrinkle-resistant fabric.

Officers and noncommissioned officers (corporal and above) wear gold braid on the trousers and slacks.

Enlisted Soldiers (specialist and below) have plain legs on the trousers and slacks. Service stripes are worn by enlisted Soldiers on the left coat sleeve; one service stripe represents every three years of honorable service. One overseas service bar is authorized for six months of overseas service in designated areas during specified periods and is worn on the right sleeve.

The primary headgear for the ASU is the beret. The service cap and service hat are optional items worn with the ASU. The windbreaker, overcoat and sweaters are also authorized for wear with the ASU.

The ASU allows Soldiers to wear the Combat Service Identification Badge (CSIB) to honor the heritage and traditions of combat service. The CSIB replicates the Shoulder Sleeve Insignia—Former Wartime Service on the ACU. The green leader tab is not authorized for wear on the ASU.

The blue ASU was introduced to military clothing sales stores in the fourth quarter of Fiscal Year (FY) 2007. The Army introduced the ASU into Soldiers' clothing bags at Initial Entry Training in the fourth quarter of FY 2010. The mandatory possession date of the ASU for all Soldiers was the first quarter of FY 2016.

¹ The Weapons qualification badge includes the following bars (not pictured): RIFLE; PISTOL; AA ARTILLERY; AUTO RIFLE; MACHINE GUN; FIELD ARTILLERY; TANK WEAPONS; FLAMETHROWER; SUBMACHINE GUN; GRENADE; CARBINE; RECOILLESS RIFLE; ROCKET LAUNCHER; MORTAR; BAYONET; SMALL BORE RIFLE; SMALL BORE PISTOL; MISSILE; and AEROWEAPONS.

² The Mechanic and Driver qualification badge includes the following bars (not pictured): OPERATOR-S (for special mechanical equipment); MECHANIC (for automotive or allied vehicles); DRIVER-A (for amphibious vehicles); DRIVER-M (for motorcycles); DRIVER-T (for tracked vehicles); and DRIVER-W (for wheeled vehicles).

³ Not pictured: Honor Guard tab for select Honor Guard units throughout the Army ("HONOR GUARD," white background and border with blue lettering); U.S. Army National Guard Honor Guard tab ("ARNG HONOR GUARD," blue background with yellow border and lettering).

⁴ Each Army Band has a distinctive tab.

⁵ This tab is used to signify the joint nature of the new combined headquarters made up of units from the U.S. Army's 2d Infantry Division and the Republic of Korea Army's 8th Infantry Division.





CHAPTER 6

THE ARMY ON POINT

ON THE FRONT LINES

The American Soldier protects the vital interests of the nation at home and abroad, responding to the nation's call in emergencies. The U.S. Army (in its Title 10 U.S. Code authority) has responsibilities for, and provides capabilities to, a wide variety of Department of Defense (DoD) and non-DoD organizations in addition to its inherent role. It is strategically agile and adaptive, quick to respond and capable of conducting prompt and sustained combat.

The Soldier is the first and last defense of the United States and as such is at the forward point of national security. Those points span the globe, with more than 190,000 Soldiers deployed/forward-stationed in nearly 140 locations.

PERMANENT OVERSEAS BASING

The United States Army calls a variety of places home as it stations its Soldiers around the world. Although DoD is moving some forward-based units from overseas installations to U.S. bases, the Army continues to maintain the presence it has held Europe and the Pacific Rim since World War II.

Europe

Germany surrendered on 8 May 1945, ending the European campaign of World War II. From that day forward, the United States assumed the duty of administration and control in a portion of the divided German nation. The intent of the United States was to accomplish a cleanup mission and come home, but events unfolding in the Cold War prompted U.S. forces to stay in Europe.

The primary mechanism through which U.S. troops are stationed in Europe is the North Atlantic Treaty Organization (NATO). Formed in 1949 to create a united front against threatened Soviet aggression, NATO provided security and safeguarded its members' freedom while the continent recovered from the devastation of World War II. The level of cooperation among the member nations' armed forces created an environment that also led to trusting cooperation among the different governments, giving Western Europe an unprecedented period of sustained peace for more than 60 years. With the fall of the Berlin Wall in 1989 and the lifting of the Iron Curtain at the end of the Cold War, several Eastern European countries joined NATO, which now boasts 28 members. Though NATO was established to deter Soviet aggression, it has also engaged in other military operations, including countering various terrorist groups in Europe and interceding in potentially destabilizing conflicts in the Balkans, Africa and the Middle East. The U.S. Army assigns forces specifically for NATO in Belgium, France, Germany, Great Britain, Iceland, Italy, The Netherlands, Norway, Poland, Portugal, Spain and Turkey. In response to recent instability in Eastern Europe, U.S. Army forces have expanded training activities with partners in Poland, Lithuania, Latvia and Estonia.

In accordance with NATO's transformation, NATO Allied Land Command was officially activated in Izmir, Turkey, in 2012. As the alliance's new headquarters responsible for land force planning, the command ensures readiness of NATO forces, conducting land operations and synchronizing command and control.



U.S. Army Europe (USAREUR) is the Army service component command (ASCC) of U.S. European Command (USEUCOM). Headquartered in Germany, USAREUR and its subordinate commands provide expeditionary force capabilities in support of NATO and coalition partnership missions, the war on terrorism, security co-operation activities and theater logistics support. As of 6 July 2014, USAREUR's 30,000 forward-stationed Soldiers are operating both within and outside of its area of responsibility (AOR) of 57 different countries.

Japan

After the Japanese surrender in August 1945 brought World War II to an end, the U.S. Army remained in Japan as an occupation force. Article 9 of the 1947 Japanese constitution prohibited the maintenance of military forces, making the Japanese dependent on U.S. forces for their defense. The United States has used bases in Japan to maintain a forward presence in Asia and to remain engaged in the region.

Located at Camp Zama on Honshu, Japan's largest island, U.S. Army Japan and I Corps (Forward) is a major subordinate command of U.S. Army Pacific (USARPAC). The command is responsible for conducting bilateral relations between the United States and Japan, furthering

the mutual defense of Japan and providing mission command in support of contingency operations in Asia.

South Korea

Though a cease-fire was declared along the 38th Parallel more than 60 years ago, the Korean War has never been officially declared ended; a standoff still exists. While the Cold War is over, North Korean nuclear weapons and missile technology—in addition to its large conventional army and special operations forces—still pose a threat to northeast Asian peace and stability.

Elements of the U.S. Army have remained in South Korea since the Armistice was signed in 1953. At any given time, approximately 21,000 American Soldiers are stationed in South Korea. Currently, the mission of U.S. Forces Korea (USFK) is to support the United Nations Command and Combined Forces Command by coordinating and planning among U.S. component commands; to assist the United Nations Command and the Republic of Korea in patrolling the Demilitarized Zone along the 38th Parallel; and to exercise operational control of U.S. forces as directed by U.S. Pacific Command (USPACOM).

In 2009, USFK and Eighth Field Army commanders recognized the need to establish a field army capable of providing mission command over multiple U.S. and

multinational corps. In response, the Army assigned USARPAC as the sole ASCC in theater and converted Eighth Field Army into a warfighting field army headquarters. As a result, Eighth Field Army is able to focus its efforts fully on operational requirements instead of diverting effort to execute Title 10 functions. These organizational changes strengthened the projection of U.S. military power in the region and improved its deterrence against volatile threats.

Today, Eighth Field Army (in support of USFK and Combined Forces Command) provides vital and unique contributions to the joint force including intelligence, air and missile defense, theater communications, infrastructure and sustainment. USFK also provides critical counter-weapons of mass destruction capabilities to prevent the proliferation of North Korea's known nuclear, chemical and biological weapons and technology. Subordinate organizations, logistics hubs and sustainment networks—including modernized Army prepositioned stocks—are strategically aligned to deter aggression and enable resolute coalition response to crises.

Eighth Field Army is also implementing two bilateral agreements between the United States and South Korea—signaling the beginning of a new era in their alliance. The Yongsan Relocation Plan and the Land Partnership Plan are ongoing efforts that will consolidate the American “footprint” on the peninsula and relocate the majority of USFK and United Nations Command headquarters from Seoul in accordance with the Strategic Alliance 2015 agreement. These moves will improve readiness, enhance partnerships with local communities, resolve many enduring facilities shortfalls and help meet storage-space requirements driven by the transformation of Army prepositioned stocks in the region.

Qatar

The Middle East has been a volatile region since the breakup of the Ottoman Empire in World War I. The United States, along with other nations, has tried to create stability and security for the region over the past several decades, often involving U.S. military forces. Today, the primary focus of the war on terrorism is against groups such as al Qaeda, based in the Middle East.

Given the high volume of U.S. Army troop movement through the region, the Army established Camp As-Sayliyah in Doha, Qatar, a small

country bordering Saudi Arabia in the Persian Gulf. Camp As-Sayliyah's mission is to conduct reception, staging of onward movement and integration of forces in the region. It also holds prepositioned combat stock, such as M1A1 Abrams tanks, M2 Bradley fighting vehicles and other armored vehicles, artillery and engineering equipment.

WORLDWIDE OPERATIONS

In addition to permanent basing of Soldiers overseas, the U.S. Army takes part in a variety of long-term operations around the world. These missions include combating or deterring threats to the homeland, going to the source of those threats if necessary; providing peacekeeping and stabilization forces in war-torn regions; and providing humanitarian and nation-building assistance. As of 15 June 2016, almost 190,000 Soldiers were deployed/forward-stationed in over 140 locations worldwide. The following are some of the operations and task forces that are ongoing.

Iraq: Operation Inherent Resolve (OIR)

In March 2003, a coalition led by the United States invaded Iraq and overthrew the government of Saddam Hussein—Operation Iraqi Freedom (OIF). Though Hussein was captured in December of that same year and was subsequently executed, the conflict continued for much of the next decade as an insurgency emerged to oppose the coalition and the newly formed Iraqi government. In 2011, the United States withdrew from Iraq. However, in 2014, a new coalition led by the United States became involved to counter the insurgency. On 15 October 2014, DoD designated U.S. and coalition efforts Operation



Inherent Resolve (OIR) to degrade and destroy the Islamic State in the Levant (ISIL). This insurgent group has destabilized the Middle East, supports violence in Africa and poses a threat to America, its allies and partners. On 17 October 2014, the U.S. Army Forces Central Command was designated the commander of the Combined Joint Task Force–Operation Inherent Resolve (CJTF–OIR) and was tasked with establishing a combined (multinational) and joint (multiservice) headquarters to oversee operations. In addition to CJTF–OIR, the U.S. Army provides Special Forces units to train, advise and assist indigenous security forces as they take the lead in countering ISIL.

Afghanistan: Operation Freedom's Sentinel (OFS)

In response to the 11 September 2001 terrorist attacks on the U.S. homeland, Operation Enduring Freedom (OEF) was launched on 7 October 2001 with the mission to destroy terrorist training camps and the al Qaeda infrastructure within Afghanistan. The initial focus of OEF was to destroy the regional terrorist threats and then to prevent Afghanistan from becoming a safe haven

for al Qaeda and other extremist organizations. When OEF was concluded on 31 December 2014, it was replaced on 1 January 2015 by Operation Freedom's Sentinel (OFS). At the onset of OFS, 13,000 troops from 41 nations (10,000 from the United States) commenced the new NATO mission Resolute Support (RS). RS focuses the coalition's effort on training, advising and assisting (TAA) the Afghan Security Institutions and the Afghan National Defense & Security Forces. U.S. forces conduct two missions in Afghanistan: first, they conduct counterterrorism operations against the remnants of al Qaeda; and second, they execute TAA in support of RS. U.S. Army forces in Afghanistan are comprised of conventional and special operations forces and include the Regular Army, Army National Guard and Army Reserve.

Djibouti: Combined Joint Task Force–Horn of Africa (CJTF–HOA)

Combined Joint Task Force–Horn of Africa (CJTF–HOA) comprises almost 900 Soldiers, along with servicemembers from the other U.S. armed forces, civilian employees and representatives of coalition and partner countries. The Combined Joint Operating Area (CJOA)



consists of Sudan, Ethiopia, Eritrea, Djibouti, Somalia, Kenya and Seychelles. Outside the CJOA, CJTF-HOA operates in Liberia, Rwanda, Uganda, Tanzania, Mauritius and Comoros.

Using a whole-of-government approach to face challenges in the region, CJTF-HOA applies the “three Ds”: defense, diplomacy and development. This mission focuses on military-to-military activities as well as humanitarian initiatives, including digging wells and building schools. Ultimately CJTF-HOA works to promote security in the region—a goal that inevitably reaches far beyond the Horn of Africa and the African continent.

CJTF-HOA was established at Camp Lejeune, North Carolina, on 19 October 2002 and is now located at Camp Lemonnier in Djibouti City, Djibouti. CJTF-HOA has supported development in the CJOA by building numerous schools, clinics and hospitals and conducting medical civil action and veterinary civil action projects.

Honduras: Joint Task Force–Bravo (JTF-Bravo)

Established in 1984, Joint Task Force–Bravo (JTF-Bravo) is the headquarters for U.S. forces and exercise activities at Soto Cano Air Base, Honduras. Under U.S. Southern Command (USSOUTHCOM), JTF-Bravo’s mission is to:

- conduct and support U.S. joint, combined and inter-agency operations that increase regional security;
- support U.S. interagency operations in coordination with U.S. military and U.S. embassy country teams;
- support regional humanitarian and civic assistance, disaster relief and contingency missions; and
- plan, coordinate and conduct regional search and rescue operations.

Kosovo: Multinational Task Force East/Operation Joint Guardian

U.S. forces, as part of NATO’s Multinational Task Force East—MNTF(E)—have been leading a peacekeeping

operation in Kosovo since June 1999 in support of wider international efforts to build peace and stability in Kosovo. The NATO-led Kosovo Force (KFOR) deployed in the wake of a 78-day air campaign in March 1999 to halt and reverse the humanitarian catastrophe that was unfolding. KFOR continues to conduct patrols, observation points and roving checkpoints in the MNTF(E) sector to interdict contraband and help the Kosovo Police Service reduce crime. Today, KFOR continues to contribute to further development of a stable, democratic, multi-ethnic and peaceful Kosovo.

Sinai Peninsula: Multinational Force and Observers (MFO)

Multinational Force and Observers (MFO) is an organization of 12 countries: Australia, Canada, Colombia, Czech Republic, Republic of Fiji Islands, France, Hungary, Italy, New Zealand, Norway, the United States and Uruguay. The U.S. Army provides the single largest contingent to the MFO. The operation, which began on 25 April 1982, supervises the Egyptian–Israeli Treaty of Peace and aims to prevent violations of the treaty’s terms. MFO’s duties include the operation of checkpoints, reconnaissance patrols and observation posts along the international boundary separating Egypt and Israel on the Sinai Peninsula. MFO also ensures freedom of travel through the Strait of Tiran. Contingents in the MFO rotate in and out of the Sinai Peninsula using a system of progressive personnel changeover, with the exception of the U.S. infantry battalion that rotates as a unit.

United States: Operation Noble Eagle

In direct response to the 11 September 2001 terrorist attacks on the U.S. homeland, President George W. Bush authorized a mobilization of reserve forces for homeland defense and civil support missions. Known as Operation Noble Eagle, it allows the Secretary of Defense to call up to one million reserve component Soldiers, Airmen, Sailors, Marines and Coast Guard members for up to two years of active duty.





CHAPTER 7

ARMY FAMILIES

FAMILY STRONG

Army families have been the unsung heroes of every American conflict since the War of Independence. Though the primary concern of Soldiers in the field has been to accomplish the mission at hand, their thoughts always turn back to their families at home, often thousands of miles away.

More than half of American Soldiers are married. More than 50 percent have children, the largest age group being five years old and younger. Enjoying a lifestyle most families consider normal is almost impossible for the Army family because of the Soldier's duties. Deployments, relocations, promotions and training exercises often place extreme stress on the Army family. When the family is stressed, the Soldier's overall readiness is impacted.

Family well-being is a double-sided issue. On the one hand, the Army strives to create secure environments, wellness programs and many lifestyle opportunities for families. On the other hand, families must have and use all the tools necessary to prepare for and withstand deployments and other interruptive mission duties; afterward, they try to resume a normal routine.

FAMILY READINESS

The Army must be combat-ready at all times. Maintaining Army-wide combat readiness starts with the Soldier, who must be physically fit, well-trained in warrior skills and mentally tough. To be mentally tough, a Soldier must be able to focus solely on the mission. If a Soldier is concerned about his or her family's well-being, that disrupts mission focus and jeopardizes Army-wide combat readiness.

Studies conducted by the Walter Reed Institute and other researchers have shown that family problems lead to troubled Soldiers and poor military performance, whether in field training exercises or in actual combat. No one would want to be covered by a Soldier who is worried about the family back home.

Just as it provides its Soldiers with the best equipment possible, the Army does as much as it can to maintain combat readiness through family readiness. Family readiness means that Soldiers deploy knowing they have done everything in their power to protect and care for their families during the separation.

One of the largest stressors for Army families is deployment. Though some deployments come with just 48 hours' notice, an increasing number of deployments are set and announced months in advance to give Soldiers and families time to prepare. Even with adequate preparation time, deployment—whether days long or more than a year, to friendly countries or hostile combat environments—is a difficult time for families. In addition to deployments for real-world missions, Soldiers deploy on field training exercises that can last for weeks.

Returning home from a deployment or extended training exercise can be stressful for both the Soldier and the family. Soldiers and families cannot expect to be separated for so long and have everything return immediately to normal once the family is together again. Sometimes a gradual reintegration is necessary. Families who have been fully prepared before deployment are more likely to reintegrate smoothly.



Many resources have been created to support families before, during and after deployment as well as to support the everyday military lifestyle. Listed below are some of the most widely-used and recognized.

U.S. ARMY FMWR: FAMILY AND MORALE, WELFARE AND RECREATION PROGRAMS

Army FMWR, the G-9 division of the Army's Installation Management Command, is a comprehensive network of quality support and leisure services that enhances the lives of Soldiers, civilians, families, military retirees and other eligible patrons. Found under FMWR are Army Entertainment, Child and Youth Services, Family Programs, Army Family Strong and The Army Family Covenant.

ARMY INTEGRATED FAMILY SUPPORT SERVICES

The Army Integrated Family Support Network (AIFSN) is designed to deliver information, tools and resources to geographically dispersed Soldiers and to their families by harnessing military and civilian resources already in place. AIFSN is made up of Garrison Army Community Service, Child and Youth Services, Guard Family Assistance Centers, Reserve Readiness Centers and civilian community agencies.

ARMY COMMUNITY SERVICE

The Army has several programs to help families navigate the intersection of their military and civilian lives. Many of these programs fall under the umbrella of the Army Community Service centers found on each Army installation. These centers provide one-on-one help and support to Army families in a variety of areas, including family relations with the unit command, integration into the Army community, deployment readiness, family members with disabilities, employment assistance, family advocacy, financial counseling, relocation and volunteering.

Army Family Action Plan

The Army Family Action Plan (AFAP) is a grassroots program originally developed by Army spouses to give Soldiers and family members a means to identify gaps in services and programs and make recommendations to the Army's leadership. Some of AFAP's many successes include an increase in Servicemembers' Group Life Insurance from \$50,000 to \$400,000, the institutionalization of Family Readiness Groups and establishment of the Army Family Team Building and Better Opportunities for Single Soldiers programs.

Army Family Team Building

Army Family Team Building (AFTB) reflects the understanding that strong families are instrumental for the

development of strong Soldiers. Developed and led by volunteers, AFTB trains spouses and family members to become self-sufficient and knowledgeable about the resources available to them and encourages them to become leaders within their communities. AFTB currently has approximately 220 active programs worldwide with more than 20,000 volunteers and paid staff, all dedicated to “connecting families to the Army . . . one class at a time.”

Mobilization, Deployment and Support Stability Operations

Resilient, prepared and knowledgeable Army families are better able to manage the stresses of deployment and therefore enhance unit readiness. The Mobilization, Deployment and Support Stability Operations program helps support community readiness during deployments and emergencies. It makes sure that installation programs align with unit deployment cycles; provide pre- and post-deployment support; and help unit commanders with family readiness plans and deployment support services for servicemembers and their families. It is responsible for operating an Emergency Family Assistance Center in the case of an all-hazards event and for supporting servicemembers and families during Noncombatant Evacuation Operations (NEO) and Repatriation. It also acts as a case manager for all requests for assistance through the Army Disaster Personnel Accountability and Assessment System (ADPAAS).

Family Readiness Groups

An important resource for all Army families is the Family Readiness Group (FRG). The FRG is a command-sponsored organization of family members, volunteers and Soldiers who join together to provide mutual support and form a communication network among the families, the chain of command and the community.

The Army FRG website provides commanders and FRG leaders with a secure way to communicate information to their unit's Soldiers and their family members anytime night or day from anywhere in the world. By establishing a unit FRG site, commanders and FRG leaders can provide information, photos/videos, downloadable files and more to the geographically dispersed Soldiers of the unit and their family members. In cooperation with the unit's commander, FRG leaders are responsible for maintaining the unit's site as well as for updating the sponsor (Soldier) database, approving site subscriptions, responding to questions and more.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is a mandatory enrollment program for family members—children and adults—with any physical, emotional, developmental or intellectual disorder that requires special treatment, therapy, education, training or counseling. The program works with military and civilian resources to provide education, medical and personnel support services to member families, helping them to find local programs and support services as needed. EFMP works closely with state programs and medical facilities.

Employment Readiness Program

The Army acknowledges that employment for family members is made all the more difficult by frequent moves and the pressures of deployments and other mission duties. Army Community Services (ACS) has therefore built an Employment Readiness Program to help military family members find work. The Employment Readiness portion of ACS can help military families by providing reliable résumé services, employment bulletin boards and training to improve job-seeking skills.

Spouse Education and Career Opportunities

The Spouse Education and Career Opportunities (SECO) program assists military spouses in reaching their education and career goals as they balance work and life priorities and interests. SECO offers support in career exploration, education, training and licensing, career connections and employment readiness.

Two popular programs within SECO include: My Career Advancement Account (myCAA), where spouses of active duty servicemembers in pay grades E-1 to E-5, W-1 to W-2 and O-1 to O-2 on Title 10 military orders are eligible for myCAA scholarships; and The Military Spouse Employment Partnership, a targeted recruitment and employment solution for spouses and companies



that partners Fortune 500 Plus companies with military services and provides human resource managers with recruitment solutions. It prepares military spouses to become competitive job applicants, connecting them with employers seeking their essential 21st century workforce skills and attributes.

Child, Youth and School Services

Child, Youth and School Services (CYSS) recognizes the challenges facing Soldiers and their families. By offering quality programs for children, youth and students, CYSS supports the Army Family Covenant by reducing the conflict between mission readiness and parental responsibility. CYSS offers a wide range of quality programs to help Army families meet parental challenges and maintain mission readiness. Whatever the needs might be, CYSS is prepared to make life better for Army families.

Programs include day care at garrisons and in local communities, school-age services and online tutoring. CYSS also has teen programs, in-home child care, youth sports and more.

CYSS is also helping Army families find affordable child care that suits their unique needs. Through the fee assistance program, families are eligible to receive monthly fee assistance to help offset the cost of child care in their communities.

Army Fee Assistance Program

Army Fee Assistance Program guidelines state that if there is space available for a sponsor's child/children at an Army Child Development Center, Family Child Care Center or School Age Center, then such space must be used for the care of his/her child/children. In the event that there is not space available, then the sponsor will be eligible to apply for off-post community-based fee assistance.

The Army Fee Assistance Program is the Army's contribution toward the total cost of child care for Army families. Fee Assistance buys down the higher cost of off-post care, allowing eligible families to pay fees comparable to those charged at the installation or Army-supported joint base for full-day services. Fee assistance compensates for the difference between a community-based provider's rate and an installation's rate for similar services. The parent rate (parent's portion) and the amount of fee assistance combined will equal the provider's rate.

Family Advocacy Program

The Family Advocacy Program (FAP) is dedicated to spousal and child abuse prevention within military families. It is based on a strong network of education, prompt reporting, investigation, intervention and treatment of the victims of domestic violence. In addition to helping

victims cope with domestic violence, FAP provides family relationship services, including classes on marriage enrichment, couples communication skills, anger management, crisis intervention, stress management, life after divorce and other relationship issues.

There are two additional programs within the Family Advocacy Program that help with specific needs:

- The **Victim Advocacy Program (VAP)** provides comprehensive support to victims of domestic abuse, including crisis intervention; safety planning; help securing medical treatment for injuries; information on legal rights and proceedings; referral to military and civilian shelters; and other resources. VAP services are available 24/7 by calling:
 - 1-800-342-9647 (inside the United States);
 - 00-800-3429-6477 (outside the United States); or
 - 484-530-5908 (collect call outside the United States).
- The **New Parent Support Program (NPSP)** helps to build strong and healthy military families for Soldiers and family members expecting a child or who have children up to three years of age. Through various supportive services, classes and home visits, NPSP helps new parents learn to cope with the everyday demands of parenthood, as well as stress, isolation and post-deployment reunions.

Financial Readiness Program

The average Soldier earns 3 percent less than his or her civilian counterpart. Without proper money management, this income level can cause financial hardships. Army Community Services (ACS) is ready at all times to advise on any monetary issues that may arise for Soldiers and their families. ACS also offers financial readiness conferences and advice on how to balance checkbooks, save money and live on a limited budget. In addition, the Better Business Bureau Military Line provides education and advocacy for consumers and their families, both in their communities and online.

Relocation Services Program

Relocation—giving up everything familiar and moving to a new place—is always stressful for families and children. A family's first stop should be the local Army Community Service Family Center, where a Relocation Readiness Program Manager can assist in initial needs. Other Relocation Readiness Program resources include:

- **Pre-arrival information.** Installations and surrounding areas provide information through Military OneSource, which also provides links to military installations.

- **Plan My Move.** The Plan My Move pages on Military OneSource simplify the moving process. Families can create customized calendars based on individual needs and schedules, find driving directions and information about entitlements and out-of-pocket costs and locate schools and other local community resources.
- **Household goods lending closet.** Installations keep basic household items for families to borrow for up to 30 days following a move. At a minimum, they can provide basic kitchenware, high chairs, irons, ironing boards, play pens and transformers.
- **Post-move newcomer orientation.** This program provides information about installations, including housing, education, health care and more.
- **Welcome packet.** Most installations can provide a welcome packet that has maps (both on- and off-post) and important local contact information.
- **Individual counseling.** Relocation Readiness Program Managers can address specific issues one-on-one and give guidance and suggestions to help resolve any problems.
- **Sponsors.** A sponsor is somebody from a Soldier's new unit who is specially trained to help that Soldier settle into his or her new location. Most installations

also have a Youth Sponsorship Program through Child and Youth Services.

- **Citizenship and immigration services.** Relocation Readiness Program Managers can act as a liaison when families need guidance on the citizenship and residency application process.

Army Volunteer Corps

Volunteers are found throughout the Army community, and they often play an integral role in the overall Army mission. Throughout American history, volunteers have served as Minutemen, medics, seamstresses and friends to families of fallen Soldiers. Today, ACS's Army Volunteer Corps can arrange many volunteering opportunities for military families and friends. Many Army family programs rely heavily on the dedicated volunteers who give so much of their time. Without volunteers, many of these programs might not exist or would be greatly curtailed.

ARMY WOUNDED WARRIOR PROGRAM

The Army Wounded Warrior (AW2) Program is the official U.S. Army program that assists and advocates for severely wounded, ill and injured Soldiers, veterans and their families, wherever they are located, regardless of military status. Soldiers who qualify for AW2 are



assigned to the program as soon as possible after arriving at the Warrior Transition Unit (WTU). AW2 supports these Soldiers and their families throughout their recovery and transition, even into veteran status. Through the local support of AW2 advocates, AW2 strives to foster Soldiers' independence. There are almost 24,000 Soldiers and veterans currently in AW2.

WARRIOR TRANSITION UNITS

The Army established WTUs at major military treatment facilities around the world, providing personalized support to wounded, ill and injured Soldiers who require at least six months of rehabilitation and complex medical management.

A WTU closely resembles a "line" Army unit, with professional cadre and integrated Army processes that build on the Army's strength of unit cohesion and teamwork, enabling wounded Soldiers to focus on healing before transitioning back to Army or civilian status. Within a WTU, Soldiers work with their triad of care—primary care manager (normally a physician), nurse case manager and squad leader—to coordinate their care with other clinical and non-clinical professionals.

There are 24 WTUs across the United States and Europe, providing the support that Soldiers need to heal and transition back to the force or to veteran status. Within a number of WTUs are Community Care Units (CCUs); these allow Soldiers who are not in need of day-to-day care to heal within their home communities. While recuperating within a CCU, Soldiers retain the benefits of dedicated cadre, military treatment facility staff, Warrior Transition Battalion staff and installation resources.

SOLDIER AND FAMILY ASSISTANCE CENTERS

The Soldier and Family Assistance Center (SFAC) is a one-stop location built to equip and aid wounded, ill and injured Soldiers who are assigned or attached to WTUs. SFAC services help these Soldiers make life-changing decisions as they transition back to duty or on to civilian life. They strive to deliver tailored, compassionate and coordinated transitional services designed to promote self-reliance, wellness and healing during medical recuperation and transition. The facilities provide a warm, relaxed environment where Soldiers and their families can gather to foster physical, spiritual and mental healing.



SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION PROGRAM

The Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program is the integrated, proactive effort to end sexual harassment and sexual assault within all ranks. Sexual harassment and sexual assault have no place in the Army. The SHARP Program:

- permeates the Army structure from the Pentagon down to the individual Soldier level;
- has full-time staff at the brigade level and higher;
- promotes cultural change across the Army, with a vision toward a culture of discipline and respect in which Soldiers intervene in sexual harassment and sexual assault to protect one another;
- includes a comprehensive effort to educate leaders and Soldiers about sexual harassment and sexual assault;
- employs a concrete training program that teaches Soldiers to be alert to serial offender tactics, to intervene to stop incidents and disrupt offenders and shows them where and how to seek help;
- provides commanders with the essential resources, education and training they need to succeed in bringing an end to sexual harassment and sexual assault in the Army; and
- provides certified Sexual Assault Response Coordinators and victim advocates, available 24/7, to help with reporting and support prevention, training and awareness efforts.

If you need help now:

- call the Safe Helpline 877-995-5247;
- text: 55247 (inside the United States); or
- text: 202-470-5546 (outside the United States).

SURVIVOR OUTREACH SERVICES

Survivor Outreach Services (SOS) is an Army-wide program designed to provide dedicated and comprehensive support to survivors of deceased Soldiers. The program is a joint effort with collaboration from the Installation Management Command; the Family and Morale, Welfare and Recreation Command; the Casualty and Mortuary Affairs Operation Center; the Army National Guard; and the Army Reserve. SOS standardizes casualty services and policies across the Army and provides additional staffing at Casualty Assistance Centers (CACs) and family programs for both the active and reserve components. SOS responds to the need for specialized staff at CACs to help Casualty Assistance Officers support survivors and to add staff whose sole mission is to provide continuing support to survivors.

TRAUMATIC SERVICEMEMBERS' GROUP LIFE INSURANCE

Servicemembers' Group Life Insurance Traumatic Injury Protection (TSGLI) provides automatic traumatic injury coverage to all servicemembers covered under the Servicemembers Group Life Insurance (SGLI) program. It provides short-term financial assistance to severely injured servicemembers and veterans recovering from traumatic injuries. TSGLI is not only for combat injuries but provides insurance coverage for injuries incurred on or off duty.

If you are automatically insured under full-time SGLI, you are automatically covered by TSGLI. TSGLI coverage applies to active duty members, National Guard members, Reservists, funeral honors duty and one-day muster duty.

The premium for TSGLI is a flat rate of \$1 per month for most servicemembers.

ARMY EMERGENCY RELIEF

Army Emergency Relief (AER) is the Army's own emergency financial assistance organization. For Soldiers and their families who meet certain criteria, AER provides emergency funds through grants and loans to help pay

for rent, mortgages, utilities, food, car repairs, auto insurance and emergency travel expenses. AER also offers education assistance programs for Soldiers' children (including college-bound students) and spouses.

ARMY ONESOURCE

Army OneSource is a website that provides a network of services to support Regular Army, Army National Guard and Army Reserve Soldiers and their families regardless of their component or geographical location. The website also provides access to information on standardized programs and services at installations, Army National Guard family assistance centers and Army Reserve centers for the geographically dispersed.

Through established community partnerships, Army OneSource works with sister services to increase and sustain support to those not living near a garrison. Army Soldiers and family members may access programs and services through three primary ways:

- a web-based portal;
- traditional brick-and-mortar establishments at garrisons; and
- partnerships with community and government organizations.

BETTER OPPORTUNITIES FOR SINGLE SOLDIERS

The mission of the Better Opportunities for Single Soldiers (BOSS) program is to enhance the morale, welfare and recreation of single Soldiers, increase retention and sustain combat readiness. Garrison BOSS programs are managed by a senior enlisted advisor, an MWR advisor and a BOSS president. BOSS serves the single Soldier community—Regular Army, Army National Guard and Army Reserve—and single parents, geographical bachelors, other branches of service and foreign servicemembers. Participants enhance their quality of life, contribute to their community through community service activities and assist in the planning and execution of their own recreation and leisure events.



CHAPTER 8

ARMY COMMAND STRUCTURE

ARMY COMMANDS

The Army began reorganizing its commands in June 2006 to increase its global responsiveness and defense of the homeland. The new structure identifies three types of headquarters: Army command, Army service component command (ASCC) and direct reporting unit (DRU). (For more information, see chapter 3, “Army Organization.”)



U.S. ARMY FORCES COMMAND (FORSCOM)

Headquarters: Fort Bragg, North Carolina

Mission: FORSCOM trains and prepares a combat-ready, globally responsive Total Force in order to build and sustain readiness to meet combatant command requirements. FORSCOM’s goal is: “Combat-ready and globally responsive Total Army forces that are well-led, disciplined, trained and expeditionary . . . that will win in a complex world.”

Activities: FORSCOM is the Army’s largest command, with its Soldiers and units globally deployed. As the Army’s service force provider, it acts as the principal interface with the joint staff to maintain global visibility of Army conventional land forces and to recommend force-sourcing solutions to satisfy combatant command requirements. FORSCOM also facilitates joint integration, interoperability and doctrine development by supporting joint transformation activities and providing Army forces to joint training and experimentation missions.

The active component of FORSCOM includes three Army Corps headquarters: I Corps at Joint Base Lewis–McChord, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM also has 10 Army division headquarters, multiple brigade combat teams and a full range of other combat, combat support and combat service support units.

First Army at Rock Island Army Arsenal, Illinois, as FORSCOM’s designated coordinating authority for implementation of the Army Total Force Policy, partners with Army National Guard and Army Reserve leadership to advise, assist and train reserve component formations. Through multicomponent integrated collective training, they achieve Department of the Army readiness requirements during both pre- and post-mobilization, enabling FORSCOM to provide combatant commanders with trained and ready forces in support of worldwide requirements.

The Army National Guard, when mobilized, provides FORSCOM a balanced force of combat divisions, separate brigades and extensive support units.

The U.S. Army Reserve Command (USARC), also headquartered at Fort Bragg, provides trained, equipped and ready Soldiers, leaders and units to meet

America's requirements at home and abroad in fulfillment of their mission to be "the world's premier land-power reserve force." USARC has offices throughout the continental United States, each with an individual mission and function that contributes to the accomplishment of USARC's overall mission—and to FORSCOM's combat power—by providing support specialties such as medical, civil affairs, public affairs, transportation, maintenance and supply.

FORSCOM prepares current and future Soldiers and leaders across the full spectrum of warfare at its combat training centers (CTCs); the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the National Training Center (NTC) at Fort Irwin, California. CTCs present Decisive Action Training Environment training scenarios that are constantly updated to reflect changing battlefield conditions and to incorporate lessons learned. Soldiers are presented with complex, cross-cultural challenges by large numbers of role players who act as combatants and foreign citizens. JRTC and NTC have urban combat landscapes and cave and tunnel complexes to simulate current and potential wartime environments.

FORSCOM provides, prepares and sustains ready land forces, preserves the quality of the All-Volunteer Force and shapes the future force to ensure success as the nation's force for decisive action.



U.S. ARMY MATERIEL COMMAND (AMC)

Headquarters: Redstone Arsenal, Alabama

Mission: AMC is the Army's premier provider of materiel readiness—technology, acquisition support, materiel development, logistics, power projection and sustainment—to the Total Force, across the spectrum of joint military operations. The command's complex missions range from development of sophisticated weapon systems and cutting-edge research, to maintenance and distribution of spare parts. AMC operates the research, development and engineering centers, Army Research Laboratory, depots, arsenals and ammunition plants; and maintains the Army's Prepositioned Stocks, both on land and afloat. The command is the Department of Defense (DoD) Executive Agent for the chemical weapons stockpile and for conventional ammunition. From research and development to contracting, acquisition and manufacturing, from supply and distribution to sustainment and resale, AMC touches every phase of the

materiel lifecycle. As the Army's Lead Materiel Integrator, AMC commands the global supply chain by delivering materiel readiness to the nation's joint forces around the world.

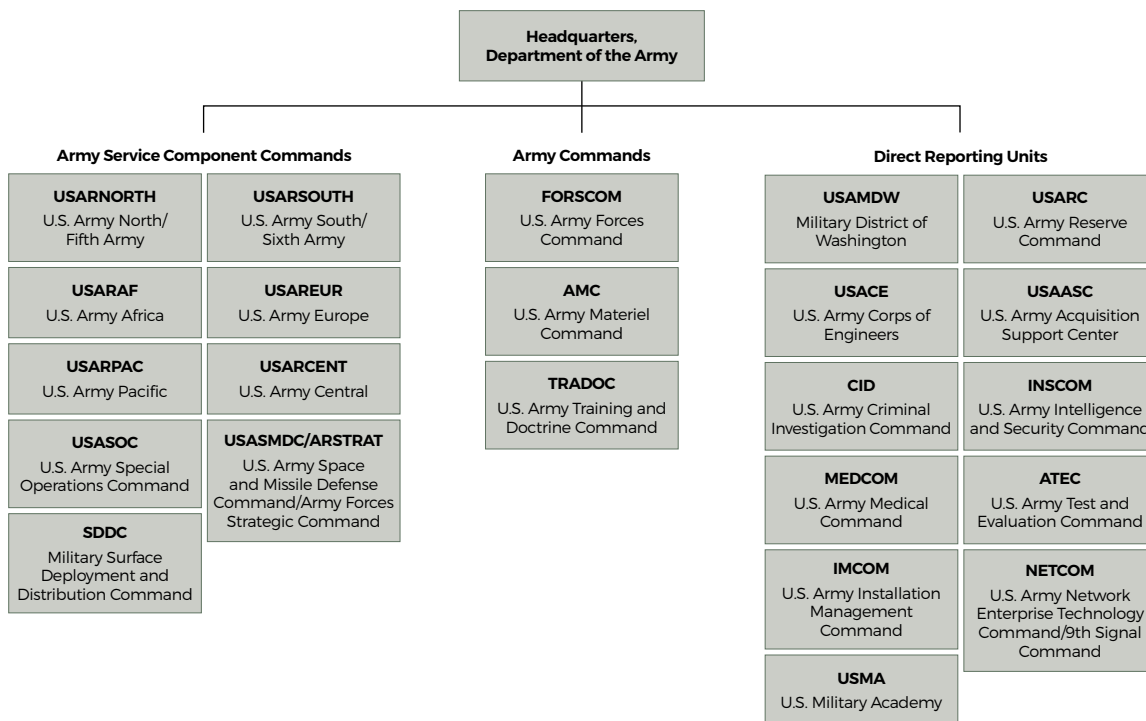
Activities: To develop, buy and maintain materiel for the Army, AMC works closely with Program Executive Offices; the Army acquisition executive; industry; academia; and other related agencies. AMC also handles the majority of the Army's contracting, including a full range of contracting services for deployed units and installation-level services, supplies and common-use information technology hardware and software. With the only contingency contracting capability in DoD, AMC accounts for 70 percent of the Army's contract dollars.

The command leads, manages and operates the Army's Organic Industrial Base (OIB). Consisting of 23 one-of-a-kind facilities, the OIB overhauls, modernizes and upgrades major weapon systems—not just making them like new but inserting technology to make them even better and more reliable. The OIB manufactures and resets the Army's equipment, generating readiness in formations.

AMC is regionally aligned and globally responsive, providing assets through a network of teams that includes Army field support brigades, contracting support brigades, transportation brigades and field assistance science and technology teams, all of which identify and resolve equipment and maintenance problems as well as materiel readiness issues for combatant commands. The command handles diverse missions that reach far beyond the Army. For example, AMC manages the multibillion-dollar business of selling Army equipment and services to partner nations and allies of the United States, and it negotiates and implements agreements for co-production of U.S. weapon systems by foreign nations. AMC includes global transportation experts who provide the warfighter with a single surface distribution provider for adaptive solutions that deliver capability and sustainment on time.

The AMC Science and Technology (S&T) program develops, integrates and sustains unique science, technology and engineering solutions to ensure that the Army and joint forces have a competitive advantage. AMC is on the front lines of modernization, innovation and transformation. Managing a comprehensive S&T portfolio averaging \$6.5 billion annually (including reimbursables and representing about 75 percent of the Army's annual investment in S&T), AMC plays a critical role in the research, design, and development for every item a Soldier wears, drives, flies, communicates with or operates on the battlefield. It impacts or has a presence

ARMY COMMAND STRUCTURE



in all 50 states and in more than 153 countries across the globe. The command's 64,000-strong workforce includes dedicated military and civilian employees, many with highly developed specialties in weapons development, manufacturing and logistics.



U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)

Headquarters: Joint Base Langley-Eustis, Virginia

Mission: TRADOC designs, acquires, builds and continually improves the Army to ensure it can win in a complex world. It:

- **designs** the future Army for an unpredictable, constantly changing future by analyzing broad trends, developing concepts and determining what capabilities the force will require decades from now;
- **acquires** the Army by recruiting the Soldiers and future officers from among the small percentage of Americans both willing and able to serve;
- **builds** the Army using its professional drill sergeants and instructors to turn civilians into Soldiers through

a rigorous, modern training and education approach designed to prepare them for their first units and a career of service; and

- **improves** the Army through systematic professional military education and training, as well as through the continuous improvement of doctrine based upon real-world lessons learned across the force.

Activities: The Army is an organization with worldwide responsibilities, and TRADOC represents the majority of its institutional capacity and capability. Comprised of more than 37,000 Soldiers and 13,000 civilians, the organizational structure of TRADOC reflects the scope, scale and reach of its institutional responsibilities. Its influence extends to the joint force and U.S. allies via formal and informal relationships; it directly affects the doctrinal and acquisition decisions of armies all over the world. TRADOC has five subordinate organizations, eight centers of excellence and 37 schools; its schools conduct more than 1,600 courses, including 300 language courses. TRADOC trains more than 500,000 Soldiers a year at 26 different locations throughout the continental United States and provides the senior commander on 12 of those installations.

To shape both today's Army and the future combat force, TRADOC:

- designs the future combat force by developing capabilities and requirements, testing and potentially

procuring the technologies and capabilities the future Army will need to fight and win the nation's wars;

- builds the Army by transforming quality recruits into Soldiers who are physically tough and mentally adaptive and adhere to the Warrior Ethos and the Army Ethic,* thereby playing a foundational role in generating individual Soldier and leader readiness; and
- develops adaptive leaders who can thrive in demanding environments characterized by ambiguity, training leaders for certainty and for uncertainty, educating them to be experts in the art and science of the profession of arms and to be able to quickly adapt to a wide range of conditions.

TRADOC priorities include:

- **leader development** that creates leaders able to thrive in unpredictable, constantly changing environments and who are comfortable exercising mission command with empowered subordinates able to exercise disciplined initiative;
- **capabilities development, integration and evaluation** to create an adaptive, dominant land force for the joint force commander;
- **concepts and doctrine** to enable the force of the future with approaches that are effective and flexible enough to adapt to evolving conditions; and
- **training and education** to develop ready, agile Soldiers, leaders and versatile units that are effective in any operational environment.



U.S. ARMY AFRICA (USARAF)/SOUTHERN EUROPEAN TASK FORCE (SETAF)

Headquarters: Vicenza, Italy

Mission: In December 2008, the Southern European Task Force assumed duties as the Army component headquarters for United States Africa Command (USAFRICOM). USARAF employs Army forces as partners, builds sustainable capacity and supports the joint force in order to disrupt transnational threats and promote regional stability in Africa. Ultimately, USARAF/SETAF envisions becoming a trusted and respected partner, achieving long-term strategic effects in Africa.

Activities: Dangerous and highly complex challenges exist in the contemporary operating environment. This

is especially true on the continent of Africa, where in recent years several countries and newly-formed organizations have aggressively pursued solutions to environmental, social, economic and security challenges. On a continent three times the size of the United States, with one billion people, 54 countries, 400 ethnic groups and 2,000 languages, USARAF/SETAF works to strengthen African land forces and regional organizations.

The 2015 *National Security Strategy* (NSS) articulates U.S. interests relating to Africa in four categories: combating terrorism, supporting democracies, investing in economic growth and promoting a favorable international order. Taking a largely positive approach, the NSS asserts that "Africa is rising." This theme is echoed in USAFRICOM's Posture Statement and forms the foundation of African Horizons.

African Horizons is an innovative approach synchronizing Army activities to develop and deepen partnerships over time and across echelons to achieve strategic objectives. It links bilateral activities with key influencers and partner nations to achieve regional effects that build toward continental security. African Horizons increases the efficacy of USARAF as a theater army, improves readiness of Army forces through relevant and demanding training in austere environments and expands the global landpower network in Africa. The central idea is that Army activities in Africa are essential to advancing USAFRICOM objectives and securing a future most favorable to U.S. interests.

In December 2012, Islamist militants surged south toward Bamako in Mali. Responding immediately, 1,400 troops from six African countries deployed alongside the French, fighting the hardest battles and suffering the most casualties. Now, 12,000 African peacekeepers reinforce the French in stabilizing the country, disrupting and defeating violent extremist organizations (VEOs) and internally armed parties. Supporting this effort, USARAF has trained four battalions from three different countries over the past two years.

A year later, as violence in the Central African Republic (CAR) escalated, the African Union self-deployed 1,200 soldiers to reinforce peacekeepers already present. Augmenting this surge, USARAF orchestrated the deployment of approximately 1,900 African peacekeepers and their equipment to Bangui, CAR, aboard C-17s. Within three weeks, 3,000 African soldiers were on the ground alongside the French, preventing violence in CAR from escalating into a mass atrocity.

Sometimes the situation calls for direct U.S. intervention. In December 2013, violence in South Sudan escalated and the U.S. embassy was threatened. Within hours



of notification, an infantry platoon from Fort Riley, Kansas, that had been trained and prepositioned in Djibouti, reinforced the U.S. embassy in Juba, South Sudan. Not only were U.S. citizens protected, but African partners were reminded that the United States is committed to maintaining security and stability on the continent.

These examples highlight some of the more notable contributions of USARAF in working with African and international partners to establish and maintain stability in Africa. Today, rather than concentrating on large troop deployments to resolve crises, the Army focuses on sustained engagement and enduring partnerships. This enables both security cooperation and operations on the continent, linking activities over time to achieve sustained effects and balancing training for specific missions with developing self-sustaining institutions. U.S. joint training and other activities enable African militaries to support peacekeeping missions, respond to crises and quell instability.

Enhanced by operating as part of a joint, interagency, multinational and Total Army team, USARAF is meeting its mission requirements efficiently and expeditiously. That mission is to protect Americans and American interests in Africa. While Africa is a long way from home, leaders of VEOs and traffickers of humans, drugs and weapons see the United States as a target of opportunity. A safe, stable and secure Africa is an enduring American interest; USARAF fulfills its mission by enabling African militaries and their leaders on all levels.

Politically, socially, economically and demographically, Africa's potential for positive growth is unmatched in the world. Realizing this potential depends on African governments' ability to provide security and stability for its people. USARAF works as a trusted and respected partner, over time and across echelons, enabling African partners to fulfill their potential now and on the horizon.



U.S. ARMY EUROPE (USAREUR)

Headquarters: Wiesbaden, Germany

Mission: USAREUR trains and leads land forces in support of U.S. European Command (USEUCOM), other combatant commands and Headquarters, Department of the Army, by training and preparing full-spectrum-capable forces for global employment; strengthening alliances and building partner capacity and capability; providing ASSC and Title 10 support to U.S. forces; and continually seeking to improve the readiness and quality of life of Soldiers, Army families and the civilian workforce. As an ASSC, USAREUR is America's strategic forward enabler with capability to prevent conflict, shape the environment and, if necessary, win decisively.

Activities: USAREUR is balanced across a mix of brigade combat teams, aviation elements and key theater support elements, including a theater sustainment command, a military intelligence brigade, a theater network command, a regionally-focused medical command and a regionally-focused air and missile defense command.

USAREUR supports the U.S. defense strategy by providing trained and ready units who are capable of unified land operations and are regionally engaged with European allies and partners; providing flexible forces who are able to operate in U.S.-only or multinational coalitions and thereby furthering both mutual security interests and those of the United States; facilitating multinational interoperability and strengthening partnerships through security cooperation and capacity-building training

and events; setting theaters for U.S. global combatant commands by providing strategic access, key forward-enablers and critical logistical support; and providing a professional force of strong, resilient Soldiers with engaged leaders.

USAREUR's 7th Army Training Command in Grafenwoehr, Germany, contributes to the crucial functions of facilitating multinational interoperability and strengthening partnerships by providing world-class training support to the United States, the North Atlantic Treaty Organization (NATO) and other partners through joint and combined training, live fire, force-on-force maneuver and simulations. It also provides flexible forces that are able to operate in U.S.-only or multinational coalitions, including major operational forces; organic, Europe-based forces—including the 2d Cavalry Regiment, Vilseck, Germany; 173d Airborne Brigade, Vicenza, Italy; 12th Combat Aviation Brigade, Ansbach, Germany; and 10th Army Air and Missile Defense Command, Kaiserslautern, Germany—capable of a full range of activities from major combat operations to humanitarian assistance. Additionally, USAREUR maintains a Europe-based Army Contingency Response Force—a company-sized force capable of responding, as directed, to crises in USEUCOM, U.S. Africa Command or U.S. Central Command areas of responsibility.

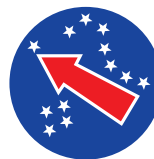
Regionally Allocated Forces

USAREUR supports USEUCOM's European Rotational Force and the NATO Response Force with two 60-day rotations from the continental United States to the European theater. These forces bolster the capability of the NATO Response Force and serve a critical role in maintaining the interoperability gains achieved over the past 13 years with NATO allies.

USAREUR also performs the crucial role of setting theaters for U.S. global combatant commands by maintaining critical logistical, communications, intelligence, medical and inland ground transportation infrastructure to support operational plans and contingencies. The 21st Theater Sustainment Command, headquartered in Kaiserslautern, Germany, provides a full range of logistical capabilities including humanitarian assistance, military law enforcement and more, through units such as 7th Mission Support Command, 30th Medical Brigade and 18th Military Police Brigade, among others. USAREUR provides key operational capabilities and administers critical sites throughout its AOR, including the Mihail Kogalniceanu Air Base Passenger Transit Center in Romania—a multi-nodal hub supporting contingency operations such as the Afghan Northern Distribution Network.

USAREUR also provides support for the defense of Israel, administers key air defense sites and maintains training and staging bases for rotational forces such as Nova Selo, in Bulgaria. No longer a heavy force focused on protecting central Europe, USAREUR has deployed approximately 30 percent of its forces each year over the past decade in support of contingency operations. The number of USAREUR's Soldiers has been reduced from more than 213,000 in 1989 to a current force of around 29,000, focused on the 51 countries in USEUCOM's AOR—including Russia, Ukraine, Israel, Turkey and the Caucasus—to advance American strategic interests in Europe and Eurasia.

USAREUR has consolidated its footprint to become more efficient in providing services and support to the Soldiers and families remaining in Europe. The command has closed about 740 sites across Europe in the past 25 years—everything from isolated radio towers to large troop support compounds and housing areas. Finally, the relationships USAREUR builds during more than 1,000 theater security cooperation events in more than 40 countries each year lead directly to support for multinational contingency operations around the world, strengthen regional partnerships and enhance global security.



U.S. ARMY PACIFIC (USARPAC)

Headquarters: Fort Shafter, Hawaii

Mission: USARPAC postures and prepares the force for unified land operations, responds to threats, sustains and protects the force and builds military relationships that develop partner defense capacity to contribute to a stable and secure U.S. Pacific Command (USPACOM) area of responsibility.

USARPAC is the theater army in the Pacific and the Army's largest ASCC. USARPAC is responsible for manning, resourcing, equipping and training throughout the Pacific theater of operations that stretches 9,000 miles—approximately half of the earth's surface—from California to the Maldives. From its headquarters at Fort Shafter, Hawaii, USARPAC leverages all Army capabilities in Hawaii, Alaska, Guam, American Samoa, Saipan, Japan and South Korea to provide trained and ready active and reserve component combat and enabling forces in the Indo-Asia-Pacific region. USARPAC's Soldiers

and civilians enhance the Army's ability to respond to all contingency requests in a region that covers 16 time zones. A robust theater security cooperation program with regional allies and partners builds defense relationships, increases interoperability and develops military capacity.

While USARPAC's primary focus is the Indo-Asia-Pacific region, many USARPAC Soldiers have provided operational support to Afghanistan, Iraq and other contingency operations. In addition, USPACOM has designated the USARPAC commander as the theater joint force land component commander, a role that brings together the key parts of the USPACOM commander's landpower—USARPAC itself, Marine Forces Pacific and Special Operations Command Pacific.

Activities: During Fiscal Years 2015 and 2016, USARPAC Soldiers participated in 14 large-scale exercises with 12 of the 36 countries in the USARPAC AOR. Other activities included the development of partner capacity in 20 countries; 70 subject-matter-expert exchanges with 20 countries; 26 U.S. and partner Soldier exchange assignments; 80 U.S. Soldiers attending nine partner army schools; 1,423 Asia-Pacific soldiers attending U.S. Army schools; over 150 engagements with 32 countries; participation in more than 100 executive engagements with 20 countries; and being positioned to respond rapidly and to establish communication networks during humanitarian assistance and disaster response emergencies.



U.S. ARMY NORTH (USARNORTH)/FIFTH ARMY

Headquarters: Joint Base San Antonio, Texas

Mission: USARNORTH became fully operational on 16 October 2006, with its area of responsibility covering the Continental United States (CONUS), Mexico, Canada, the Bahamas and the Arctic. Army North, U.S. Northern Command's (USNORTHCOM's) joint force land component command (JFLCC) and ASCC, together with its partners, prepares for unified land operations,



conducts security cooperation activities and protects the force to contribute to the defense and security of the United States and its interests.

Activities: As the JFLCC to USNORTHCOM, USARNORTH provides the USNORTHCOM commander with a single point of contact for all land domain operations within the AOR. Its range of operations focuses on three main mission sets: homeland defense, theater security cooperation and defense support of civil authorities (DSCA). Throughout the range of operations, given the operational environment, partnering with state, tribal, federal and international partners is paramount to mission success.

Homeland Defense. As the Army's three-star headquarters dedicated to federal military operations within North America, homeland defense is USARNORTH's top priority. Within this construct, it is responsible for force protection of all Army entities and works with Headquarters, Department of the Army; the Army Commands; ASCCs; and DRUs to ensure the protection of the force as well as the protection of all Army infrastructure. Army North conducts administrative control for the Air and Missile Defense Task Force that is part of Operation Noble Eagle's Integrated Air Defense, ensuring their readiness to defend the National Capital Region. Additionally, USARNORTH maintains operational control of the Army's reactionary forces—ready to respond anywhere within CONUS to protect and/or secure DoD equities.

Security Cooperation. Crucial to USARNORTH's homeland defense efforts is their theater security activities with Mexico and Canada. These military-to-military relationships focus on enhancing the overall security of North America and are a means to secure the land

approaches to the United States. Mexico is the main effort of those activities to assist in their fight with transnational criminal organizations by helping them build capability and capacity. With Canada, these efforts are to maintain the interoperability between the two armies that has been forged during 14 years of persistent conflict through training and exercise opportunities.

DSCA. Through a full spectrum that ranges from national special security events such as the UN General Assembly and National Conventions; to natural or man-made disasters; to a chemical, biological, radiological or nuclear (CBRN) incident, any request for DoD assistance by another federal agency is the third operational set in USARNORTH's portfolio. The conduits for these requests for assistance are the 10 defense coordinating elements geographically aligned with the 10 Federal Emergency Management Agency (FEMA) regions. These elements, each led by a defense coordinating officer, serve as the primary liaison with FEMA and other federal, tribal, state and local agencies for coordination of military resources for the full spectrum of DSCA operations. If an incident is catastrophic, USARNORTH is prepared to deploy assigned theater enablers and to "set the theater" to ensure that all DoD operations in support of a whole-of-federal-government response are timely and fully sustained.

In coordination with the National Guard, USARNORTH also conducts the training for the CBRN Response Enterprise—an enterprise made up of 18,000 personnel with unique CBRN response capabilities at state, regional and federal levels. The premier federal response element is the Defense CBRN Response Force (DCRF), a joint task force of 5,200 personnel primarily sourced by Army units and commanded by Joint Task Force—Civil Support (JTF-CS)—a standing joint task force that anticipates, plans and integrates USNORTHCOM CBRN response operations. USARNORTH executes training and readiness oversight of JTF-CS and, in coordination with FORSCOM, downtraces DCRF units to ensure that they are ready at any time to assist local, state, federal and tribal partners in responding to a CBRN incident of the gravest magnitude.

Whether it be a natural or man-made disaster or enhancing the overall security of North America, as the Army's senior headquarters dedicated to military operations within the homeland, USARNORTH remains vigilant and ready to respond when and as directed.



U.S. ARMY SOUTH (USARSOUTH)/SIXTH ARMY

Headquarters: Joint Base San Antonio, Texas

Mission: USARSOUTH/Sixth Army is the ASCC for U.S. Southern Command (USSOUTHCOM). USARSOUTH provides theater security cooperation to enhance hemispheric security and stability and conducts contingency operations as directed by USSOUTHCOM. The command's area of responsibility encompasses 31 nations and 10 territories. USARSOUTH, with a deployable contingency command post and headquarters capable of short-notice deployment to fulfill emerging joint task force requirements, supports USSOUTHCOM in its efforts to counter transnational criminal organizations, human and drug trafficking and terrorism in its AOR. USARSOUTH has supported missions and operations in its AOR since 1904, when the first U.S. Soldiers arrived in Panama to assist with the construction and defense of the Panama Canal. USARSOUTH transformed from an Army command focused exclusively on the Panama Canal in the 1990s to the one it is today, with a much larger role in the region—enhancing hemispheric security by building strong relationships, increasing mutual capabilities and improving interoperability with the armies and security forces of Central and South America and the Caribbean.

Activities: USARSOUTH builds partner-nation capacity by conducting several operations, exercises and activities each year. These events focus on training with partner nations to improve their capacity and

USARSOUTH's ability to provide humanitarian relief, civic assistance, medical support, emergency response and security operations. These events include:

- **Fuerzas Aliadas PANAMAX.** PANAMAX is the largest exercise conducted in the Western Hemisphere. It is an annual joint and combined operational exercise consisting of more than 19 partner nations that focuses on the defense of the Panama Canal and Central America by a multinational task force.
- **Peacekeeping Operations.** This event consists of more than 17 partner nations and is a multi-echelon joint and combined command and control exercise executed at the operational and tactical levels.
- **Beyond the Horizon.** This annual humanitarian and civic assistance operation focuses on providing engineering, medical and veterinary support to the people within the AOR.
- **Medical Readiness Training Exercises (MEDRETEs).** MEDRETEs provide training for medical, dental and veterinary forces and partner-nation forces. The forces provide care to the host-nation civilians and animals in the AOR. MEDRETEs not only provide real-world training for U.S. forces but also help build capacity in countries in the AOR while simultaneously strengthening relationships with these countries. USARSOUTH was one of the first ASCCs to plan MEDRETEs and has conducted them every year since 2006 in countries such as the Dominican Republic, El Salvador, Guatemala, Haiti, Honduras and Paraguay.
- **Fuerzas Aliadas Humanitarias (United Humanitarian Forces).** This is a regionally-oriented emergency response exercise with partner-nation disaster management agencies.
- **Integrated Advance.** This is an exercise that tests USARSOUTH's contingency command post and ensures full preparedness to deploy to the AOR and conduct a full range of operations and missions to support the joint force and the combatant commander.

On behalf of the U.S. Army, USARSOUTH conducts bilateral staff talks each year with the armies of Brazil, Chile, Colombia and El Salvador. These staff talks produce a strategic framework and plan for the upcoming year to conduct subject-matter-expert exchanges and build partner-nation capacity. USARSOUTH was one of the first ASCCs given authority to conduct staff talks, and it has helped strengthen the United States' relationships with partner nations.

Also, USARSOUTH is the U.S. Army's executive agent for Phase III of reintegration for U.S. personnel rescued or returned from captivity. In 2003, USARSOUTH was

the first ASCC to have a formal captivity reintegration program; it has successfully executed this operation seven times.

These types of operations and exercises are part of USARSOUTH's mission to shape the environment, build partner-nation capacity, enhance security and ultimately sustain peace in the AOR and throughout the Western Hemisphere.



U.S. ARMY CENTRAL (USARCENT)

Headquarters: Shaw Air Force Base, South Carolina

Mission: USARCENT conducts shaping operations in the U.S. Central Command (USCENTCOM) area of responsibility to deter adversaries and to reassure and enable partners while sustaining ongoing U.S. operations in established combined/joint operating areas. Concurrently, USARCENT transitions forces and capabilities in the AOR for roles anticipated in the next decade of the 21st century.

Activities: USARCENT's AOR is a large and complex region. It stretches from the Central Asian States to North Africa (Egypt). The AOR encompasses an area of approximately 11.8 million square kilometers (1.5 times larger than the continental United States) consisting of 20 countries populated by more than 540 million people with 49 ethnic groups speaking approximately 60 different languages and representing 27 religions.

The doctrinal name for the ASCC of a geographic combatant command is "theater army." USARCENT is the Army component of USCENTCOM, as well as USCENTCOM's coalition forces land component command responsible for planning, coordinating and employing land forces.

Resident in the Middle East for more than 20 years and hardened by leading more than a decade of combat, USARCENT shapes the regional environment, building partner capabilities and capacity, reassuring friends, deterring threats to security and ensuring prosperity through the free flow of commerce.

USARCENT's strength comes from its roles on the USCENTCOM and U.S. Army teams and from a close working relationship with all involved in the materiel enterprise. The USARCENT team also includes the 4th Battlefield Coordination Detachment, the 3d Medical

Command (Deployment Support), the 1st Sustainment Command (Theater), two area support groups, a headquarters and headquarters battalion, a training support battalion, a theater signal command, an air defense artillery brigade, a military intelligence brigade, a civil affairs battalion and an engineer detachment.



U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND/ARMY FORCES STRATEGIC COMMAND (USASMDC/ARSTRAT)

Headquarters: Redstone Arsenal, Alabama,
and Peterson Air Force Base, Colorado

Mission: USASMDC/ARSTRAT conducts space and missile defense operations and provides planning, integration, control and coordination of Army forces and capabilities in support of U.S. Strategic Command missions (strategic deterrence, integrated missile defense and space operations); serves as the Army force modernization proponent for space, high-altitude and global missile defense; serves as the Army operational integrator for global missile defense; and conducts mission-related research and development in support of Army Title 10 responsibilities.

As the Army's force modernization proponent for space, global missile defense and high altitude and as the Army's operational integrator for global missile defense, USASMDC/ARSTRAT focuses on three core tasks: operations for today, providing trained and ready space and missile defense forces and capabilities in service to the warfighter and the nation; capability development for tomorrow, building future space and missile defense forces; and materiel development for the day after tomorrow, researching, testing and integrating space, missile defense, cyber, directed energy and related technologies.

Activities: From its split-based headquarters in Huntsville and Colorado Springs, the command oversees a number of Army elements around the globe. It has four priorities: defense of the homeland; support to the warfighter; preparation for the future; and acceleration of emerging technology.

Defense of the Homeland. The 100th Missile Defense Brigade (Ground-based Midcourse Defense, or GMD) is a multicomponent (Army National Guard and Regular Army) unit that operates the GMD fire control network, provides positive operational control of interceptors at Fort Greely, Alaska, and Vandenberg Air Force Base,

California, and ensures the protective security of the systems deployed there. It is composed of the brigade headquarters and Missile Defense Element in Colorado Springs, the 49th Missile Defense Battalion headquarters and Fire Direction Center at Fort Greely, Detachment One at Vandenberg Air Force Base and three AN/TPY-2 radar detachments that provide missile defense radar data to their respective geographic commands—Detachment 10 in U.S. Pacific Command (which also provides data to the GMD fire control network), Detachments 11 and 13 in U.S. European Command and Detachment 12 in U.S. Central Command.

Support to the Warfighter. The command's operations team provides friendly-force tracking data, space tracking, satellite imagery products and geospatial intelligence. The 1st Space Brigade conducts continuous space force enhancement, space support and space control operations in support of combatant commanders, enabling shaping and decisive operations. The brigade comprises three subordinate battalions: the 53d Signal Battalion manages transmission control and satellite payload control of the Department of Defense Wideband Constellation by sustaining, operating and maintaining global wideband satellite communications operations centers and a defense satellite communications system certification facility; the 1st Space Battalion focuses on ballistic missile early warning, Army space support teams and the commercial imagery team; and the 117th Space Battalion, Colorado Army National Guard, is similar to that of its active component counterpart. The brigade comprises Regular Army, Army National Guard and Army Reserve Soldiers.

Preparation for the Future. The Future Warfare Center, with offices in Huntsville, Alabama; Colorado Springs, Colorado; and Fort Eustis, Virginia, is responsible for building future space and missile defense forces. The Future Warfare Center includes a Battle Lab, a Capability Development Integration Directorate and a Directorate for Training and Doctrine. The Future Warfare Center develops the Army's space and missile defense doctrine and concepts, validates requirements and ensures Army-wide solution integration. The Future Warfare Center rapidly advances innovations for space, missile defense, high altitude and cyber to the Army through prototype development, experimentation and wargames, analytical assessments and modeling and simulation development. It provides institutional space and missile defense training to the force and is the user representative to ensure vertical integration of Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facilities activities across space and ballistic missile defense system elements for which the Army has been designated

as the lead service. Additional roles performed for the joint community include management of high-performance computer centers, threat scenario design, command and control engineering and Advanced Concept Technology Demonstration management.

The Army Space Personnel Development Office oversees the Army's Space Cadre to include the lifecycle management of Functional Area 40 space operations officers. Additionally, the command provides support to NASA with an Army astronaut detachment assigned to the Johnson Space Center in Houston, Texas.

Acceleration of Emerging Technology. The Technical Center in Huntsville focuses on providing critical technologies that meet today's requirements and address future needs, enabling warfighter effectiveness in the core competencies of directed energy, tactical space, airships and payload, cyberspace and missile defense technologies. The Technical Center plans and executes test and evaluation programs and performs related analyses to rapidly transition technology. To accomplish its goals, the Technical Center also pursues numerous opportunities and partnerships with academia, industry and other government organizations.

The U.S. Army Garrison–Kwajalein Atoll/Ronald Reagan Ballistic Missile Defense Test Site (RTS), with its unique geographical location in the central Pacific and its unmatched suite of radars, instrumentation and test support facilities, offers extensive flexibility for ballistic missile testing, space-object tracking and equatorial space launch. RTS now has an operations center located in Huntsville and serving as the primary RTS command and control location for missions.



U.S. ARMY SPECIAL OPERATIONS COMMAND (USASOC)

Headquarters: Fort Bragg, North Carolina

Mission: USASOC is the ASCC of U.S. Special Operations Command (USSOCOM). It organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army special operations forces (SOF) to successfully conduct worldwide special operations across the range of military missions in support of regional combatant commanders, U.S. ambassadors and other agencies as directed. USASOC develops unique special operations doctrine, tactics, techniques,

procedures and materiel in coordination with the U.S. Army Training and Doctrine Command, the U.S. Army Materiel Command and USSOCOM.

Activities: With an allocated strength of more than 28,000 personnel, USASOC commands active duty forces and is responsible for training and equipping Special Forces and support units in the Army National Guard. In 2014, USASOC fused special-warfare capabilities into one entity to optimize training and readiness. 1st Special Forces Command (Airborne) (Provisional) was created by merging the Army's regionally expert forces (Special Forces, Civil Affairs, Psychological Operations) and the 528th Sustainment Brigade (Airborne) into a single command. In addition to 1st Special Forces Command (Airborne) (Provisional), USASOC has three more major subordinate commands: the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFK-SWCS), U.S. Army Special Operations Aviation Command (USASOAC) and the 75th Ranger Regiment.

U.S. Army John F. Kennedy Special Warfare Center and School. USAJFKSWCS, the Army Special Operations Center of Excellence, trains, educates, develops and manages world-class Special Forces, psychological operations and civil affairs warriors and leaders from recruitment to retirement. It provides Army Special Operations Forces (ARSOF) regiments with professionally-trained, highly-educated, innovative and adaptive operators. The Special Operations Center of Excellence is the U.S. Army proponent for ARSOF concepts, doctrine, leader development, training and education, and it also trains and qualifies joint SOF and interagency personnel.

1st Special Forces Command (A)(P). The 1st Special Forces Command (A)(P) mans, trains and equips SOF Soldiers and units to conduct special operations worldwide in support of geographic combatant commanders, U.S. ambassadors and the nation's priorities. Its Soldiers possess expertise in tactics, combat advisor skills, military deception, sabotage and subversion, foreign language, relationship-building skills, cultural understanding, adaptive decisionmaking and cognitive problem solving. The command is comprised of five active duty and two National Guard Special Forces groups, two military information support groups, one civil affairs brigade and one special operations sustainment brigade.

U.S. Army Special Forces Command (Airborne). Special Forces Soldiers are highly skilled in conducting special operations missions before, during and following conflict. They make up a multipurpose force capable of unconventional warfare, foreign internal defense, direct action and special reconnaissance and are also skilled linguists. They are regionally oriented and are comprised

of 12-man teams. They are carefully selected and highly-trained senior experts.

4th Military Information Support Operations Group (Airborne) and 8th Military Information Support Operations Group (Airborne). The 4th and 8th Military Information Support Groups (MISGs) are the only two active-duty MISGs in the Army. They are the Department of Defense's premier capability specifically organized, manned, trained and networked to inform and influence select foreign target audiences to achieve psychological effects and behaviors in support of U.S. objectives.

The 95th Civil Affairs Brigade (Airborne). The 95th Civil Affairs Brigade is a key component in the application of targeted civil affairs operations focused on the human dimension to reduce and/or mitigate civil vulnerabilities leveraged by state and nonstate actors for legitimacy and influence over relevant populations. Civil affairs Soldiers are trained in local traditions, culture and language.

The 528th Sustainment Brigade (Airborne). The 528th provides support to large and small SOF operations and is uniquely configured to use theater, Army, indigenous or SOF sustainment systems. The brigade provides the mission command organization for signal, support and materiel management. It maintains a dedicated, regionally-oriented coordination and liaison base to provide combat and health services and communications planning in support of all Army SOF units.

75th Ranger Regiment. The 75th Ranger Regiment is the Army's premier direct-action raid force. It is capable of planning, executing and commanding and controlling large and complex joint special operations throughout the range of combat missions. These operations include special reconnaissance, direct-action raids, offensive infantry operations, forcible-entry operations and partnerships with host-nation forces. The regiment is also trained, resourced and equipped to provide an agile, responsive infantry force that can respond to emergency contingency plans in uncertain and sensitive environments.

U.S. Army Special Operations Aviation Command. USASOAC provides command and control, executive oversight, training and resourcing of USASOC aviation assets, units and personnel in support of national security objectives. USASOAC has three subordinate commands: the 160th Special Operations Aviation Regiment (Airborne), the command's combat element; the USASOC Flight Company; and the Special Operations Aviation Training Battalion. Additionally, USASOAC has three staff directorates: the technology applications project office, the systems integration management office and the aviation maintenance support office.



U.S. ARMY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND (SDDC)

Headquarters: Scott Air Force Base, Illinois

Mission: SDDC is the ASCC to U.S. Transportation Command, providing global deployment and distribution capabilities to meet the nation's objectives. SDDC is also a major supporting command to U.S. Army Materiel Command. By employing a globally-postured, professional workforce using audit-ready processes, SDDC is the preferred choice for deployment and distribution solutions.

Activities: With approximately 2,400 people, SDDC books, ships, tracks and conducts port operations for surface movements worldwide by leveraging services from the best of the U.S. commercial transportation industry. In Fiscal Year 2012 alone, SDDC moved more than 16.4 million measurement tons of cargo, which equates to about 277,966 full standard-size cargo trailers. Lined end to end, these trailers would stretch 2,105 miles, or from New York City almost to Salt Lake City, Utah.

SDDC also supports servicemembers, federal employees and their families with safe and secure delivery of their household goods and privately-owned vehicles. The command manages an average of about 500,000 booked household goods moves each year with about 250,000 of those occurring between the months of May and August.

Additionally, SDDC's Transportation Engineering Agency, also at Scott Air Force Base, provides the Department of Defense with engineering, policy guidance, research and analytical expertise, ensuring that U.S. military forces can respond successfully to any requirement anywhere in the world.

The Army Reserve Deployment Support Command (DSC), headquartered in Birmingham, Alabama, is one of the newest operational and functional commands born of Army Transformation. It consolidates all Army Reserve surface mobility units under a single organization. The DSC is a direct-reporting command of the 377th Theater Support Command in New Orleans, Louisiana, and is operationally controlled by SDDC.

SDDC has five subordinate brigades headquartered around the world:

The 595th Transportation Brigade, Camp Arifjan, Kuwait, conducts surface deployment and distribution

operations to meet national security objectives within the U.S. Central Command (USCENTCOM) AOR. Through a cohesive team of experts, the 595th Transportation Brigade links strategic warfighter surface movement requirements with commercial capability. Combining organic, commercial and host-nation capabilities, the brigade offers maximum options and solutions to supported forces while delivering equipment and sustainment on time.

The 596th Transportation Brigade, Military Ocean Terminal Sunny Point (MOTSU), North Carolina, safely provides ammunition terminal services to meet the nation's objectives. This responsibility includes the operation of both East and West Coast ammo terminals at MOTSU and Military Ocean Terminal Concord, California, respectively, and the U.S. Southern Command AOR.

The 597th Transportation Brigade, Joint Base Langley-Eustis, Virginia, is focused on the U.S. Northern Command AOR. The 597th and its subordinate units are responsible for meeting the surface deployment, redeployment and distribution needs of the warfighter and Defense Transportation System customers in the United States.

The 598th Transportation Brigade, Sembach, Germany, supports U.S. European Command (USEUCOM), U.S. Africa Command (USAFRICOM) and USCENTCOM via the Northern Distribution Network. The 598th Transportation Brigade enables full-spectrum operations by performing movement of forces and materiel in support of the combatant commander. This unit has left its mark in dozens of countries, distinguishing itself in every mission and aptly fulfilling its motto, "Warrior Logistics – In Motion." The brigade sustains forces and provides expeditionary and deliberate port (seaport of embarkation and seaport of debarkation) and surface distribution operations in the USEUCOM and USAFRICOM AORs. Additionally, the unit is prepared to deploy globally on short notice to conduct port and distribution operations.

The 599th Transportation Brigade, Wheeler Army Airfield, Wahiawa, Hawaii, is located with all U.S. Pacific Command service component commands on the island of Oahu, making the location ideal for brigade members to plan and coordinate effectively with leading supported units. The unit's location also allows easy access to the Navy port at Pearl Harbor, Barbers Point Harbor and Honolulu's commercial ports. The AOR for the 599th is geographically the largest in the world, covering 52 percent of the earth's surface, equal to about 105 million square miles.



DIRECT REPORTING UNITS

DRUs consist of one or more units with institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army.



U.S. ARMY MILITARY DISTRICT OF WASHINGTON (USAMDW)

Headquarters: Fort Lesley J. McNair, Washington, DC

Mission: As a DRU, USAMDW exercises geographic senior commander responsibilities over four Army installations and one joint base; provides executive, operational, ceremonial and musical support across a full range of worldwide responsibilities; and serves as the Army forces component to, and core staff element of, the Joint Force Headquarters–National Capital Region (JFHQ–NCR) to achieve Army and joint requirements. USAMDW is also the general court-martial convening authority for more than 400 worldwide organizations not assigned this authority.

Activities: Since its inception in 2003, JFHQ-NCR has served as United States Northern Command's standing joint force in the National Capital Region (NCR), designed to safeguard the nation's capital in times of crisis. This requirement is codified in a June 2003 Chairman of the Joint Chiefs of Staff Executive Order, which directs the command to plan, coordinate, maintain situational awareness and, when directed, employ forces as a joint task force to conduct homeland defense and defense support of civil authorities to defend and secure the NCR. Today a robust interagency partnership exists, with more than 100 federal, state and local organizations supported by a strong bond among service components and National Guard partners. Each organization comes to work every day in the NCR, not as a single entity, but in a collaborative partnership, as part of a regional team focused on safeguarding the nation's capital.

USAMDW serves as the Department of the Army's executive agent for official ceremonial events. It represents the armed forces on behalf of the Department of Defense during national-level ceremonial functions which include, but are not limited to, presidential inaugurations, official wreath ceremonies at the Tomb of the Unknowns and state funerals. Working closely with Arlington National Cemetery, the command conducts official ceremonies and memorial affairs operations on the most hallowed burial ground of our nation's fallen.

The command's Army Air Operations Group (AAOG) provides executive support to Army leadership, regionally through rotary-wing assets assigned to the 12th Aviation Battalion and globally through fixed-wing aircraft operated by the U.S. Army Priority Air Transport Battalion. The AAOG operates Davison Army Airfield at Fort Belvoir and provides air traffic services to the Pentagon helipad. Additionally, the Aviation Battalion has the 911th Technical Rescue Engineer Company, a unique, one-of-a-kind capability modeled after a Federal Emergency Management Agency urban search and rescue heavy task force.

Assigned to USAMDW are the White House Transportation Agency—which executes motor vehicle operations in support of the White House and first family, as directed by the White House Military Office—and the U.S. Army Field Band. The Field Band is the premier touring musical representative for the U.S. Army, traveling thousands of miles each year, presenting a variety of music to audiences throughout the nation.

The 3d U.S. Infantry Regiment (The Old Guard) and The U.S. Army Band "Pershing's Own" are the Army's official ceremonial units. The Old Guard is the oldest active-duty infantry unit in the Army and is the Army's official ceremonial unit and escort to the President of the

United States. In that capacity, 3d U.S. Infantry Regiment Soldiers are responsible for conducting memorial affairs missions and official military ceremonies at the White House, the Pentagon, national memorials and elsewhere in the nation's capital. Pershing's Own is the Army's premier musical organization and the most diverse of its kind in the world. Its 5,500 missions per year support the leadership of the United States while conducting memorial affairs operations honoring the fallen at Arlington National Cemetery and supporting a wide spectrum of national and international events. Concerts and recitals by Pershing's Own and exhibitions by The Old Guard units, such as the U.S. Army Drill Team and Fife and Drum Corps, preserve the earned trust of the American people and their confidence in the Army. Soldiers of the 3d U.S. Infantry Regiment also maintain a faithful 24/7 vigil at the Tomb of the Unknowns.



U.S. ARMY CORPS OF ENGINEERS (USACE)

Headquarters: Washington, DC

Mission: USACE delivers vital engineering solutions in collaboration with its partners to secure the nation, energize the economy and reduce risk from disaster.

Activities: USACE supports the nation's joint force through a versatile military program that includes the construction of Army and Air Force facilities; base realignment and closure activities; installation support; adaptive military contingency support; environmental restoration and sustainable design and construction; and strategic mobility and international activities in nine divisions in the United States and 43 subordinate districts in the United States, Asia, Middle East and Europe. USACE also provides real estate acquisition, management and disposal for the Army and Air Force.

The command's civil works program includes navigation, flood risk management, environmental protection, disaster response, hydropower, recreation and other missions. USACE owns and operates 75 hydropower projects (comprising 24 percent of all U.S. hydropower capacity), operates and maintains more than 700 dams and has various authorities for about 14,500 miles of levees that are integral to flood risk management and critical to watershed management for many communities across the nation. USACE's maintenance of navigation channels for America's harbors and inland waterways

is essential to commerce and strategic mobility. In the United States and around the world, USACE has repeatedly demonstrated an impressive capability for responding to natural disasters and other contingencies.

The USACE research and development community, including six main engineering, research and development, finance and technical centers, provides agile support to military operations and civil disaster relief operations with an array of technical products and services as well as reach-back to the laboratories through a tele-engineering operations center. USACE provides technical and construction support to more than 130 countries; assisting with these efforts is the 249th Engineer Battalion (Prime Power)—the command's one active component—and the command's two reserve components, the 412th and 416th Theater Engineer Commands.



U.S. ARMY CRIMINAL INVESTIGATION COMMAND (CID)

Headquarters: Quantico, Virginia

Mission: CID is an independent criminal investigative organization that supports all elements of the Army in peacetime and in times of conflict. It is capable of performing complex, felony-level criminal investigations anywhere in the world, to include austere and dangerous environments.

The command's independence is specifically structured to prevent command influence and allow unencumbered investigations in any environment.

Activities: CID special agents are highly trained criminal investigators and sworn federal law enforcement officers. Their investigations are routinely and successfully prosecuted in military and federal judicial forums, as well as in state courts and foreign judicial venues across the globe.

They provide felony-level crime investigative support to local commanders around the world. Those investigations include general crimes (against persons or property), computer crimes, economic crime and counter-drug operations.

CID special agents are dedicated to making the Army community as safe as possible. Their dedication and professionalism is no more evident than in the organization's impressive solve rate that continually remains



well above the national average. CID special agents must also possess battlefield skills and deploy on short notice to provide direct support to Army divisions and corps. CID contingency operations and battlefield missions include logistics security, criminal intelligence and criminal investigations. During battlefield missions, criminal investigations are expanded to include war crimes, anti-terrorism and force protection operations.

CID also conducts protective service operations for DoD, the Joint Chiefs of Staff and the Department of the Army; provides forensic laboratory support for all DoD investigative agencies; maintains the repository for the Army's more than 2.7 million crime records; and conducts other sensitive or special-interest investigations as required or directed.



U.S. ARMY INTELLIGENCE AND SECURITY COMMAND (INSCOM)

Headquarters: Fort Belvoir, Virginia

Mission: INSCOM executes mission command of operational intelligence forces; conducts worldwide multidiscipline and all-source intelligence operations; and delivers advanced skills training, linguist support, specialized quick-reaction capabilities and intelligence-related logistics, contracting and communications in support of Army, joint and coalition commands and the national intelligence community.



U.S. ARMY MEDICAL COMMAND (MEDCOM)

Headquarters: Joint Base San Antonio, Texas

Mission: MEDCOM provides responsive and reliable health services and influences health to improve readiness, save lives and advance wellness in support of the force, military families and all others entrusted to its care.

Army Medicine's priorities are, in order:

- **Readiness and health:** The U.S. Army Medical Department's (AMEDD's) primary mission is supporting the warfighter in upholding the solemn commitment the nation's Army has made to Soldiers when sending them into harm's way. AMEDD sees readiness and health closely coupled as the Army derives its power from the collective strength of its Soldiers rather than from advanced platforms. Soldiers are the most prized and effective weapon system; a Soldier's health is an essential component of his or her readiness. AMEDD is ready to deploy healthy individuals and organizations in support of the world's premier combat force.
- **Health care delivery:** AMEDD promotes, improves, conserves and restores the behavioral and physical well-being of those entrusted to its care. From the battlefield to the garrison environment, it supports the operational requirements of combatant commanders while also ensuring the delivery of health care to its beneficiaries. The quality health care it delivers to its beneficiaries, and especially to their families, allows the warfighter to remain focused on the task at hand.

- **Force development:** AMEDD is developing medical capabilities that are able to effectively operate in a joint/combined environment characterized by highly distributed operations and minimal, if any, pre-established health service infrastructure. It continues to incorporate lessons learned from recent combat experiences while simultaneously navigating through an unpredictable future.
- **Taking care of Soldiers, Department of the Army civilians and families:** AMEDD personnel and services optimize the health and resilience of families and retirees. The foundation of health is well-being, which encompasses more than simply not manifesting illness; it also includes physical, mental and social aspects.



U.S. ARMY TEST AND EVALUATION COMMAND (ATEC)

Headquarters: Aberdeen Proving Ground, Maryland

Mission: ATEC plans, conducts and integrates developmental testing, independent operational testing and independent evaluations, assessments and experiments to provide essential information to acquisition decision-makers in support of the American warfighter. ATEC ensures that it sends the nation's Soldiers to war with weapon systems that work. ATEC upholds its vision to determine the true capability provided to warfighters through developmental, integrated and operational testing evaluated in an independent and objective manner. ATEC executes its mission in a collaborative

environment and invests in both people and infrastructure. ATEC seeks the voice of its customers while continuously striving to become more interdependent, affordable, effective and efficient.

Activities: ATEC was established 1 October 1999 in Alexandria, Virginia, following the redesignation of the Operational Test and Evaluation Command. Central to the consolidation was ATEC's assumption of overall responsibility for all Army developmental and operational testing. The Test and Evaluation Command became a major subordinate command of ATEC and was redesignated the U.S. Army Developmental Test Command (DTC), with DTC headquarters remaining at Aberdeen Proving Ground, Maryland. The Test and Experimentation Command was also redesignated as the U.S. Army Operational Test Command (OTC), with OTC headquarters remaining at Fort Hood, Texas. The third ATEC subordinate command that was redesignated encompassed both the Operational Evaluation Command and the Evaluation Analysis Center, which were combined to form the new U.S. Army Evaluation Center, completing the earlier decision to move developmental and operational evaluation into a single, integrated command.

Under the consolidation, ATEC also received responsibility for installation management of White Sands Missile Range, New Mexico; Dugway Proving Ground, Utah; and Yuma Proving Ground, Arizona. On 1 October 2002, the respective Installation Management Activity regional offices assumed that responsibility.

ATEC also took command of U. S. Army Aberdeen Test Center (ATC) at Aberdeen Proving Ground, Maryland; the U.S. Army Redstone Test Center at Redstone Arsenal, Alabama; and the U.S. Army Electronic Proving Ground, Fort Huachuca, Arizona; with testing in Hawaii and other locations.

With 29 locations in 17 states, ATEC has an annual budget exceeding \$500 million. ATEC personnel rigorously test and evaluate everything from individual weapons to the national missile defense ground-based midcourse defense systems.

Since its formation, ATEC has played a major role in Army transformation. In December 1999, ATEC evaluated medium-weight armor at Fort Knox, Kentucky, during the Platform Performance Demonstration; it conducted the Interim Armored Vehicle Bid Sample Event at ATC; compared the M113 and the Stryker at Fort Lewis, Washington, for Congress; and conducted operational tests of the Stryker during the summer of 2003 at Fort Knox. Since 2011, ATEC has been a critical component in the Network Integration Evaluation program to help the Army transform its acquisition process.

The 8,000 military, civilian and contract employees are highly-skilled test officers, engineers, scientists, technicians, researchers and evaluators who are involved in more than 1,100 daily tests. ATEC employees collaborate with individuals across multiple disciplines in other government agencies and private industry. They also receive hands-on experience with the most sophisticated and advanced technologies in the world. The staff designs and uses highly accurate and precise instrumentation to test sophisticated military systems under controlled conditions at testing facilities located around the country.



U.S. MILITARY ACADEMY (USMA)

Headquarters: West Point, New York

Mission: USMA educates, trains and inspires the Corps of Cadets so that each graduate is a commissioned leader of character, committed to the values of duty, honor and country and prepared for a career of professional excellence and service to the nation as an officer in the U.S. Army.

Activities: Since its founding more than two centuries ago, USMA has been developing leaders in four critical areas: intellectual, physical, military and moral-ethical. Specific developmental goals are addressed through several fully coordinated and integrated programs.

West Point offers a challenging academic program that develops cadets' critical thinking and intellectual agility and adaptability. The academic program consists of a core curriculum covering a broad spectrum of studies across disciplines, including science, technology, engineering, mathematics and the humanities. Cadets select one of 37 academic majors, providing in-depth knowledge in a specialty. Additionally, enrichment programs such as academic competitions, a semester abroad and internships provide opportunities that develop cadets into agile thinkers.

Admission is open to all young men and women and is extremely competitive. Candidates must receive a nomination from a member of Congress or from the Department of the Army. They are then evaluated on their academic, physical and leadership potential. Candidates who are fully qualified receive appointments to the academy.

Since its founding in 1802, West Point has educated and trained leaders of character who could lead America's



Army. Today, the academy graduates approximately 1,000 new officers annually, representing about 20 to 25 percent of the new lieutenants required by the Army each year. The student body—the Corps of Cadets—numbers 4,400.



U.S. ARMY RESERVE COMMAND (USARC)

Headquarters: Fort Bragg, North Carolina

Mission: USARC’s mission is to provide trained, equipped and ready Soldiers and units to support the national strategy during peacetime, contingencies and war, both at home and abroad. As the second largest command in the Army—exceeded only by its higher headquarters, U.S. Army Forces Command—USARC provides critical combat service support and combat support capabilities both at home and abroad.

Activities: The Army Reserve is the premier lifesaving, life-sustaining force for the Army and the nation, prepared to operate in a joint, interagency, intergovernmental and multinational environment. The Army’s focused investment in the development of specialized capabilities and expertise for a challenging and complex global environment is well-served by the operational

Army Reserve. USARC can quickly tailor any enabling capability, ranging from individuals to large formations, in support of global joint missions or in service to the homeland.

The Army Reserve is both an Army component and a single command, making it a flexible and tailorable force able to quickly scale its organizations to support any number of missions. As the operational reserve force for the Army, the Army Reserve provides the majority of the Army’s combat support and combat service support capability. The Army Reserve is a federal force under federal control, ready and accessible 24/7 with unique capabilities not found in the Regular Army, the Army National Guard or, in some cases, sister services.

The Army Reserve is comprised of seven functional commands, eight operational commands, 10 training commands and seven support commands. Expeditionary sustainment commands deploy to locations devoid of infrastructure and quickly open seaports and airports, while logistics and supply-chain personnel are experts at moving lifesaving materiel and services into affected areas.

The National Defense Authorization Act for Fiscal Year 2014 allowed access to the lifesaving and life-sustaining capabilities of the Army Reserve at home. Essential to missions abroad, citizen Soldiers can now provide support and assistance to citizens and communities during domestic emergencies, serving as an optimum “dual-use” force for preserving property, mitigating damage and

saving lives at home. Many of these lifesaving capabilities are almost exclusively resident in the Army's federal Reserve force.

The Army Reserve also provides all of DoD's Emergency Preparedness Liaison Officers (EPLOs), who act as the conduits between the Federal Emergency Management Agency and DoD when coordinating active and federal Reserve military forces in support of disaster operations. Along with EPLOs, the Army Reserve assigns Active Guard-Reserve Deputy Defense Coordinating Officers as "tip of the spear" Title 10 responders for disasters and national emergencies.

The Army Reserve and corporate America share a mutual interest in enhancing the career and leader development of citizen Soldiers, whose civilian skills and military capabilities make them a sought-after talent pool for both sectors. Employer partnership leverages cooperation with industry to help sustain and improve individual, leader and unit readiness. Citizen Soldiers are doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of their fields. Their professional expertise makes them invaluable to the Army Reserve, the total force and the private sector.

The Army Reserve provides trained, equipped and ready Soldiers and cohesive units to meet the nation's requirements at home and abroad. Expeditionary formations offer versatile, available and effective capabilities at reduced costs for combat missions and contingency operations and for saving lives and protecting property at home. The Army Reserve provides approximately 35 percent of the force, making the critical skills and depth of the lifesaving, life-sustaining citizen Soldier force for the nation a true value in today's rapidly changing, accelerating and evolving global environment.



U.S. ARMY ACQUISITION SUPPORT CENTER (USAASC)

Headquarters: Fort Belvoir, Virginia

Mission: USAASC supports the Army acquisition community at all levels by shaping and developing world-class professionals and providing superior support to the Program Executive Offices (PEOs) ensuring Soldiers are equipped with the capabilities required to win across multiple missions, conditions and geographies.

Activities: USAASC was established in 2002 and became a DRU for the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)—ASA(ALT)—in 2006. The governing authority for this designation is General Order 33, effective 16 October 2006. Now in its fourteenth year of serving the Army and Army acquisition workforce (AAWF), USAASC is committed to premier support of the Army's acquisition mission.

USAASC's core functions and competencies necessary to achieve its mission comprise institutional management of the U.S. Army Acquisition Corps and customer service and support to PEOs in the areas of human resources, resource management (manpower and budget), program structure and acquisition information management. Also, USAASC provides oversight for the execution of the force protection mission by the PEOs, subject-matter expertise and analytical support to various DoD elements and acquisition career management support to the AAWF. USAASC performs several core functions for its stakeholders, as defined below:

- **Policy, guidance and support.** USAASC provides services regarding acquisition issues and initiatives to the Army Acquisition Executive, Director of Acquisition Career Management (DACM), ASA(ALT) staff and the Army acquisition community.
- **Institutional management of the AAC and the AAWF.** This function serves as the schoolhouse proponent. The Director of Headquarters (HQ) USAASC is also the Deputy Director, Acquisition Career Management. HQ USAASC works with the Principal Military Deputy to the ASA(ALT), who also serves as the DACM, to oversee the AAWF.
- **Customer service and support to PEOs.** This is provided in the areas of human resources, resource management (manpower and budget), program structure and acquisition information management. USAASC also provides oversight for the execution of the force protection mission by the PEOs.
- **Subject-matter expertise and analytical support to the ASA(ALT) and various DoD elements.** These include the Under Secretary of Defense for Acquisition, Technology and Logistics, among others.
- **Acquisition career management and development support to the AAWF.** This support is in the form of plans, policies, programs and direct support to acquisition organizations, supervisors and individual members of the AAWF.
- **Communication of the Army Acquisition Corps' vision and mission within the acquisition community and the Army.** The primary vehicles are Army



AL&T magazine and the Army AL&T News blog. USAASC also communicates with its stakeholders through a broad social media presence.



U.S. ARMY INSTALLATION MANAGEMENT COMMAND (IMCOM)

Headquarters: Joint Base San Antonio, Texas

Mission: The IMCOM mission is to integrate and deliver base support to enable readiness for a globally-responsive Army. Army installations are the Department of Defense standard for infrastructure quality and are the providers of consistent, quality services that act as a force multiplier in supported organizations' mission accomplishments. Army installations materially enhance Soldier and family well-being and readiness.

Activities: IMCOM is the face of the Army's commitment to Soldiers and families. IMCOM provides standardized services, facilities and infrastructure on more than 70 installations around the globe. IMCOM provides environmental stewardship, sustainable energy initiatives, housing, emergency services, child care, youth programs, sports and recreation, religious support and much more.

All of these services are designed to build resilience and self-reliance through education, life-skills development

and supportive counseling. In addition, IMCOM provides essential services and support to transition Soldiers to their pursuit of higher education or civilian employment.

Through the Army Career and Alumni Program, IMCOM supports Soldier for Life (SFL) initiatives. In addition to SFL, Survivor Outreach Services are designed to support those Army families who have experienced the ultimate loss and sacrifice by maintaining a connection to the larger Army support network.

IMCOM also connects America to its Army by strengthening partnerships between Army installations and local businesses, civic leaders and the general public. These programs embody the Army's proactive and holistic approach to promoting health, preventing high-risk behaviors and building a warrior ethos with resilience in mind, body and spirit.

U.S. Army Environmental Command (USAEC), a major subordinate command of IMCOM, supports the Army's environmental program (AEP) by promoting and supporting sound environmental stewardship that enables training and maximizes readiness. The command acknowledges the past by restoring Army lands to usable condition and preserving important cultural and historical resources. It engages the present by meeting environmental standards, enabling operations and protecting Soldiers, families and communities. It charts the future by leveraging both best practices and emerging technologies to ensure future environmental resiliency.

USAEC supports the total force with emerging environmental challenges, promotes a sustainable AEP—engaged and forward-looking to reduce costs and enable

Army training—while providing Soldiers, their families, Army civilians and surrounding communities with safe and sustainable places to live and work.



U.S. ARMY NETWORK ENTERPRISE TECHNOLOGY COMMAND (NETCOM)

Headquarters: Fort Huachuca, Arizona

Mission: NETCOM is the Army's single information technology service provider for all network communications. Its mission is to install, engineer, operate and defend the Army's network and mission command capabilities daily and through all phases of joint, interagency, intergovernmental and multinational operations. As directed, it supports other national missions and contingency operations. The command's vision is to become the Army's premier global command—a committed, innovative team and family accomplishing any mission, anywhere, anytime.

Activities: NETCOM has the expertise of more than 15,800 Soldiers and civilians supporting every Army

command, ASCC and DRU in more than 20 countries. The command's focus is to always accomplish its mission while also taking care of its people.

The command's primary objective is to ensure that Army network communications enable U.S. forces and coalition partners at all levels of execution. To that end, the command focuses on the following priorities:

- operationalizing the command and establishing clear roles and responsibilities within the command;
- standardizing operational and technical processes across the command;
- integrating vertically with Army Cyber Command/2d U.S. Army and horizontally with supported commands;
- leading and synchronizing the execution and network modernization efforts within the Army to build one inherently joint network based on centralized management and decentralized execution;
- rapidly building and employing cyber mission forces and capabilities—setting and then balancing teams, matching resources to mission.

The physical, mental, spiritual and material well-being of the force is the linchpin to mission success. NETCOM's Soldiers, side-by-side with Army civilians and contractors, are on point for the nation around the globe.

* <https://www.army.mil/e2/c/downloads/356486.pdf>.





CHAPTER 9

ARMY INSTALLATIONS

The Army operates bases, camps, posts, stations and other installations worldwide. At each location, the Army is effectively running a city with such municipal services as street maintenance, utilities and sewage. Installations also have family programs and audiovisual and base communication services. In addition, the Army must run environmental protection services for installations and maintain security—“force protection”—for the property, the equipment, Army civilians, Soldiers and their families. Army installations’ primary purpose is to provide a place where Soldiers train, mobilize and deploy to fight and to support the forces once they have deployed.

The Army has designated three essential tasks for installations:

- to serve as deployment platforms with capabilities to resupply forward-based and in-theater forces quickly and efficiently;
- to adjust their support functions to meet the needs of the Army; and
- to support the well-being of all Soldiers and their families.

The last includes Army Community Services, reserve component family programs and a network of support services that directly impact Soldier readiness and retention and help families adapt to military life and all phases of mobilization, deployment and demobilization.

The U.S. Army post listings below are categorized by state or country and include, when available, the nearest community, the post’s website, the commercial phone number and the Defense Switched Network (DSN) phone number for the main operator or Public Affairs Office (calls to the DSN number must be made from a DSN phone). When dialing a DSN number to or from overseas locations, the DSN area code (312) must be included; it is not necessary for calls within the United States.

☆ THE UNITED STATES ☆

JFTC – Joint Forces Training Center | JTC – Joint Training Center | USAG – U.S. Army Garrison | JMTC – Joint Maneuver Training Center | MTC – Maneuver Training Center

ALABAMA

Anniston Army Depot Anniston	http://www.anad.army.mil	256-235-6281	DSN: 571-6281
Fort Rucker Daleville	http://www.rucker.army.mil	334-255-1110	DSN: 558-1110
Redstone Arsenal Huntsville	http://www.garrison.redstone.army.mil	256-876-5397	DSN: 746-5397

ALASKA

Fort Greely Delta Junction	http://www.greely.army.mil	907-873-5023	DSN: 873-5023
Joint Base Elmendorf–Richardson Anchorage	http://www.jber.af.mil	907-552-8151	DSN: 317-552-8151
Fort Wainwright Fairbanks	http://www.wainwright.army.mil	907-353-6204	DSN: 317-353-6204

ARIZONA

Camp Navajo Bellemont	http://www.campnavajo.com	928-773-3124	DSN: 312-853-3238
Fort Huachuca Sierra Vista	http://www.huachuca.army.mil	520-538-7111	DSN: 821-2330
Yuma Proving Ground Yuma	http://www.yuma.army.mil	928-328-3119	DSN: 899-2151

ARKANSAS

Fort Chaffee MTC Fort Smith	http://www.arguard.org/cmtc	479-484-2466	
Pine Bluff Arsenal Pine Bluff	http://www.pba.army.mil	870-540-3000	DSN: 966-3000
Camp Robinson MTC North Little Rock	http://www.arguard.org/isu	501-212-5100	DSN: 962-4574

CALIFORNIA

Parks Reserve Forces Training Area Dublin	http://www.parks.army.mil	925-875-4650	DSN: 359-9987
Camp Roberts MTC San Miguel	http://www.calguard.ca.gov/cr	805-365-5090	DSN: 949-8312
Camp San Luis Obispo San Luis Obispo	http://www.calguard.ca.gov/cslo	805-594-6500	DSN: 630-6500
USAG–Fort Hunter Liggett King City	http://www.liggett.army.mil	831-386-2505	DSN: 686-2505
Fort Irwin Barstow	http://www.irwin.army.mil	760-380-3369	DSN: 470-3369
Los Alamitos Army Airfield Los Alamitos	http://www.calguard.ca.gov/aa-losal	562-795-2571	DSN: 972-2000
USAG–Presidio of Monterey Monterey	http://www.monterey.army.mil	831-242-5000	DSN: 768-5000
Sierra Army Depot Herlong	http://www.sierra.army.mil	530-827-4343	DSN: 855-4252

COLORADO

Fort Carson Colorado Springs	http://www.carson.army.mil	719-526-5811	DSN: 691-5811
Pueblo Chemical Depot Pueblo	http://www.cma.army.mil/pueblo.aspx	719-549-4111	DSN: 749-4111
Rocky Mountain Arsenal Commerce City	http://www.rma.army.mil	303-289-0300	DSN: 749-2300

DISTRICT OF COLUMBIA

Fort Lesley J. McNair
(Joint Base Myer–Henderson Hall)
Washington

<http://www.army.mil/jbmhh>

703-545-6700

DSN: 695-0441

FLORIDA

Camp Blanding
Starke

<http://www.fl.ng.mil>

904-682-3462

DSN: 822-3466

GEORGIA

Fort Benning
Columbus

<http://www.benning.army.mil>

706-545-2011

DSN: 835-2011

Fort Gordon
Augusta

<http://www.gordon.army.mil>

706-791-0110

DSN: 780-0110

Fort Stewart/Hunter Army Airfield
Hinesville/Savannah

<http://www.stewart.army.mil>

912-315-2694

DSN: 870-2409

HAWAII

USAG–Hawaii
Oahu

<http://www.garrison.hawaii.army.mil>

808-655-3155

Fort Shafter
Honolulu

<http://www.usarpac.army.mil>

808-449-7110

DSN: 315-456-7110

Schofield Barracks
Honolulu

<http://www.25idl.army.mil>

808-449-7110

DSN: 315-455-4227

Tripler Army Medical Center
Honolulu

<http://www.tamc.amedd.army.mil>

808-433-6661

DSN: 315-433-6662

IDAHO

Gowen Field
Boise

<http://www.idahoarmyguard.org/GowenField/GowenField.asp>

208-422-5536

DSN: 422-4451

ILLINOIS

Construction Engineering Research Laboratory
Champaign

<http://www.ercd.usace.army.mil/locations/ceerl>

217-352-6511

DSN: 643-6511

Rock Island Arsenal Garrison
Moline

<http://www.usagria.army.mil>

309-782-6001

DSN: 793-6001

INDIANA

Camp Atterbury
Edinburgh

<http://www.atterburymuscatauck.in.ng.mil>

812-526-1499

DSN: 569-2499

IOWA

Camp Dodge
Johnston

<http://www.iowanationalguard.com/camp%20dodge>

515-252-4582

DSN: 431-4582

KANSAS

Fort Leavenworth
Leavenworth

<http://usacac.army.mil>

913-684-4021

DSN: 552-4021

Fort Riley
Junction City

<http://www.riley.army.mil>

785-239-3911

DSN: 856-3911

KENTUCKY

Blue Grass Army Depot
Richmond

<http://www.cma.army.mil/bluegrass.aspx>

859-779-6897

DSN: 745-6897

Fort Campbell
Hopkinsville

<http://www.campbell.army.mil>

270-798-3025

DSN: 635-2151

Fort Knox Louisville	http://www.knox.army.mil	502-624-4985	DSN: 464-4985
--------------------------------	---	--------------	---------------

LOUISIANA

Fort Polk Leesville	http://www.jrtc-polk.army.mil	337-531-2911	DSN: 863-2911
-------------------------------	---	--------------	---------------

MAINE

Camp Keyes Augusta	http://www.me.ngb.army.mil	207-430-5759	DSN: 626-5759
------------------------------	---	--------------	---------------

MARYLAND

Aberdeen Proving Ground Aberdeen	http://www.apg.army.mil	410-278-5201	DSN: 298-7572
Fort Detrick Frederick	http://www.detrack.army.mil	301-619-8000	DSN: 343-1110
Fort George G. Meade Laurel	http://www.ftmeade.army.mil	301-677-2300	DSN: 622-2300
Walter Reed National Military Medical Center Bethesda	http://www.wrnmmc.capmed.mil	301-295-4000	DSN: 295-4000

MASSACHUSETTS

Camp Edwards Bourne	http://www.thenationsfirst.org/camp-edwards.html	508-968-5915	DSN: 557-5915
Fort Devens Ayer	https://www.devens.army.mil	978-796-2126	DSN: 256-2126
Natick Soldier Systems Center Natick	http://www.nsrdec.army.mil	508-233-6938	DSN: 256-6938

MICHIGAN

Camp Grayling JMTc Grayling	http://grayling.minationalguard.com	989-344-6100	DSN: 623-6100
USAG—Detroit Arsenal Warren		586-282-5000	DSN: 786-5000

MINNESOTA

Camp Ripley Little Falls	http://www.minnesotanationalguard.org/camp_ripley	320-616-2699	DSN: 871-2699
------------------------------------	---	--------------	---------------

MISSISSIPPI

Camp Shelby JFTC Hattiesburg	http://ms.ng.mil/aboutus/installations/shelby	601-558-2000	DSN: 286-2000
Waterways Experiment Station Vicksburg	http://www.erdc.usace.army.mil	601-634-3111	

MISSOURI

Fort Leonard Wood Waynesville	http://www.wood.army.mil	573-596-0131	DSN: 581-0131
---	---	--------------	---------------

NEBRASKA

Camp Ashland Ashland	http://ne.ng.mil/netrng/cats	402-309-7648	DSN: 279-7648
--------------------------------	---	--------------	---------------

NEW HAMPSHIRE

Cold Regions Research and Engineering Laboratory Hanover	http://www.erdc.usace.army.mil/locations/crrrel.aspx	603-646-4100	DSN: 220-4100
--	---	--------------	---------------

NEW JERSEY

Joint Base McGuire–Dix–Lakehurst Wrightstown	http://www.jointbasemdl.af.mil	609-754-1100	DSN: 650-1100
Picatinny Arsenal Picatinny	http://www.pica.army.mil/picatinnypublic	973-724-4021	DSN: 880-4021

NEW MEXICO

White Sands Missile Range Las Cruces	http://www.wsmr.army.mil	575-678-2121	DSN: 258-2121
--	---	--------------	---------------

NEW YORK

Camp Smith Cortlandt Manor	http://dmna.ny.gov/campsmith	914-788-7330	DSN: 489-4500
Fort Drum Watertown	http://www.drum.army.mil	315-772-6011	DSN: 772-6011
Fort Hamilton Brooklyn	http://www.hamilton.army.mil	718-630-4101	DSN: 232-4101
U.S. Military Academy West Point	http://www.usma.edu	845-938-4011	DSN: 688-4011
Watervliet Arsenal Albany	http://www.wva.army.mil	518-266-5111	DSN: 374-5111

NORTH CAROLINA

Fort Bragg Fayetteville	http://www.bragg.army.mil	910-396-0011	DSN: 236-0011
-----------------------------------	---	--------------	---------------

NORTH DAKOTA

Camp G. C. Grafton Devils Lake	http://www.ndguard.ngb.army.mil/armyguard/cgtc	701-662-0200	DSN: 422-0200
--	---	--------------	---------------

OHIO

Camp Perry JTC Port Clinton	http://www.ong.ohio.gov/campperry	614-336-6214	
Camp Ravenna JMTc Newton Falls	http://www.rvaap.org	614-336-6660	
Camp Sherman JTC Chillicothe		614-336-6460	

OKLAHOMA

Camp Gruber JMTc Muskogee	http://www.ok.ngb.army.mil/cgts	918-549-6001	DSN: 628-6001
Fort Sill Lawton	http://sill-www.army.mil	580-442-8111	DSN: 639-8111
McAlester Army Ammunition Plant McAlester	http://www.mcaap.army.mil	918-420-7200	DSN: 956-7200

OREGON

Umatilla Chemical Depot Hermiston	http://www.cma.army.mil/umatilla.aspx	541-564-5418	
Camp Rilea Warrenton	http://www.camp-rilea.org	503-836-4052	DSN: 355-4052

PENNSYLVANIA

Carlisle Barracks Carlisle	http://carlislebarracks.carlisle.army.mil	717-245-3131	DSN: 242-3131
Letterkenny Army Depot Chambersburg	http://www.letterkenny.army.mil	717-267-8111	DSN: 570-8111

Tobyhanna Army Depot Tobyhanna	http://www.tobyhanna.army.mil	570-615-7000	DSN: 795-7000
Fort Indiantown Gap Annville	http://ftig.png.pa.gov	717-861-2000	DSN: 491-2000

PUERTO RICO

USAG—Fort Buchanan San Juan	http://www.buchanan.army.mil	787-707-4636	DSN: 740-4636
Camp Santiago JMTc Salinas		787-824-7000	

SOUTH CAROLINA

Fort Jackson Columbia	http://jackson.armylive.dodlive.mil	803-751-1110	DSN: 734-1110
---------------------------------	---	--------------	---------------

TEXAS

Biggs Army Airfield El Paso	https://www.bliss.army.mil/biggs	915-568-3035	DSN: 978-3035
Camp Swift Bastrop	http://www.txarng.com	512-782-7114	
Corpus Christi Army Depot Corpus Christi	http://www.ccad.army.mil	361-961-3627	DSN: 861-3627
Fort Bliss El Paso	http://www.bliss.army.mil	915-568-2121	DSN: 978-2121
Fort Hood Killeen	http://www.hood.army.mil	254-287-1110	DSN: 737-1110
Fort Sam Houston (Joint Base San Antonio) San Antonio	http://www.samhouston.army.mil	210-221-1211	DSN: 471-1110
Red River Army Depot Texarkana	http://www.redriver.army.mil	903-334-2141	DSN: 829-2141
Camp Bowie Military Training Center Brownwood		325-646-0159	

UTAH

Dugway Proving Ground Dugway	https://www.dugway.army.mil	435-831-2116	DSN: 789-2116
Tooele Army Depot Tooele	http://www.tead.army.mil	435-833-2693	DSN: 790-2693
Camp W. G. Williams Riverton	http://www.ut.ngb.army.mil/campwilliams	801-878-5410	DSN: 766-5410

VIRGINIA

Joint Base Myer—Henderson Hall Arlington	http://www.army.mil/jbmhh	703-694-4979	DSN: 426-4979
Joint Base Langley—Eustis Newport News	http://www.jble.af.mil	757-878-1212	DSN: 826-1212
Joint Expeditionary Base Little Creek—Fort Story Virginia Beach	http://www.cnvc.navy.mil/jebclcs	757-462-7385	DSN: 253-7385
Fort A. P. Hill Bowling Green	http://www.aphill.army.mil	804-633-8324	DSN: 578-8324
Fort Belvoir Fairfax	http://www.belvoir.army.mil	703-805-5001	DSN: 685-5001
Fort Lee Petersburg	http://www.lee.army.mil	804-765-3000	DSN: 539-3000
Fort Pickett ARNG MTC Blackstone	http://vko.va.ngb.army.mil/fortpickett	434-292-8621	DSN: 438-8621
Pentagon Arlington		703-697-1201	DSN: 227-1201
Army Geospatial Center Alexandria	http://www.agc.army.mil	703-428-3736	DSN: 346-3736

WASHINGTON

Joint Base Lewis–McChord Tacoma	http://www.lewis-mcchord.army.mil	253-967-1110	DSN: 357-1110
Yakima Training Center Yakima	http://www.lewis-mcchord.army.mil/yakima	509-577-3205	DSN: 638-3205

WEST VIRGINIA

Camp Dawson Kingwood	http://www.wv.ngb.army.mil/campdawson	304-791-4308	DSN: 623-4308
--------------------------------	---	--------------	---------------

WISCONSIN

Fort McCoy Sparta	http://www.mccoy.army.mil	608-388-2222	DSN: 280-1110
-----------------------------	---	--------------	---------------

WYOMING

Camp Guernsey JTC Guernsey	http://wyomilitary.wyo.gov/camp-guernsey	307-836-7810	DSN: 344-7810
--------------------------------------	---	--------------	---------------

☆ OVERSEAS ☆

The phone numbers below include, in order:

- the international access code from the United States (011);
- the country code, which must be dialed when calling from overseas;
- the city code (the zero in parentheses is NOT dialed when calling from outside the country but is used when calling from within the country); and
- the phone number.

BELGIUM

USAG–Benelux Chièvres	http://www.usagbenelux.eur.army.mil	011-32-(0)68-27-5111	DSN: 361-5301
Chièvres Air Base (USAG–Benelux) Chièvres	http://www.usagbenelux.eur.army.mil	011-32-(0)68-27-5111	DSN: 314-371-110
Supreme Headquarters Allied Powers Europe (USAG–Benelux) Mons	http://www.shape.nato.int	011-32-(0)65-44-3872	DSN: 423-3872
USAG–Brussels (USAG–Benelux) Brussels	http://www.usagbenelux.eur.army.mil	011-32-(0)28-717-9769	DSN: 368-9769

GERMANY

Army operator for Germany: 011-32-(0)2-717-9693

USAG–Ansbach	http://www.ansbach.army.mil		
Joint Multinational Readiness Center Hohenfels	http://www.eur.army.mil/jmrc		
USAG–Grafenwoehr	http://www.bavaria.army.mil		
USAG–Rheinland-Pfalz Kaiserslautern	http://www.rp.army.mil		
Landstuhl Regional Medical Center	http://ermc.amedd.army.mil/landstuhl	011-32-(0)63-71-94-644100	
USAG–Stuttgart	http://www.stuttgart.army.mil		
USAG–Wiesbaden	http://www.wiesbaden.army.mil		
U.S. Army MEDDAC Bavaria Vilseck	http://www.bavaria.army.mil		

ITALY

USAG–Livorno Camp Darby	http://www.usag.livorno.army.mil	011-39-(0)50-54-7111	DSN: 633-7229
USAG–Vicenza Vicenza	http://www.italy.army.mil	011-39-(0)444-71-7451	DSN: 314-634-7451

JAPAN

Camp Zama Tokyo	http://www.usarj.army.mil	011-81-46-407-4357	DSN: 263-4357
---------------------------	---	--------------------	---------------

KOREA

Military operator for Korea: 011-82-2-7913-1110 (DSN: 723-1110)

USAG–Humphreys Pyongtaek	http://www.army.mil/humphreys		
USAG–Red Cloud Uijongbu	http://www.army.mil/redcloudcasey		
USAG–Daegu Daegu	http://www.army.mil/daegu		
USAG–Yongsan Seoul	http://www.army.mil/yongsan		

THE NETHERLANDS

NATO Allied Joint Force Command Brunssum	http://www.jfcbs.nato.int	011-31-(0)45-526-2222	
USAG–Schinnen (USAG–Benelux) Schinnen	http://www.usagbenelux.eur.army.mil	011-31-(0)46-443-7199	

GLOSSARY

1LT	First Lieutenant
1SG	First Sergeant
2LT	Second Lieutenant
AAOG	Army Air Operations Group
AAWF	Army Acquisition Workforce
ABCT	Armored Brigade Combat Team
AC	Active Component
ACS	Army Community Services
ACU	Army Combat Uniform
ACU-A	Army Combat Uniform-Alternate
AEP	Army Environmental Program
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building
AGR	Active Guard and Reserve
AIFSN	Army Integrated Family Support Network
AIT	Advanced Individual Training
AMC	U.S. Army Materiel Command
AMEDD	U.S. Army Medical Department
AMD	Air Missile Defense
A-PNT	Assured Position, Navigation and Timing
AOR	Area of Responsibility
ARSOF	Army Special Operations Forces
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
ASCC	Army Service Component Command
ASU	Army Service Uniform
ARFORGEN	Army Force Generation
ARNC	Army National Guard
ATC	Aberdeen Test Center
ATEC	U.S. Army Test and Evaluation Command
AUSA	Association of the United States Army
AVF	All-Volunteer Force
AW2	Army Wounded Warrior Program
BCT	Brigade Combat Team
BG	Brigadier General
BOSS	Better Opportunities for Single Soldiers
C2	Command and Control
CAC	Casualty Assistance Center
CAR	Central African Republic
CBRN	Chemical, Biological, Radiological and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CCU	Community Care Units
CNGB	Chief, National Guard Bureau
CID	Criminal Investigation Command
CJCS	Chairman, Joint Chiefs of Staff
CJOA	Combined Joint Operating Area
CJTF-OIR	Combined Joint Task Force-Operation Inherent Resolve
CJTF-HOA	Combined Joint Task Force-Horn of Africa

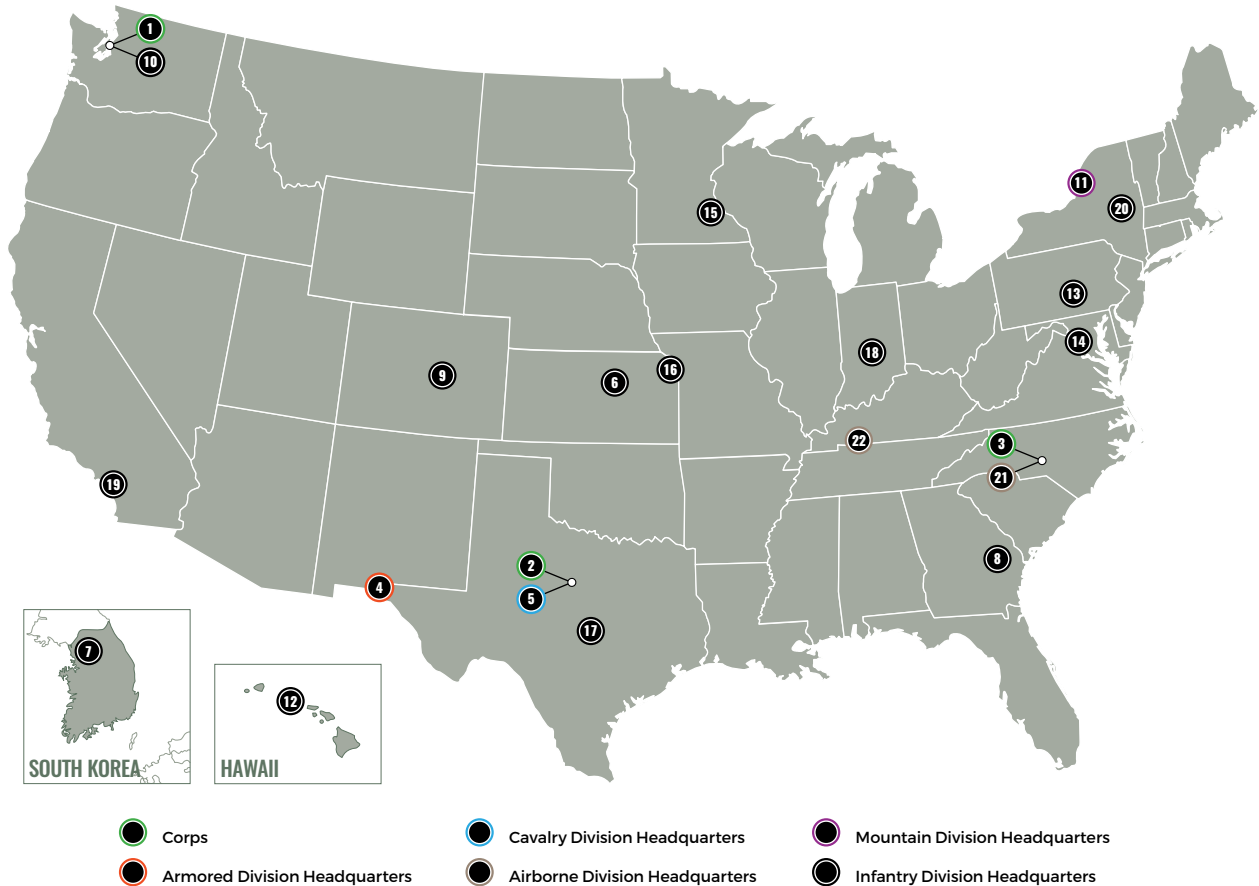
COL	Colonel
CONUS	Continental United States
CPT	Captain
CPL	Corporal
CSA	Chief of Staff, Army
CSIB	Combat Service Identification Badge
CTC	Combat Training Center
CSM	Command Sergeant Major
CW2	Chief Warrant Officer 2
CW3	Chief Warrant Officer 3
CW4	Chief Warrant Officer 4
CW5	Chief Warrant Officer 5
CYSS	Child, Youth and School Services
DA	Department of the Army
DACM	Director of Acquisition Career Management
DCRF	Defense CBRN Response Force
DoD	Department of Defense
DSC	Deployment Support Command
DSCA	Defense Support of Civil Authorities
DSN	Defense Switched Network
DTC	Developmental Test Command
DRU	Direct Reporting Unit
EFMP	Exceptional Family Member Program
EPLOs	Emergency Preparedness Liaison Officers
FAP	Family Advocacy Program
FEMA	Federal Emergency Management Agency
FORSCOM	U.S. Army Forces Command
FRACU	Flame-Resistant Army Combat Uniform
FRC	Family Readiness Group
FVL	Future Vertical Lift
FWMR	Family and Morale, Welfare and Recreation
FY	Fiscal Year
GA	General of the Army
GEN	General
GMD	Ground-based Midcourse Defense
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRF	Homeland Response Force
IBCT	Infantry Brigade Combat Team
ILW	Institute of Land Warfare
IMAs	Individual Mobilization Augmentees
IMCOM	U.S. Army Installation Management Command
INC	Inactive National Guard
INSCOM	U.S. Army Intelligence and Security Command
ISIL	Islamic State in the Levant
ISR	Intelligence, Surveillance and Reconnaissance
IRA	Immediate Response Authority
IRR	Individual Ready Reserve
JCS	Joint Chiefs of Staff

JFHQ-NCR	Joint Force Headquarters-National Capital Region
JFLCC	Joint Force Land Component Command
JFTC	Joint Force Training Center
JMTC	Joint Maneuver Training Center
JRTC	Joint Readiness Training Center
JTC	Joint Training Center
JTF	Joint Task Force
JTF-Bravo	Joint Task Force-Bravo
JTF-CS	Joint Task Force-Civil Support
KFOR	Kosovo Force
LTC	Lieutenant Colonel
LTG	Lieutenant General
MAJ	Major
MEDCOM	U.S. Army Medical Command
MEDRETE	Medical Readiness Training Exercise
MFO	Multinational Force and Observers
MG	Major General
MISC	Military Information Support Group
MOS	Military Occupational Specialty
MOTSU	Military Ocean Terminal Sunny Point
MNTF(E)	Multinational Task Force East
MSG	Master Sergeant
MTC	Maneuver Training Center
MWR	Morale, Welfare and Recreation
myCAA	My Career Advancement Account
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCR	National Capital Region
NETCOM	U.S. Army Network Enterprise Technology Command
NGB	National Guard Bureau
NMS	<i>National Military Strategy</i>
NPSP	New Parent Support Program
NSS	<i>National Security Strategy</i>
NTC	National Training Center
OCP	Operational Camouflage Pattern
OEF	Operation Enduring Freedom
OFS	Operation Freedom's Sentinel
OIB	Organic Industrial Base
OIF	Operation Iraqi Freedom
OIR	Operation Inherent Resolve
OMB	Office of Management and Budget
OTC	Operational Test Command
PEO	Program Executive Office
PFC	Private First Class
PV2	Private Second Class
RC	Reserve Component
RS	Resolute Support
RTS	Ronald Reagan Ballistic Missile Defense Test Site
S&T	Science and Technology
SBCT	Stryker Brigade Combat Team
SDDC	U.S. Army Surface Deployment and Distribution Command
SECO	Spouse Education and Career Opportunities

SFAC	Soldier and Family Assistance Center
SFC	Sergeant First Class
SFL	Soldier for Life
SGLI	Servicemembers Group Life Insurance
SCM	Sergeant Major
SGT	Sergeant
SHARP	Sexual Harassment/Assault Response and Prevention
SMA	Sergeant Major of the Army
SOF	Special Operations Forces
SOS	Survivor Outreach Services
SPC	Specialist
SSG	Staff Sergeant
SRP	Sustainable Readiness Process
SRM	Sustainment Readiness Model
START	Strategic Arms Reduction Treaty
TAA	Training, Advising and Assisting
TRADOC	U.S. Army Training and Doctrine Command
TSGLI	Traumatic Injury Protection, Servicemembers Group Life Insurance
USAASC	U.S. Army Acquisition Support Center
USACE	U.S. Army Corps of Engineers
USAEC	U.S. Army Environmental Command
USAFRICOM	U.S. Africa Command
USAG	U.S. Army Garrison
USAJFKSWCS	U.S. Army John F. Kennedy Special Warfare Center and School
USAMDW	U.S. Army Military District of Washington
USARAF/SETAF	U.S. Army Africa/Southern European Task Force
USARC	U.S. Army Reserve Command
USARCENT	U.S. Army Central
USAREUR	U.S. Army Europe
USARNORTH	U.S. Army North
USARPAC	U.S. Army Pacific
USARSOUTH	U.S. Army South
USASMDC/ARSTRAT	U.S. Army Space and Missile Defense Command/Army Forces Strategic Command
USASOAC	U.S. Army Special Operations Aviation Command
USASOC	U.S. Army Special Operations Command
USC	U.S. Code
USCENTCOM	U.S. Central Command
USEUCOM	U.S. European Command
USFK	U.S. Forces Korea
USMA	U.S. Military Academy
USNORTHCOM	U.S. Northern Command
USPACOM	U.S. Pacific Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USPFO	U.S. Property and Fiscal Office
VAP	Victim Advocacy Program
VEO	Violent Extremist Organization
WIN-T	Warfighter Information Network-Tactical
WMD	Weapons of Mass Destruction
WO1	Warrant Officer 1
WTU	Warrior Transition Unit

MAPS

☆ U.S. ARMY COMBAT CORPS AND DIVISIONS ☆



1 **I Corps**
Joint Base Lewis-McChord, WA

2 **III Corps**
Fort Hood, TX

3 **XVIII Airborne Corps**
Fort Bragg, NC

4 **1st Armored Division**
Fort Bliss, TX

5 **1st Cavalry Division**
Fort Hood, TX

6 **1st Infantry Division**
Fort Riley, KS

7 **2d Infantry Division**
Uijeongbu, South Korea

8 **3d Infantry Division**
Fort Stewart, GA

9 **4th Infantry Division**
Fort Carson, CO

10 **7th Infantry Division**
Joint Base Lewis-McChord, WA

11 **10th Mountain Division**
Fort Drum, NY

12 **25th Infantry Division**
Schofield Barracks, HI

13 **28th Infantry Division**
Harrisburg, PA

14 **29th Infantry Division**
Fort Belvoir, VA

15 **34th Infantry Division**
Rosemount, MN

16 **35th Infantry Division**
Fort Leavenworth, KS

17 **36th Infantry Division**
Austin, TX

18 **38th Infantry Division**
Indianapolis, IN

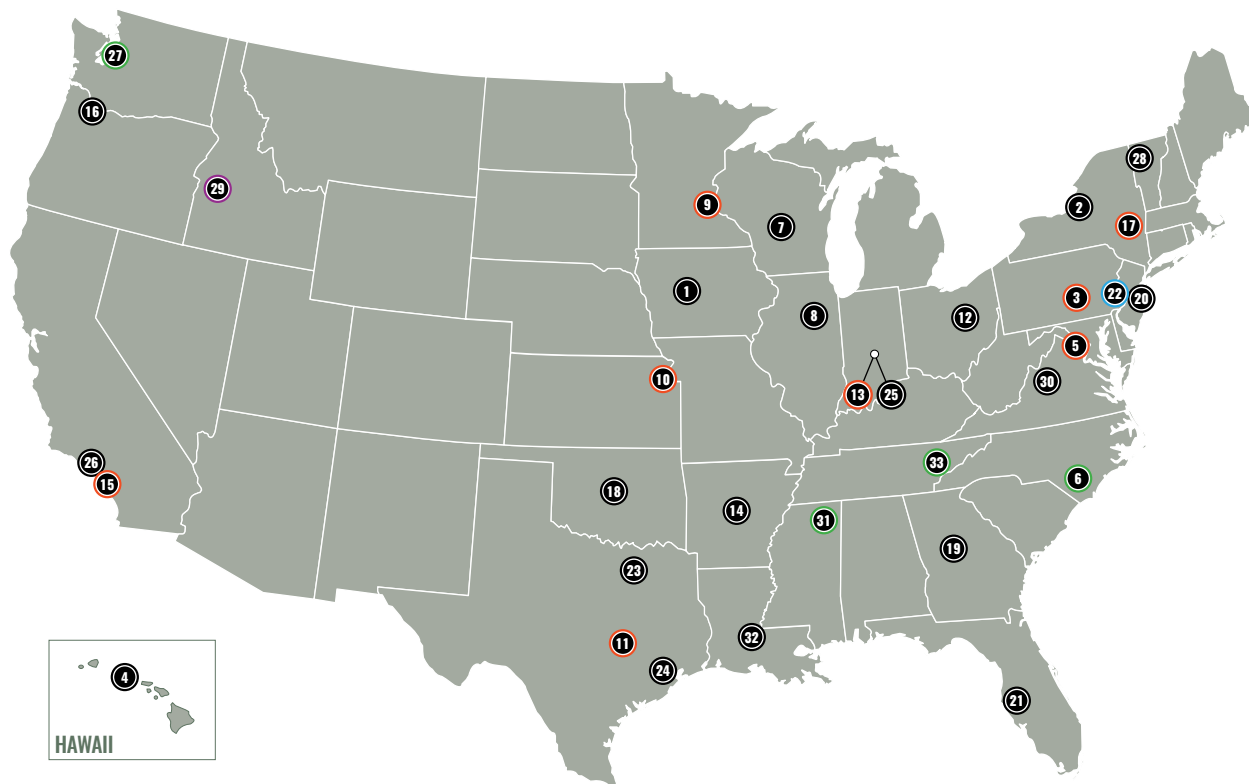
19 **40th Infantry Division**
Los Alamitos, CA

20 **42d Infantry Division**
Troy, NY

21 **82d Airborne Division**
Fort Bragg, NC

22 **101st Airborne Division (Air Assault)**
Fort Campbell, KY

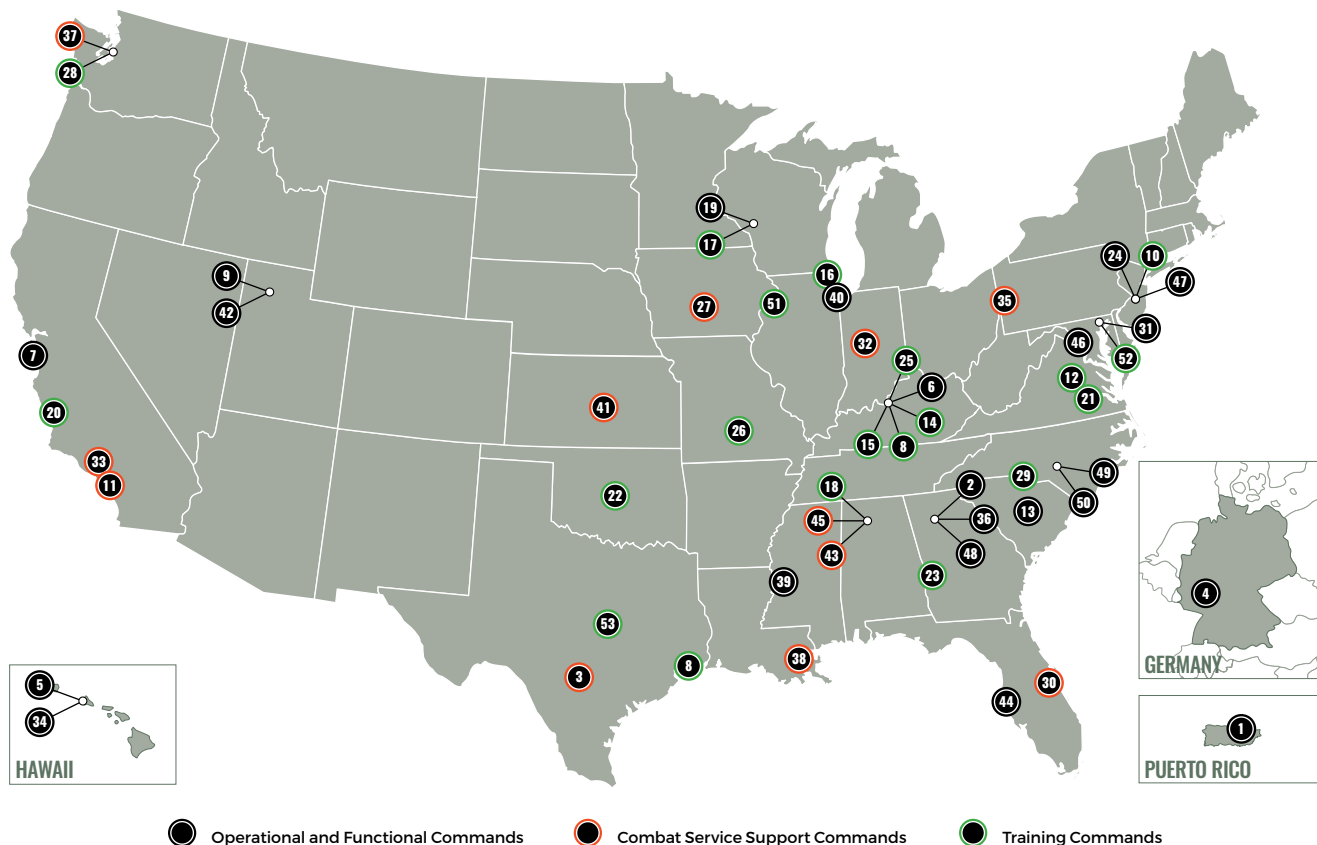
☆ U.S. ARMY NATIONAL GUARD DIVISIONS AND BRIGADE COMBAT TEAMS ☆



- Division Headquarters
- Infantry Brigade Combat Team
- Armored Brigade Combat Team
- Cavalry Brigade Combat Team
- Stryker Brigade Combat Team

- | | | |
|---|---|--|
| 2d Infantry BCT
Boone, IA | 37th Infantry BCT
Columbus, OH | 56th Infantry BCT
Fort Worth, TX |
| 27th Infantry BCT
Syracuse, NY | 38th Infantry Division
Indianapolis, IN | 72d Infantry BCT
Houston, TX |
| 28th Infantry Division
55th Armored BCT
Harrisburg, PA | 39th Infantry BCT
Little Rock, AR | 76th Infantry BCT
Lawrence, IN |
| 29th Infantry BCT
Honolulu, HI | 40th Infantry Division
Los Alamitos, CA | 79th Infantry BCT
San Diego, CA |
| 29th Infantry Division
Fort Belvoir, VA | 41st Infantry BCT
Clackamas, OR | 81st Armored BCT
Seattle, WA |
| 30th Armored BCT
Clinton, NC | 42d Infantry Division
Troy, NY | 86th Infantry BCT (Mountain)
Jericho, VT |
| 32d Infantry BCT
Camp Douglas, WI | 45th Infantry BCT
Norman, OK | 116th Cavalry BCT
Boise, ID |
| 33d Infantry BCT
Urbana, IL | 48th Infantry BCT
Macon, GA | 116th Infantry BCT
Staunton, VA |
| 34th Infantry Division
1st Armored BCT
Rosemount, MN | 50th Infantry BCT
Lawrenceville, NJ | 155th Armored BCT
Tupelo, MS |
| 35th Infantry Division
Fort Leavenworth, KS | 53d Infantry BCT
Pinellas Park, FL | 256th Infantry BCT
Lafayette, LA |
| 36th Infantry Division
Austin, TX | 56th Stryker BCT
Willow Grove, PA | 278th Armored BCT
Knoxville, TN |

☆ U.S. ARMY RESERVE OPERATIONAL AND FUNCTIONAL COMMANDS ☆



- | | | | |
|--|---|---|--|
| 1 1st Mission Support CMD
Fort Buchanan, PR | 15 84th Training CMD
(Unit Readiness)
Fort Knox, KY | 28 104th Training Division
(Leader Training)
Joint Base Lewis-McChord, WA | 41 451st Expeditionary
Sustainment CMD
Wichita, KS |
| 2 3d Medical CMD
(Deployment Support)
Forest Park, GA | 16 85th U.S. Army Reserve Support
CMD (West)
Arlington Heights, IL | 29 108th Training CMD
(Initial Entry Training)
Charlotte, NC | 42 807th Medical CMD
(Deployment Support)
Fort Douglas, UT |
| 3 4th Expeditionary Sustainment
CMD
San Antonio, TX | 17 86th Training Division
(Operations)
Fort McCoy, WI | 30 143d Sustainment CMD
(Expeditionary)
Orlando, FL | 43 Army Reserve Sustainment CMD
Birmingham, AL |
| 4 7th Mission Support CMD
Kaiserslautern, Germany | 18 87th U.S. Army Reserve Support
CMD (East)
Birmingham, AL | 31 200th Military Police CMD
Fort Meade, MD | 44 Army Reserve Medical CMD
Pinellas Park, FL |
| 5 9th Mission Support CMD
Honolulu, HI | 19 88th Regional Support CMD
Fort McCoy, WI | 32 310th Expeditionary
Sustainment CMD
Indianapolis, IN | 45 Deployment Support CMD
Birmingham, AL |
| 6 11th Theater Aviation CMD
Fort Knox, KY | 20 91st Training Division
(Operations)
Fort Hunter Liggett, CA | 33 311th Expeditionary
Sustainment CMD
Los Angeles, CA | 46 Military Intelligence Readiness
CMD
Fort Belvoir, VA |
| 7 63d Regional Support CMD
Mountain View, CA | 21 94th Training Division
(Force Sustainment)
Fort Lee, VA | 34 311th Signal CMD
Fort Shafter, HI | 47 Army Support Activity-Dix
Joint Base McGuire-Dix-Lakehurst, NJ |
| 8 75th Training Division
(Mission CMD)
Houston, TX | 22 95th Training Division
(Initial Entry Training)
Fort Sill, OK | 35 316th Expeditionary
Sustainment CMD
Corasopolis, PA | 48 Army Reserve Careers Division
Gilliam Enclave, GA |
| 9 76th U.S. Army Reserve
Operational Response CMD
Salt Lake City, UT | 23 98th Training Division
(Initial Entry Training)
Fort Benning, GA | 36 335th Signal CMD (Theater)
East Point, GA | 49 U.S. Army Civil Affairs and
Psychological Operations CMD
Fort Bragg, NC |
| 10 78th Training Division
Joint Base McGuire-Dix-Lakehurst, NJ | 24 99th Regional Support CMD
Joint Base McGuire-Dix-Lakehurst, NJ | 37 364th Expeditionary
Sustainment CMD
Marysville, WA | 50 U.S. Army Reserve
Augmentation Unit
Fort Bragg, NC |
| 11 79th Sustainment Support CMD
Los Alamitos, CA | 25 100th Training Division
(Operational Support)
Fort Knox, KY | 38 377th Theater Support CMD
New Orleans, LA | 51 U.S. Army Reserve Support CMD
1st Army
Rock Island Arsenal, IL |
| 12 80th Training CMD
(Total Army School System)
Richmond, VA | 26 102d Training Division
(Maneuver Support)
Fort Leonard Wood, MO | 39 412th Theater Engineer CMD
Vicksburg, MS | 52 U.S. Army Reserve Support CMD
1st Army (Division East)
Fort Meade, MD |
| 13 81st Regional Support CMD
Fort Jackson, SC | 27 103d Expeditionary
Sustainment CMD
Des Moines, IA | 40 416th Theater Engineer CMD
Darien, IL | 53 U.S. Army Reserve Support CMD
1st Army (Division West)
Fort Hood, TX |
| 14 83d U.S. Army Reserve
Readiness Training Center
Fort Knox, KY | | | |

Interested in becoming a member
of AUSA? Join online at:

www.ausa.org/membership



Profile of the United States Army
is produced for you, and we value your
opinion about its appearance and
content. Please send any feedback
(positive or negative) regarding this
edition of *Profile* to Ellen Toner at:

ilwpublications@ausa.org



**Association of the United States Army
Institute of Land Warfare**

2425 Wilson Boulevard
Arlington, VA 22201

800.336.4570 ★ www.ausa.org