



PROFILE


OF THE UNITED STATES ARMY

*a reference
handbook
developed by
AUSA's Institute
of Land Warfare*

2018



ASSOCIATION OF THE UNITED STATES ARMY
INSTITUTE OF LAND WARFARE



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A U.S. Soldier assigned to Headquarters and Headquarters Company, 307th Airborne Engineer Battalion, 3d Brigade, 82d Airborne Division, provides security for his sector during exercise Panther Storm 2017 at Fort Bragg, North Carolina, 28 July 2017 (U.S. Air Force photo by Staff Sergeant Andrew Lee).

Developed by AUSA's Institute of Land Warfare

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

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The **Association of the United States Army** (AUSA) is a nonprofit educational and professional development association serving America's Total Army, our Soldiers, Army civilians and their families; our industry partners and supporters of a strong national defense. AUSA provides a voice for the Army, supports the Soldier and honors those who have served in order to advance the security of the nation.

- AUSA educates its members, the public, industry and Congress about the critical nature of land warfare and the Army's central role in national defense.
- AUSA informs its members, our communities and Congress about issues affecting America's Army and the Soldiers who serve in the Regular Army, Army National Guard and Army Reserve.
- AUSA connects the Army to the American people at the national, regional and chapter levels.

Learn more and become a member at www.ausa.org.

AUSA's **Institute of Land Warfare** (ILW) is an authority on landpower—working to inform and educate AUSA's members, our local, regional and national leaders and the American public on the nature and character of land warfare and the U.S. Army. The Institute is a resource for Soldiers, their families and anyone seeking information on subjects related to landpower and the U.S. Army.

The Institute:

- organizes and hosts programs such as the Senior Executive Roundtable, the General Bernard W. Rogers Strategic Issues Forum, the Landpower Education Forum and the General Lyman L. Lemnitzer Lecture Series, among others;
- publishes reports and research papers on issues relevant to the U.S. Army and landpower, including the *Profile of the United States Army* and the ILW Spotlight, Land Warfare Paper and Landpower Essay Series;
- manages the ILW Speakers' Bureau, which provides access to a group of men and women with diverse backgrounds in military history, ongoing national security concerns and other defense-related issues; and
- works with Civilian Career Program managers to develop relevant sessions catering to the professional education needs and requirements of Army Civilians.

Learn more about the Institute and its programs at www.ausa.org/ilw.

FOREWORD

Over its 243 years, the United States has built an Army that is 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 of 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 almost two and a half centuries ago.

The Association of the United States Army's (AUSA's) Institute of Land Warfare publishes *Profile of the United States Army* as a guide to the Army. Describing the structure and priorities of today's Army, it is 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.

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. Notably, this edition introduces Army Futures Command, activated in 2018. *Profile* also contains a glossary of the military acronyms used in this text and an index of maps illustrating locations of current Army commands, corps and divisions, current Army National Guard divisions and Army Reserve divisions and functional commands.

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. Please direct any feedback to ilwresources@ausa.org. In publishing this book, AUSA and the Institute of Land Warfare seek to provide a greater understanding and appreciation of the people, families, institutions and organizations who strive to maintain the world's greatest army.




Carter F. Ham

General, U.S. Army Retired

President and Chief Executive Officer,
Association of the United States Army

1 September 2018



U.S. Army Reserve Soldiers expended hundreds of thousands of rounds during Task Force Triad, a training exercise that took place at Fort McCoy, Wisconsin, in the early months of 2018. Task Force Triad was a mounted gunnery training exercise in which Soldiers worked as truck teams to qualify on live-fire driving lanes (U.S. Army photo by Sergeant Elizabeth Taylor).



NATIONAL DEFENSE

CIVILIAN CONTROL

America's military has always been a product of the American community, beginning with town militias in the 1700s. The framers of the Constitution kept this in mind when they formed the 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 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, their undersecretaries 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 (JCS)—serve only in advisory capacities on matters of military policy.

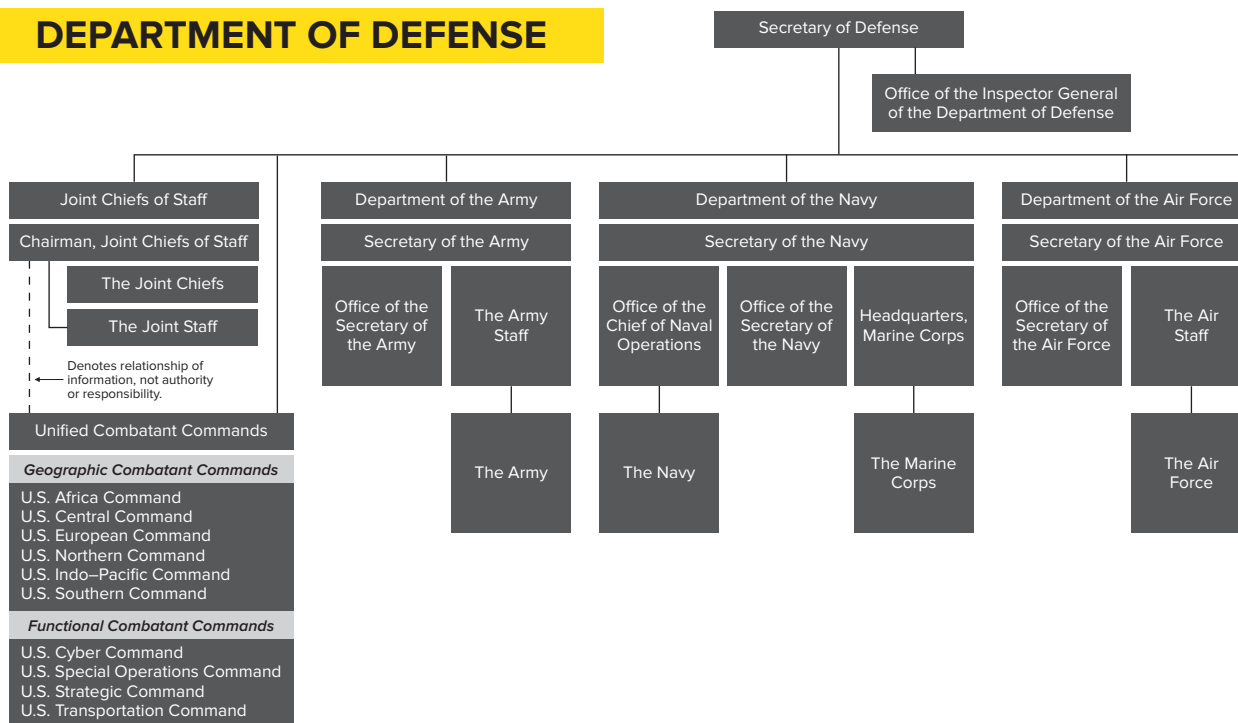
In a departure from the way most nations used their armies as internal enforcers of the leaders' will, America's founding fathers created an armed force that serves the will of the people and ensures their security without sacrificing their freedoms. This significant difference between the U.S. military 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, American servicemembers swear 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."

DEPARTMENT OF DEFENSE



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.”

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 and down to unit commanders. Only the president and the secretary of defense have the 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 JCS;
- unified combatant commands; and
- various defense agencies and DoD activities.

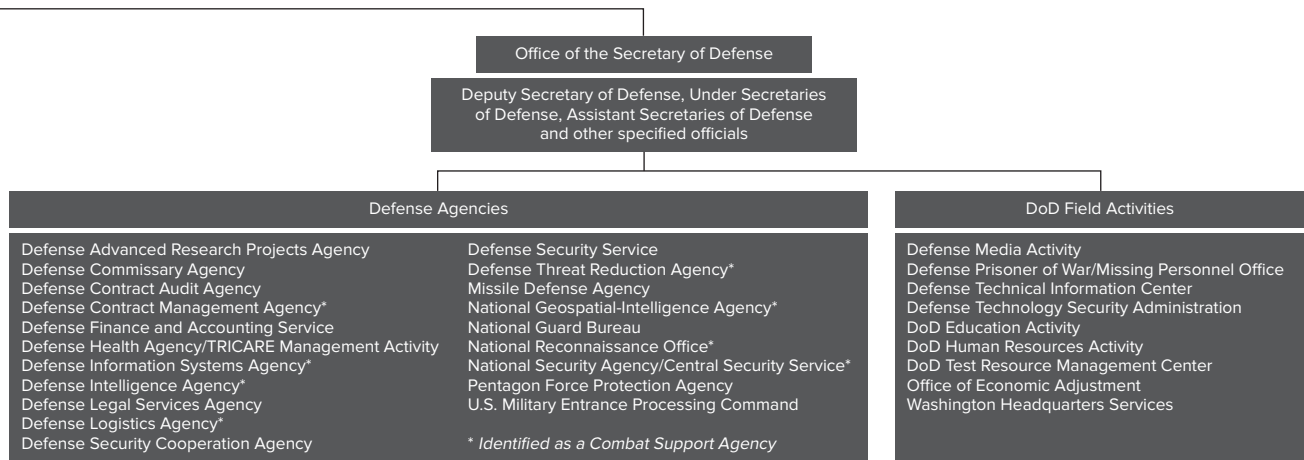
MILITARY SERVICES

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 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, subsurface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps, with the mission to seize or defend advanced bases, is the Navy’s ground element.
- **The Air Force’s** role is to maintain control of airspace and project aerial combat power wherever needed. 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 of it in times 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:

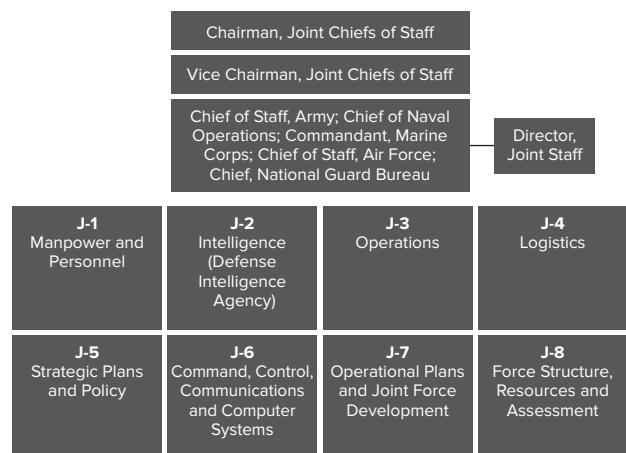
- preparing forces and establishing reserves of personnel, equipment and supplies;
- preparing and submitting budgets;
- developing tactics, techniques and organization;
- developing and procuring weapons, equipment and supplies;
- recruiting, organizing, training and equipping forces for assignment 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

JOINT CHIEFS OF STAFF



is the principal military adviser to the president and the secretary of defense. The CJCS is also a statutory member of the National Security Council.

The JCS have the following key responsibilities:

- provide for the strategic direction of the armed forces and prepare strategic plans;
- assess the capabilities of the armed forces;
- advise on priorities of requirements, program recommendations and budget proposals;
- develop doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- advise and assist the president and the secretary of defense on the establishment of combatant commands; and



U.S. Army Paratroopers assigned to the 173d Airborne Brigade plan during exercise Swift Response 17 in Hohenfels, Germany. Swift Response is an annual exercise led by U.S. Army Europe focused on allied airborne forces' ability to quickly and effectively respond to crisis situations as an interoperable multinational team (U.S. Army photo by Staff Sergeant Alexander C. Henninger).

- direct 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.

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

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. Indo–Pacific Command, U.S. Southern Command and U.S. Africa Command), or by overriding mission or function (U.S. Cyber Command, U.S. Space and Missile Defense Command, U.S. Special Operations Command, U.S. Strategic Command and 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 CJCS. 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

UNIFIED COMMANDS & THEIR ARMY COMPONENTS

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

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 particular, 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 edition, released in December 2017, President Trump outlined his administration's strategic approach to America's enduring and most pressing interests:

During my first year in office, you have witnessed my America First foreign policy in action. We are prioritizing the interests of our citizens and protecting our sovereign rights as a nation. America is leading again on the world stage. We are not hiding from the challenges we face. We are confronting them head-on and pursuing opportunities to promote the security and prosperity of all Americans.

The United States faces an extraordinarily dangerous world, filled with a wide range of threats that have intensified in recent years. When I came into office, rogue regimes were developing nuclear weapons and missiles to threaten the entire planet. Radical Islamist terror groups were flourishing. Terrorists had taken control of vast swaths of the Middle East. Rival powers were aggressively undermining American interests around the globe. At home, porous borders and unenforced immigration laws had created a host of vulnerabilities. Criminal cartels were bringing drugs and danger into our communities. Unfair trade practices had weakened our economy and exported our jobs overseas. Unfair burden-sharing with our allies and inadequate investment in our own defense had invited danger from those who

wish us harm. Too many Americans had lost trust in our government, faith in our future, and confidence in our values.

Nearly one year later, although serious challenges remain, we are charting a new and very different course.

We are rallying the world against the rogue regime in North Korea and confronting the danger posed by the dictatorship in Iran, which those determined to pursue a flawed nuclear deal had neglected. We have renewed our friendships in the Middle East and partnered with regional leaders to help drive out terrorists and extremists, cut off their financing, and discredit their wicked ideology. We crushed Islamic State of Iraq and Syria (ISIS) terrorists on the battlefields of Syria and Iraq, and will continue pursuing them until they are destroyed. America's allies are now contributing more to our common defense, strengthening even our strongest alliances. We have also continued to make clear that the United States will no longer tolerate economic aggression or unfair trading practices.

At home, we have restored confidence in America's purpose. We have recommitted ourselves to our founding principles and to the values that have made our families, communities, and society so successful. Jobs are coming back and our economy is growing. We are making historic investments in the United States military. We are enforcing our

U.S. Army Soldiers from various units talk to each other during the Range event for the U.S. Army Training and Doctrine Command (TRADOC) Best Warrior Competition, Fort Gordon, Georgia, 17 July 2018. The Best Warrior Competition recognizes TRADOC noncommissioned officers and Soldiers who demonstrate commitment to the Army Values, embody the Warrior Ethos and represent the force of the future by testing them with physical fitness assessments, written exams, urban warfare simulations and other warrior tasks and battle drills (U.S. Army photo by Private First Class Caeli Morris).





Private Rafael Rico, a combat engineer assigned to 82d Brigade Engineer Battalion, 2d Armored Brigade Combat Team, 1st Infantry Division, Fort Riley, Kansas, places concertina wire during Combined Resolve X in Hohenfels Training Area, Germany, 2 May 2018. Exercise Combined Resolve X is a U.S. Army Europe exercise series held twice a year in southeastern Germany. The goal of Combined Resolve is to prepare forces in Europe to work together to promote stability and security in the region (U.S. Army photo by Specialist Dustin D. Biven, 22d Mobile Public Affairs Detachment).

borders, building trade relationships based on fairness and reciprocity, and defending America's sovereignty without apology.

The whole world is lifted by America's renewal and the reemergence of American leadership. After one year, the world knows that America is prosperous, America is secure, and America is strong. We will bring about the better future we seek for our people and the world, by confronting the challenges and dangers posed by those who seek to destabilize the world and threaten America's people and interests. My Administration's National Security Strategy lays out a strategic vision for protecting the American people and preserving our way of life, promoting our prosperity, preserving peace through strength, and advancing American influence in the world. We will pursue this beautiful vision—a world of strong, sovereign, and independent nations, each with its own cultures and dreams, thriving side-by-side in prosperity, freedom, and peace—throughout the upcoming year. In pursuit of that future, we will look at the world with clear eyes and fresh thinking. We will promote a balance of power that favors the United States, our allies, and our partners. We will never lose sight of our values and their capacity to inspire, uplift, and renew. Most of all, we will serve the American people and uphold their right to a government that prioritizes their security, their prosperity, and their interests. This National Security Strategy puts America First.¹

DEFENSE GUIDANCE OF 2017

On 5 October 2017, Secretary of Defense Jim Mattis directed a memorandum to all DoD Personnel. Noting the commitment of his audience, he discussed the enduring values and mission of America's military: to defend the Constitution and protect American citizens, promoting diplomacy and ensuring that the president and his diplomats can negotiate from a position of strength. Within this larger context, he outlined the threats at home and abroad that are currently facing the American people and allies, notably in the form of aggressive actions—some military and some political—from countries such as North Korea, Russia, Iran and China and violent extremist organizations (VEOs) such as ISIS.

He delineated three efforts that DoD is pursuing to ensure that, in the face of global insecurity and instability, America's armed forces will remain the world's preeminent fighting force:

- restore military readiness by rebuilding the joint force and prioritizing nuclear deterrence with the fielding of a decisive conventional force and the retention of irregular warfare as a core competency;
- strengthen alliances within the North Atlantic Treaty Organization (NATO) and attract new partners in a combined effort to foster avenues for peace, conditions for economic growth and deterrence to bad actors; and
- reform business practices within DoD, instilling, among other things, effective budgetary and resource management (an initial full-scope financial audit is ongoing in Fiscal Year 2018), meaningful

innovation, responsible risk-taking and personal initiative, to be practically implemented in multiple arenas, starting by modernizing the defense travel system, protecting infrastructure and intellectual property and improving information technology business operations.

Mattis concluded his guidance with a call to ethical action and example: “Set disciplined goals, collaborate across components, and model appropriate ethical behavior. Remember, attitudes are caught from those who set the example—use your force of personality to lead with a sense of urgency and purpose every day, so that we leave this Department in even better shape for those that follow.”²²

NATIONAL MILITARY STRATEGY

Based on the president’s *National Security Strategy*, DoD establishes 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 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 who threatens the U.S. homeland, national interests or allies and partners.

Disrupt, degrade and defeat VEOs. 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 (C2) processes to enable trans-regional 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.



Specialist John Sandoval, a Gallup, New Mexico, native and an infantryman with 1st Squadron, 2d Cavalry Regiment, fires an M249 Squad Automatic Weapon during the first of a multi-day, multinational combined arms live-fire exercise with the Battle Group Poland at Bemowo Piskie Training Area, Poland, on 26 June 2018. Battle Group Poland is a unique, multinational coalition of U.S., U.K., Croatian and Romanian soldiers who serve with the Polish 15th Mechanized Brigade as a deterrence force in support of NATO’s Enhanced Forward Presence (U.S. Army photo by Specialist Hubert D. Delany III, 22d Mobile Public Affairs Detachment).

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.

Revisions for the latest version of the NMS are currently underway; it is expected to be finished by the end of 2018.

NATIONAL MILITARY OBJECTIVES

To carry out the NMS, 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.³

Twelve Joint Military Missions⁴

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 the national defense. Additionally, the military is enhancing C2 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 the 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.”



Initial Entry Trainees arrive at Fort Benning, Georgia, 13 July 2018, for the first day of the 22-week One Station Unit Training (OSUT) extension pilot program. The new OSUT program will include expanded weapons training, increased vehicle-platform familiarization, extensive combatives training, a 40-hour combat-life-saver certification course, increased time in the field during both day and night operations and increased emphasis on drill and ceremony maneuvers (U.S. Army photo by Patrick A. Albright).

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

Counter Weapons of Mass Destruction (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 their 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 and 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 that build 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 necessary, 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, 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*, December 2017, <https://www.whitehouse.gov/wp-content/uploads/2017/12/NSS-Final-12-18-2017-0905-2.pdf>.

² Department of Defense (DoD), *Memorandum for all DoD Personnel: Guidance from Secretary Jim Mattis*, 5 October 2017, <https://www.defense.gov/Portals/1/Documents/pubs/guidance-from-secretary-jim-mattis.pdf>.

³ 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, 10.

⁴ *Ibid.*, 11.



U.S. Army Reserve command sergeants major (CSMs) from across the 200th Military Police Command participate in a team-building ruck march as part of a "CSM Huddle" in Scottsdale, Arizona, 16 September 2017. During the huddle, the CSMs discussed critical topics relevant to their commands and their units in order to increase readiness to deploy (U.S. Army Reserve photo by Master Sergeant Michel Sauret).



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.

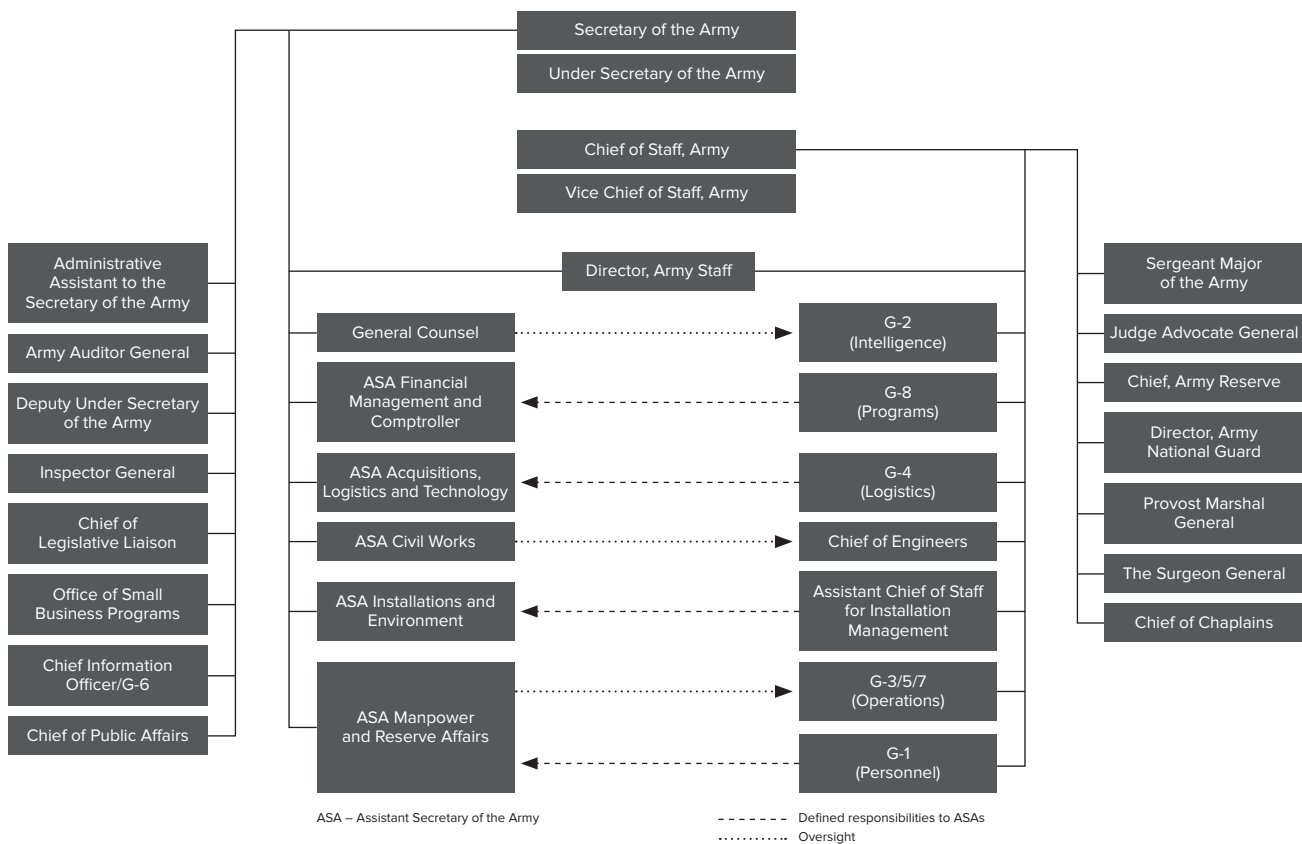
The American Army's mission and formation have changed little in the 243 years since. Today, the Army comprises a standing force of troops and equipment ready at all times to defend the United States from attack and to protect national security. The provincial militias of colonial times are now the Army National Guard, which belongs to and serves the individual states but is called upon by the federal government to supplement the Regular 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 recent conflicts, the RC has played an increasingly prominent role in the security of the nation.

The U.S. Army has accomplished many combat and public service missions over the years. In the 19th century, Soldiers helped to explore America's frontier, defend the United States' borders and ports from foreign attacks, 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. The onset of the Cold War altered this balance as the United States maintained a large standing 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 (peacekeeping 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 countering and enervating the nation's adversaries. It is a tradition going back more than 243 years:

DEPARTMENT OF THE ARMY



career Soldiers and citizen Soldiers serving together. Since 9/11, the RC has evolved into an operational reserve force. In this current role, the Army National Guard and the Army Reserve have adopted the same standards of readiness as the Regular Army. This organization ensures a globally responsive, regionally engaged force in both peace and war that gives combatant commands, Soldiers, their families and civilian employees more predictable schedules for their calls to duty and deployments. But their mission has not changed: defend the United States from attack and protect her security.

MISSION OF THE ARMY

The U.S. Constitution gives Congress the authority, through Title 10 of the U.S. 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 is also 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 may be extended in times of national emergency.

The CSA serves as the senior military advisor to the secretary of the Army, ensures that 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) is the senior enlisted Soldier and 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 non-commissioned 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:

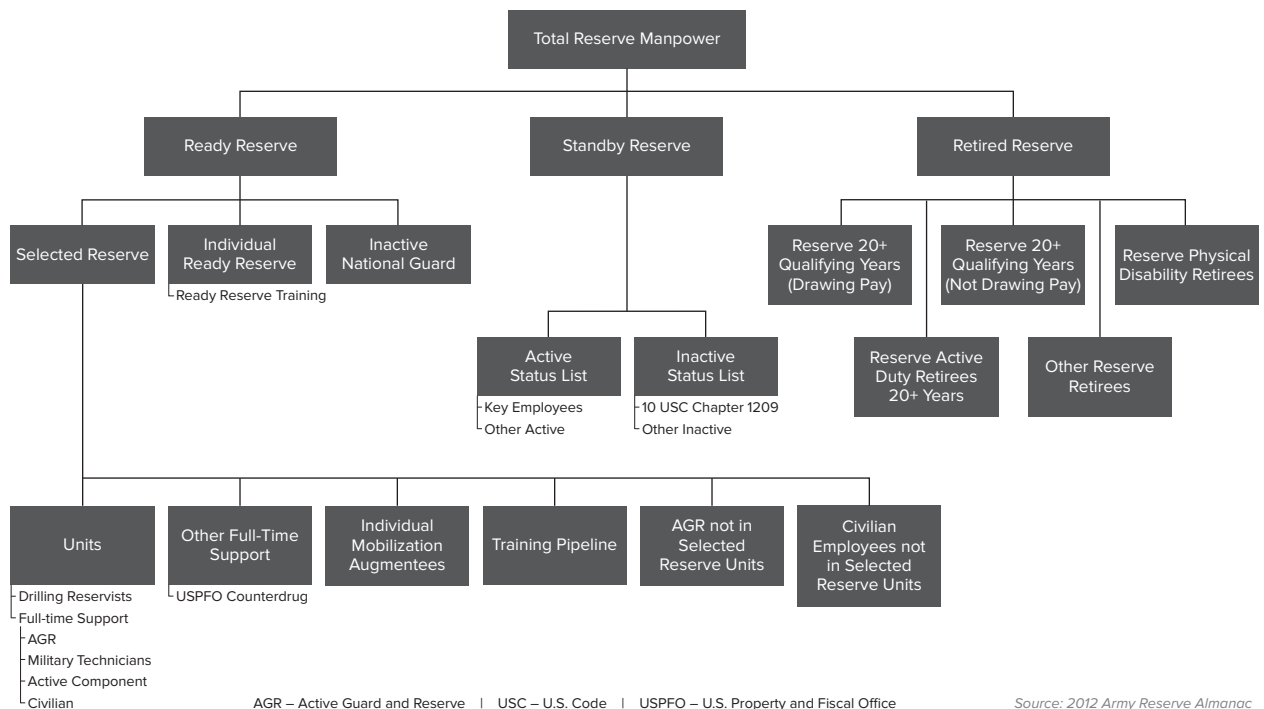
- **Selected Reserve:** This comprises Army Reserve Soldiers who train year-round and are assigned to fully-equipped units capable of rapidly deploying for action. In a national emergency, all Selected Reserve members can be mobilized.

The Selected Reserve includes members of the Army National Guard, the Army Reserve, Active

First Lieutenant Caleb Grow, Grand Rapids, Michigan, native, platoon leader with 1st Squadron, 2d Cavalry Regiment, reads maps inside of an Interim Armored Vehicle "Stryker" during a multinational quick response exercise, Bull Run 5.5, with Battle Group Poland at Bemowo Piskie Training Area, Poland, on 11 June 2018 as part of Saber Strike 18. This year's exercise, which ran from 3-15 June, tested allies and partners from 19 countries on their ability to work together to deter aggression in the region and improve each unit's ability to perform their designated mission (U.S. Army photo by Specialist Hubert D. Delany III, 22d Mobile Public Affairs Detachment).



RESERVE COMPONENT



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 to 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.
- **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:

- **Active Status.** 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.
- **Inactive Status.** Those on the inactive status list do not have to remain in active service and are not

U.S. Army Sergeant First Class Chez Carter, assigned to Alpha Company, 2d Battalion, 5th Cavalry Regiment, 1st Armored Brigade Combat Team, 1st Cavalry Division ground guides an M2A3 Bradley Fighting Vehicle during a Table XII Live Fire Exercise, Novo Selo Training Area, Bulgaria, 23 August 2018. This exercise is in support of Operation Atlantic Resolve (OAR) (U.S. Army National Guard photo by Sergeant Jamar Marcel Pugh, 382d Public Affairs Detachment).



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 major 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, the Department of Defense (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.

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 23,508 National Guard employees who wear the uniform and are included in the 342,000 count; the Guard also has 30,217 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 of the 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. The CNGB joined the joint chiefs of staff in 2012.

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

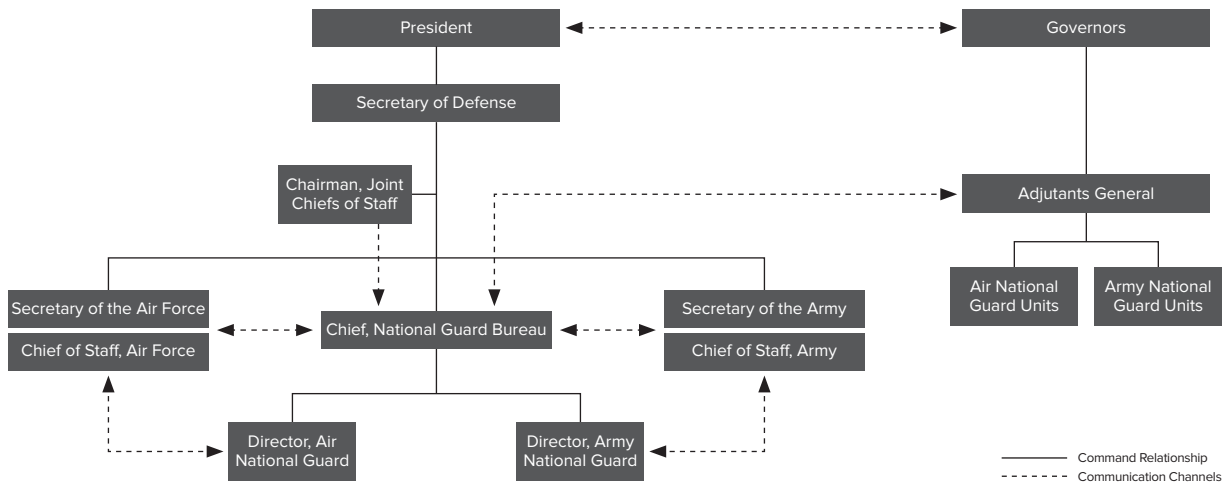
State Mission

When Army National Guard units are not mobilized or under federal control, they fall under USC Title 32 and 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.



Soldiers assigned to Bravo Company Team, 2d Battalion, 5th Cavalry Regiment, 1st Armored Brigade Combat Team, 1st Cavalry Division, load vehicles aboard the United States Naval Ship Carson City, a expeditionary fast transport, at the Port of Poti, Georgia, 18 August 2018. The Soldiers are redeploying after Noble Partner 2018, a Georgian Armed Forces and U.S. Army Europe cooperatively-led event improving readiness and interoperability of Georgia, the United States and participating nations (U.S. Army National Guard photo by Sergeant First Class Robert Jordan, 382d Public Affairs Detachment).

ARMY NATIONAL GUARD CHAIN OF COMMAND



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 protect the homeland and perform 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 domestic 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 for 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. They provide a scalable capability to bridge any gap between the initial National Guard response and Title 10 capabilities. Additionally, they 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.

The Army National Guard is prepositioned for local and regional emergencies. Citizen Soldiers are there when hurricanes, winter storms, floods and tornadoes ensue. 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, the 2017 hurricane season brought some of the most powerful storms in recent memory:



U.S. Army Reserve Private First Class Devon Douthit, 465th Engineer Company, 416th Engineer Command, shovels concrete from the chute of an M5-Concrete Mobile Mixer during Combat Support Training Exercise (CSTX) 86-18-02 at Fort McCoy, Wisconsin, 16 August 2018. The CSTX exercise is a large-scale training event where units experienced tactical training scenarios specifically designed to replicate real-world missions (U.S. Army Reserve Photo by Specialist John Russell).

Hurricane Harvey in Texas, Hurricane Maria in Puerto Rico, and, to a lesser extent, Hurricane Irma in Florida. In all three locations, National Guard personnel provided early and essential support to the families and businesses affected by the damaging—and sometimes deadly—floods and winds. Combined, approximately 50,000 citizen Soldiers responded to these three catastrophes, saving lives, distributing clean water and assisting in clean-up and recovery efforts.

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.

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 of 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.

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.

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 important, 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 only do so with the support of the Army Reserve, which 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 general 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.

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: 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



A Soldier with the 82d Brigade Engineer Battalion, 2d Armored Brigade Combat Team, 1st Infantry Division, collects ammunition to use during a multinational weapons training session with the Danish Vidar Company, Guard Hussars Regiment in Tapa, Estonia, 10 March 2018, as part of a rapid response readiness exercise in support of OAR (U.S. Army photo by Specialist Hubert D. Delany III, 22d Mobile Public Affairs Detachment).

(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 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 CBRN 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 natural or man-made disaster, accident or catastrophe.



U.S. Army Reserve Sergeant Alexander Cueto and Specialist Ala Pinckney, Troop List Unit Soldiers, practice clearing an M249 light machine gun during Operation Cold Steel II, hosted by U.S. Army Civil Affairs and Psychological Operations Command (Airborne), 3 August 2018 at Joint Base McGuire–Dix–Lakehurst, New Jersey. Operation Cold Steel is the U.S. Army Reserve's crew-served weapons qualification and validation exercise to ensure that America's Army Reserve units and Soldiers are trained and ready to deploy on short notice as part of Ready Force X and bring combat-ready and lethal firepower in support of the Army and joint partners around the world (U.S. Army Reserve photo by Specialist Brianna Saville, 416th Theater Engineer Command).

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** 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 17 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 noncombat Army missions, such as waterway 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 as program managers, senior-level Headquarters, Department of the Army staff or senior leaders within Army commands. The DA 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; they 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 two decades. 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.



U.S. Army Ranger Specialist Jesus Delgado, assigned to the 10th Mountain Division, performs a low-crawl during the 2018 Best Ranger Competition at Fort Benning, Georgia, on 13 April 2018. The 35th Annual David E. Grange Jr. Best Ranger Competition was a three-day event consisting of challenges to test competitors' physical, mental and technical capabilities (U.S. Army photo by Sergeant Leron G. Richards).



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; almost two decades of continuous conflict have resulted in an Army with aging equipment and a large percentage of the force unprepared 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 an aggressive Russia and assertive China, a 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 provides planned forces and executes combatant commanders' emergent demands.

In addition to the challenges posed by myriad threats, the Army is facing serious deficit problems. While there has been some financial relief in Fiscal Years 2018 and 2019, Sequestration is still in effect and will be operating again at full force in Fiscal Year 2020. 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 today. 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



A U.S. Army Task Force Brawler CH-47F Chinook flies while conducting a training exercise with a Guardian Angel team assigned to the 83d Expeditionary Rescue Squadron at Bagram Airfield, Afghanistan, 26 March 2018. The Army crews and Air Force Guardian Angel teams conducted the exercise to build teamwork and procedures as they provided joint personnel recovery capability, aiding in the delivery of decisive airpower for U.S. Central Command (U.S. Air Force Photo by Technical Sergeant Gregory Brook).

combined-arms maneuver are key components of 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 hostile cyber systems.²

The key to the Army is its people. 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.³

Additionally, the readiness of the future force, dependent on ample focus given to efficient and effective modernization, must be a priority.

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 commands**, **Army service component commands** (ASCCs) and **direct reporting units** (DRUs).

Army Commands. Army commands perform many Title 10 functions across multiple disciplines. They include:

- U.S. Army Forces Command;
- the newly-established U.S. Army Futures Command;
- U.S. Army Materiel Command; and
- U.S. Army Training and Doctrine Command.

Army Service Component Commands. ASCCs are operational organizations that are aligned with combatant commands. ASCCs supporting geographic combatant commands include:

- U.S. Army Africa;
- U.S. Army Central;
- U.S. Army Europe;
- U.S. Army North;
- U.S. Army Pacific; and
- U.S. Army South.

ASCCs with a global mission supporting functional combatant commands include:

- U.S. Army Cyber Command;
- 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.

Direct Reporting Units. 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 and include:

- U.S. Army Acquisition Support Center;
- Arlington National Cemetery;
- U.S. Army Corps of Engineers;
- U.S. Army Criminal Investigation Command;
- U.S. Army Human Resources Command;

- U.S. Army Installation Management Command;
- U.S. Army Intelligence and Security Command;
- U.S. Army Marketing and Engagement Brigade;
- U.S. Army Medical Command;
- U.S. Military Academy;
- U.S. Army Military District of Washington;
- U.S. Army Reserve Command;
- U.S. Army Test and Evaluation Command; and
- U.S. Army War College.

For more information on 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



Trainees from 50th Infantry Regiment at Fort Benning, Georgia, conduct urban operations training, 13 July 2018. Soldiers practiced clearing rooms, securing courtyards and moving between buildings in a complex urban environment while utilizing infantry carrier vehicles to enhance the training experience (U.S. Army photo by Patrick A. Albright).

types of units are standardized. For example, every armored brigade combat team (ABCT)—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 (E-4) and sergeants (E-5) are the most junior non-commissioned 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, whereas sections tend to be centered on equipment—two vehicles and their crew, or two mortars. Squads and sections are led by staff sergeants (E-6), 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

(O-1, O-2) and a sergeant first class (E-7). 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 (O-3), with first sergeants (E-8) 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 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 (O-5), with a command sergeant major (E-9) as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored



Army Sergeant Johnathan R. Lovett provides security during exercise Allied Spirit VIII in Hohenfels, Germany, 23 January 2018. The U.S. Army Europe-directed exercise includes about 4,100 participants from 10 nations (U.S. Army photo by Sergeant Charles M. Bailey).

U.S. Soldiers assigned to 1st Battalion 63d Armor Regiment, 2d Armored Brigade Combat Team, 1st Infantry Division, operate a Humvee with a smoke generator during Combined Resolve X live-fire exercise at Grafenwoehr, Germany, 19 April 2018. The Joint Warfighting Assessment helped the Army to evaluate emerging concepts, integrate new technologies and promote interoperability within the Army, with other services, U.S. allies and other coalition partners (U.S. Army photo by Specialist Genesis Gomez).



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-sized 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 maintain 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 subordinate elements but rarely operate as tactical entities.

Brigade

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

Brigade Combat Teams are the basic combined-arms building block of the Army, usually commanded by a colonel (O-6) and sometimes by a brigadier general (O-7). It is a permanent, stand-alone, self-sufficient and standardized tactical force of about 4,000 Soldiers.

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 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; engineer; military police; cyber; signal; explosive ordnance disposal; medical support; and aviation.

Multifunctional support brigades are similar to functional support brigades, but their purpose is to support BCTs. There are five types of multifunctional brigades: combat aviation; combat support; sustainment; fires; 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. Any modular BCT 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 will normally 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. 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–McChord, 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;
- 2d Infantry Division, headquartered at Camp Red Cloud, South Korea;
- 3d Infantry Division, headquartered at Fort Stewart, Georgia;
- 4th Infantry Division, headquartered at Fort Carson, Colorado;
- 7th Infantry Division, headquartered at Joint Base Lewis–McChord, Washington;
- 10th Mountain Division, headquartered at Fort Drum, New York;
- 25th Infantry Division, headquartered at Schofield Barracks, Hawaii;

- 82d Airborne Division, headquartered at Fort Bragg, North Carolina;
- 101st Airborne Division (Air Assault), headquartered at Fort Campbell, Kentucky;
- National Training Center, headquartered at Fort Irwin, California;
- Joint Readiness Training Center, headquartered at Fort Polk, Louisiana;
- Joint Multinational Readiness Center, headquartered at Hohenfels Training Area, Germany;
- 11th Armored Cavalry Regiment, headquartered at National Training Center, Fort Irwin, California;
- 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

For more than 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; instead, it needs to rebuild its readiness to meet 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, each quarter the sustainment readiness model (SRM) 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

An AH-64 Apache attack helicopter takes off near Soldiers participating in the Allied Spirit VII training exercise 18 November 2017 in Grafenwöhr, Bavaria, Germany. The U.S. Army, along with its allies and partners, continues to forge a dynamic presence with a powerful land network that simultaneously deters aggression and assures the security of the region (U.S. Army photo by Specialist Dustin D. Biven, 22d Mobile Public Affairs Detachment).

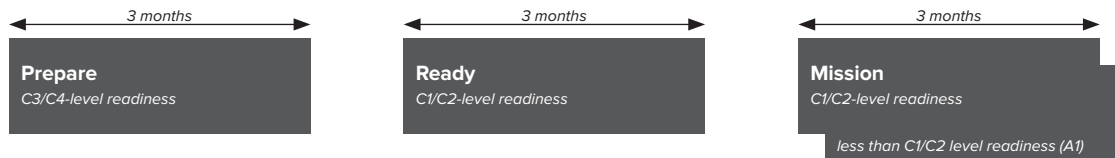


SUSTAINABLE READINESS MODEL

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; and
- synchronize resource decisions and unit activities.



Prepare Module

Service retained or assigned units preparing for mission who are C3/C4 and are not executing an ordered mission.

Ready Module

Service retained or assigned units ready for immediate deployment by sustaining C1/C2 levels of decisive-action readiness.

Mission Module

Allocated or assigned force demand units with an ordered mission. Units are differentiated by whether or not the mission requires C1/C2 decisive-action readiness.

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-war-time 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.⁴

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 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 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 readiness.

SRM is an enduring core Army process that allows the Army to evaluate itself more easily 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.

ARMY MODERNIZATION⁵

The U.S. Army's modernization strategy has one focus: make Soldiers and units more lethal to win the nation's wars and come home safely. The modernization process will leverage commercial innovations, cutting-edge science and technology, prototyping and warfighter feedback.

Army Futures Command

Army Directive 2017-33, published on 7 November 2017, established the Army Futures Command Task Force to explore all options to establish unity of command and unity of effort to consolidate the Army's modernization process under one roof. The Army Futures Command Task Force will examine the current allocations of functions within the Army regarding the force modernization process and ascertain major issues stemming from current organization and management. Recommendations will be made to redefine the roles, functions, authorities, structure, organization and resources to design a new command to provide unity of purpose for Army modernization.

The Army must innovate and adapt concepts, equipment and training to be ready for the next war; it must grow its operational force by reshaping it to be more robust and successful in all domains while

modernizing it with the best weapons and equipment available.

Modernization Strategy Priorities

The Army last published its modernization strategy and priorities on 3 October 2017, establishing cross-functional teams (CFTs) to ensure that all priorities are met:

- Long-Range Precision Fires;
- Next Generation of Combat Vehicles;
- Future Vertical Lift Platforms;
- Army Network;
- Air and Missile Defense Capabilities; and
- Soldier Lethality.

Long-Range Precision Fires provides the Army with long-range and deep-strike capability. It is the Army's number one modernization priority and is critical to winning in a fight against a peer adversary. The Army must provide commanders with surface-to-surface fires that are precise, responsive, effective and adaptable. They must be able to penetrate the enemy force's defensive capabilities within the operational environments by synchronizing effects across multiple domains.

Next Generation of Combat Vehicles allows the Army to achieve combat vehicle overmatch in close combat against the pacing threat. It delivers decisive lethality with manned- and unmanned-teaming as part of a combined-arms team in the future operating environment. The Next Generation Combat Vehicle CFT uses a rapid, iterative process to capability

Soldiers assigned to Company C, 2d Battalion, 70th Armored Regiment, 2d Armored Brigade Combat Team, 1st Infantry Division, Fort Riley, Kansas, move into a nearby wood-line during a platoon combined arms live-fire exercise at Presidenski Range in Trzebian, Poland, 26 March 2018 (U.S. Army photo by Specialist Dustin D. Biven, 22d Mobile Public Affairs Detachment).





Sergeant Michael Crocker, a U.S. Army Reserve paralegal specialist with the 151st Legal Operations Detachment, headquartered in Alexandria, Virginia, navigates through a training lane during the 200th Military Police Command's Best Warrior Competition held at Fort Hunter Liggett, California, 16 April 2018 (U.S. Army photo by Master Sergeant Michel Sauret).

development that reduces costs, technological obsolescence, acquisition risk and increases the speed of delivery. The CFT will look to non-traditional suppliers and academics as well as leverage early prototyping and Soldier experimentation before defining requirements.

Future Vertical Lift is an Army-led multi-service initiative, focused on enhancing vertical lift dominance through the development of next-generation capabilities. It increases reach, protection, lethality, agility and mission flexibility to successfully dominate in highly-contested and complex airspace against known and emerging threats. Through next-generation designs, it will integrate situational awareness, supervised autonomy, advanced manned/unmanned teaming and scalable and tailorable lethal/non-lethal fires and effects. Future Vertical Lift will maintain an early and continuous focus on reliability and maintainability to create maintenance free operating periods and reduce forward logistics burdens, while also establishing an affordable lifecycle of sustainment.

Army Network modernization strategy is designed to enable the Army to “fight tonight” while also actively seeking next-generation solutions to stay ahead of potential adversaries. This strategy is a fundamental change in the Army’s approach to tactical network modernization, which is aimed at keeping pace with threats in the near-term and developing a future network through rapid insertion of new technology and focused science and technology efforts. This new network modernization strategy, known as Halt, Fix

and Pivot, aims to: halt the programs that do not address operational requirements; fix the programs that are necessary to fulfill the most critical operational needs; and pivot to a more agile “adapt and buy” acquisition strategy.

Air and Missile Defense is one of the top modernization priorities. It will include the ability to defeat missile threats against the United States, deployed forces and allies. It is rapidly integrating and synchronizing the requirements development process, the acquisition process and resources to deliver capabilities faster. The Air and Missile Defense CFT, in conjunction with the Program Executive Office for Missiles and Space, will coordinate and synchronize the rapid procurement and fielding of the initial capability to the warfighter. Promising technologies, such as high-energy lasers, that have the potential to add significant capability in the future, will be experimented and evaluated.

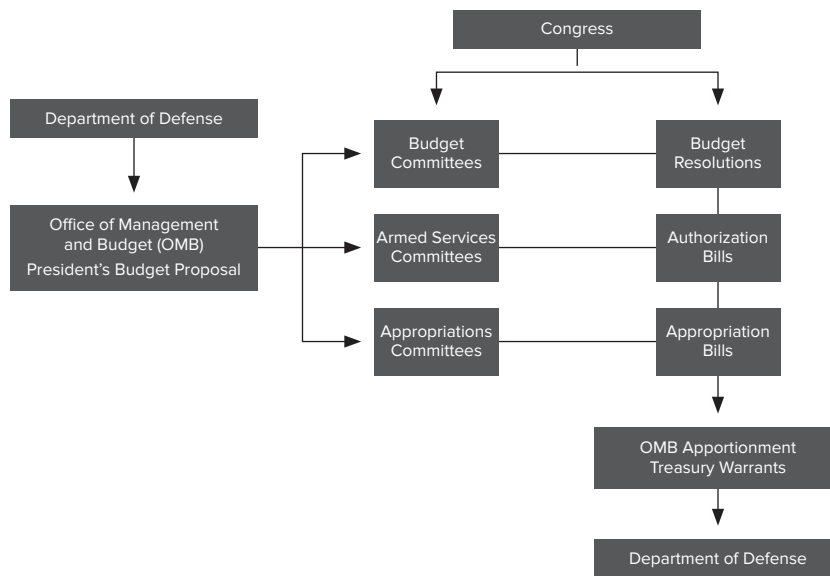
Soldier Lethality provides the foundation of the decisive force. Soldiers and squads must be organized, equipped and trained with superior lethality, situational awareness, mobility and protection that provides the overmatch required to defeat capable and determined adversaries in complex operating environments. Soldier lethality spans all fundamentals: shooting, moving and communicating, protecting, sustaining and training. Soldiers must have capabilities that utilize the latest developments in Science and Technology while countering emerging threats. Army Directive 2017-24 established the Soldier Lethality CFT to enhance Soldiers’ and squads’ ability to fight, win and survive. Ongoing efforts include providing next-generation squad weapons; enhanced night vision goggles; adaptive Soldier architecture; and a synthetic training environment.

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 2018 began on 1 October 2017 and ends on 30 September 2018.

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 (DoD), the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the

DEPARTMENT OF DEFENSE BUDGET PROCESS



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 must pass Continuing Resolution Acts to allow departments to continue operating within stipulated restrictions.

When the president signs the appropriation acts into law, the U.S. Treasury is the first to receive funds, followed by DoD and then the Army. 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 ongoing operations, 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 a bridge supplemental, allowing the Army to continue operations in the time between the end of the last FY (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 events of 9/11 reversed that trend; 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 from the previous year. As mentioned previously, although there has been some relief from the strictures of sequestration in FYs 2018 and 2019, these measures are only temporary; budgetary restrictions will again be operating at full force in FY 2020.

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 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>.

³ 2016 *Army Posture Statement*, p. 4.

⁴ 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.

⁵ Office of the Chief of Public Affairs, "Army Modernization," *Army News Service*, 16 January 2018, <https://www.army.mil/standto/2018-01-16>; U.S. Army Training and Doctrine Command's Army Capability Integration Center, "U.S. Army Modernization Strategy," *Army News Service*, 6 June 2018, <https://www.army.mil/standto/2018-06-06>.

U.S. Army Paratrooper Specialist Devin Barron, a forward observer with Charlie (Chosen) Company, 2d Battalion, 503d Infantry Regiment (Airborne), 173d Airborne Brigade, waits to move out during a company live-fire part of exercise Eagle Strike on 23 October 2017. The 173d Airborne Brigade is the U.S. Army's Contingency Response Force in Europe, providing rapidly deploying forces to the U.S. Army Europe, Africa and Central Command Areas of Responsibility within 18 hours (U.S. Army photo by Staff Sergeant Alexander C. Henninger, 173d Airborne Brigade).





THE SOLDIER

ARMY STRONG

The United States Army is among the best trained, most disciplined and most proficient in the world. This originated in 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. It 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 its 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 work of the unit.
- **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, resulting from knowing that 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. Among other things, 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.** 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 for and acting upon the things that 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 carrying out their 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

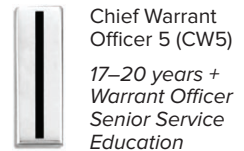
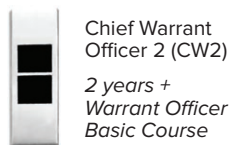
RANK AND PROMOTIONS

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.

U.S. ARMY RANK INSIGNIA

WITH ESTIMATED PROMOTION TIMELINES

No Insignia	E-1	Private		O-1	Second Lieutenant (2LT)
	E-2	Private Second Class (PV2) <i>6 months</i>		O-2	First Lieutenant (1LT) <i>18 months</i>
	E-3	Private First Class (PFC) <i>16 months</i>		O-3	Captain (CPT) <i>4 years</i>
	E-4	Specialist (SPC) <i>30 months</i>		O-4	Major (MAJ) <i>10-11 years</i>
	E-4	Corporal (CPL) <i>30 months</i>		O-5	Lieutenant Colonel (LTC) <i>16.5 years</i>
	E-5	Sergeant (SGT) <i>4.5 years</i>		O-6	Colonel (COL) <i>22 years</i>
	E-6	Staff Sergeant (SSG) <i>8 years</i>		O-7	Brigadier General (BG)
	E-7	Sergeant First Class (SFC) <i>12.5-14 years</i>		O-8	Major General (MG)
	E-8	Master Sergeant (MSG) <i>17.7-20 years</i>		O-9	Lieutenant General (LTG)
	E-8	First Sergeant (1SG) <i>17.7-20 years</i>		O-10	General (GEN)
	E-9	Sergeant Major (SGM) <i>22.6-24 years</i>			
	E-9	Command Sergeant Major (CSM) <i>22.6-24 years</i>			
	E-9	Sergeant Major of the Army (SMA)			



The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, which includes 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. The Army is an equal-opportunity 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). Their commissions serve as the base for their 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; completing the Reserve Officer Training Corps (ROTC) program while attending college; or completing Officer Candidate School (OCS). The officer corps is divided into three designations:

- company-grade officers (lieutenants and captains);
- field-grade officers (majors, lieutenant colonels and colonels); and
- general officers.

The Army's highest rank, general of the Army (five stars), was created in 1944 and so far has been conferred on George Marshall, Douglas MacArthur, Dwight Eisenhower, Henry Arnold and Omar Bradley. 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, warrant officers receive a commission from the president and have the same legal status as commissioned officers.



A U.S. Army Task Force Brawler CH-47F Chinook flight engineer sits on the ramp while conducting a training exercise with a Guardian Angel team assigned to the 83d Expeditionary Rescue Squadron at Bagram Airfield, Afghanistan, 26 March 2018. The Army crews and Air Force Guardian Angel teams conducted the exercise to build teamwork and procedures as they provided joint personnel recovery capability, aiding in the delivery of decisive airpower for U.S. Central Command (U.S. Air Force Photo by Technical Sergeant Gregory Brook).

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

Enlisted Personnel

Enlisted Soldiers must begin their service by successfully completing basic training—where they learn the Army culture and core skills of a Soldier—and attending Advanced Individual Training (AIT) 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 (NCO) with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers, but they also have the 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 are often 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 advisor 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 are also 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

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

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 Officer Leader 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 helps 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 the technical skills and knowledge necessary for their duties.

Military Doctrine. In addition to skills- and knowledge-based coursework, TRADOC helps the Army to formulate the warfighting and organizational strategies known as doctrine. This is achieved 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” acting 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 that each 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;
- to provide combat service support or administration to the Army as a whole; or
- specialty branches such as legal or medical.

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; Soldiers wear them proudly.

RECRUITING AND RETENTION

As an All-Volunteer Force, the Army must recruit to meet its endstrength requirements, but it focuses on 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 offices located in almost every community in the nation. The major source of officers is the senior ROTC program, operated by the U.S. Army Cadet Command at colleges and universities throughout the United States. Between Army ROTC and OCS, Cadet Command produces the majority of the Army’s new second lieutenants. The command also oversees 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 their families’ satisfaction with the quality of military life. Continued satisfaction, among other things, relies on quality compensation, single-Soldier and family housing, health care and retirement benefits.

A paratrooper with the 82d Airborne Division waits inside an Air Force Aircraft with paratroopers from America’s Guard of Honor to perform an Airborne Assault in support of All American Week 100 Airborne Review at Fort Bragg, North Carolina, 25 May 2017 (U.S. Army photo by Private First Class Hubert D. Delany III, 22d Mobile Public Affairs Detachment).





Soldiers from the U.S. Army Honor Guard support an Army Full Honors Wreath-Laying at the Tomb of the Unknown Soldier hosted by General Koji Yamazaki, Chief of Staff, Japan Ground Self-Defense Force; at Arlington National Cemetery, Arlington, Virginia, 10 July 2018 (U.S. Army photo by Elizabeth Fraser, Arlington National Cemetery).



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. At the commander's discretion, the patrol cap may be replaced by a black wool beret.

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

All ACUs are treated with a standardized insect repellent called permethrin to provide additional protection against insects. The Army also issues permethrin-treated FRACUs to all deploying Soldiers. Permethrin is a 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 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® pattern used by Army forces deployed to Afghanistan, 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

ARMY COMBAT UNIFORM (ACU)

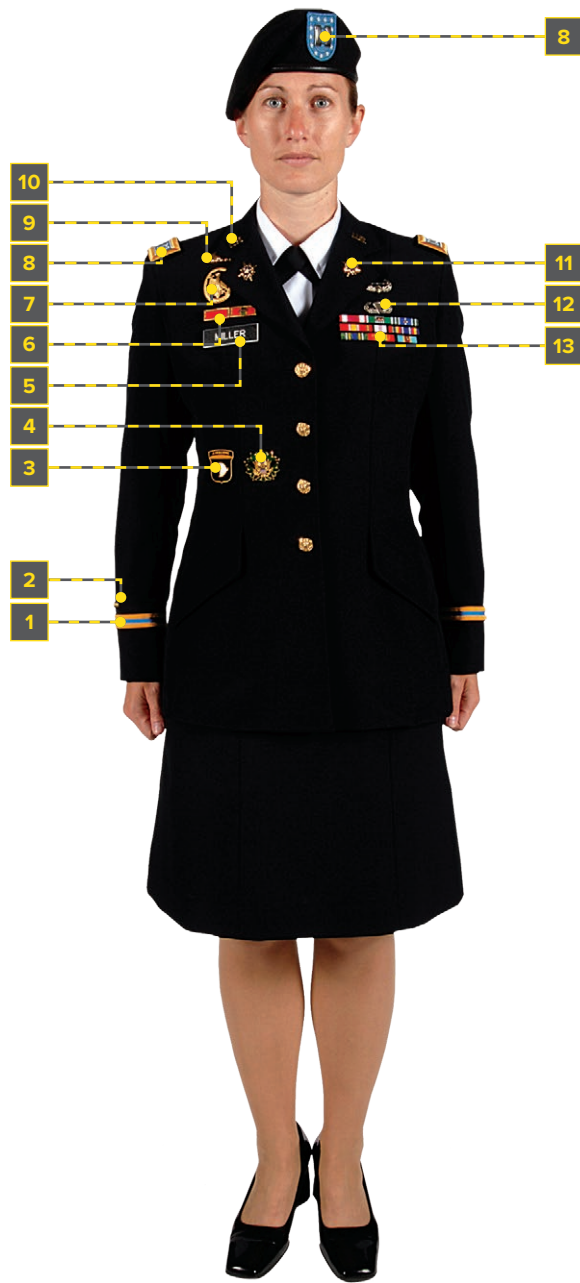


OPERATIONAL
CAMOUFLAGE
PATTERN

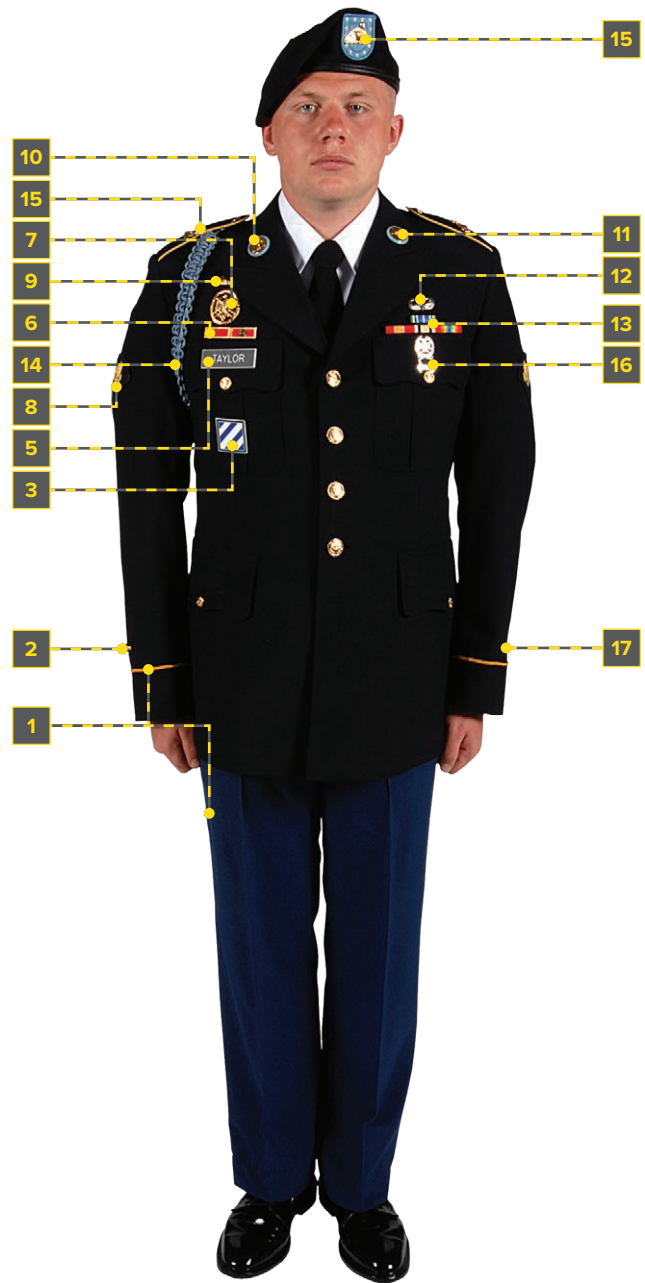
- 1. Identification badge** (not pictured)
Office of the Secretary of Defense; Joint Chiefs of Staff; Army Staff; Career Counselor; Guard, Tomb of the Unknown Soldier; Drill Sergeant; U.S. Army Retired.
- 2. Former wartime service shoulder sleeve insignia**
- 3. American flag patch**
The flag is reversed to give the impression of flying in the breeze as the Soldier moves forward.
- 4. Name tape**

- 5. Rank insignia**
- 6. Skill qualification badges** (not pictured)
- 7. U.S. Army tape**
- 8. Individual Tabs** (not pictured)
Special Forces; Ranger; Sapper; President's Hundred.
- 9. 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. U.S. insignia

11. Branch 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 (not pictured)





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

COMBAT & SPECIAL SKILL BADGES

These charts depict a selection of Army badges currently authorized for wear. This is not a comprehensive list nor should it be used to establish order of precedence. See Department of the Army (DA) Pamphlet 670-1 *Uniforms and Insignia* for a complete listing of badges and details regarding their wear.

SPACE	ARMY ASTRONAUT	AVIATION	FLIGHT SURGEON	ARMY AVIATOR
 Space	 Army Astronaut	 Aviation	 Flight Surgeon	 Aviator
 Senior Space	 Senior Army Astronaut	 Senior Aviation	 Senior Flight Surgeon	 Senior Aviator
 Master Space	 Master Army Astronaut	 Master Aviation	 Master Flight Surgeon	 Master Aviator

COMBAT ACTION		COMBAT MEDICAL	
 Combat Action <i>First Award</i>	 Combat Action <i>Second Award</i>	 Combat Medical <i>First Award</i>	 Combat Medical <i>Second Award</i>
 Combat Action <i>Third Award</i>	 Combat Action <i>Fourth Award</i>	 Combat Medical <i>Third Award</i>	 Combat Medical <i>Fourth Award</i>

EXPERT FIELD MEDICAL	AIR ASSAULT	PHYSICAL FITNESS	PATHFINDER
			

MARKSMANSHIP BADGES

WEAPONS QUALIFICATION				DISTINGUISHED SHOT	
 Marksman	 Sharpshooter	 Expert	 RIFLE	 Distinguished Pistol Shot	 Distinguished Rifleman
			 AEROWEAPONS		

COMBAT & SPECIAL SKILL 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 OF SERVICE INSIGNIA



Acquisition Corps



Adjutant General's Corps



Air Defense Artillery



Armor



Army Medical Specialist Corps



Army Nurse Corps



Aviation



Army Bands



Cavalry



Chaplain, Christian Faith



Chaplain, Jewish Faith



Chaplain, Buddhist Faith



Chaplain, Muslim Faith



Chaplain, Hindu Faith



Chaplain Assistant



Chaplain Candidate



Chemical Corps



Civil Affairs



Corps of Engineers



Cyber Corps



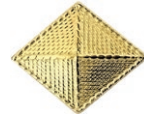
Dental Corps



Electronic Warfare



Field Artillery



Finance Corps



General Staff



Infantry



Inspector General



Judge Advocate General



Logistics



Medical Corps



Medical Service Corps



Military Intelligence



Military Police Corps



National Guard Bureau



Nominative Senior Enlisted Leader collar insignia



Ordnance Corps



Psychological Operations



Public Affairs



Quartermaster Corps



Signal Corps



Staff Specialist, Army National Guard



Special Forces



Sergeant Major of the Army collar insignia



Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff collar insignia



Transportation Corps



Medical Department - Veterinary 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.



Medal of Honor



Distinguished Service Cross



Defense Distinguished Service Medal



Army Distinguished Service Medal



Silver Star



Defense Superior Service Medal



Legion of Merit



Distinguished Flying Cross



Soldier's Medal



Bronze Star Medal



Purple Heart



Defense Meritorious Service Medal



Meritorious Service Medal



Air Medal



Joint Service Commendation Medal



Army Commendation Medal



Joint Service Achievement Medal



Army Achievement Medal

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.



Army Presidential Unit Citation



Joint Meritorious Unit Award



Army Valorous Unit Award



Army Meritorious Unit Commendation



Army Superior Unit Award

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.



Philippine Presidential Unit Citation



Republic of Korea Presidential Unit Citation

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.



Prisoner of War Medal



Good Conduct Medal



Asiatic-Pacific Campaign Medal



European-African-Middle Eastern Campaign Medal



World War II Victory Medal



Army of Occupation Medal



Medal for Humane Action



National Defense Service Medal



Korean Service Medal



Antarctica Service Medal



Armed Forces Expeditionary Medal



Vietnam Service Medal



Southwest Asia Service Medal



Kosovo Campaign Medal



Afghanistan Campaign Medal



Iraq Campaign Medal



Inherent Resolve Campaign Medal



Global War on Terrorism - Expeditionary Medal



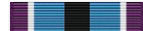
Global War on Terrorism - Service Medal



Korean Defense Service Medal



Armed Forces Service Medal



Humanitarian Service Medal



Military Outstanding Volunteer Service Medal



Army Sea Duty Ribbon



Armed Forces Reserve Medal



NCO Professional Development Ribbon



Army Service Ribbon



Overseas Service Ribbon



Army Reserve Component Overseas Training Ribbon

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.



Inter-American Defense Board



United Nations Medal



NATO Medal



Multinational Force and Observers



Republic of Korea War Service

This chart depicts a selection of joint and Army service medals, ribbons and unit citations that are 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 DA Pamphlet 670-1 and Army Regulation 670-1 for a complete listing of awards and details regarding their wear.

TABS

INDIVIDUAL TABS



Special Forces
worn by Soldiers who have completed the Special Forces Qualification Course



Ranger
worn by graduates of the U.S. Army's Ranger School



Sapper
worn by graduates of the U.S. Army's Sapper School



President's Hundred³
worn by those who place among the top 100 competitors in the President's Match

UNIT TABS



Airborne
worn by Airborne and Air Assault units



Mountain
worn by the 10th Mountain Division



Advisor
worn by Security Force Assistance Brigades



Jungle Expert
worn by graduates of the Jungle Operations Training Center who are assigned to the USARPAC AOR



Honor Guard⁴
worn by 1st Battalion, 3d Infantry (Old Guard)



The U.S. Army Band⁵



Combined Division⁶
worn by Soldiers at 2d Infantry Division Headquarters

IDENTIFICATION BADGES



Presidential Service



Vice Presidential Service



Office of the Secretary of Defense



Joint Chiefs of Staff



Combat Service⁷



Army Staff



Guard, Tomb of the Unknown Soldier



Drill Sergeant



Career Counselor



Retired Service



Military Police



Military Horseman⁸

ARMY RECRUITER



Army Recruiter Silver



Army Recruiter Gold



Army Recruiter Master

ARMY NATIONAL GUARD RECRUITING AND RETENTION



Basic



Senior



Master

ARMY INSTRUCTOR



Army Instructor



Senior Army Instructor



Master Army Instructor

Sergeant Andrew Paredes, a U.S. Army Reserve wheeled vehicle mechanic Soldier with the 841st Engineer Battalion, of North Miami Beach, Florida, and Corporal Felicia Weinsinger, a U.S. Army Reserve motor transport operator Soldier with the 341st Engineer Company, of Barling, Arizona, participate in a promotional photo shoot for Army Reserve recruiting at Joint Base McGuire–Dix–Lakehurst, New Jersey, 25 July 2017 (U.S. Army Reserve photo by Master Sergeant Michel Sauret).



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.

The ASU may be worn throughout the year for a wide variety of occasions such as graduations, promotions and other special events. Army Blue, as a uniform color, traces its origins back to the national blue of the American 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 a light-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.

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. 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.

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 The President's Hundred tab is a marksmanship tab authorized for Soldiers who place among the top 100 competitors in the President's Match, a competition held annually at the National Rifle Matches at Camp Perry, Ohio.

⁴ 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).

⁵ Each Army Band has a distinctive tab.

⁶ This tab is used to signify the joint nature of the 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.

⁷ The 1st Cavalry Division Combat Service Identification Badge (CSIB) shown is for illustrative purposes only. The CSIB will match the Soldiers' shoulder sleeve insignia for former wartime service.

⁸ The Military Horseman Identification Badge is awarded to members of the 3d U.S. Infantry Regiment (The Old Guard) who complete the Basic Horsemanship Course and serve as a lead rider on the Caisson team.

U.S. Army Staff Sergeant Christopher Doyle, a weapons squad leader in Charlie Company, 1st Battalion, 27th Infantry Regiment "Wolfhounds", 2d Infantry Brigade Combat Team, 25th Infantry Division, prepares to move his squad forward during a combined arms live-fire exercise at Schofield Barracks, Hawaii, 3 August 2018. The exercise is part of an overall training progression in order to maintain combat readiness in preparation for a Joint Readiness Training Center rotation later this year (U.S. Army photo by First Lieutenant Ryan DeBooy).





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. Around the globe, the Soldier is the first and last defense of the United States and as such is at the forward point of national security.

PERMANENT OVERSEAS BASING

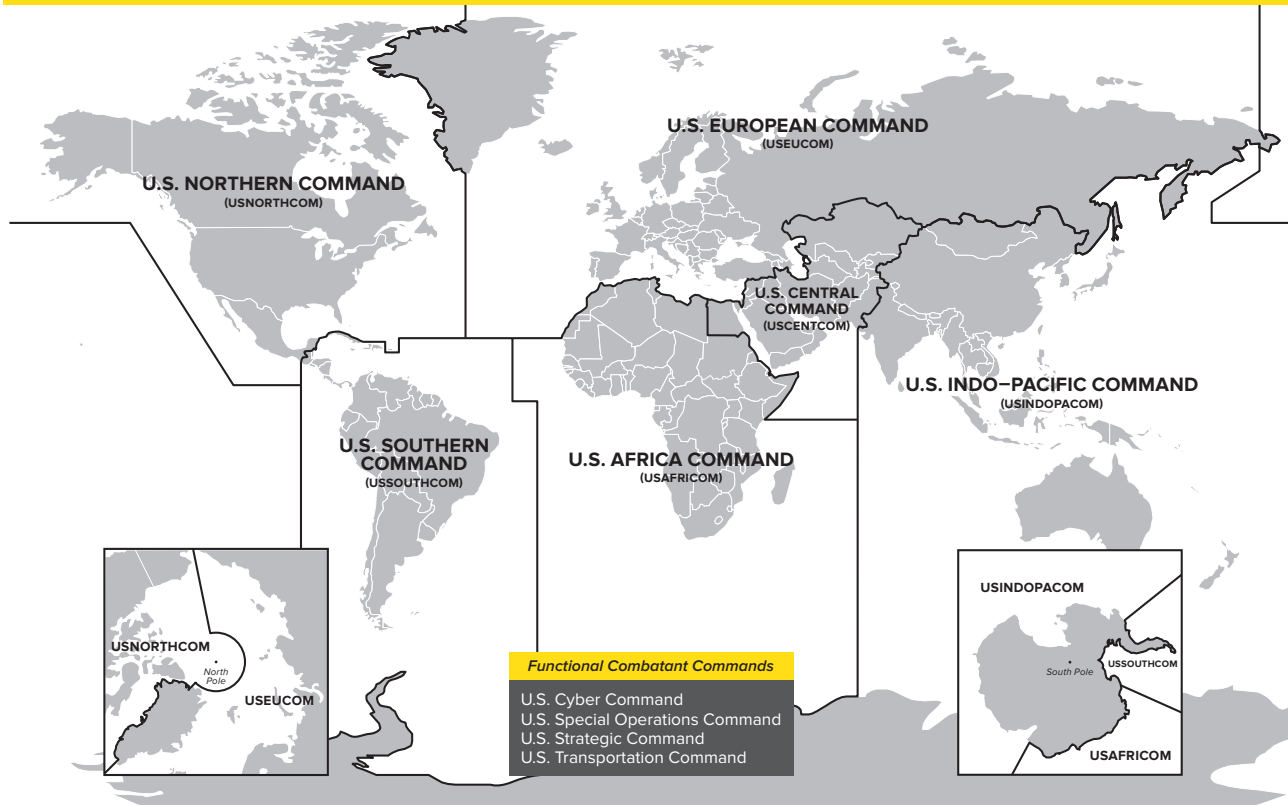
The United States Army calls a variety of places home as it stations its Soldiers around the world and continues to maintain a strong presence in Europe and the Pacific Rim.

Europe

Following World War II, 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 almost 70 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 29 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.

GEOGRAPHIC AND FUNCTIONAL COMBATANT COMMANDS



In accordance with NATO’s transformation, NATO Allied Land Command was officially activated in Izmir, Turkey, in 2012. As the alliance’s 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. 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 cooperation activities and theater logistics support.

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 since 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 in 1953, 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 regional peace and stability.

Elements of the U.S. Army have remained in South Korea since the Armistice was signed. 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. Indo–Pacific Command (USINDOPACOM).

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 efforts 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 weapons of mass destruction counter-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 (moving USFK from Yongsan Garrison in Seoul to Camp Humphreys in Pyeongtaek, Gyeonggi Province) and the Land Partnership Plan are ongoing efforts to consolidate the American footprint on the peninsula and relocate the majority of USFK and United Nations Command headquarters 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. USFK new headquarters at Camp Humphreys opened on 22 June 2018.

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 the Islamic State of Iraq and Syria (ISIS), 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. The following are some of the operations and task forces that are ongoing.

Iraq and Syria: 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 OIR to degrade and destroy ISIS. 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 ISIS.



A U.S. Army armored element from Company A, 1st Battalion, 63d Armor Regiment "Dragons," 2d Armored Brigade Combat Team, 1st Infantry Division, Fort Riley, Kansas, performs a strategic convoy maneuver during Combined Resolve X at the Hohenfels Training Area, Germany, 2 May 2018. Exercise Combined Resolve is a USAREUR exercise series held twice a year in southeastern Germany and provides the Joint Modernization Command an opportunity to assess multiple concepts and capabilities (U.S. Army photo by Specialist Andrew McNeil, 22d Mobile Public Affairs Detachment).

As of August 2018, significant progress has been made in efforts against ISIS. Iraqi Security Forces are taking back territory as they locate and destroy ISIS remnants, clear and rebuild roads and restore basic infrastructure. Syrian Democratic Forces have also made progress both in reconstruction efforts and in military operations. Despite real successes across the board, ISIS remains a threat that must not be underestimated or minimized.

Afghanistan: Operation Freedom's Sentinel (OFS)

In response to 9/11, 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 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; and second, they execute TAA in support of RS. Early 2018 has seen continued and sometimes growing terrorist threats in Afghanistan, as the Taliban is active in a majority of the country, ISIS continues to be a threat and al Qaeda seems to be regaining strength.

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

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, South 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 immediate area.

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, JTF-Bravo is the headquarters for U.S. forces and exercise activities at Soto Cano Air Base, Honduras. Under U.S. Southern Command, JTF-Bravo's mission is to:

- conduct and support U.S. joint, combined and interagency operations that increase regional security;
- support 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 peace-keeping 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)

MFO is an organization of 12 countries: Australia, Canada, Colombia, Czech Republic, Republic of Fiji Islands, France, Italy, New Zealand, Norway, the United Kingdom, 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.



The 2-501st General Support Aviation Battalion, 1st Armored Division Combat Aviation Brigade conducted a Field Training Exercise which began when a CH-47 Chinook helicopter simulating an air-assault was "shot down," 3 April 2018. The pilots and flight crews spent the following two days sharpening their Survival, Evasion, Resistance and Escape skills as they evaded the operational forces. This type of realistic, readiness-building exercise prepares Soldiers in the event that they experience such a scenario in combat (U.S. Army photo by Captain Tyson Friar, 1st Armored Division).

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.

Eastern Europe: Operation Atlantic Resolve (OAR)

Since April 2014, USAREUR has led land force efforts on behalf of the U.S. military by conducting continuous, enhanced multinational training and security cooperation activities with allies and partners in Eastern Europe. These events improve interoperability, strengthen relationships and trust among allied armies, contribute to regional stability and demonstrate U.S. commitment to NATO. In the face of aggressive Russian actions in recent years, notably in the Donetsk and Luhansk oblasts of the Donbass region of Ukraine, OAR aims to support American allies and deter further aggression from bad actors.



U.S. Army Specialist Kallie Kappes of the 136th Combat Sustainment Support Battalion, North Dakota Army National Guard, kneels to hug her sons as they greet her upon her return from a 10-month deployment to Afghanistan, 16 November 2017 (U.S. Air National Guard Photo by Senior Master Sergeant David H. Lipp).



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 Soldiers' 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 of 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 at hand. If a Soldier is concerned about his or her family's well-being, mission focus is compromised and Army-wide combat readiness is jeopardized.

Studies conducted by the Walter Reed Institute, among others, have shown that family problems lead to troubled Soldiers and poor military performance, whether in field training exercises or in actual combat. No one wants to be covered by a Soldier who is worried by family troubles.

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 that 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, usually deployments are set and announced months in advance, giving Soldiers and their 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 or months.

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 (ACS) 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.



YOUR SOLDIER, YOUR ARMY: A FAMILY GUIDE

The need for this book came out of my own fears and stresses when our sons began deploying to combat zones early in their careers. I realized then that there was not a lot of information out there for parents of Soldiers. The Army had made great strides in educating and providing for Soldiers' spouses, but there just wasn't much for other family members. The war in Iraq had begun and, with both of our sons deployed in the same unit, I knew that if I were concerned and worried, I could only imagine how stressful it was for the moms and dads who had never been in the Army and who knew little or nothing about what their son or daughter had chosen to do. In a peacetime Army that may not be as critical, but during a time of war and with almost every unit deploying at one time or another, I knew that there was a real need for information for Soldiers' families.

My goal back in 2005 was—and continues to be today—to share, teach, comfort and ultimately help others experience the joys that come with serving this nation. Whether it is you, someone in your family or someone you know who is in uniform, I hope this book opens your eyes, ears and heart and helps to give you the resources, the strength and the courage you may need. It is not easy having a loved one in the Army, especially in today's climate of unrest in so many places around the world.

Vicki L. Cody
—Army spouse
and mother

Read it online at:

www.ausa.org/publications/your-soldier-your-army-family-guide.

Second Lieutenant John Triolo, Massachusetts National Guard, celebrates with his daughter, Ann, and his son, Christopher, moments after receiving his first commission (Edward Turner, private photo collection).



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 (SGLI) from \$50,000 to \$400,000, the institutionalization of Family Readiness Groups (FRGs) and establishment of the Army Family Team Building (AFTB) and Better Opportunities for Single Soldiers (BOSS) programs.

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; provides pre- and post-deployment support; and helps 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

The FRG is an important resource for all Army families. It 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 family members anytime, day or night, 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.



A boy sneaks under a street barrier to get a better view of the National Memorial Day Parade in Washington, DC, 30 May 2016. Approximately a hundred U.S. Army Reserve Soldiers marched in this year's parade, represented by the 200th Military Police Command, from Fort Meade, Maryland; the 55th Sustainment Brigade, from Fort Belvoir, Virginia; and the Military Intelligence Readiness Command, from Fort Belvoir (U.S. Army photo by Master Sergeant Michel Sauret).

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 disability 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. 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 skills.

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 brings 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. It 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 financial help 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); or
 - 703-253-7599 (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

Soldiers generally earn less than their civilian counterparts, which, in some cases, can lead to financial hardships. ACS is ready at all times to advise on any monetary issues that may arise for Soldiers and their families; they also offer 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

Marsha Byrom (right), wife of Colonel Jonathan Byrom, the 77th commander of 3d Cavalry Regiment, hands out a food donation request card to a shopper during a local food drive on 17 November 2017 in Harker Heights, Texas. The food drive is held annually and all donations collected are given to the local food banks found throughout the county (U.S. Army photo by Staff Sergeant Taresha Hill, 3d Cavalry Regiment).



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 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, ACSs’ 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



U.S. Army Colonel Khot Souimaphanh, assigned to Allied Forces North Battalion, gives a bouquet of flowers to his wife during his promotion ceremony, in Brunssum NATO Base, Netherlands, 2 February 2018 (U.S. Army photo by Pascal Demeuldre).

Captain John Tilley is greeted by his daughters, Frances, 1, and Margaret Anne, 4. Tilley's wife, Jenn, and third daughter, Grace, 3, were also in line for hugs and kisses. Friends and families of nearly 400 paratroopers from the 4th Infantry Brigade Combat Team (Airborne), 25th Infantry Division gathered on 2 June 2018 at Joint Base Elmendorf-Richardson's Hangar 1 to welcome Soldiers home from their nine-month deployment to Afghanistan in support of Operation Freedom's Sentinel (U.S. Army photo by John Pennell).



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.

WARRIOR TRANSITION UNITS

WTUs exist 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 a 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 FMWR 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 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—it provides insurance coverage for injuries incurred on or off duty.

If a Soldier is automatically insured under full-time SGLI, they are automatically covered by TSGLI. TSGLI coverage applies to Regular Army members, National Guard members, Reservists, funeral honors duty and one-day muster duty.

The premium for TSGLI is a base 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,



Fort Drum Soldiers and family members enjoy games, food and fellowship at the Army Community Service (ACS) birthday party on 25 July 2018. The day provided an opportunity to meet with ACS staff and learn about the many programs and upcoming events that ACS has to offer Soldiers and their families (Photo by Mike Strasser, Fort Drum Garrison Public Affairs).

A young boy salutes U.S. Army Rangers at the Combat Water Survival Assessment during the 34th annual David E. Grange, Jr. Best Ranger Competition at Fort Benning, Georgia, 9 April 2017. The Best Ranger competition is a three-day event consisting of challenges to test competitor's physical, mental and technical capabilities. It places the military's best two-man Ranger teams against each other to compete for the title of Best Ranger (U.S. Army photo by Staff Sergeant Justin P. Morelli).



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 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 BOSS program is to enhance the morale, welfare and recreation (MWR) 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.



U.S. Soldiers, assigned to 2d Battalion, 70th Armored Regiment, 2d Armored Brigade Combat Team, 1st Infantry Division participate in the Chemical, Biological, Radiological, Nuclear lane in their M1 Abrams during the Strong Europe Tank Challenge (SETC), at the 7th Army Training Command's Grafenwoehr Training Area, Germany, 6 June 2018. SETC is an annual training event designed to give participating nations a dynamic, productive and fun environment in which to foster military partnerships, form Soldier-level relationships and share tactics, techniques and procedures (U.S. Army photo by Matthias Fruth).



ARMY COMMAND STRUCTURE

ARMY COMMANDS

As opposed to unified combatant commands, which comprise two or more branches of the military, Army Commands exist solely under Army leadership. With the addition of Army Futures Command, activated in 2018, there are now a total of four Army Commands. They have a wide scope, as the missions of each are an integral part of life across the entire Army: force modernization; force provision; materiel management; and education of servicemembers.



U.S. Army Forces Command (FORSCOM)

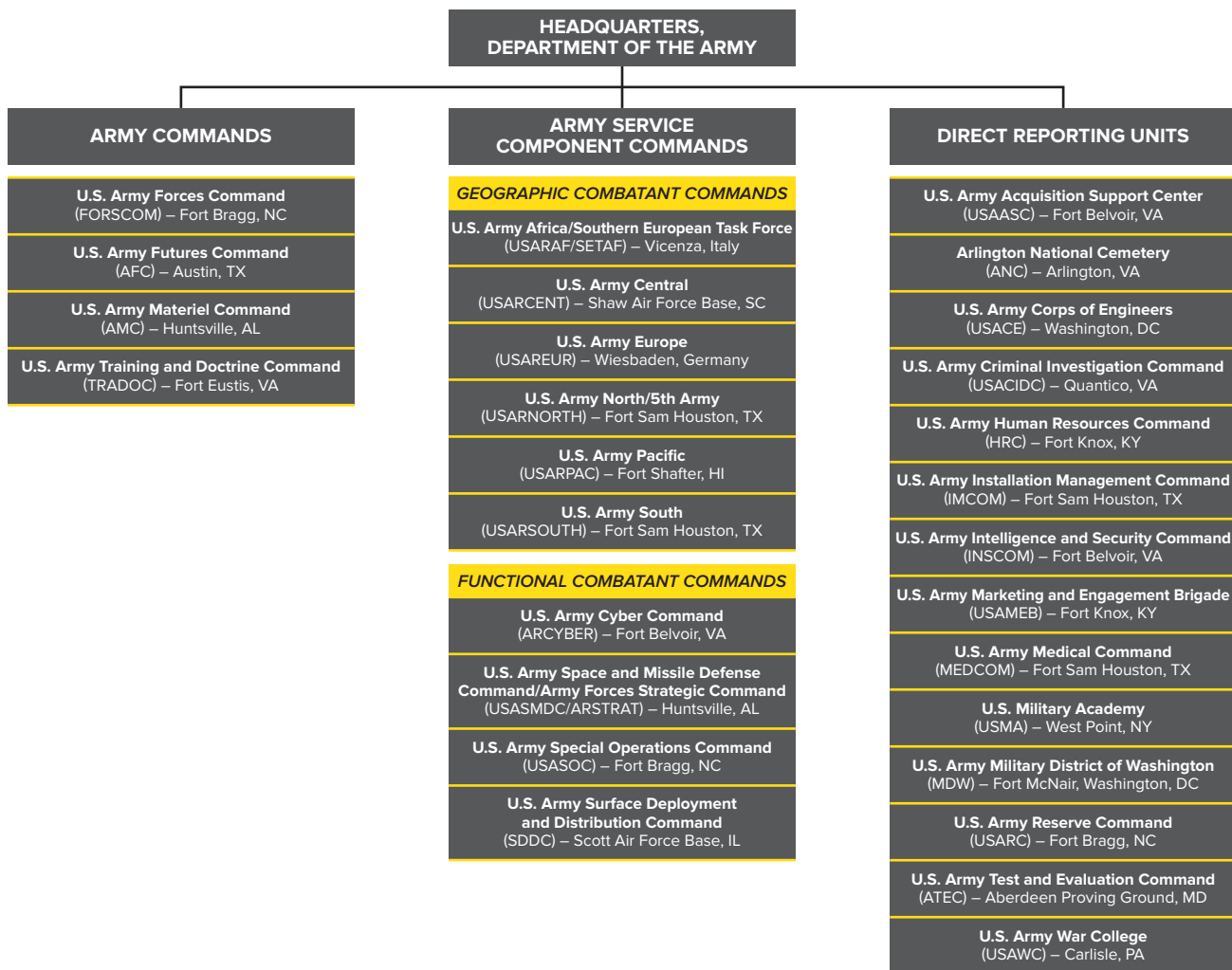
Fort Bragg, North Carolina

Mission: FORSCOM trains and prepares a combat ready, globally responsive Total Force in order to build and sustain readiness to meet combatant command requirements.

Always ready, FORSCOM units comprise more than 80 percent of the Army's combat power, constantly training Soldiers to sharpen the American military's competitive edge. As the Army's service force provider, FORSCOM is the principal interface with the joint staff to develop force-sourcing solutions to support Department of Defense (DoD) dynamic force employment objectives. FORSCOM also facilitates joint integration, informs development of the future force, enhances interoperability with allied and partner nations' armies and contributes to doctrine development.

FORSCOM Regular Army force structure includes three Army Corps 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 nine Army division headquarters, 25 brigade combat teams and a full range of additional combat enabler units. The brigade combat teams provide the combatant commands with trained, tailored and culturally-attuned forces for missions across the range of military operations—from projecting power and shaping the environment to conducting combined-arms maneuver, wide-area security and security force assistance activities. The enabler capabilities

ARMY COMMAND STRUCTURE



include those crucial to the strategic defense of the homeland, such as air and missile defense and chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) defense. Other unique warfighting capabilities include the Army’s fleet of watercraft that support combatant commanders around the globe.

Also subordinate to FORSCOM is the Army’s newly organized Security Force Assistance Command. This command, also headquartered at Fort Bragg, provides mission command of the Army’s Security Force Assistance Brigades.

First Army—headquartered at Rock Island Army Arsenal, Illinois—is the FORSCOM commander’s designated coordinating authority for implementation of the Army Total Force integration. The command partners with Army National Guard and Army Reserve leadership to advise, assist and train units to achieve

readiness standards during both pre- and post-mobilization through multicomponent integrated collective training. The Army National Guard, when mobilized, provides FORSCOM a balanced force of combat divisions, separate brigades and extensive support units. Prior to mobilization, the FORSCOM commander is responsible for the training and readiness oversight of Army National Guard units. The U.S. Army Reserve Command (USARC), also headquartered at Fort Bragg, is also subordinate to FORSCOM. USARC has units and activities throughout the continental United States, each with an individual mission and function that contributes to the accomplishment of the Army’s 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 two

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 prepare Soldiers for deployment through Decisive Action Training Environment, providing realistic and arduous scenarios that are constantly modernized to reflect changing battlefield conditions and to incorporate lessons learned.

Collectively, FORSCOM's 213,000 Regular Army Soldiers—teamed with the 350,200 Army National Guard and 194,000 Reserve Soldiers—provide the operational overmatch demanded by today's National Defense Strategy. Most important, they provide the nation with a lethal, resilient, unstoppable combat force capable of fighting and winning on today's complex battlefield in all warfighting domains.



U.S. Army Futures Command (AFC)

Austin, Texas

On 7 December 2017, Secretary of the Army Mark T. Esper presented plans to establish a new Army Command:

A three-star level task force is mapping out a new command—Army Futures Command—that will consolidate the service's modernization enterprise under one roof. This task force will report directly to the Under Secretary and Vice Chief of Staff of the Army on a weekly basis. Once this new command is stood up, which is currently targeted for the summer of 2018, it will be the most significant organizational change to the Army's procurement system since 1973.¹

Headquartered in Austin, Texas, AFC began its initial operations on 1 July 2018. It leads force transformation by assessing the future operational environment, emerging threats and new technologies in order to develop and deliver concepts, requirements, future force designs and modern materiel solutions to meet Soldiers' wartime needs.



Under Secretary of the Army Ryan D. McCarthy (right) and Command Sergeant Major Michael A. Crosby (left), tour Cockrell Engineering School at the University of Texas, 24 August 2018 in Austin, Texas (U.S. Army photo by Sergeant Brandon Banzhaf, 24th Press Camp Headquarters).

Force modernization will be achieved, among other efforts, by: linking operational concepts to requirements to acquisition to fielding; bringing concepts and requirements definitions into one team with engineering and acquisitions; operating out of a small agile headquarters focused on flexibility, collaboration and speed for faster innovation, experimentation and demonstration; and enabling rapid prototyping that makes room for early and inexpensive failures and increases learning with increased operational inputs.

AFC will derive the structure of its subordinate commands from organizations already within U.S. Army Training and Doctrine Command, U.S. Army Materiel Command and ASA(ALT)—Assistant Secretary of the Army (Acquisition, Logistics and Technology). These subordinates will remain at their current locations but will be realigned to ensure that all Army major components of the Army's force modernization enterprise are closely linked. Cross-Functional Teams (CFTs) will report to AFC and, though program managers will remain under the control of ASA(ALT), they will be teamed with the CFTs.

Leveraging commercial innovation, cutting-edge Science and Technology, prototyping and warfighter feedback, AFC will be focused first and foremost on making the Army more lethal to win the nation's wars and on bringing Soldiers safely home. Within this larger scope are the Army's six modernization priorities, discussed in greater detail on pp. 31–32: Long-Range Precision Fires; Next Generation Combat Vehicle; Future Vertical Lift; Army Network; Air and Missile Defense; and Soldier Lethality.²



U.S. Army Materiel Command (AMC)

Redstone Arsenal, Alabama

Mission: AMC develops and delivers materiel readiness solutions to ensure globally dominant land force capabilities. It synchronizes capabilities from technology, acquisition support, materiel development, logistics, power projection and sustainment to ensure materiel readiness across the spectrum of joint military operations. The command's complex missions range from the development of sophisticated weapon systems and cutting-edge research to the 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 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.

Activities: AMC is the Army's primary logistics and sustainment command responsible for the synchronization, integration and delivery of materiel readiness

across the Total Force to defend the nation, assure allies and deter potential adversaries. It manages the Army's global supply chain and provides logistics support to ensure the best-equipped and sustained fighting force in the world. Most of the command's 64,000 employees are civilians who work closely with military and contract employees to operationalize the command's efforts across the force. The organization impacts or has a presence in all 50 states and in more than 140 countries across the globe.

AMC and its nine major subordinate commands focus on sustaining the force—ensuring that units have the right equipment in the right place at the right time in ready condition. It develops, buys and maintains materiel for the Army by working closely with Program Executive Offices; the Army acquisition executive; industry; academia; and other related agencies.

It also handles the majority of the Army's contracting needs, including a full range of 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, it 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—inserting technology to make them even more lethal and reliable. The OIB manufactures and resets Army equipment, generating readiness and operational capability throughout Army formations.



U.S. Army Staff Sergeant Duane Butler (right) and Specialist Jonathan Vasquez (left) record map coordinates prior to a night ruck march during the Army Materiel Command's Best Warrior Competition 9–11 July 2018, at Camp Atterbury, Indiana. During the three-day competition, Soldiers were tested on basic and advanced warrior tasks and drills and faced challenges testing their physical and mental strength (U.S. Army Photo by Sergeant Eben Boothby).

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. It handles diverse missions that reach far beyond the Army. For example, it 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.

Among its many contributions to materiel readiness, it is also a key enabler of Army power projection—rapidly and effectively deploying and sustaining forces—a critical component to Army readiness. AMC-operated transportation offices, depots, arsenals, plants and ports and AMC-managed installation deployment infrastructure are critical to the nation’s power projection capabilities.



U.S. Army Training and Doctrine Command (TRADOC)

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



How to load a weapon properly is one task U.S. Army Reserve Soldiers learned in Preliminary Marksmanship Instruction during Operation Cold Steel II, hosted by U.S. Army Civil Affairs and Psychological Operation Command (Airborne) at Joint Base McGuire–Dix–Lakehurst, New Jersey, 21 August 2018. Operation Cold Steel is the U.S. Army Reserve’s crew-served weapons qualification and validation exercise (U.S. Army Reserve photo by Staff Sergeant Christopher J. Sofia, 78th Training Division).

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, and 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 for 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 that the future Army will need to fight and win;

- builds the Army by transforming quality recruits into Soldiers who are physically tough, mentally adaptive and adherent 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:

- developing leaders who thrive in unpredictable, 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.

ARMY SERVICE COMPONENT COMMANDS (ASCCs)

ASCCs serve as Army components for unified combatant commands, i.e., they are the Army element of a command that comprises two or more branches of the

military. They are responsible for recommendations to the joint force commander on the allocation and employment of Army forces within the combatant command. There are currently 10 ASCCs.

ASCCs Supporting Geographic Combatant Commands



U.S. Army Africa/ Southern European Task Force (USARAF)/(SETAF)

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 complex challenges exist in the USARAF/SETAF's operating environment. This is especially true on the continent of Africa, where in



Soldiers from 36th Engineer Brigade and Ghana Armed Forces execute counter improvised explosive devices lanes during United Accord 2018 at the Bundase Training Camp in Ghana 27 July 2018 (U.S. Army photo by Staff Sergeant Charles Stefan).

recent years several countries and 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. Its central idea is that Army activities in Africa are essential to advancing USAFRICOM objectives and securing a future that is favorable to U.S. interests.

USARAF works with African and international partners to establish and maintain stability in Africa. 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 violent extremist organizations (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’ abilities to provide security and stability for their people. USARAF works as a trusted and respected partner, over time and across echelons, helping African partners to fulfill their potential.



U.S. Army Central (USARCENT)

Shaw Air Force Base, South Carolina

Mission: USARCENT shapes the environment to improve access and interoperability, sets the theater to deter adversaries and is prepared to transition to Phase 1 of contingency operations. The doctrinal name for the ASCC of a geographic combatant command is “theater army.” USARCENT is the ASCC of U.S. Central Command (USCENTCOM) and is their Coalition Forces Land Component Command (CFLCC), responsible for planning, coordinating and employing land forces.

Activities: USARCENT’s area of responsibility (AOR) is a large and complex. It stretches from the Central Asian States to North Africa (Egypt), encompassing an area of approximately 11.8 million square kilometers (1.5 times larger than the continental United States) that consists of 20 countries. It is populated by more than 540 million people who make up 49 ethnic groups, speak approximately 60 different languages and represent 27 religions.

Resident in the Middle East for more than 25 years and hardened by almost two decades of combat, USARCENT shapes the regional environment, builds partner capabilities and capacity, reassures friends, deters threats to security and ensures 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



U.S. Army Captain Ken Ginther, the officer in charge assigned to the 157th Military Engagement Team, Wisconsin Army National Guard, attached to USARCENT, shares his preferred method of detaining and searching a suspect with soldiers from the Royal Army of Oman's Border Guard Brigade at a vehicle control point practical exercise held in Haima, Oman, 8 August 2018 (U.S. Army photo by Specialist Adam Parent).

close working relationship with all involved in the materiel enterprise. The USARCENT team also includes the 1st Sustainment Command (Theater), the 335th Signal command (Theater) (Provisional), the 513th military intelligence brigade, the 3d Medical Command (Deployment Support), the 4th Battlefield Coordination Detachment, two area support groups and a National Guard Division Headquarters.



U.S. Army Europe (USAREUR)

Wiesbaden, Germany

Mission: As the Army's forward command in Europe, USAREUR is a visible symbol of U.S. commitment to the region. Its mission is to provide U.S. European Command (USEUCOM) with trained and ready forces; enable the development of stronger relationships; and set conditions for multinational interoperability.

Activities: USAREUR's priority is readiness, sustained through training, personnel and equipment.

- **Training:** The 7th Army Training Command prepares forces and provides innovative multinational

training solutions through seven training directorates: Combined Arms Training Center; Grafenwoehr Training Area; International Special Training Centre; Joint Multinational Readiness Center; Joint Multinational Simulation Center; 7th Army Noncommissioned Officer Academy; and Training Support Activity Europe.

- **Personnel:** Permanently assigned forces—from units such as 2d Cavalry Regiment and 12th Combat Aviation Brigade—are capable of a full range of activities, from major combat operations to humanitarian assistance. 173d Airborne Brigade is USAREUR's designated Army Contingency Response Force capable of responding in as little as 18 hours to crises in the European, African and Central Command areas of responsibility. Rotations of National Guard and U.S. Army Reserve Soldiers demonstrate the Total Army approach to European security; integration of Regionally Allocated Forces further reinforces the U.S. commitment to the theater; and U.S. Army North Atlantic Treaty Organization (NATO) Brigade integrates trained and ready Soldiers into the NATO organization.
- **Equipment:** The 21st Theater Sustainment Command (TSC) provides a full range of logistical capabilities through units such as 16th Sustainment Brigade, 409th Contracting Support Brigade and 18th Military Police Brigade. Additionally, 21st TSC works hand-in-hand with 405th Army Field Support Brigade to manage the four Army Prepositioned Stock sites in Europe that are comprised of an Army Brigade Combat Team set of military vehicles and equipment, forward-positioned in strategic locations.

USAREUR is also responsible for setting the theater, i.e., supporting operational plans and contingencies throughout Europe and enabling an efficient flow of forces as needed, for which they must deter threats, maintain critical capabilities and enhance interoperability.

- **Deterrence:** The European Deterrence Initiative (EDI) provides funding to enhance deterrence posture, improve the readiness and responsiveness of U.S. forces in Europe and increase the alliance's joint and combined interoperability. EDI funds several USAREUR exercises and events, including Operation Atlantic Resolve, NATO's Enhanced Forward Presence (Battle Group Poland) and the heel-to-toe rotations of Regionally Allocated Forces.

- **Capabilities:** Subject-matter experts in a wide variety of fields are vital to effectiveness. Units such as 30th Medical Brigade, 66th Military Intelligence Brigade, 2d Theater Signal Brigade and Regional Health Command Europe provide essential services and functions. Additionally, 10th Army Air and Missile Defense Command serves as the executive agent for theater air and missile defense operations, while the Theater Logistics Support Center–Europe maintains the theater sustainment base and provides logistical services to joint, combined and multinational forces.
- **Interoperability:** USAREUR’s tiered program of exercises are designed to provide a joint, multinational environment which prepares allies and partners to train as they fight. Through approximately 50 exercises and training events each year, they improve interoperability, strengthen relationships and contribute to regional stability. Examples of such interoperability efforts include the Georgia Defense Readiness Program–Training; Joint Multinational Training Group–Ukraine; and Kosovo Force Multinational Battlegroup East.



U.S. Army North/Fifth Army (USARNORTH)

Joint Base San Antonio,
Fort Sam Houston, Texas

Mission: USARNORTH partners to conduct homeland defense, support civil authorities and cooperate with the Canadian and Mexican militaries in order to protect the United States and its interests.

Activities: USARNORTH became fully operational on 16 October 2006. As the ASCC and standing Joint Force Land Component Command to U.S. Northern Command (USNORTHCOM), USARNORTH serves as the combatant commander’s primary headquarters for land domain operations, with its AOR covering the Continental United States (CONUS), Mexico, Canada, the Bahamas and the Arctic. USARNORTH’s range of operations includes three main mission sets: homeland defense, theater security cooperation and defense support of civil authorities (DSCA). Given

the scope of operations and the complex nature of the operational environment, unity of effort with state, tribal, federal and international partners is critical to mission success.

Homeland Defense. As the Army’s three-star headquarters dedicated to federal military operations within North America, USARNORTH’s top priority is homeland defense. Within USNORTHCOM’s AOR, the command is responsible for force protection of all Army entities; it works with Headquarters, Department of the Army (HQDA), the Army Commands, ASCCs and Direct Reporting Units (DRUs) to ensure the protection of Army infrastructure. USARNORTH supports Operation Noble Eagle by providing administrative control for the Air and Missile Defense Task Force, ensuring their readiness to provide integrated air defense to defend the national capital region (NCR). Additionally, USARNORTH is prepared to assume operational control of allocated rapid response forces to respond anywhere within CONUS to protect and/or secure DoD equities.

Security Cooperation. As a Theater Army, USARNORTH conducts security cooperation activities with Mexico and Canada to build defense relationships and enhance capabilities for self-defense and multinational operations. Theater security cooperation strengthens critical military-to-military partnerships while simultaneously defending the homeland through enhanced regional security. With their Mexican partners, USARNORTH conducts military training and side-by-side exercises to build military capacity, enhance interoperability and increase security along the U.S. Southern border and approaches. With their Canadian allies, USARNORTH activities focus on improved interoperability to ensure the expeditionary capability of Canadian and U.S. forces to deploy and operate together throughout the world.

DSCA. This includes any request for DoD assistance by another federal agency—a full spectrum of operations—from supporting national special security events, such as the United Nations General Assembly and national political conventions, to responding to natural or man-made disasters or CBRN incidents. The conduits for federal agencies to request this assistance are the 10 defense coordinating elements that are 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

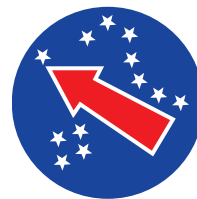


Army Sergeant First Class Darrelle Sheppard (left), an exercise evaluator from U.S. Army North, along with a civilian Observer, Controller, Trainer supervises decontamination operations at Muscatatuck Urban Training Center, Muscatatuck, Indiana, 14 April 2018. Army Reserve Soldiers from the 414th Chemical Company, 415th Chemical Brigade, 76th Operational Response Command, prepare their equipment as part of exercise Guardian Response 18. The exercise included a command post exercise as well as security operations, search and rescue, decontamination and medical treatment of injured personnel (U.S. Army Reserve photo by Sergeant First Class Brent C. Powell).

of DSCA operations. If an incident is catastrophic, USARNORTH is prepared to deploy theater enablers and to “set the Joint Operations Area” to ensure that all DoD operations in support of a whole-of-government response are both timely and fully-sustained.

Under the scope of these three mission sets, USARNORTH conducts a number of activities. As directed by HQDA, and in coordination with the National Guard, FORSCOM and USARC, USARNORTH conducts CBRN-specific training of the CBRN Response Enterprise (CRE). This enterprise consists of about 18,000 personnel with unique CBRN response capabilities at state, regional and federal levels. USARNORTH also serves as the USNORTHCOM supported component command for coordinating and synchronizing support to domestic law enforcement agency efforts to counter transnational organized criminal networks. USARNORTH’s subordinate headquarters, Joint Task Force-North, supports federal law enforcement agencies in the conduct of counterdrug and counter transnational organized crime operations and facilitates DoD training in the USNORTHCOM AOR. These efforts help to disrupt transnational criminal organizations and deter their freedom of action, thereby protecting the homeland and contributing to readiness by providing unit training opportunities for DoD forces.

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



U.S. Army Pacific (USARPAC)

Fort Shafter, Hawaii

Mission: USARPAC postures and prepares Army forces, sustains and protects those forces in the theater, supports the development of an integrated joint force across all domains and builds military relationships that develop partner defense capacity in order to contribute to a stable and secure U.S. Indo-Pacific Command (USINDOPACOM) AOR.

USARPAC is the theater army in the Pacific and is the Army’s largest ASCC. USARPAC provides trained and ready land forces to USINDOPACOM to deter—and if necessary defeat—compounding threats in the region and defend the homeland. From its headquarters at Fort Shafter, Hawaii, USARPAC leverages Army capabilities in Hawaii, Alaska, Guam, American Samoa, Saipan, Japan and the Republic of Korea to provide trained and ready active and reserve component combat and enabling forces in a theater that stretches 9,000 miles—just over half of the earth’s surface—from the western coast of CONUS to the Maldives.

Activities: With four of the five national security challenges outlined in the 2018 *National Defense Strategy* in the Indo-Pacific, Army forces must be ready to

“fight tonight” in a high-intensity environment characterized by joint and combined conventional operations. This immediacy requires Army forces in the region to remain focused on readiness through tough, realistic training at all levels of operations. Pacific Pathways, USARPAC’s premier exercise, links key exercises into longer deployments to sustain expeditionary readiness, to increase Army presence west of the international dateline and to provide additional options to the USINDOPACOM commander.

Extensive exercise and theater security cooperation programs with regional allies and partners build and sustain a network of allies and partners who promote international norms and support contingency operations. USARPAC accomplishes this through strengthening defense relationships, increasing multinational interoperability and developing partner military capability and capacity.

USARPAC maintains responsiveness across USINDOPACOM by taking actions that prepare for possible contingencies today. It brings foundational capabilities to the joint force in the region, such as logistics, communications, medical, integrated air and missile defense, engineering and contacting; these capabilities set the theater and sustain joint operations. In addition, USINDOPACOM has designated the USARPAC commander as the theater joint force land component commander, a role that brings together the key parts of the joint force commander’s landpower—USARPAC itself, Marine Forces–Pacific (MARFORPAC) and Special Operations Command–Pacific (SOCPAC).

USARPAC also develops innovative concepts and capabilities for future challenges through efforts in multi-domain operations. It leads and participates in an Army-wide community of interest focused on advancing the Multi-Domain Task Force Pilot Program; the Multi-Domain Task Force participated in USINDOPACOM’s Rim of the Pacific exercise, the largest multi-domain exercise in the world, in 2018.

During Fiscal Years 2017 and 2018, USARPAC Soldiers participated in 28 large-scale exercises with 12 of the 36 countries in the USARPAC AOR. Other activities included: more than 200 executive-level engagements with defense leaders in 20 countries; 140 subject-matter-expert engagements; 50 U.S. and partner Soldier exchange assignments; 30 U.S. Soldiers attending six partner army schools; and up to 4,000 Indo–Pacific Soldiers participating in schools and exchanges.



U.S. Army South/Sixth Army (USARSOUTH)

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 AOR 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



A soldier with the 1st Battalion, Royal Brunei Land Forces (RBLF), instructs a Soldier assigned to 1st Battalion, 151st Infantry Regiment, Indiana Army National Guard, while conducting jungle warfare operations during Exercise Pahlawan Warrior at a place known as MB 20 within the Borneo lowland rain forests region, Brunei, 11 August 2018. This is the first army-to-army exercise between the RBLF and the U.S. Army. RBLF soldiers led training for U.S. Soldiers during Jungle Warfare Operations, and U.S. Soldiers took the lead training RBLF soldiers on military operations in urban terrain tactics. Both armies shared best practices during a medical subject matter expert exchange on Tactical Combat Casualty Care (Courtesy photo by Private. Aniq Hafizsham, 1st Battalion, RBLF).



Pvt Sair Silverio, an engineer with the 926th Engineer Brigade, 844th Engineer Battalion, 390th Engineer Company out of Chattanooga, Tennessee, serves as a ground guide to one of his colleagues operating a High-Mobility Engineer Excavator at the Canton El Amate engineer site during the humanitarian assistance exercise Beyond the Horizon (BTH) in Zacatecoluca, El Salvador. BTH is a Southern Command, U.S. Army South led exercise in which personnel construct schools and clinics and provide medical, dental and veterinary support. (National Guard photo by Staff Sergeant Angel D. Martinez-Navedo)

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 (C2) 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 USARSOUTH AOR.
- **Medical Readiness Training Exercises (MEDRETEs).** These provide training for medical,

dental and veterinary forces and for partner-nation forces. MEDRETEs not only provide real-world training for U.S. forces but also help to build capacity and strengthen relationships in countries in the AOR. 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 to build partner-nation capacity. USARSOUTH was one of the first ASCCs given authority to conduct staff talks; it has helped to 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.

ASCCs Supporting Functional Combatant Commands



U.S. Army Cyber Command (ARCYBER)

Fort Belvoir, Virginia

Mission: ARCYBER's nearly 20,000 Soldiers and civilians operate in a global footprint to achieve the command's three strategic priorities: aggressively operate and defend the Army's portion of the DoD information network; deliver cyberspace effects against adversaries; and design, build and deliver integrated capabilities for the future fight.

Activities: ARCYBER is the ASCC to United States Cyber Command (USCYBERCOM). Nearly 20,000 ARCYBER personnel empower the Army to be engaged in the real-world cyberspace fight against near-peer adversaries, VEOs and other global cyber threats. Defending against these threats requires unflinching defense of Army networks, systems and weapon platforms. To put this complex challenge in perspective: the baseline Army network alone entails over 1 million endpoints, all of which must be defended against increasingly sophisticated adversaries.

ARCYBER operates and aggressively defends Army networks and delivers cyberspace effects against adversaries to defend the nation, operating from:

- Fort Belvoir, Virginia, ARCYBER Headquarters and 1st Information Operations Command;
- Fort Meade, Maryland, 780th Military Intelligence Brigade;
- Fort Huachuca, Arizona, Network Enterprise Technology Command (NETCOM);

- Fort Gordon, Georgia, Cyber Protection Brigade, Joint Force Headquarters-Cyber, and, beginning in 2020, the ARCYBER Operations Headquarters;
- five global regional cyber centers; and
- deployed locations around the globe.

ARCYBER safeguards and ensures the integrity of valuable information—like personnel and mission-critical data for weapon and transport systems—protecting Soldiers' ability to reliably coordinate and communicate with each other and with command centers, especially in remote combat situations.

Cyber and Electromagnetic Activities (CEMA) Support to Corps and Below (CSCB)

The CSCB initiative is an Army-wide pilot program led by ARCYBER that tests, demonstrates and develops cyber effects in Army tactical units at the corps level and below, bringing cyber effects and planning into unit training across the board.

Cyber Mission Teams

All 41 of the Army's active component cyber teams reached full operating capability in September 2017 as part of the 133-team DoD Cyber Mission Force. An additional 21 Army reserve component teams are projected to reach initial operating capability by October 2022 and full operating capability by October 2024. Across all components, the Army is training these cyber mission force teams to one joint standard



U.S. Army Specialist John Lin (left), a cyber Soldier assigned to the Western Cyber Protection Center, and ROTC Cadet Ziyi Yu (right), a cyber Soldier assigned to the Army Reserve Cyber Operations Group (ARCOG) South West Cyber Protection Center, work on the day three scenario plans with their competition team during the Cyber X-Games 2018, hosted by the ARCOG and The University of Texas at San Antonio, 15 June 2018 (U.S. Army Reserve by photo by Sergeant Erick Yates).

as defined by USCYBERCOM. Regardless of component, this training prepares teams to interchange between missions.

The Cyber Enterprise

ARCYBER is the operational component of the broader Army Cyber enterprise. Members of the command work regularly with the Army Chief Information Officer/G-6 (CIO/G-6) and Department of the Army Management Office–Cyber (DAMO-CY) on modernization, policy and resourcing efforts.

The Army Cyber Center of Excellence and Army Cyber School are the leaders in Army talent development and force growth efforts and in synchronizing training and doctrine across the complex and multidisciplinary field of cyber operations. The Center of Excellence ensures that Soldiers are trained and ready for every assignment throughout their careers in cyber operations, many of which currently reside in ARCYBER headquarters and the subordinate operational units.

The enterprise looks to the Army Cyber Institute (ACI) at the U.S. Military Academy (USMA) as a driving force for interdisciplinary research, advice and education; through impactful partnerships, ACI builds intellectual capital and expands the enterprise's knowledge base for effective cyber defense and cyber operations.

Innovation and Partnerships

The Army will not win the fight alone. Partnerships with the interagency intelligence community, industry, academia and allies are critical to cyberspace objectives in support of Army and joint missions. ARCYBER works closely with DoD's Defense Innovation Unit Experimental and Defense Digital Service, driving innovation and streamlining acquisition to move at the speed of cyber technology. The Army's partnerships with companies in Silicon Valley and other U.S. technology hubs have already produced concepts that can be employed against today's adversaries and will be critical to maintaining strategic and technological overmatch in the future.

ARCYBER also teams with the National Security Agency to leverage expertise in intelligence, analysis, education and information assurance, thereby saving America the resources, security and opportunities involved in duplicating capabilities for tactical, operational and strategic decisionmakers.



U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT)

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

Mission: USASMDC/ARSTRAT develops and provides current and future global space, missile defense, and high-altitude capabilities to the Army, joint force and America's Allies and partners to: enable multi-domain combat effects; enhance deterrence, assurance and detection of strategic attacks; and protect the nation.

Activities: As the Army's proponent for space, high-altitude and missile defense, USASMDC/ARSTRAT prepares, trains and synchronizes across the Army, joint force, Allies and partners to ensure vital space and missile defense capabilities are ready today and prepared for the future.

USASMDC/ARSTRAT is the ASCC to U.S. Strategic Command (USSTRATCOM) and fulfills the Army's requirement to provide trained and ready space and missile defense professionals and capabilities throughout the joint force. From its split-based headquarters, the command oversees vital Army space and missile defense elements around the globe. It is a multifaceted, multicomponent warfighting team of two brigades, a Technical Center and a Future Warfare Center, globally synchronized to provide space and missile defense capabilities that support both the U.S. Army and USSTRATCOM.

1st Space Brigade provides trained and ready space forces to conduct continuous global space force enhancement, space support and control and contingency activities in support of combatant commanders, U.S. government agencies and international partners. The brigade is comprised of the Regular Army, Army National Guard and Army Reserve Soldiers in three subordinate battalions: the 53d Signal Battalion manages transmission control and satellite payload control of DoD Wideband Constellation by sustaining, operating and maintaining global wideband satellite

1st Space Battalion, 1st Space Brigade Soldiers from Colorado Springs, Colorado, are training to operate the Warfighter Assisting Low Earth Orbit Tracker, or WALT, antenna and Kestrel Eye Ground Station at USASMDC/ARSTRAT headquarters. The training allows the Soldiers to support overhead satellite passes for the Kestrel Eye program for approximately two months (U.S. Army photo by Jason B. Cutshaw).



communications operations centers and a defense satellite communications system certification facility; the 1st Space Battalion focuses on ballistic missile early warning through Joint Tactical Ground Station detachments and maintains ready Army Space Support Teams (ARSST) for contingency operations worldwide; the 2d Space Battalion deploys two companies of ARSSTs to provide space force enhancement and one company utilized for space situational awareness.

Although not directly subordinate to the 1st Space Brigade, the Colorado Army National Guard's 117th Space Battalion—which consists of two companies of ARSSTs—is similar to that of its active component counterpart with the additional mission of support to civil authorities in the United States. The 117th Space Battalion is supported by the 1st Space Brigade to ensure time and resources are synchronized in an efficient manner to prepare its ARSSTs for exercise participation and/or deployment.

The 100th Missile Defense Brigade (Ground-based Midcourse Defense—GMD) is a multi-component brigade consisting primarily of Army National Guard Soldiers in Colorado, California and Alaska, as well as a small contingent of Active Component Army Soldiers. Its mission is to defend the homeland from intercontinental ballistic missile attacks. The brigade operates the GMD fire control network, provides positive operational control of interceptors at Fort Greely, Alaska, and Vandenberg Air Force Base (AFB), California, and ensures the protective security of the missile defense complex at Fort Greely, Alaska.

The brigade is headquartered at Colorado Springs, Colorado, with its major subordinate element, the

49th Missile Defense Battalion, located at Fort Greely, Alaska. GMD missile defense crews operate out of Vandenberg AFB, California, and Fort Greely, Alaska. Detachment One at Vandenberg AFB is responsible for operations and maintenance oversight for the interceptors located there. The brigade is also responsible for a small security detachment for GMD systems located at Fort Drum, New York, and several AN/TPY-2 radar batteries that provide missile defense data to their respective geographic commands and to the GMD fire control network.

The Future Warfare Center develops and integrates innovative doctrine, concepts and capabilities; trains and educates agile, adaptive and ready Soldiers and Leaders; executes lifecycle management for Army Space Operations Officers (Functional Area—FA—40); develops the Army Space Cadre; and enables informed decisionmaking through studies, analysis, modeling and simulation within the capabilities of Army and Joint Space, Missile Defense and High Altitude. Within the Future Warfare Center, the Army Space Personnel Development Office oversees the Army's Space Cadre to include the lifecycle management of FA 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.

The Technical Center provides critical technologies that meet today's requirements and address future needs, enabling Warfighter effectiveness in the core competencies of directed energy, space, high-altitude systems, cyberspace and missile defense. The Technical Center also manages the U.S. Army Garrison—Kwajalein Atoll/Ronald Reagan Ballistic Missile

Defense Test Site (RTS). With its unique location in the central Pacific and its unmatched suite of radars, instrumentation and test support facilities, RTS offers extensive flexibility for ballistic missile testing, space-object tracking and equatorial space launch. RTS has an operations center located in Huntsville, serving as the primary RTS C2 location for missions.

Employing cutting-edge technology and incorporating feedback from the Warfighter, the USASMDC/ARSTRAT team develops critical space and high-altitude capabilities to maintain overmatch of the nation's near-peer adversaries and to deter, deny and defeat any challenge. The command's trained and ready forces work together seamlessly across 11 time zones in 23 locations around the world, providing multicomponent forces to defend the nation 24/7/365 against intercontinental ballistic missile attacks and facilitating access to vital space-based resources. Across oceans and continents, across time and space, the USASMDC/ARSTRAT team provides space and missile defense capabilities so that combatant commanders can fight and win.



U.S. Army Special Operations Command (USASOC)

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 (ARSOF) 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 TRADOC, AMC 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 (USAJFKSWCS), 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 ARSOF regiments with professionally-trained, highly-educated, innovative and adaptive operators. It is the U.S. Army proponent for ARSOF concepts, doctrine, leader development, training and education, and it also trains and qualifies joint special operations forces (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

U.S. Army Special Operations Forces Soldiers participate in a CBRN training exercise near Stuttgart, Germany, 18 July 2018. The CBRN training prepares response coordination during a defense (U.S. Army photo by Jason Johnston).



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 DoD'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 C2, 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)

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. It is



Soldiers from the 2d Cavalry Regiment, with the support of 598th Transportation Brigade, unload vehicles from cargo ship Neptune Okeanis, 28 July 2017 in Poti, Georgia (U.S. Army photo by Staff Sergeant Tamika Dillard).

also a major supporting command to AMC. With nine total force brigades geographically located throughout the world to support combatant commanders, SDDC is globally postured to provide agility for the joint warfighter.

Activities: SDDC is the premier total force surface deployment and distribution synchronizer, a key member of the nation's joint deployment and distribution enterprise, with capabilities always ready to project and sustain the nation's combat power. With a workforce of approximately 5,000 trusted professionals, SDDC delivers readiness to the warfighter. It books, ships, tracks and conducts port operations for surface movements worldwide by leveraging services from the best of the U.S. commercial transportation industry.

Additionally, SDDC's Transportation Engineering Agency, also at Scott AFB, provides DoD 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, provides SDDC with a total force capability. Operationally controlled by SDDC, the DSC provides four reserve transportation brigades and an expeditionary rail center to support SDDC operations. The DSC is a direct reporting command of the 377th Theater Support Command.

SDDC has five subordinate active component brigades headquartered around the world:

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

within the USCENTCOM AOR. Through a cohesive team of experts, it 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 promptly delivering equipment and sustainment.

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 terminals at MOTSU and Military Ocean Terminal Concord, California, respectively, and the western half of the USNORTHCOM AOR.

The 597th Transportation Brigade, Joint Base Langley-Eustis, Virginia, is focused on the eastern half of the USNORTHCOM and the USSOUTHCOM AORs. Together with its subordinate units, it is 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, enables full-spectrum operations by performing movement of forces and materiel in support of USEUCOM, USAFRICOM and USCENTCOM. The unit has made 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, Hawaii, is located with all USINDOPACOM 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 Acquisition Support Center (USAASC)

Fort Belvoir, Virginia

Mission: USAASC helps to shape and develop the capabilities of the 39,000 member-strong Army

Acquisition Workforce through superior support and development of world-class professionals, enabling excellence in the acquisition community and ensuring that Soldiers have the capabilities to win across multiple missions, conditions and geographies. Established in 2002, USAASC provides oversight of the Army Acquisition Corps and is a DRU for the Office of the ASA(ALT). USAASC provides oversight for the force protection mission executed by the PEOs, acquisition career management support for the Army Acquisition Workforce and subject-matter expertise and analytical support to various DoD elements.

Activities: USAASC performs several core functions for its stakeholders:

- **policy, guidance and support** for the Army Acquisition Executive, the Army Director of Acquisition Career Management, ASA(ALT) staff and the Army acquisition community through developing, implementing and overseeing acquisition initiatives and key issues;
- **subject-matter expertise and analytical support** to the ASA(ALT) and various DoD elements, including the undersecretary of defense for acquisition and sustainment;
- **acquisition career management and development support** for the Army Acquisition Workforce in the form of plans, policies, programs and direct support to acquisition organizations, supervisors and individual members;
- **communicating the Army Acquisition Corps' vision and mission** within the acquisition community and across the Army enterprise, primarily through Army AL&T magazine, the Army AL&T

U.S. Army Staff Sergeant Heriberto Nieves, with 39th Signal Battalion, tries the Virtual Battle Scene 3 program running on the upgraded Training Support Center Benelux Engagement Skills Trainer II, under supervision of a contractor and a member of the Program Executive Office (PEO), Simulation Training and Instrumentation, on Chièvres Air Base, Belgium, 23 March 2017 (U.S. Army photo by Pierre-Etienne Courtejoie).





Members from all five branches of the U.S. Armed Forces participate in the joint full military honors funeral service of former U.S. Secretary of Defense Frank C. Carlucci in Section 48 of ANC, Arlington, Virginia, 26 June 2018 (U.S. Army photo by Elizabeth Fraser, ANC).

News blog and a broad, engaged social media presence;

- **customer service and support to PEOs**, for the execution of the PEOs’ force protection mission and in the areas of human resources, program structure and acquisition information management; and
- **institutional management** of the Army Acquisition Corps and the Army Acquisition Workforce—the director of USAASC is also the director of acquisition career management and works with the principal military deputy to the ASA(ALT), who serves as the director of the Army Acquisition Corps and oversees the Army Acquisition Workforce.



Arlington National Cemetery (ANC)

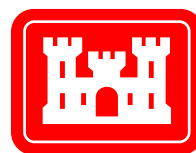
Arlington, Virginia

Mission: On behalf of the American people, ANC lays to rest those who have served the nation with dignity and honor, treating their families with respect and connecting guests to the rich tapestry of the cemetery’s living history, while maintaining the grounds

in a manner befitting the sacrifice of all those who rest in quiet repose. It has evolved from a place of necessity to a national shrine for those who have honorably served the nation during times of war—including every military conflict in American history—and during times of peace.

Activities: The cemetery is the final resting place for more than 400,000 active duty servicemembers, veterans and their families. “Service to country” is the common thread that binds all who are honored and remembered here. The cemetery remains active with funeral services Monday through Saturday (except federal holidays), conducting between 27 and 30 services each week day and between six and eight services each Saturday. Information on burial eligibility and military honors is available on the cemetery’s website. More than 3,000 ceremonies and memorial services also take place at the cemetery each year, including national observances for Memorial Day and Veterans Day held at the Memorial Amphitheater.

The Tomb of the Unknown Soldier, one of Arlington’s most well-known memorials, includes the remains of unknown servicemembers from World War I, World War II and the Korean War. Soldiers from the 3d U.S. Infantry Regiment (The Old Guard) keep a constant vigil at the Tomb, with an elaborate ritual to change the guard every hour.



U.S. Army Corps of Engineers (USACE)

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, the

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 (USACIDC)

Quantico, Virginia

Mission: USACIDC 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.



Quality Assurance personnel with the USACE, Taskforce Power Restoration, Andrew Imig and Micheal Nordhaus inspect and inventory KVA-25 transformers as they arrive in the Palo Seco Warehouse and Laydown yard on 20 January 2018, in San Juan Puerto Rico. The transformers were then transported to the Palo Seco warehouse for distribution to the local vendors. Upon arrival, after inspection and inventory, they were immediately sent the Puerto Rico Electric Power Authority office in Rio Grande, Puerto Rico (U.S. Army photo by Staff Sergeant Eric W. Jones).

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

Activities: USACIDC 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.

USACIDC special agents are dedicated to making the Army community as safe as possible. Their dedication and professionalism are no more evident than in the organization's impressive solve rate that continually remains well above the national average. USACIDC special agents must also possess battlefield skills and deploy on short notice to provide direct support to Army divisions and corps. USACIDC contingency operations and battlefield missions include logistics security, criminal intelligence and criminal investigations. During battlefield missions, criminal investigations are expanded to include war crimes, antiterrorism and force protection operations.

USACIDC also conducts protective service operations for DoD, the joint chiefs of staff and the DA;



Special Agents from both active and reserve components of US-ACIDC train on crisis negotiation during Capital Shield at Fort Belvoir, Virginia, 7 September 2017. Key training events included crime scene and intelligence management, hostage and crisis negotiation and evidence processing. The Special Agents were trained for real-world incidents and established mutual partnerships between U.S. Army components (U.S. Army Reserve photo by Sergeant Audrey Hayes).

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 Human Resources Command (HRC)

Fort Knox, Kentucky

Mission: HRC executes distribution, strategic talent management, personnel programs and services across the Army in order to optimize Total Force personnel readiness and to strengthen an agile and adaptive Army. Focused on improving the career management potential of Army Soldiers, it is a guide available to them from basic training through retirement and beyond.

Activities: As the premier leader in Human Resources support, HRC balances the needs of the Army with the needs of the Soldier. HRC affects the quality of life for every Soldier, managing Soldier schooling, promotions, awards, records, transfers, appointments, benefits and retirement. Its major elements are the Enlisted Personnel Management Directorate, which

provides active and reserve enlisted Soldiers with career guidance and support; the Officer Personnel Management Directorate, which provides active and reserve officers with career guidance and support; and The Adjutant General Directorate, which manages Soldiers' records, promotion boards, evaluation processing, personnel actions and entitlement programs, Veterans' support and casualty and mortuary affairs. Other elements of the command include PERSINSDD (the Personnel Information Systems Directorate), G3 (Operations), Resource Management, Chief Information Officer, Surgeon, Inspector General, Strategic Initiatives and Judge Advocate.



U.S. Army Installation Management Command (IMCOM)

Joint Base San Antonio, Texas

Mission: IMCOM integrates and delivers base support to enable readiness for a globally responsive Army. Army installations are the generators of land power and lethality because they provide platforms for tough, realistic training. IMCOM is globally poised to meet the requirements of Multi-Domain Battle and to provide support to mobilization and deployment operations. Garrison staffs at each installation integrate

and deliver services that help Soldiers and their families to meet the unique demands of Army life.

Activities: IMCOM is the face of the Army's commitment to Soldiers and families. IMCOM provides standardized services, facilities and infrastructure on 80 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 help Soldiers transition in 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, helping them to maintain 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) is a major subordinate command of IMCOM. Today, as it has for over 45 years, USAEC delivers technical services and solutions to sustain Army lands through

active environmental stewardship balanced with the critical need for realistic training that generates lethality and makes the Army ready. The command acknowledges the past by restoring Army lands to usable condition and by 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 partnerships, best practices and emerging technologies to ensure environmental resiliency.



U.S. Army Intelligence and Security Command (INSCOM)

Fort Belvoir, Virginia

Mission: INSCOM conducts intelligence, security, and information operations for U.S. Army commanders and national decisionmakers.

Activities: INSCOM executes mission command of operational intelligence and security forces; conducts and synchronizes worldwide multi-discipline and all-source intelligence and security operations; delivers linguistic support and intelligence-related advanced skills training, acquisition support, logistics,

David Foltyn, a systems integrator with Johnson Controls International, monitors the computer readouts of Fort Lee's Energy Management Control System (EMCS). EMCS manages the heating, ventilation and air conditioning systems in roughly a third of the installation's buildings and saves millions in annual costs (U.S. Army photo by Terrance Bell, U.S. Army Garrison Fort Lee Public Affairs).





Sergeant First Class Michael McPhail, with the U.S. Army Marksmanship Unit's International Rifle Team, fires in the standing position during a Men's 3-Position Rifle Match at the Robert Mitchell Rifle Championships in Colorado Springs, Colorado, 20 February 2018. McPhail competed in the 2016 Rio Olympics and has been a part of the Army's unique marksmanship unit for 14 years (U.S. Army photo by Michelle Lunato).

communications and other specialized capabilities in support of Army, joint and coalition commands and the U.S. intelligence community.



U.S. Army Marketing and Engagement Brigade (USAMEB)

Fort Knox, Kentucky

Mission: USAMEB supports Army marketing and accessions and competes and wins in competitions. The brigade is also responsible for conducting directed research and development to enhance Army brand equity and recruiting leads, to demonstrate elite Army skills and to improve operational force capabilities.

Activities: As the Army's strategic arm for outreach and marketing, USAMEB shoots more, drives more miles and jumps more than any other unit in the Army. The U.S. Army Parachute Team, the Golden Knights, is the Army's premiere demonstration group; they perform at competitions and airshows worldwide. The team also conducts tandems, providing a unique Army experience for prospects and influencers across the country. Army Marksmanship Unit Soldiers compete nationally and internationally in competition, including at the Olympics. Members of their unit

develop training and test weapons and ammunition to support Soldiers worldwide. The Mission Support Battalion employs the latest technology to produce exhibits that travel to towns and events across each state to share the Army experience. These Soldiers log more than 500,000 miles each year helping to "Connect America's People with America's Army."



U.S. Army Medical Command (MEDCOM)

Joint Base San Antonio, Texas

Mission: MEDCOM provides sustained health services and research in support of the Total Force to enable readiness and conserve fighting strength while caring for SFL and their families. It is the nation's premier expeditionary and globally integrated medical force, ready to meet the ever-changing challenges of today and tomorrow. Taking its lead from the chief of staff, Army, MEDCOM's primary mission is supporting the warfighter's readiness. In doing so, it upholds the solemn commitment that the nation's Army has made to Soldiers when sending them into harm's way. It is agile, adaptive, flexible and responsive to warfighter requirements, remaining ready, relevant and reliable.

Activities: MEDCOM’s fundamental tasks are promoting, improving, conserving or restoring the behavioral and physical well-being of those entrusted to their care. From the battlefield to the garrison environment, it supports the operational requirements of combatant commanders while also ensuring—through highly-trained and skilled personnel—the delivery of healthcare to its beneficiaries and Army families, allowing the warfighter to remain focused on the task at hand.

The future of MEDCOM at the organizational and enterprise levels is currently in development. There is a real need for scalable and rapidly-deployable medical capabilities—capabilities that are responsive to operational complexities and are able to operate effectively in a joint/combined environment characterized both by highly-distributed operations and minimal health service infrastructure. The effort to meet this need is incorporating lessons learned from recent combat experiences, working to develop agile and adaptive leaders who are able to achieve success in a constantly-changing environment while navigating to and through an unknowable future.



U.S. Military Academy (USMA)

West Point, New York

Mission: Founded in 1802, 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: USMA’s leader development experience integrates its academic, military and physical programs within a culture of character growth while providing opportunities for cadets to practice both following and leading, so that upon graduation they will live honorably, lead honorably and demonstrate expertise, prepared to excel in the Profession of Arms.

West Point’s challenging academic program, recognized nationally for excellence, develops graduates

who think critically, internalize their professional identity and employ their education to help build the Army and the nation’s future. Additionally, cadets receive robust and relevant military training that instills the foundational military competencies necessary to fight and win in a complex world and the physical training that focuses on the physically demanding requirements of an Army officer.

Admission is open to all U.S. citizens ages 17–23 and is extremely competitive. Candidates must receive a nomination from a member of Congress or the DA to be considered. They are evaluated on their academic, physical and leadership potential; only those who are fully-qualified receive appointments to the Academy.

USMA is a vital part of the Army’s overall current and future readiness, cultivating the leaders who will lead the Army in the future, prepared to fight and win. USMA graduates approximately 1,000 new officers annually, representing about 20–25 percent of the new lieutenants required by the Army. Additionally, the staff and faculty, aided by the cadets, conduct research in support of the Army, deploy to advise combatant commanders and contribute in many other ways in and out of uniform.



U.S. Army Military District of Washington (USAMDW)

Fort Lesley J. McNair, Washington, DC

Mission: USAMDW exercises geographic senior commander responsibilities over three Army installations (Fort Meade, Fort Belvoir and Fort A.P. Hill) and one joint base (Joint Base Myer–Henderson Hall); 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 with this authority.



U.S. Soldiers assigned to The Old Guard 289th Military Police Company's Special Reaction Team, Fort Myer, Virginia, secure an active shooter during the active shooter response training portion of Exercise Capital Shield 2016 at Fort Belvoir Community Hospital, Fort Belvoir, Virginia, 13 September 2016. Exercises such as Capital Shield help servicemembers prepare to support state and federal first responders in any type of contingency situation (U.S. Army photo by Specialist Bernardus Pol).

Activities: Since its inception in 2003, JFHQ-NCR has served as USNORTHCOM's standing joint force in the 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 DSCA. 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 with a single focus.

USAMDW serves as the DA's executive agent for official ceremonial events. It represents the armed forces on behalf of DoD 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 ANC, the command conducts official ceremonies and memorial affairs operations on the most hallowed burial ground of the nation's fallen.

The command's Army Aviation Brigade (TAAB) 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. TAAB 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 FEMA Urban Search and Rescue 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. 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 6,000 missions per year support the leadership of the United States while conducting memorial affairs operations honoring the fallen at ANC 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 Reserve Command (USARC)

Fort Bragg, North Carolina

Mission: USARC generates combat ready units and Soldiers for the Army and joint warfighter that are trained, equipped and lethal to win America's wars. As the character of modern warfare becomes more complex, reserve forces who can survive and win on the battlefield are essential to the Army's success. USARC is ensuring that its ethos and culture are highly-focused and able to deliver the most capable, combat-ready and lethal reserve force in the history of the nation.

Activities: Operating as an Army component and force providing command, USARC has a congressionally authorized strength of 199,000 Soldiers, more than 11,000 civilians and 2,075 units. They reside and operate in every state, in five U.S. territories and in 30 countries. USARC accounts for 20 percent of the Army's organized units, provides nearly half of the

Army's total maneuver support and makes up a quarter of the Army's mobilization base expansion capability. Critical capabilities include early opening and set-the-theater units required to rapidly deploy forces, build expeditionary combat power and sustain a campaign-capable force.

USARC is responsible for a majority of the following capabilities in the Total Army: civil affairs; quartermaster; medical; military-information support operations (information operations and cyber operations); chemical; transportation; legal support; military history; and chaplain. In addition to enabling these capabilities, USARC also constitutes a number of unit types unique to its command: theater engineer commands; civil affairs commands; petroleum operations; biological-agent defense; and medical minimal care detachments. It is also fostering the growth of various emerging capabilities with connections to the private sector, including: cyber operations; Army Space; basic research; advanced technology adaptation and integration; and non-traditional accessions.

USARC remains postured to provide capabilities in response to homeland defense, DSCA and to efforts in conflicts abroad. It is uniquely empowered to leverage a wide-ranging reservoir of professional talent to compete across all domains. Through its direct connections with the private sector and academia, USARC has the distinctive flexibility and agility to develop leaders, build the force and advance cutting-edge technologies in defense of the nation. Partnerships with industry and federal technology-based organizations are emerging to take advantage of USARC's unique relationship with the private sector.

Specialist Rebekah Pletcher, 7250th Medical Support Unit, process a soldier during Soldier Readiness Processing at Fort Belvoir Community Hospital, 10 December 2017. The 7250th Medical Support Unit is one of the many units that fall under the Army Reserve Medical Command (ARMEDCOM). ARMEDCOM provides mobilization and deployment support to active military treatment facilities and contingencies as well as health care to under-resourced communities within the United States through DoD's Innovative Readiness Training program (U.S. Army photo by Staff Sergeant Felix R. Fimbres, USARC).





The Army's Yuma Proving Ground conducts testing in three of the world's most punishing extreme climates, and testers from friendly foreign nations have long utilized the installation to subject their military equipment to rigorous environmental testing. Among these is the German Ministry of Defense, which recently brought the G95K assault rifle here for intense scrutiny in real-world conditions (U.S. Army photo by Mark Schauer, ATEC).



U.S. Army Test and Evaluation Command (ATEC)

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 decisionmakers 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 redesignated ATEC subordinate command 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 GMD 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 in 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. Army War College (USAWC)

Carlisle, Pennsylvania

Mission: USAWC aims to produce graduates who are skilled critical thinkers and complex problem-solvers in the global application of landpower. In pursuit of a high-quality professional military education, students conduct research, publish, engage in discourse and wargame with the faculty and staff and with their fellow students. USAWC conducts strategic leader development and attracts, recruits and retains high-quality instructors.

Activities: In support of their mission, USAWC fosters a variety of programs to further the professional development of their students and so to benefit the defense world as a whole. In addition to regularly scheduled courses and lectures, guest speakers are invited



The 378 graduates of the Strategic Studies program represent the Total Force of the U.S. Army, Marine, Navy, Air Force and Coast Guard; federal agencies associated with national security; and 76 allied and partner nations around the world (U.S. Army photo by Curtis Keester, U.S. Army War College Public Affairs).

to discuss topical issues and engender further thought and conversation among members of the community. USAWC encourages students to progress in the larger conversation through publication of their work in the *War Room: Online Journal* and in the Army War College Press.

In addition to educating the future leaders of America's Army, USAWC hosts foreign officers through the International Fellows Program. Each year, approximately 80 senior military officers from different countries are invited by the chief of staff of the United States Army to attend USAWC. The academic year is full of studying, research and fellowship as these officers are exposed to and instructed in areas ranging from military concepts and doctrine to national- and theater-level strategies.

¹ Mark T. Esper, Statement before the Committee on Army Services, United States Senate, 7 December 2017, 2, <https://www.army.mil/e2/c/downloads/500971.pdf>.

² Information for this section taken from: Army Futures Command Task Force, "Army Futures Command," *Army News Service*, 28 March 2018, <https://www.army.mil/standto/2018-03-28>.





ARMY INSTALLATIONS

The Army operates bases, camps, posts, stations and other installations worldwide. At each location, the Army is effectively running a city with municipal services such 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 post listings on the following pages 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

Alabama Army National Guard	http://al.ng.mil	334-271-7244	
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	https://home.army.mil/redstone	256-876-5397	DSN: 746-5397

ALASKA

Alaska Army National Guard	http://armyguard.alaska.gov	907-428-6294	
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	https://www.wainwright.army.mil	907-353-6204	DSN: 317-353-6204

ARIZONA

Arizona Army National Guard	https://dema.az.gov/army-national-guard	602-267-2700	
Fort Huachuca Sierra Vista	https://www.huachuca.army.mil	520-538-7111	DSN: 821-2330
Yuma Proving Ground Yuma	https://www.yuma.army.mil	928-328-3119	DSN: 899-2151

ARKANSAS

Arkansas Army National Guard	http://www.arguard.org	501-212-5035	
Pine Bluff Arsenal Pine Bluff	http://www.pba.army.mil	870-540-3000	DSN: 966-3000

CALIFORNIA

California Army National Guard	https://calguard.ca.gov/army	916-854-3000	
Parks Reserve Forces Training Area Dublin	http://www.parks.army.mil	925-875-4650	DSN: 359-9987
USAG–Fort Hunter Liggett King City	http://www.liggett.army.mil	831-386-2505	DSN: 686-2505
National Training Center Fort Irwin, Barstow		760-380-3369	DSN: 470-3369
Los Alamitos Army Airfield Los Alamitos	https://calguard.ca.gov/jftb_losalamitos	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	https://www.sierra.army.mil	530-827-4343	DSN: 855-4252

COLORADO

Colorado Army National Guard	https://co.ng.mil/army	720-250-1058	
Fort Carson Colorado Springs	http://www.carson.army.mil	719-526-5811	DSN: 691-5811
Pueblo Chemical Depot Pueblo	https://www.cma.army.mil/pcd	719-549-4111	DSN: 749-4111
Rocky Mountain Arsenal Commerce City	http://www.rma.army.mil	303-289-0300	DSN: 749-2300

CONNECTICUT

Connecticut Army National Guard	https://ct.ng.mil	860-524-4857
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DELAWARE

Delaware Army National Guard	https://www.de.ng.mil	302-326-7010
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DISTRICT OF COLUMBIA

District of Columbia Army National Guard	https://dc.ng.mil	
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Fort Lesley J. McNair (Joint Base Myer–Henderson Hall)	http://www.army.mil/jbmhh	703-545-6700	DSN: 695-0441
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FLORIDA

Florida Army National Guard	https://fl.ng.mil	904-823-0166
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Camp Blanding Starke	https://fl.ng.mil/Camp-Blanding	
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USAG–Miami	http://www.southcom.mil/USAG-Miami	305-437-1704	DSN: 567-1704
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GEORGIA

Georgia Army National Guard	https://ga.ng.mil	678-569-6060
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Fort Benning Columbus	http://www.benning.army.mil	706-545-2011	DSN: 835-2011
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Fort Gordon Augusta	http://www.gordon.army.mil	706-791-0110	DSN: 780-0110
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Fort Stewart/Hunter Army Airfield Hinesville/Savannah	http://www.stewart.army.mil		DSN: 870-2409
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GUAM

Guam Army National Guard	https://gu.ng.mil	
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HAWAII

Hawaii Army National Guard	http://dod.hawaii.gov/hiarng/	808-733-4258
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USAG–Hawaii Oahu	https://www.garrison.hawaii.army.mil	
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Fort Shafter Honolulu		808-449-7110	DSN: 315-456-7110
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Schofield Barracks Honolulu	https://www.25idl.army.mil	808-449-7110	DSN: 315-455-4227
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Tripler Army Medical Center Honolulu	http://www.tamc.amedd.army.mil	808-433-6661	DSN: 315-433-6662
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IDAHO

Idaho Army National Guard	https://imd.idaho.gov/idaho-national-guard/	208-272-4142
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Gowen Field Boise	https://www.goang.com/locations/idaho/Gowen-Field	208-422-5536	DSN: 422-4451
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ILLINOIS

Illinois Army National Guard	http://www.il.ngb.army.mil/	217-761-3569
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Rock Island Arsenal Garrison Moline	http://www.usagria.army.mil	309-782-6001	DSN: 793-6001
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INDIANA

Indiana Army National Guard	https://in.ng.mil	317-247-3300
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Camp Atterbury Edinburgh	http://www.atterburymuscatatuck.in.ng.mil	812-526-1499	DSN: 569-2499
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IOWA

Iowa Army National Guard	https://www.iowanationalguard.com	515-252-4582	DSN: 431-4582
Camp Dodge JMTC Johnston	https://www.iowanationalguard.com/Camp%20Dodge/		
Iowa Army Ammunition Plant Burlington	http://www.jmc.army.mil/installations.aspx?id=iowa	319-753-7001	

KANSAS

Kansas Army National Guard	http://kansastag.gov/NGUARD.asp?PageID=3	785-646-1190	
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

Kentucky Army National Guard	http://kentuckyguard.dodlive.mil	502-607-1713	
Blue Grass Army Depot Richmond	http://www.bluegrass.army.mil	859-779-6941	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
Rocky Mountain Arsenal SSCC Army Depot London	https://www.rma.army.mil	303-289-0300	

LOUISIANA

Louisiana Army National Guard	https://geauxguard.la.gov/	504-278-8672	
Fort Polk Leesville	http://www.jrtc-polk.army.mil	337-531-2911	DSN: 863-2911

MAINE

Maine Army National Guard	http://www.me.ngb.army.mil	207-430-5759	
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MARYLAND

Maryland Army National Guard	https://military.maryland.gov/ng	410-576-6179	
Aberdeen Proving Ground Aberdeen	http://www.apg.army.mil	410-278-5201	DSN: 298-7572
Fort Detrick Frederick	http://www.detrick.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.wrnmcc.capmed.mil	301-295-4000	DSN: 295-4000

MASSACHUSETTS

Massachusetts Army National Guard	https://www.massnationalguard.org	339-202-3999	
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	https://www.nsrdec.army.mil	508-233-4993	DSN: 256-6938

MICHIGAN

Michigan Army National Guard	http://minationalguard.dodlive.mil		
Camp Grayling JMTC Grayling	http://grayling.minationalguard.com	989-344-6106	DSN: 623-6100
USAG–Detroit Arsenal Warren		586-282-5000	DSN: 786-5000

MINNESOTA

Minnesota Army National Guard	http://www.minnesotanationalguard.org	651-268-8919	
Camp Ripley Little Falls	http://www.minnesotanationalguard.org/camp_ripley	320-616-2726	DSN: 871-2699

MISSISSIPPI

Mississippi Army National Guard	https://ms.ng.mil	601-313-6764	
Camp Shelby JFTC Hattiesburg	https://ms.ng.mil/installations/shelby	601-558-2000	DSN: 286-2000

MISSOURI

Missouri Army National Guard	http://www.moguard.com	573-638-9500	
Fort Leonard Wood Waynesville	http://www.wood.army.mil	573-596-0131	DSN: 581-0131

MONTANA

Montana Army National Guard	http://www.montanaguard.com	406-324-3009	
Fort William Henry Harrison Helena	https://www.montanaguard.com/trainingsite/html/fort_harrison.cfm		

NEBRASKA

Nebraska Army National Guard	https://ne.ng.mil/army-rrb	402-309-8210	
Camp Ashland Ashland	https://ne.ng.mil/resource/pages/cats.aspx	402-309-7648	DSN: 279-7648

NEVADA

Nevada Army National Guard	https://nv.ng.mil/nvarng	775-887-7252	
Hawthorne Army Ammunition Depot Hawthorne	http://www.jmc.army.mil/installations.aspx?id=Hawthorne	775-945-7013	

NEW HAMPSHIRE

New Hampshire Army National Guard	https://state.nationalguard.com/new-hampshire	603-228-1135	
Cold Regions Research and Engineering Laboratory Hanover	http://www.erd.c.usace.army.mil/locations/crrel.aspx	603-646-4100	DSN: 220-4100

NEW JERSEY

New Jersey Army National Guard	https://nj.gov/military/army	609-530-4600	
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

New Mexico Army National Guard	https://state.nationalguard.com/new-mexico		
White Sands Missile Range Las Cruces	http://www.wsmr.army.mil	575-678-1134	DSN: 258-2121

NEW YORK

New York Army National Guard	https://ny.ng.mil	518-786-4581	
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

North Carolina Army National Guard	https://nc.ng.mil	984-664-6000	
Fort Bragg Fayetteville	http://www.bragg.army.mil	910-396-0011	DSN: 236-0011

NORTH DAKOTA

North Dakota Army National Guard	https://nd.ng.mil	701-333-2000	
Camp G. C. Grafton Devils Lake	https://nd.ng.mil/army/cgct/generalinfo	701-662-0200	DSN: 422-0200

OHIO

Ohio Army National Guard	http://ong.ohio.gov	614-336-4499	
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OKLAHOMA

Oklahoma Army National Guard	http://ok.ng.mil	405-228-5000	
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

Oregon Army National Guard	https://www.oregonarmyguard.com	503-584-3980	
Camp Rilea Warrenton	https://www.oregon.gov/OMD/OTC/CampRilea	503-836-4052	DSN: 355-4052

PENNSYLVANIA

Pennsylvania Army National Guard	https://www.png.pa.gov/army_national_guard	717-861-8500	
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 Annaville	http://ftig.png.pa.gov	717-861-2000	DSN: 491-2000

PUERTO RICO

Puerto Rico Army National Guard	https://state.nationalguard.com/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	

RHODE ISLAND

Rhode Island Army National Guard	https://ri.ng.mil/army	401-275-4038	
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SOUTH CAROLINA

South Carolina Army National Guard	https://www.scguard.com	803-299-4200	
Fort Jackson Columbia	http://jackson.armylive.dodlive.mil	803-751-1110	DSN: 734-1110

SOUTH DAKOTA

South Dakota Army National Guard	https://sd.ng.mil/Units/ARNG		
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TEXAS

Texas Army National Guard	https://tmd.texas.gov/army-guard		
Corpus Christi Army Depot Corpus Christi	https://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	https://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

UTAH

Utah Army National Guard	https://state.nationalguard.com/utah		
Dugway Proving Ground Dugway	https://www.dugway.army.mil	435-831-2116	DSN: 789-2116
Tooele Army Depot Tooele	http://www.tooele.army.mil	435-833-2693	DSN: 790-2693

VIRGINIA

Virginia Army National Guard	http://vanguard.dodlive.mil	434-292-8621	
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
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
Pentagon Arlington		703-697-1201	DSN: 227-1201

VERMONT

Vermont Army National Guard	http://vt.public.ng.mil	802-338-3000	
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WASHINGTON

Washington Army National Guard	https://www.mil.wa.gov/army-guard	253-512-8222	
Joint Base Lewis–McChord Tacoma	http://www.lewis-mchord.army.mil	253-967-1110	DSN: 357-1110
Yakima Training Center Yakima	http://www.lewis-mchord.army.mil/yakima	509-577-3205	DSN: 638-3205

WEST VIRGINIA

West Virginia Army National Guard	http://www.wv.ng.mil	304-341-6628	
Camp Dawson Kingwood		304-791-4308	DSN: 623-4308

WISCONSIN

Wisconsin Army National Guard	https://dma.wi.gov/DMA/about/ng/arng	608-242-3000	
Fort McCoy Sparta	http://www.mccoy.army.mil	608-388-2222	DSN: 280-1110

WYOMING

Wyoming Army National Guard	https://wymilitary.wyo.gov/guard/army		
Camp Guernsey JTC Guernsey	http://wymilitary.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
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GERMANY

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

USAG–Ansbach	http://www.ansbach.army.mil		
USAG Bavaria	http://www.bavaria.army.mil	011-32-(0)9641-83-1110	
Joint Multinational Readiness Center Hohenfels	http://www.7atc.army.mil/jmrc		
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		

ITALY

USAG–Livorno Camp Darby	http://www.usag.livorno.army.mil/cpac.html	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
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KOREA

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

USAG–Humphreys Pyongtaek	http://www.army.mil/humphreys		
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	
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GLOSSARY

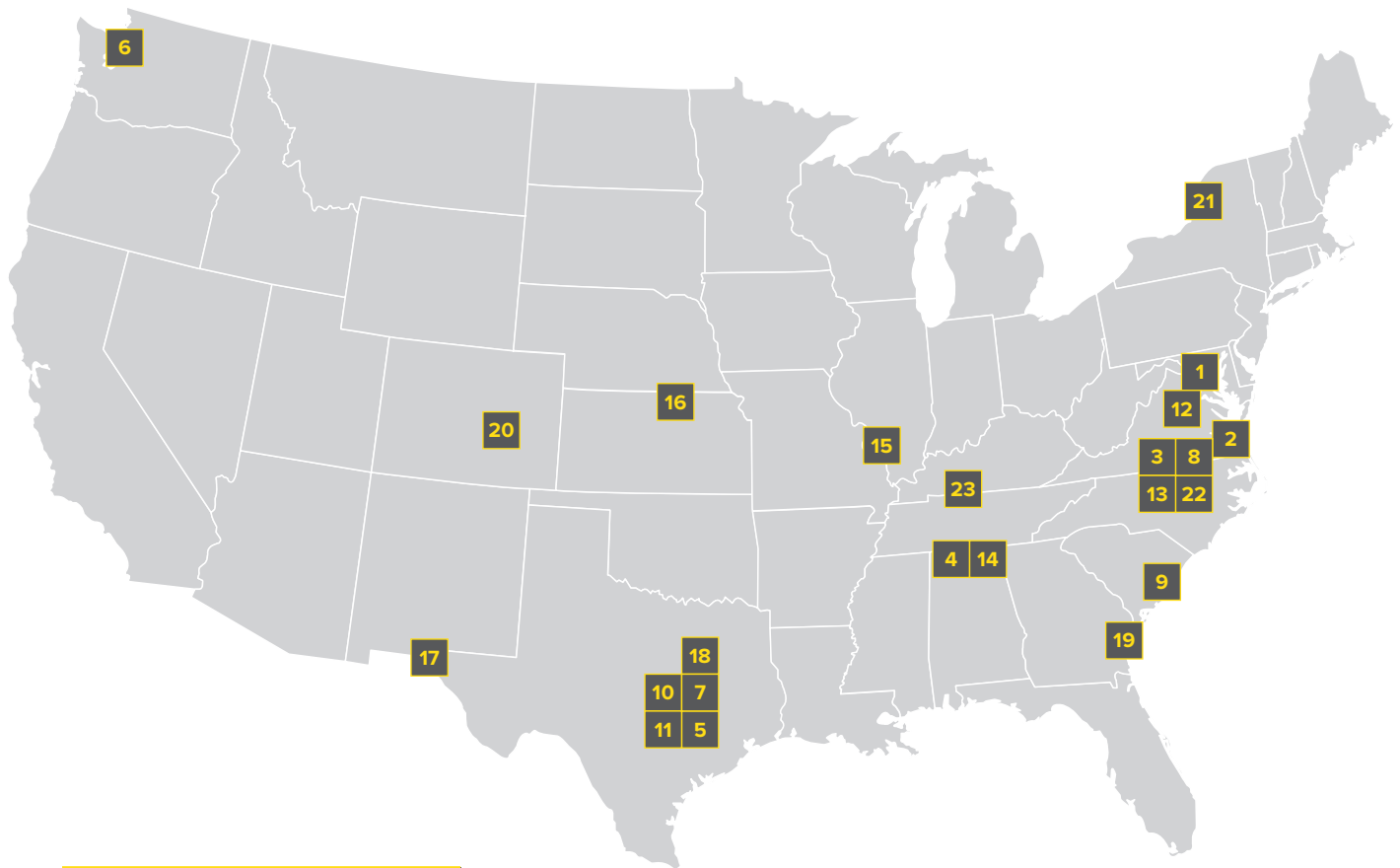
ABCT	Armored Brigade Combat Team
AC	Active Component
ACI	Army Cyber Institute
ACS	Army Community Services
ACU	Army Combat Uniform
ACU-A	Army Combat Uniform-Alternate
ADPAAS	Army Disaster Personnel Accountability and Assessment System
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFB	Air Force Base
AFC	U.S. Army Futures Command
AFTB	Army Family Team Building
AIFSN	Army Integrated Family Support Network
AIT	Advanced Infantry Training
AMC	U.S. Army Materiel Command
ANC	Arlington National Cemetery
AOR	Area of Responsibility
ARCYBER	U.S. Army Cyber Command
ARCOG	Army Reserve Cyber Operations Group
ARFORGEN	Army Force Generation
ARMEDCOM	Army Reserve Medical Command
ARSOF	Army Special Operations Forces
ARSST	Army Space Support Teams
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
ASCC	Army Service Component Command
ASU	Army Service Uniform
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
BOSS	Better Opportunities for Single Soldiers
C2	Command and Control
CAC	Casualty Assistance Center
CBRN	Chemical, Biological, Radiological and Nuclear
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CCU	Community Care Unit
CEMA	Cyber and Electromagnetic Activities
CFLCC	Coalition Forces Land Component Command
CFT	Cross-Functional Team
CJOA	Combined Joint Operating Area
CJSC	Chairman of the Joint Chiefs of Staff
CJTF-HOA	Combined Joint Task Force–Horn of Africa
CJTF-OIR	Combined Joint Task Force–Operation Inherent Resolve
CNGB	Chief, National Guard Bureau
CONUS	Continental United States

CRE	CBRN Response Enterprise
CSA	Chief of Staff, Army
CSCB	CEMA Support to Corps and Below
CSIB	Combat Service Identification Badge
CTC	Combat Training Center
CYSS	Child, Youth and School Services
DA	Department of the Army
DoD	Department of Defense
DRU	Direct Reporting Unit
DSC	Deployment Support Command
DSCA	Defense Support of Civil Authorities
DSCA	Defense Support of Civilian Authorities
DTC	Developmental Test Command
EDI	European Defense Initiative
EFMP	Exceptional Family Member Program
EMCS	Energy Monitoring and Control Systems
EPLO	Emergency Preparedness Liaison Officer
FA	Functional Area
FAP	Family Advocacy Program
FEMA	Federal Emergency Management Agency
FMWR	Family and Morale, Welfare and Recreation
FORSCOM	U.S. Army Forces Command
FRACU	Flame-Resistant Army Combat Uniform
FRG	Family Readiness Group
FY	Fiscal Year
GMD	Ground-Based Midcourse Defense
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
HRF	Homeland Response Force
IBCT	Infantry Brigade Combat Team
ILW	Institute of Land Warfare
IMA	Individual Mobilization Augmentees
IMCOM	U.S. Army Installation Management Command
ING	Inactive National Guard
INSCOM	U.S. Army Intelligence and Security Command
IRR	Individual Ready Reserve
ISIS	Islamic State of Iraq and Syria
ISR	Intelligence, Surveillance and Reconnaissance
JCS	Joint Chiefs of Staff
JFHQ-NCR	Joint Force Headquarters–National Capital Region
JFLCC	Joint Force Land Component Command
JRTC	Joint Readiness Training Center
JTF	Joint Task Force
KFOR	Kosovo Force
MARFORPAC	Marine Forces Pacific
MEDCOM	U.S. Army Medical Command
MEDRETE	Medical Readiness Training Exercise
MFO	Multinational Force and Observers

MISG	Military Information Support Groups
MNTF(E)	Multinational Training Force East
MOS	Military Occupational Specialty
MOTSU	Military Ocean Terminal Sunny Point
myCAA	My Career Advancement Account
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCR	National Capital Region
NEO	Noncombatant Evacuation Operations
NETCOM	Network Enterprise Technology Command
NGB	National Guard Bureau
NMS	National Military Strategy
NPSP	New Parent Support Program
NSS	National Security Strategy
NTC	National Training Center
OAR	Operation Atlantic Resolve
OCP	Operational Camouflage Pattern
OCS	Officer Candidate School
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
ONE	Operation Noble Eagle
OTC	Operational Test Command
PEO	Program Executive Office
PERSINSD	Personnel Information Systems Directorate
RC	Reserve Component
ROTC	Reserve Officer Training Corps
RS	Resolute Support
RTS	Ronald Reagan Ballistic Missile Defense Test Site
SBCT	Stryker Brigade Combat Team
SDDC	Surface Deployment and Distribution Command
SECO	Spouse Education and Career Opportunities
SFAC	Soldier and Family Assistance Center
SFL	Soldier for Life
SGLI	Servicemembers' Group Life Insurance
SHARP	Sexual Harassment/Assault Response and Prevention
SMA	Sergeant Major of the Army
SOCPAC	Special Operations Command Pacific
SOF	Special Operations Forces
SOS	Survivor Outreach Services

SRM	Sustainment Readiness Model
START	Strategic Arms Reduction Treaty
TAA	Training, Advising and Assisting
TAAB	The Army Aviation Brigade
TRADOC	U.S. Army Training and Doctrine Command
TSC	Theater Sustainment Command
TSGLI	Servicemembers' Group Life Insurance Traumatic Injury Protection
USAASC	U.S. Army Acquisition Support Center
USACE	U.S. Army Corps of Engineers
USACIDC	U.S. Army Criminal Investigation Command
USAEC	U.S. Army Environmental Command
USAFRICOM	U.S. Africa Command
USAJFKSWCS	U.S. Army John F. Kennedy Special Warfare Center and School
USAMDW	U.S. Army Military District of Washington
USAMEB	U.S. Army Marketing and Engagement Brigade
USARAF/SETAF	U.S. Army Africa Command/Southern European Task Force
USARC	U.S. Army Reserve Command
USARCENT	U.S. Army Central Command
USAREUR	U.S. Army European Command
USARNORTH	U.S. Army Northern Command
USARPAC	U.S. Army Pacific Command
USARSOUTH	U.S. Army Southern Command
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
USAWC	U.S. Army War College
USC	U.S. Code
USCENTCOM	U.S. Central Command
USCYBERCOM	U.S. Cyber Command
USEUCOM	U.S. European Command
USFK	U.S. Forces Korea
USINDOPACOM	U.S. Indo-Pacific Command
USMA	United States Military Academy
USNORTHCOM	U.S. Northern Command
USSOCOM	U.S. Special Operations Command
USSOUTHCOM	U.S. Southern Command
USSTRATCOM	U.S. Strategic Command
VAP	Victim Advocacy Program
VEO	Violent Extremist Organization
WALT	Warfighter Assisting Low Earth Orbit Tracker
WMD	Weapons of Mass Destruction
WTU	Warrior Transition Unit

REGULAR ARMY CONUS-BASED UNITS



1 Headquarters, Department of the Army (HQDA) – Pentagon, Arlington, VA

ARMY COMMANDS

2 U.S. Army Training and Doctrine Command (TRADOC) – Joint Base Langley–Eustis, VA

3 U.S. Army Forces Command (FORSCOM) Fort Bragg, NC

4 U.S. Army Materiel Command (AMC) Redstone Arsenal, AL

5 U.S. Army Futures Command (AFC) Austin, TX

ARMY CORPS

6 I Corps Joint Base Lewis–McChord, WA

7 III Corps Fort Hood, TX

8 XVIII Airborne Corps Fort Bragg, NC

ARMY SERVICE COMPONENT COMMANDS

9 U.S. Army Central Command (USARCENT) Shaw Air Force Base (AFB), SC

10 U.S. Army North/5th Army (USARNORTH) Fort Sam Houston, TX

11 U.S. Army South (USARSOUTH) Fort Sam Houston, TX

12 U.S. Army Cyber Command (ARCYBER) Fort Belvoir, VA

13 U.S. Army Special Operations Command (USASOC) – Fort Bragg, NC

14 U.S. Army Space & Missile Defense Command/Army Forces Strategic Command (USASMD/ARSTRAT) Redstone Arsenal, AL, & Peterson AFB, CO

15 U.S. Army Surface Deployment & Distribution Command (SDDC) Scott AFB, IL

ARMY DIVISIONS

16 1st Infantry Division Fort Riley, KS

17 1st Armored Division Fort Bliss, TX

18 1st Cavalry Division Fort Hood, TX

19 3d Infantry Division Fort Stewart, GA

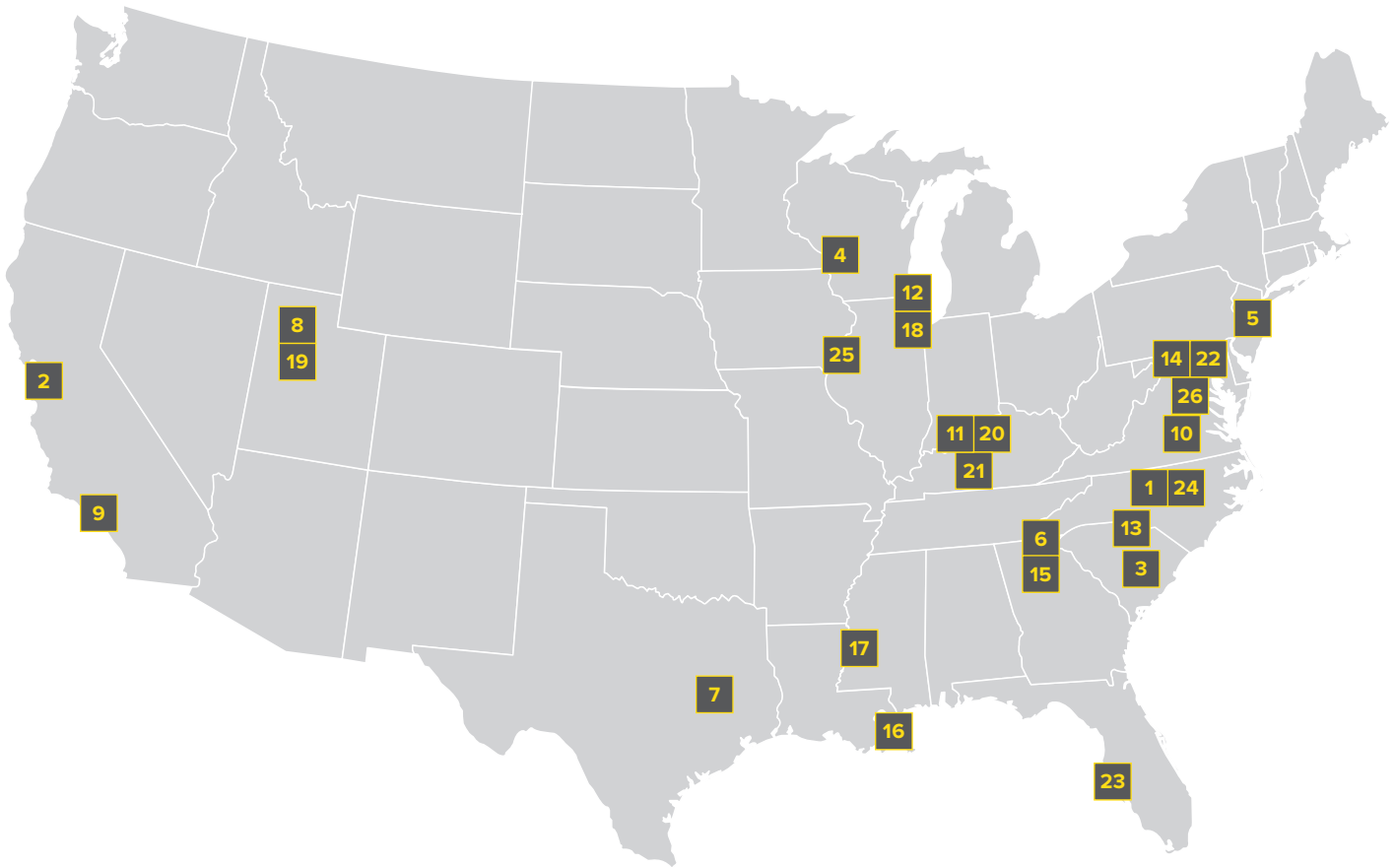
20 4th Infantry Division Fort Carson, CO

21 10th Mountain Division Fort Drum, NY

22 82d Airborne Division Fort Bragg, NC

23 101st Airborne Division Fort Campbell, KY

ARMY RESERVE DIVISIONS AND FUNCTIONAL COMMANDS



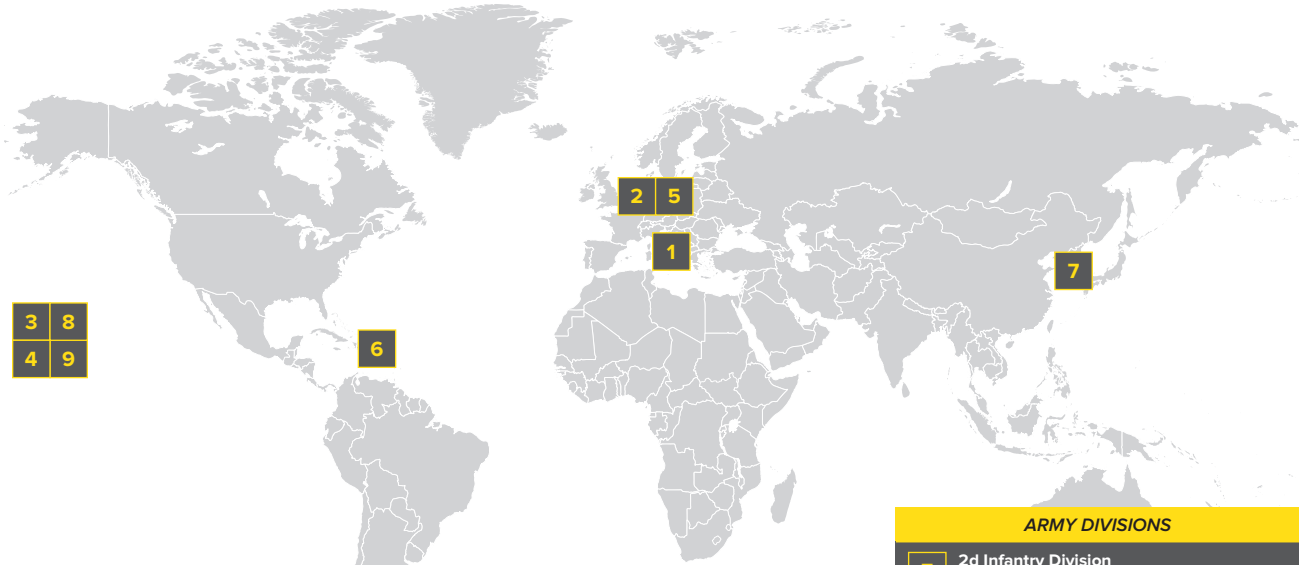
1 Headquarters, U.S. Army Reserve
Fort Bragg, NC

ARMY RESERVE DIVISIONS	
2 63d Regional Support Command Moffett Field, CA	4 88th Regional Support Command Fort McCoy, WI
3 81st Regional Support Command Fort Jackson, SC	5 99th Regional Support Command Joint Base McGuire–Dix–Lakehurst, NJ

DS – Deployment Support
IET – Initial Entry Training
TASS – The Army School System
USACAPOC – U.S. Army Civil Affairs & Psychological Operations Command
USARSCFA – U.S. Army Reserve Support Command, First Army

ARMY RESERVE FUNCTIONAL COMMANDS		
6 3d Medical Command (DS) Fort Gillam, GA	13 108th Training Command (IET) Charlotte, NC	20 U.S. Army Reserve Aviation Command Fort Knox, KY
7 75th Innovation Command Houston, TX	14 200th Military Police Command Fort Meade, MD	21 Army Reserve Careers Division Fort Knox, KY
8 76th Operational Response Command Salt Lake City, UT	15 335th Signal Command (Theater) East Point, GA	22 U.S. Army Reserve Legal Command Gaithersburg, MD
9 79th Theater Sustainment Command Los Alamitos, CA	16 377th Theater Sustainment Command New Orleans, LA	23 Army Reserve Medical Command Pinellas Park, FL
10 80th Training Command (TASS) Richmond, VA	17 412th Theater Engineer Command Vicksburg, MS	24 USACAPOC Fort Bragg, NC
11 84th Training Command (Unit Readiness) Fort Knox, KY	18 416th Theater Engineer Command Darien, IL	25 USARSCFA Rock Island, IL
12 85th Support Command Arlington Heights, IL	19 807th Medical Command (DS) – Fort Douglas, UT	26 Military Intelligence Readiness Command Fort Belvoir, VA

REGULAR & RESERVE ARMY OCONUS-BASED UNITS

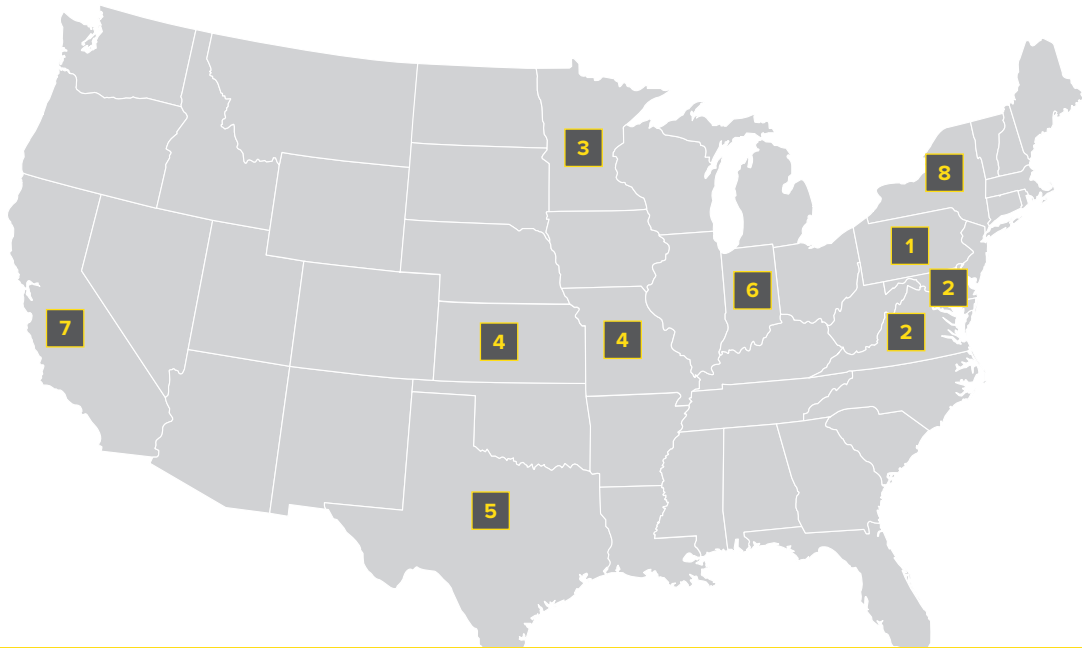


ARMY SERVICE COMPONENT COMMANDS	
1	U.S. Army Africa (USARAF) Vicenza, Italy
2	U.S. Army Europe (USAREUR) Wiesbaden, Germany
3	U.S. Army Pacific (USARPAC) Fort Shafter, HI

ARMY RESERVE DIVISIONS	
4	9th Mission Support Command Fort Shafter, HI
5	7th Mission Support Command Schwetzingen, Germany
6	1st Mission Support Command Fort Buchanan, PR

ARMY DIVISIONS	
7	2d Infantry Division Fort Lewis, South Korea
8	25th Infantry Division Schofield Barracks, HI
ARMY RESERVE FUNCTIONAL COMMAND	
9	311th Signal Command (Theater) Fort Shafter, HI

ARMY NATIONAL GUARD DIVISIONS



ARMY NATIONAL GUARD DIVISIONS			
1	28th Infantry Division Pennsylvania	3	34th Infantry Division Minnesota
2	29th Infantry Division Virginia & Maryland	5	36th Infantry Division Texas
4	35th Infantry Division Kansas & Missouri	6	38th Infantry Division Indiana
7	40th Infantry Division California	8	42d Infantry Division New York



As the premier voice for America's Soldiers, the Association of the United States Army is a dedicated team committed to building the best professional and representative association for the world's best Army.



WHO WE ARE

The Association of the United States Army (AUSA) is the Total Army's professional association. If you have a connection with the Army—professionally or personally—AUSA is your resource for soldier support, business opportunities, educational resources, philanthropy initiatives, family programs, influential representation, and genuine relationships with a supportive Army community.

OUR MISSION

The Association of the United States Army is a nonprofit educational and professional development association serving America's Total Army, our Soldiers, Army civilians, and their families; our industry partners, and supporters of a strong national defense. AUSA provides a voice for the Army, supports the Soldier, and honors those who have served in order to advance the security of the nation.

- AUSA **educates** its members, the public, industry, and Congress about the critical nature of land warfare and the Army's central role in national defense.
- AUSA **informs** its members, our communities, and Congress about issues affecting America's Army and the Soldiers who serve in the Regular Army, Army National Guard, and Army Reserve.
- AUSA **connects** the Army to the American people at the national, regional, and chapter levels.

WHO WE SERVE

All Army ranks and all components are represented in AUSA—including Regular Army, National Guard, Army Reserve, Government Civilians, Retirees, Wounded Warriors, Veterans, concerned citizens and family members.

The Association is open to everyone in the U.S. Army and to those who would simply like to offer support to our Soldiers.

From individuals to local businesses, defense industry companies, and like-minded organizations, each member and partner of AUSA provides vital input into a strong national defense with special concern for the Army.

THE AUSA COMMUNITY

AUSA's success is credited to its 115,000+ enthusiastic members, partners, and affiliates.

The strength of the Association rests in its 121 volunteer-led chapters located throughout the world. These chapters are devoted to the dual missions of providing a **voice for the Army** and professional **support for the Soldier** while also providing local community support

AUSA and its chapters contribute over \$5,000,000 to awards, scholarships, and programs annually.

YOUR PROFESSIONAL DEVELOPMENT TEAM

AUSA is the only professional association supporting the Total Army. Understanding that the current Army is a professional force, AUSA provides a wide variety of tailored content and professional development programs and events to generate dialogue and take action on crucial issues.

- AUSA Annual Meeting
- Institute of Land Warfare resources
- Hot Topic conferences
- National Security Studies products
- AUSA Book Program
- AUSA symposia and expositions
- ARMY Magazine
- AUSA News

EDUCATE—INFORM—CONNECT



PARTNERS & AFFILIATES

AUSA maintains lasting relationships between the Army and 500+ National Industry Partners and 3000+ local Community Partners through symposia and expositions, chapter networking events, AUSA programs, lectures and fora, international events, and conferences.

The Association has also recently opened an Affiliate program for other, like-minded organizations, including:

- United States Warrant Officer Association;
- The ROCKS, Inc.;
- Patriot Project;
- Civil Affairs Association; and
- The Enlisted Association of the National Guard of the United States.

OUTREACH

AUSA speaks out for the men and women of the United States Army who proudly serve out country, with robust connections within the Army, Congress, and media.

Also, understanding that actions can often speak louder than words, the Association represents and offer support for the Army through the following programs:

- National Museum of the United States Army support;
- Army Ten-Miler lead sponsor;
- local philanthropic outreach;
- scholarships and grants; and
- military event sponsorships.



MEMBER DISCOUNTS



TRAVEL

Hotels, car rentals, and more



HEALTH & WELLNESS

Hearing benefits, dental discounts, emergency assistance



SHOPPING

Electronics, office supplies, event tickets, gifts



EDUCATION & CAREER

University of Maryland University College, SAT/ACT/LSAT prep



INSURANCE

AUSA group insurance



AND MORE!

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of AUSA? Join online at:

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