1-214th Aviation Regiment and 1-3rd Attack Reconnaissance Battalion, 12th Combat Aviation Brigade, flying together and qualifying during Aerial Gunnery, Grafenwöhr Training Area on 20 July 2020 (U.S. Army photo by Sergeant Justin Ashaw).

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The Association of the United States Army (AUSA) is a non-profit educational and professional development association serving America’s Army 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.

As the Army’s premier, nonprofit, educational and professional association, we:

- educate those we serve (Soldiers and their families, Army civilians, retired Soldiers and veterans, and the businesses and industries that support the Army) with programs, products, resources and events;
- inform our members, Congress and the American public about issues affecting America’s Army—Regular Army, Army National Guard and Army Reserve; and
- connect America’s Total Army, its industry partners, like-minded associations and other supporters at the national, regional and chapter levels.

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

Since its founding by the Continental Congress in Philadelphia on 14 June 1775, America's Army has been an integral part of our nation. Formed from the volunteer militias that were the predecessors of today's National Guard, the Army has served the nation continuously through war and peace, through hard times and prosperity, at home and abroad. Quite simply, the history of the Army is wholly intertwined with the history of our country.

This Profile of the United States Army is published by the Association of the U.S. Army as a user-friendly guide. It describes the structure and priorities of today's Army, serving as a reference book for people familiar with America's Army and an introduction for family members, civilian employees, contractors and future Soldiers.

This latest edition of Profile reflects an increased focus on the essential nature of the Army's people and its families. It provides a comprehensive summary of Army operations around the world, contains pertinent information and helpful graphics on Soldiers and their uniforms, and describes the Army's command structure and installations. It also features maps illustrating locations of current Army commands, corps and divisions, Army National Guard divisions and Army Reserve divisions and functional commands.

AUSA fully supports the Total Army—Regular Army, Army National Guard, Army Reserve and Army civilians. We advocate for and offer educational programs that support Army veterans and retirees and the families and communities who stand behind them.

Profile of the United States Army, an integral part of this support, serves as a guide to the history and organization of the Army. We hope you find this to be a useful reference, and we welcome comments and suggestions on how to make future editions as useful and informative as possible. Please direct any feedback to education@ausa.org.

In publishing this Profile, AUSA seeks 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 CEO,  
Association of the United States Army

1 September 2020
U.S. Army Reserve Staff Sergeant Jeffrey Gilmer, 83rd Military Police Company, 200th Military Police Command, stands guard during a simulated angry mob 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 experience tactical training scenarios specifically designed to replicate real-world missions (U.S. Army Reserve photo by Specialist John Russell).
1. National Defense

/Civilian Control

America’s military has always been a product of the American community, beginning with the town militias of the 1700s. The Founding Fathers kept this in mind when they formed the nation’s government; although states were allowed to maintain militias (the origin of today’s National Guard), the Constitution put “the common defense” of the nation as the responsibility of the federal government, placing military authority under the civilian control of the federal executive and legislative branches.

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, with civilian oversight 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 have used their armies as internal enforcers of leaders’ will, America’s founders created an armed force that serves the will of the people and so 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 the responsibility to provide for “the common defense and general welfare of the United States” and, in regard to military matters, the following authority:

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

The Constitution gives the president the role of commander in chief of the armed forces, including the militia “when called into the actual service of the United States.”

/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 (including the Space Force) and the National Guard Bureau;
- the JCS;
unified combatant commands; and
various defense agencies.

/Military Services
The U.S. armed forces comprise the four military services—the Army, the Navy (including the Marine Corps), the Air Force (including the Space 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 air space and project aerial combat power wherever needed. Aerospace forces support the Army through interdiction, airlift and close air support. The Space Force, established within the Air Force in December of 2019, will be entirely stood-up in 2021. It has the mission to protect U.S. and allied interests in space and to provide space capabilities to the joint force.

The Coast Guard is part of the Department of Homeland Security and so does not fall under DoD, 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 military space professionals;
- acquiring military space systems;
- maturing the military doctrine for space power; and
- organizing space forces to present to combatant commands.
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 DoD, 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; the chief of space operations, Space Force; and the chief of the National Guard Bureau—plus the chairman and vice chairman. The chairman of the joint chiefs of staff (CJCS) is senior to all other officers in the armed forces while holding the office and is the principal military adviser to the president and the secretary of defense. The CJCS 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
- 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 (see p. 3).

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. Africa Command, U.S. Central Command, U.S. European Command, U.S. Indo–Pacific Command, U.S. Northern Command, U.S. Southern Command and U.S. Space Command), or by overriding mission or function (U.S. Cyber 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, Space Force or Marine general or a Navy admiral. The chain of command for these commanders goes directly to the secretary of defense and up to the president, both of whom have statutory authority to shift forces among combatant commands based on the requirements of particular situations or contingencies.

In addition, the president and the secretary of defense can establish specified combatant commands with a 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 (NSS), which outlines the administration’s strategic approach to America’s enduring and most pressing interests. The most recent NSS was published in 2017:

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 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, then-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—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 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, 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.”²

Updated versions of the NSS and the Defense Guidance have not yet been published.

/National Military Strategy³

The 2018 National Military Strategy (NMS), released on 12 July 2019, provides the joint force with a framework for protecting and advancing U.S. national interests. It reflects a comprehensive review conducted by the Chairman of the Joint Chiefs of Staff (CJCS) with the other members of the JCS and the unified combatant commanders, providing their advice on how to achieve the defense objectives.
outlined in the 2018 *National Defense Strategy* (NDS). As an overarching military strategic framework, it implements the substantial body of policy and strategy direction provided in the 2017 NSS, the 2018 NDS, the Defense Guidance and other documents.

The vision of the joint force, as articulated in the 2018 NMS, has three elements:

- defend the homeland;
- deter competitors; and
- defeat adversaries.

In coordination with this vision, the 2018 NMS identifies five mission areas:

- respond to threats;
- deter strategic attack (and proliferation of weapons of mass destruction—WMD);
- deter conventional attack;
- assure allies and partners; and
- compete below the level of armed conflict (with a military dimension).

To achieve these ends, and in concert with the developing doctrine of Multi-Domain Operations, or MDO, NMS 2018 introduces the notion of joint combined arms, defined as “the conduct of operational art through the integration of joint capabilities in all domains,” stressing that “the joint force and its leaders must be as comfortable fighting in space or cyberspace as they are in the other three traditional domains of land, sea, or air.” This concept is also referred to as Joint All-Domain Operations, or JADO.

These three elements in the NMS vision and its five mission areas are, in turn, supported by three strategy horizons, developed to meet the challenges of the existing and future security environment: force employment, force development and force design.

**Force employment.** This addresses planning, force management and decisionmaking to fulfill the defense objectives of the NDS.

**Force development.** This adapts current planning, force management and decisionmaking processes to enable the joint force to improve how it does what it does.

**Force design.** Closely tied to force development, this enables the joint force to do what it does in fundamentally different ways.

These strategy horizons are identified to meet the challenges presented in the following security trends, outlined in the 2018 NDS and discussed in general terms in the 2018 NMS, especially in light of the current environment with China and Russia *(sic)*:

- reemergence of great-power competition;
- post-world War II order—resilient but weakening;
- technology and the changing character of war—diffusion, competition and new threats;
- empowered non-state actors;
- homeland is no longer a sanctuary;
- threat of WMD;
- allies and partners—evolving opportunities;
- battle of narratives; and
- scale and urgency of change.

/ Capstone Concept for Joint Operations 

This document is published as guidance for carrying out the NMS. The previous version, *Capstone Concept for Joint Operations: Joint Force 2020*, is available for download on the Homeland Security Digital Library. The current version was written in coordination with the vision, mission, security trends and strategy horizons identified in the 2018 NMS; however, this *Capstone Concept for Joint Operations: Joint Force 2030* is still classified.

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Green Berets wait in a M-ATV Special Forces Vehicle for a gun truck from the Maghaweir al-Thowra (MaT) partner force to join their joint patrol mission near At-Tanf Garrison, Syria, 29 April 2020. Coalition forces train and advise the MaT in southern Syria in pursuit of the enduring defeat of Daesh and to set conditions for regional stability (U.S. Army photo by Staff Sergeant William Howard).
2. Land Component

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

The American Army’s mission and formation have changed little in the 245 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 the reserve component (RC) of the Army.

The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need remained constant 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).

In addition to these larger responsibilities, the U.S. Army has accomplished many and various combat and public service missions over the years. For example, 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 fight expeditionary wars to protect America’s interests in China, the Philippines and Latin America. Through the Corps of Engineers, the Army has provided support in executing many public works projects, such as the Hoover Dam. The Army also formed the nation’s first modern weather service, provided the nation’s first airmail service and supervised the building of the Panama Canal.

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 245 years: career Soldiers and citizen Soldiers serving together. This organization ensures a globally-responsive, regionally-engaged force in both peace and war, united by the mission to 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; 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.

**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 the 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 re-appointed 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 force 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 noncommissioned officers; and on morale, training, pay, promotions and quality of life for Soldiers and family members.
Army Components
The U.S. Army is divided into two primary components: the active component (AC) and the reserve component (RC). The RC comprises the Army National Guard and the Army Reserve. Today’s Army is a cohesive organization with all elements serving together in training, support and combat missions. First-term Soldiers are obligated to serve eight years in the military; this obligation may be fulfilled through a combination of active and reserve service.

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

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

The RC has three categories: the Ready Reserve, the Standby Reserve and the Retired Reserve. The

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

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 a time of national crisis.

Inactive National Guard (ING). ING personnel are not in the Selected Reserve, but they do 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 maintain their military affiliation without being in the Ready or Retired Reserve and are subject to active duty. Soldiers with a statutory military
service obligation, temporarily placed in the Standby Reserve, will be transferred back to the Ready Reserve at the earliest possible date. Voluntary members of the Standby Reserve, unable to transfer to the Ready Reserve and possessing critical skills determined by the secretary of the army to be mobilization assets, may be retained instead of discharged.

There are two categories Soldiers can fall under in the Standby Reserve:

- **Active Status.** Soldiers on the Active Status List may participate in reserve training activities at no expense to the government, earn retirement points and be eligible for promotion. They may also take part in individual duty training in a non-paid training status when authorized by the appropriate commander.

- **Inactive Status.** Soldiers on the Inactive Status List may not train for pay or retirement points and are not eligible for promotion. They do, however, retain their reserve affiliation in a non-participating status. Soldiers who are enrolled in a military school course or correspondence course when transferred to the Inactive Status List may complete their course.

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 they 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. 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, starting with the American Revolution and continuing through the present day.

The Army National Guard’s dual status creates a bureaucratic balancing act. Because the federal government must ensure that Army National Guard elements can effectively integrate with the active Army and Army Reserve, DoD establishes training and operations requirements for Guard units and determines the number of authorized Army National Guard personnel and the unit mix available across the country. The states, meanwhile, reserve the authority to locate units and their headquarters. Federal officials may not change any branch, organization or allotment located entirely within a state without approval of the governor. However, such organizational concerns are seamless on the ground. Whether it is a DoD-ordered deployment to engage in counterterrorism operations overseas or a governor’s request to respond to a natural disaster or civil unrest 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 630,000 Soldiers since 11 September 2001.
- The Army National Guard has an endstrength of approximately 336,000 Soldiers—supported by more than 1,400 (non-dual status) Army civilian technicians who are not included as part of this endstrength number.
- The Army National Guard has 22,294 National Guard employees who wear the uniform and are included in the 336,000 count; the Guard also has 30,595 Active Guard Reserve Soldiers who are included in that count.
- The Army National Guard is a balanced force of combat, combat support and combat service support organizations, including eight division headquarters, 27 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.

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 life-saving 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, during the initial COVID-19 pandemic response from March through June 2020, Army National Guard Soldiers served on the frontlines, administering approximately 2.5 million tests, packaging and delivering more than 149 million meals at food banks, cleaning more than 1,900 healthcare facilities and delivering more than 190 million items of protective equipment.

Simultaneously, while the Guard was providing cyber support and flood response in preparation for tropical storm season, they were called up for civil unrest missions following the death of George Floyd. The Guard plays a key role in supporting local law enforcement agencies in the face of complex civil disturbances, and it ensures the right of the people to peacefully protest while providing for the protection of lives and property. At the peak of this civil disturbance and the COVID-19 operations, more than 78,000 citizen Soldiers were on duty, performing domestic response missions in support of their governors in every single state, three territories and the District of Columbia, making it the largest domestic response since Hurricane Katrina.
An example of the National Guard’s enduring value as a dual-mission force could be seen during 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-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-theater enabling capabilities required to meet planned contingency operations. It also means prioritizing readiness and its four components (manning, training, equipping and leader development) with targeted initiatives.

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

Defense Support of Civil Authorities
The Army Reserve includes substantial capabilities vital in disaster response and stands ready to support lead agencies for domestic emergencies and disaster relief efforts. Section 12304a of the 2012 National Defense Authorization Act provides 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 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 material 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.
- 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. 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.
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 (HQDA) 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. 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.

Soldiers from the 198th Infantry Brigade train in urban operations and room-to-room clearing at Fort Benning, Georgia, 21 April 2020 (U.S. Army photo by Patrick A. Albright).
3. Army Organization

/The Most Formidable Ground Combat Force on Earth

Mission
The American people expect their Army to be ready whenever called upon to defend the nation, respond to crises and protect the national interests. However, the Army currently faces 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. Together with emphasizing the pride of place given to the Army’s people, a move repeatedly made by current Army leadership, the 2020 Army Posture Statement (APS) describes the mission, readiness and challenges of today’s Army:

Two and a half years ago, Army Senior Leaders developed the priorities of Readiness, Modernization, and Reform with the support of Congress. Today, the Army’s senior leadership has changed, but our priorities have not, and it is people who are our foundation. [We] continue our irreversible momentum towards a ready, modernized, multi-domain Army. We are building strategic readiness while sustaining tactical readiness. We are modernizing to ensure future readiness. And we continue to reform our systems to optimize resources. To date, the strategic environment remains dynamic and great power competitors continue to invest significant resources to modernize their militaries. The Army must maintain a ready force to meet today’s challenges, while implementing a transformational modernization effort to ensure the Army is prepared for future threats. The only way in which the Army can achieve our objectives is through our People. People—our Soldiers, Families, Army Civilians, and Soldiers For Life—our Retirees and Veterans—are the foundation of everything we do and are the greatest strength of our Army. We rely on their talent, initiative, innovation, and teamwork to drive the Army forward into the next great era of U.S. Army power-projection dominance.¹

The Army is at an inflection point, starting to divest its current capability to fund ambitious modernization efforts and to align with the National Defense Strategy and its new guiding operational principles of Multi-Domain Operations (MDO):²

[T]he Army [is] on a path to be ready today AND in a future where we know [we] will be contested in every domain—land, sea, air, space, and cyber space. Through continued timely, adequate, predictable, and sustained budgetary support, the United States Army will remain ready today as we transform for the future.³

Environment
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, criminal networks and even a global pandemic, COVID-19, that threaten the world order. The Army’s primary response to this is the on-going development of MDO and the modernization of materiel:

The National Defense Strategy made clear that the world is complex and dangerous, requiring the Army [to] be prepared against a range of current and potential military challenges. In particular, Russia and China are investing heavily in advanced military capabilities and seek to change the current global balance of power. Russia has the greatest capability to challenge U.S.
interests today and is expected to deliver modern capabilities to its forces through the mid to late 2020s. China is our nation’s greatest long-term challenge. By 2030, China is expected to be the world’s largest investor in research and development, and to field a fully modernized force by 2035—investing in artificial intelligence (AI), robotics, energy storage, 5G networks, quantum information systems and biotechnology. Additionally, regional state adversaries, namely North Korea and Iran, present significant challenges as they pursue advanced capabilities and weapons of mass destruction to gain regional influence and ensure regime survival. Moreover, transnational terrorist organizations continue to threaten our homeland and interests, as well those of our allies and partners. The Army must and will be prepared to defeat and deter highly capable adversaries while disrupting violent extremist organizations and simultaneously defending the homeland. Ultimately, America’s Army remains prepared today to respond to other contingency operations, both abroad and at home. However, global demand continues to rise. In response to an increasingly uncertain global picture, the Army is investing in the research and development of the next generation of weapons and equipment needed to stay ahead of our adversaries. Through a disciplined prioritization of resources, the Army will remain postured to defend the Nation.6

Current Budget Priorities
In February 2020, the Army sent its annual unfunded requirements list to Congress for Fiscal Year 2021, informing lawmakers where money would be spent if there were more of it. Primarily, this wish list focuses on boosting multi-domain units in Europe and the Indo-Pacific region and on wartime funding; it also focuses on Army materiel and personnel. This follows on a year when, once again, the Army has faced budget cuts; according to Army Chief of Staff (CSA) General James McConville, “This reduction comes in a pivotal budget year for the Army as we begin to fully leverage the early successes of our modernization efforts.” McConville, together with Secretary of the Army Honorable Ryan D. McCarthy, also touched on these issues in the 2020 APS:

We are grateful to Congress for the strong support provided to the Army in Fiscal Year 2020 (FY20). With this funding, the Army continues to build readiness to complete missions required by our national leaders, across the globe and with little notice, while taking actions to help our country compete with and deter near-peer competitors. At the same time, the Army continued aggressive modernization efforts to drive the transformational change necessary to ensure America’s Army will also be able to win in the future against Great Power Competitors. Consistent funding levels and the continued support of the Congress are critical to achieve modernization. With Congress’ steadfast support, we are here to finish what we collectively started.6
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.

Current Focus
To remain the most formidable ground combat force on earth, dedicated to advancements in readiness, modernization and reform as outlined in the 2020 APS, the Army is focusing on modernization prior- ities, the development of the MDO doctrine and, perhaps most important, the readiness of its personnel. 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 greatest strength of the U.S. Army comes from our people—Soldiers, Families, Army Civilians and Soldiers for Life—our Retirees and Veterans. They represent the best our nation has to offer. The Army People Strategy (APS) captures our People first philosophy and "winning matters" attitude. The APS guides how we will Acquire, Develop, Employ and Retain our future talent. Accordingly, taking care of our Soldiers and their families is key to Army readiness, modernization, and reform [sic].

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). The four Army Commands perform many Title 10 functions across multiple disciplines. ASCCs are operational organizations that are aligned with combatant commands and are divided between six geographic combatant commands and four global functional commands. DRUs consist of one or more units that have institutional or operational functions. They provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army.

For detailed information concerning each of the Army Commands, ASCCs and DRUs, see chapters 8, 9 and 10, respectively.

The Army Modular Force
In 2003, the Army moved from a division-based to a brigade-centric modular force structure; this was its largest shift in structure and organization since World War II. 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 to meet the specific circumstances of a crisis.

Within Army Commands, ASCCs and DRUs, 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 is a brigade-centric force; divisions serve as command and control headquarters specializing in mission command for subordinate units. The smaller types of units are standardized. For example, every armored brigade combat team (ABCT)—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 noncommissioned officers (NCOs) in the Army.

Squad/Section
Two or more teams comprise a squad or section. Both organizations come in several forms and functions. Organizations of Soldiers 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.

AimPoint Force
National Military Strategies since 9/11, under the auspices of the Army Modular Force, have largely focused on counterinsurgency and defeating violent extremist organizations (VEOs). However, starting with the 2018 National Military Strategy, Army leadership has acknowledged the shift from VEOs to a focus on countering and possibly confronting Russian and Chinese military forces; the AimPoint Force, a new design for force structure first announced in April 2020, is intended to be the means to build the force structure necessary to meet this emerging challenge.

AimPoint Force, being developed by the Army Futures Command’s Army Futures and Concepts Center, is expected to enhance the flexibility of force structure. While little change is expected at brigade level and below, the Army suggests major changes will occur at higher echelons—division, corps, and theater command—that have primarily played a supporting role in the counterinsurgency operations of the past two decades. Under the developing concept of Multi-Domain Operations (MDO), higher field headquarters will be needed to take the lead in coordinating large-scale campaigns against well-armed nation-states such as Russia and China.

An arguably ambitious effort, intended to be completed by 2035, AimPoint Force efforts raise questions regarding the Army’s estimated associated costs in terms of personnel, equipment, operations and military construction over the next 15 years. Together, MDO and AimPoint units and systems are intended to compete with and, if necessary, confront and defeat great power competitors Russia and China. Some defense experts suggest that, in light of the COVID-19 pandemic, the U.S national security construct as it stands could be in question; military services could face appreciable force structure and budgetary reductions.

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 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.

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 they 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 can also be 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. Various types of multifunctional brigade include: combat aviation; combat support; sustainment; fires; and battlefield surveillance.

**Corps and Divisions**

Divisions are led by major generals and comprise 10,000 to 15,000 Soldiers. Corps, which can comprise up to five divisions, are commanded by lieutenant generals and boast 20,000 to 45,000 Soldiers. 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.

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 statutory requirements. For more information on where the Army is stationed around the world, read Chapter 6 and turn to the maps at the back of this book.

**/Sustainment Readiness Model**

In 2015, the Army began the transition from ARFORGEN (the Army Force Generation that provided the predictable timelines and rotations suited to supporting Operations Enduring Freedom and Iraqi Freedom) to the Sustainable Readiness Process (SRP). SRP is “the building and preservation of the highest possible overall unit and strategic readiness posture for the Army over time, given the resources available, so that the Army is ready to meet known and emergent operational demands, while being optimally postured to meet contingency surge demand.”

Its goal is “to maximize readiness across the Total Army through efficient and effective application of the limited resources through existing Army processes.”

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 Army’s ability to meet the operational demands of a complex world.

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

- **C1** indicates that the unit possesses the required resources and is trained to undertake the full wartime mission for which it is organized or designed;
- **C2** indicates that the unit possesses the required resources and is trained to undertake most of the wartime mission for which it is organized or designed;
- **C3** indicates that the unit possesses the required resources and is trained to undertake many, but
not all, portions of the wartime mission for which it is organized or designed;

- **C4** indicates that the unit requires additional resources or training to undertake its wartime mission, but it may be directed to undertake some portions of its wartime mission with resources on hand; and

- **C5** indicates that the unit is undergoing a service-directed resource action and is not prepared, at this time, to undertake the wartime mission for which it is organized or designed. However, it may be capable of undertaking nontraditional, non-wartime related missions. C5 units are restricted to the following: (1) units that are undergoing activation, inactivation, conversion or other Headquarters, Department of the Army (HQDA)-directed resource action; (2) units that are not manned or equipped but are required in the wartime structure; and (3) units placed in cadre status by HQDA.

**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.

In October of 2019, the Army released further development of SRM in Army Regulation 525-29, *Military Operations: Force Generation—Sustainable Readiness*.

**Budget Organization**

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 2020 began on 1 October 2019 and ended on 30 September 2020.

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 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

*Specialist Nathaniel Harris, a cannon crewmember with Battery B, 1st Battalion, 160th Field Artillery Regiment, 45th Infantry Brigade Combat Team, adjusts a collimator for a 105mm howitzer during crew drill training at the unit’s armory in Holdenville, Oklahoma, 29 July 2020 (Oklahoma Army National Guard photo by Sergeant Anthony Jones).*
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 were operating at full force in FY 2020.

3. 2020 APS, 2.
5. Jen Judson, ”US Army’s $7 billion wish list.”
6. 2020 APS, 1.
7. 2020 APS, 11.
10. Army Regulation 525-29, ch. 3.
Sergeant Shakerah Brown, a Financial Management Technician, competes in the 25th Infantry Division NCO and Soldier of the Year competition at Schofield Barracks, Hawaii, 1–4 June 2020 (U.S. Army photo by Sergeant Sarah D. Sangster).
4. The Soldier

/Army Strong
The Soldiers in the United States Army are 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.

<table>
<thead>
<tr>
<th>The Soldier’s Creed</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am an American Soldier.</td>
</tr>
<tr>
<td>I am a warrior and a member of a team.</td>
</tr>
<tr>
<td>I serve the people of the United States and live the Army Values.</td>
</tr>
<tr>
<td>I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>I am an expert and I am a professional.</td>
</tr>
<tr>
<td>I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.</td>
</tr>
<tr>
<td>I am a guardian of freedom and the American way of life.</td>
</tr>
<tr>
<td>I am an American Soldier.</td>
</tr>
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# U.S. Army Rank Insignia

with estimated promotion timelines

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
<th>Promotion Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>Private</td>
<td>No Insignia</td>
</tr>
<tr>
<td>E-2</td>
<td>Private Second Class (PV2)</td>
<td>6 months</td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class (PFC)</td>
<td>16 months</td>
</tr>
<tr>
<td>E-4</td>
<td>Specialist (SPC)</td>
<td>30 months</td>
</tr>
<tr>
<td>E-5</td>
<td>Corporal (CPL)</td>
<td>30 months</td>
</tr>
<tr>
<td>E-6</td>
<td>Sergeant (SGT)</td>
<td>4.5 years</td>
</tr>
<tr>
<td>E-7</td>
<td>Staff Sergeant (SSG)</td>
<td>8 years</td>
</tr>
<tr>
<td>E-8</td>
<td>Sergeant First Class (SFC)</td>
<td>12.5–14 years</td>
</tr>
<tr>
<td>E-8</td>
<td>Master Sergeant (MSG)</td>
<td>127–20 years</td>
</tr>
<tr>
<td>E-8</td>
<td>First Sergeant (ISG)</td>
<td>127–20 years</td>
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<tr>
<td>E-9</td>
<td>Sergeant Major (SGM)</td>
<td>22.6–24 years</td>
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<tr>
<td>E-9</td>
<td>Command Sergeant Major (CSM)</td>
<td>22.6–24 years</td>
</tr>
<tr>
<td>E-9</td>
<td>Sergeant Major of the Army (SMA)</td>
<td>22.6–24 years</td>
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<tr>
<td>O-1</td>
<td>Second Lieutenant (2LT)</td>
<td>6 years</td>
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<tr>
<td>O-2</td>
<td>First Lieutenant (1LT)</td>
<td>18 months</td>
</tr>
<tr>
<td>O-3</td>
<td>Captain (CPT)</td>
<td>4 years</td>
</tr>
<tr>
<td>O-4</td>
<td>Major (MAJ)</td>
<td>10–11 years</td>
</tr>
<tr>
<td>O-5</td>
<td>Lieutenant Colonel (LTC)</td>
<td>16.5 years</td>
</tr>
<tr>
<td>O-6</td>
<td>Colonel (C OL)</td>
<td>22 years</td>
</tr>
<tr>
<td>O-7</td>
<td>Brigadier General (BG)</td>
<td>22.6–24 years</td>
</tr>
<tr>
<td>O-8</td>
<td>Major General (MG)</td>
<td>22.6–24 years</td>
</tr>
<tr>
<td>O-9</td>
<td>Lieutenant General (LTG)</td>
<td>22.6–24 years</td>
</tr>
<tr>
<td>O-10</td>
<td>General (GEN)</td>
<td>22.6–24 years</td>
</tr>
</tbody>
</table>

Warrant Officer
1 (WO1)
2 years + Warrant Officer Basic Course

Chief Warrant Officer 2 (CW2)
7–8 years + Warrant Officer Advanced Course

Chief Warrant Officer 3 (CW3)
12–14 years + Warrant Officer Intermediate Level Education

Chief Warrant Officer 4 (CW4)
17–20 years + Warrant Officer Senior Service Education
**Rank and Promotions**

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

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, 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.

**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 and 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.

**Warrant Officer’s Creed**

*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.*
Training

No matter their rank, all personnel—including USMA (U.S. Military Academy, i.e., West Point) and ROTC (Reserve Officers' Training Corps) 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 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.

The NCO Creed

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

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

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve: seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, noncommissioned officers, leaders!
**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, U.S. Army Training and Doctrine Command 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
- to practice in 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.
Bronze Stars with "V" device for valor stand ready. Soldiers assigned to 2nd Battalion, 7th Special Forces Group (Airborne) were honored in an awards ceremony at Liberty Chapel, 9 January 2020, for valorous actions while supporting Operation Resolute Support (U.S. Army photo by Specialist Jose Vargas).
5. The Uniform

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

/The Army Combat Uniform
The Army Combat Uniform (ACU) and Flame-Resistant Army Combat Uniform (FRACU) consist of a jacket, trousers, patrol cap, moisture-wicking t-shirt and Army combat boots (temperate, hot weather) or mountain combat boots for rugged terrain. The ACU is worn with ancillary items, including embroidered U.S. Army tapes, name tapes and rank and shoulder sleeve insignia. 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 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 has replaced both it and the Universal Camouflage Pattern; all Soldiers were required to begin using the new uniform pattern by 1 October 2019.

/The Army Service Uniform
The Army Service Uniform (ASU) is a traditional-style uniform based on the Army Blue Uniform. The ASU presents a distinctive appearance that readily identifies a Soldier to the American public.

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.

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The Army Service Uniform (ASU) is a traditional-style uniform based on the Army Blue Uniform. The ASU presents a distinctive appearance that readily identifies a Soldier to the American public.

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 or 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 their trousers and slacks. Enlisted Soldiers (specialist and below) have
plain legs on their 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.

**Army Greens**

Modeled in the image of the Army’s iconic World War II-era “pinks and greens,” the Army Green Service Uniform is set to be a part of every new Soldier’s wardrobe in 2021. Troops completing basic training will be issued the new uniforms with pinkish-brown trousers and dark olive jackets. The Army is currently the only service that does not have a uniform for everyday business environments; the Army Greens will set a more appropriate standard for professionalism in an office setting than the ASU or ACU. It will replace the current ASU, which will remain an option for Soldiers on formal occasions.

The Army has already issued a number of these new uniforms to select senior leaders, the Army Band, recruiters and the Old Guard for their feedback on the retro-style uniform. The uniform was originally expected to be universally fielded to Soldiers reporting to their first units beginning in the summer of 2020. Now, recruiters and drill sergeants will receive their new uniforms at the end of 2020, and troops already in service have until 1 October 2027 to acquire them.

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1 Christian Lopez, “‘Pinks and greens’-inspired uniforms will be issued to new soldiers in 2021, Army says,” *Stars and Stripes*, 12 June 2020.
### 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
- Army Distinguished Service Medal
- Legion of Merit
- Bronze Star Medal
- Meritorious Service Medal
- Army Commendation Medal
- Army Presidential Unit Citation
- Joint Meritorious Unit Award
- Army Valorous Unit Award
- Army Meritorious Unit Commendation
- Army Superior Unit Award

### Campaign Medals & 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
- European–African–Middle Eastern Campaign Medal
- Antarctica Service Medal
- Global War on Terrorism – Service Medal
- Armed Forces Reserve Medal
- Overseas Service Ribbon

- Good Conduct Medal
- World War II Victory Medal
- Armed Forces Expeditionary Medal
- Korean Defense Service Medal
- NCO Professional Development Ribbon
- Army Reserve Component Overseas Training Ribbon

- Asiatic–Pacific Campaign Medal
- Medal for Humane Action
- Armed Forces Expeditionary Medal
- Global War on Terrorism – Expeditionary Medal
- Korean Service Medal
- Iraqi Campaign Medal
- Afghanistan Campaign 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 Achievement Medal
- Army Meritorious Service Medal
- Army Superior Unit Citation
- Army Service Medal

### 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
- United Nations Medal
- Republic of Korea War Service Medal

**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 Department of the Army (DA) Pamphlet 670-1 and Army Regulation 670-1 for a complete listing of awards and details regarding their wear.)**
1. **Name tape**

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

3. **Former wartime service shoulder sleeve insignia**

4. **Identification badge** (not pictured)
   E.g., 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.

5. **Rank insignia**

6. **Skill qualification badges** (not pictured)

7. **U.S. Army tape**

8. **Individual Tabs** (not pictured)
   E.g., Special Forces; Ranger; Sapper; President’s Hundred.

9. **Current unit shoulder sleeve insignia**
Army Service Uniform (ASU)

1. U.S. insignia
2. Regimental distinctive insignia
3. Rank insignia
   Officer rank insignia is worn on the shoulders and beret.
   Enlisted rank insignia is worn on the sleeve.
4. Foreign badge
5. Unit awards
6. Name plate
7. Identification badge
8. Combat service identification badge
9. Overseas service bar
10. Stripe
   A stripe on the sleeve and trouser leg indicates an officer
   (left image) or noncommissioned officer (right image).
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.
In November 2019, the Army introduced the Expert Soldier Badge (ESB). It will prove a Soldier’s proficiency in physical fitness, marksmanship, land navigation and other critical skills. To qualify to take the ESB test, Soldiers must pass the Army Combat Fitness Test, qualify as “Expert” on the M4/M16 rifle and be recommended by their chain of command.²

<table>
<thead>
<tr>
<th>Badge Type</th>
<th>Example</th>
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<tbody>
<tr>
<td><strong>Infantryman</strong></td>
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<tr>
<td>Expert Infantryman</td>
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<tr>
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<td>First Award</td>
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<td>Second Award</td>
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<td>Third Award</td>
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<tr>
<td>Fourth Award</td>
<td><img src="image" alt="Combat Infantryman Fourth Award" /></td>
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<tr>
<td><strong>Diver</strong></td>
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<tr>
<td>Special Operations Diver Supervisor</td>
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<tr>
<td>Salvage Diver</td>
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<td>Diver Second Class</td>
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<td>Diver First Class</td>
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<tr>
<td>Master Diver</td>
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<td>Explosive Ordnance Disposal</td>
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<td><strong>Driver and Mechanic</strong></td>
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<td>Sample Qualification Bar</td>
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<td>Jumpmaster</td>
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<td>Combat Military Free Fall One Jump</td>
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<td>Senior Parachutist</td>
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<td>Master Parachutist</td>
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<td>Combat Parachutist One Jump</td>
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<td><strong>Parachute Rigger</strong></td>
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<td>Parachute Rigger</td>
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<tr>
<td>Combat Parachutist Five Jumps</td>
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**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 Hundred
  - 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 U.S. Army Pacific area of responsibility

**Identification Badges**
- Presidential Service
- Vice Presidential Service
- Office of the Secretary of Defense
- Joint Chiefs of Staff
- Combat Service matches the Soldiers' shoulder sleeve insignia for former wartime service
- Drill Sergeant
- Career Counselor
- Army Recruiter
  - Silver
  - Gold
  - Master
- Army National Guard Recruiting and Retention
  - Basic
  - Senior
  - Master
- Army Instructor
  - Basic
  - Senior
  - Master

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3 Not pictured: Honor Guard tab for select Honor Guard units throughout the Army ("Honor Guard," white background and border with blue lettering); U.S. Army National Guard Honor Guard tab ("ARNG Honor Guard," blue background with yellow border and lettering).
Paratroopers from 1st Battalion, 503rd Parachute Infantry Regiment, 173rd Infantry Brigade Combat Team (Airborne) mount a CH-47 Chinook helicopter during exercise Immediate Response 19 at Udbina Airbase, Croatia, 17 May 2019. Immediate Response 19 is a multi-domain, realistic and challenging exercise training the U.S. and its allies and partners to fight together and improve military mobility (U.S. Army photo by Private Laurie Ellen Schubert).
6. The Army on Point

America's Army is the most capable and lethal ground force in the world. It was founded on 14 June 1775, when the Second Continental Congress established the Continental Army, instituting the first service of the armed forces of the United States. For almost 250 years, Soldiers have built a legacy of character, competence and commitment, symbolized by the 190 campaign streamers that adorn the Army flag—each one signifying the great sacrifices of Soldiers on behalf of the nation and the American people. Today, the U.S. Army is a force that is prepared to defend the nation and protect America's national interests, both at home and abroad, through prompt and sustained land combat.

America's Army—Regular Army, Army National Guard, Army Reserve—is a strategic force, capable of decisive action. Army forces are part of the joint force, deterring would-be aggressors, reassuring allies and partners, providing military support to civilian authorities and decisively winning today and tomorrow's battles. In sum, Army forces compete below the level of armed conflict and they fight and win against great-power competitors.

/On the Front Lines
The Army has a global focus and, as such, continues momentum toward providing trained, ready and modernized ground forces to combatant commanders (CCDRs). Currently, the Army contributes to achieving objectives outlined in the National Defense Strategy by providing CCDRs over 180,000 active and reserve component Soldiers in more than 140 countries. Army forces comprise 60 percent of all combatant command (COCOM) requirements. This includes, among other commitments, over 27,500 Soldiers supporting operations in the Middle East; more than 10,000 Soldiers supporting operations in Afghanistan; 32,500 Soldiers supporting the North Atlantic Treaty Organization (NATO) and the European Defense Initiative; and over 21,000 Soldiers providing a forward American presence on the Korean Peninsula.

The Army has arrayed these forces in three ways: forward-stationed, forward-deployed and U.S.-based. What follows is a depiction of Army presence in numerous regions of the world and how the Army is truly part of a joint and multinational team able to compete and win in a multi-domain, strategic environment.

Europe
The primary mechanism through which U.S. Soldiers are stationed in Europe is NATO. It has provided security and safeguarded members' freedom since its inception in 1949. The U.S. Army presence in Europe represents more than 70 years of strong and steadfast commitment to regional stability and collective defense. The presence of Army forces reassures allies and partners and provides the physical and lethal deterrence necessary to counter threats to U.S. interests in Europe while honoring America's commitment to NATO.

Together, the United States and Europe face a growing number of transnational threats that include great-power and hybrid military threats at levels less than armed conflict, violent extremism, global terrorism, illicit trafficking, the proliferation of weapons of mass destruction and infectious disease. Great-power competitors, such as an increasingly resurgent Russia, pose a formidable challenge to protecting U.S. vital interests. Current Russian aggression asserted itself in 2014, when Russia annexed Ukraine's Crimean Peninsula. Additionally, Russian activities in the Arctic—increased basing, military hardware, exercises, etc.—have dramatically increased from 2017–2020. To counter this threat, the U.S. Army has both forward-stationed (under the lineage of 7th Army) and U.S.-based rotational
forces (rapid reinforcement) trained and ready to deter and, if that fails, to fight and win.

U.S. Army Europe (USAREUR) is the Army Service Component Command (ASCC) of the joint U.S. European Command (USEUCOM). Headquartered in Wiesbaden, Germany, USAREUR and its subordinate commands provide to USEUCOM ready, lethal and combat-credible ground forces—airborne, Stryker, fires, sustainment—strategically positioned across 51 countries, to deter aggression and contribute to peace and stability in Europe. For more information on the mission and activities of USAREUR, see page 84. In the face of aggressive Russian actions in recent years, notably in the Donetsk and Luhansk oblasts of the Donbass region of Ukraine, the Army has bolstered its forward-stationed forces with rotational forces—combat-credible armored, aviation, logistics—deploying from the United States. These nine-month rotations, in support of Operation Atlantic Resolve, not only increase capability and capacity, but also build readiness, increase interoperability and enhance the bond between ally and partner militaries through multinational training events.

USAREUR’s participation in more than 50 multinational exercises each year sharpens both strategic and tactical readiness. One of the most critical of these exercises is Defender Europe. Its purpose is to build strategic readiness by deploying a combat-credible force to Europe in support of the National Defense Strategy. Units deploy from the United States and, once in theater, draw Army Prepositioned Stock (APS) from locations in Germany and Belgium. They then spread out across the region and participate in various annual exercises. For Defender Europe 2020, the Army provided more than a division-worth of forces and equipment (13,000 Soldiers, 9,000 pieces of equipment and 2,000 heavy vehicles from APS).

Regrettably, the scope and scale of Defender Europe 2020 had to be significantly reduced before its start date due to the worldwide pandemic COVID-19. Despite this, however, the main objectives of the build-up—strategic deployment, drawing on APS, coordination and execution of Host Nation Support (HNS)—were accomplished and provided a foundation for the conduct of future “Defender” exercises not only in Europe but also in the Pacific. Additionally, 6,000 U.S. and Polish soldiers participated in a June 2020 exercise—Allied Spirit—marking the U.S. Army’s gradual return to large-scale training exercises amid the COVID-19 pandemic.
Moreover, active and reserve component Soldiers support NATO missions such as the Enhanced Forward Presence in Poland and the Kosovo Force. In addition, USAREUR conducts important regional security initiatives—the Georgia Defense Readiness Program and the Joint Multinational Training Group-Ukraine training mission.

In July 2020, Secretary of Defense Mark T. Esper announced that U.S. military presence in Europe is getting a transformation. Notably for the Army, the number of troops stationed in Germany is being reduced from about 36,000 to 24,000, and the USEUCOM headquarters will be moving from Stuttgart, Germany, where it has been for over 50 years, to Mons, Belgium. These rebalances are aimed at better aligning NATO and USEUCOM capabilities, improving the distribution of forces across Europe and increasing the use of rotational forces—overall, bolstering American commitment to Europe.⁹

The Pacific

For nearly 125 years, the U.S. Army has maintained a constant presence in the Indo-Pacific theater, assuring security and stability as an integral part of the joint force. As World War II ended, the Army’s leadership proved to be the cornerstone of renewed peace and prosperity in this region. The Army’s action at this juncture laid the foundation for some of America’s most critical and enduring international partnerships—Japan and South Korea, to name a few. Today, this region has reemerged as one of the world’s most militarily significant and challenging areas. Army partnerships are invaluable, as the majority of the 27 militaries in the region are led by local army officers.

American defense strategy emphasizes that the key to meeting future security challenges is to engage in sustained and persistent cooperation with America’s allies and partners. This is particularly true in the Indo-Pacific theater—where about three-fourths of the world’s population resides and more than three-fifths of the world’s economy thrives. Yet, not all countries in the region share this view. China is heavily investing in advanced military capabilities and seeks to change the current global balance of power. Although, for the present, Russia has the greatest capability to challenge U.S. interests, China presents America’s greatest long-term challenge. By 2030, it is expected to be the world’s largest investor in research and development and, by 2035, it is expected to array a fully modernized force that will contain artificial intelligence, robotics, energy storage, 5G networks, quantum information systems and biotechnology.¹⁰

The Chinese are also focused on joint, integrated operations across multiple domains of war. Tactically, its leadership has supported increasing naval force deployments and developing new air force assets. Strategically, the Chinese have sought to employ soft attacks with electromagnetic energy systems, followed by hard attacks. For example, cyberattacks or the use of electromagnetic pulse (EMP) weapons might precede precision kinetic weapons.¹¹ In July 2019, General Mark A. Milley, Chairman, U.S. Joint Chiefs of Staff, called China “the main challenge to the U.S. national security over the next 50-100 years.”¹²

To counter these threats and overcome the “tyranny of distance” (the Maldives to the coast of California is 9,000 miles), the Army operates through U.S. Army

Brigadier General Tracy Smith, the 18th Medical Command (Deployment Support) commanding general, conducts an in-brief to newly-arrived members of her staff in Guam. The 18th Medical Command (Deployment Support) mobilized in support of the Theater Joint Force Land Component Command (TJFLCC) Defense to Civil Authority (DSCA) and Foreign Humanitarian Assistance (FHA) missions for the response to novel coronavirus in Guam (U.S. Army photo by Sergeant First Class Luisito Brooks).
Pacific (USARPAC), the ASCC to the joint force. It provides forward-stationed and rapid-reinforcing, rotational forces, as well as an operational and deployable theater Army headquarters at Fort Shafter, Hawaii, to support U.S. Indo-Pacific Command (USINDOPACOM). USARPAC is engaged throughout this vast region, providing active and reserve component, combat-credible forces. For more information on the mission and activities of USARPAC, see page 86.

Forward-stationed in Japan, the U.S. Army Japan and I Corps (Forward), located at Camp Zama on the island of Honshu, is a major subordinate command of USARPAC. It 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. Also forward-stationed is the Eighth Field Army in Korea. Its mission is to provide mission command over multiple U.S. and multinational corps. It contributes to the joint force by providing intelligence, air and missile defense, theater communications, infrastructure and sustainment. Administrative and logistical responsibilities in Korea previously held by Eighth Army now reside with USARPAC, making it the sole ASCC for the theater. This realignment has allowed Eighth Field Army to exclusively focus on its operational mission, as well as implementing two bilateral agreements between the United States and South Korea. These agreements relocate U.S. Forces Korea from Seoul to Camp Humphreys in Pyeongtaek and consolidate the American footprint on the peninsula, thereby providing strategic depth on the peninsula.

In addition to the forward-stationed forces in Korea, the Army has provided, in nine-month intervals, combat-credible, rotational forces—an armored brigade combat team (BCT)—from the United States to bolster the defense of Korea. This capability to rapidly flow forces from the United States remains a cornerstone of America’s defense strategy. USARPAC also has available forward-deployed forces in or around the rim of the Indo-Pacific region. Together with the ever-increasing capability and readiness of APS in theater, these measures strengthen the American network of allies and partners and improve the Army’s ability to conduct large-scale combat operations against great-power competitors.13

Expeditionary mission command capability is extremely important to the joint force in this theater, and the Army provides numerous response options to meet this need. Beyond large-scale assets such as a deployable corps, a corps (forward) and a division headquarters, USARPAC has a smaller-scale contingency command post—a rapidly deployable mini-theater army headquarters—that can perform mission command functions for up to a month anywhere in the region without augmentation. Combined with Eighth Field Army’s capability to support joint operations outside of the Korean peninsula, USINDOPACOM has in its tool kit an agile, scalable Army mission command capability.

The Army’s theater engagement and partnership program has been a bedrock of American defense cooperation for many years. Such engagement improves the readiness of Army forces and their partners, reinforces U.S. commitments, assures regional
powers of U.S. intentions and strengthens cooperative networks with emerging powers. Military relationships with U.S. allies in the region—Australia, Japan, Korea, the Philippines and Thailand—remain strong. They do so, in part, because of USINDOPacom’s Pacific Pathways program, which has sent three unit rotations to the Indo-Pacific region for the past five years to partner with countries like Indonesia, Thailand and Malaysia. This initiative supports the full spectrum of contingency responses by placing combat equipment afloat that moves from country-to-country conducting exercises. The Army’s senior leadership hopes to expand the length of these rotations from three to six months.\textsuperscript{14}

These multinational, Army-led exercises throughout the region are central to the development of partner military capabilities and the demonstration of U.S. expeditionary capability. For example, Cobra Gold is one of the largest theater security cooperation exercises in theater and is an integral part of the U.S. commitment to strengthen engagement. This annual exercise occurred at various locations throughout Thailand in February and March 2020. The annual bilateral command post exercise—Yama Sakura—with the Japanese Ground Self-Defense Force in December 2019 included elements of I Corps, demonstrating U.S. resolve to support security interests of allies and partners.

Additionally, in July 2020, Chief of Staff of the Army General James McConville met with the Thai leadership to sign a Strategic Vision Statement, one more concrete step—focused on modernization, interoperability, joint training and doctrine—undertaken in an effort to reassure allies about American commitment to the region.

The Middle East

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 for almost 50 years, often involving U.S. military forces, most recently in Afghanistan and Iraq. Currently, regional state adversaries, such as Iran, present significant challenges as they pursue advanced capabilities and weapons of mass destruction to gain regional influence and ensure regime survival. Moreover, transnational terrorist organizations continue to threaten U.S. vital interests, as well as those of U.S. allies and partners, throughout this region.\textsuperscript{15}

In the early 1980s, the Middle East emerged as a complex region requiring a broad and continuing U.S. focus. Unfortunately, DoD’s ability to adequately resource this theater faced numerous challenges, such as overflight restrictions enroute to the theater, limited access into the theater and few fixed bases once there. To overcome these conditions, DoD formed a standing rapid deployed joint task force, headquartered in Florida, to respond to threats emanating from this area of the world. It soon became apparent, however, that in an area of responsibility (AOR) which covered more than 4 million square miles, included 20 countries and intersected three continents, a new command arrangement was necessary, one that not only would have command and control (C2) over U.S. forces, but would also have directive authority regarding logistics and sustainment. These conditions and challenges led to establishment of a new unified command—U.S. Central Command (USCENTCOM) in March 1982. Its broad and continuing mission is to protect U.S.
vital interests in the Middle East. Since its establishment, USCENTCOM has played an important role in executing America’s defense strategy in Iraq, Afghanistan, Syria and other countries in the region.

The U.S. Army is postured, through enduring forward-presence and robust and capable partnerships, to protect U.S. national interests in this region; it also has the capability to rapidly transition to command joint and coalition forces to defeat emerging threats. Initially, U.S. Third Army was the command responsible for continuous oversight and control of Army operations in support of USCENTCOM. In June 2006, Third Army was redesignated as USCENTCOM’s ASCC, U.S. Army Central Command (USARCENT), with a main command post on Shaw Air Force Base in South Carolina. In addition, USARCENT has a forward command post located on Camp Arifjan, Kuwait, with Area Support Groups in Kuwait, Qatar and Jordan.

USARCENT also leads several named operations that are actively engaged in counterterrorism and in advising in hostile territory as part of other multinational missions. Since there are limited numbers of ground forces assigned to USARCENT, the Army provides rotational forces as well as no-notice reinforcing forces from the United States to enhance capabilities and capacity in the theater. The command regularly participates in 18 exercises and more than 200 engagements with its allies and partners.6

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. OFS is the follow-on campaign that replaced OEF on 1 January 2015; at that time, 13,000 military personnel from 41 nations (10,000 from the United States) commenced a new NATO mission called Resolute Support (RS). This mission focuses the coalition’s effort on training, advising and assisting (TAA) the Afghan security institutions and the Afghan National Defense and Security Forces. In essence, U.S. forces—infantry, aviation, security forces assistance brigade (SFAB)—have two missions in Afghanistan: conduct counterterrorism operations and execute TAA in support of RS.

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, three years later, a new coalition, also led by the United States, was formed to counter the insurgency. On 15 October 2014, DoD designated Operation Inherent Resolve (OIR) to degrade and destroy the Islamic State, frequently known as ISIS. This was followed two days later by USARCENT being designated as the commander of the Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR). In this role, CJTF-OIR established a combined (multinational) and joint (multiservice) headquarters to oversee
operations. The U.S. Army has provided both general purpose—airborne, armored, etc.—as well as special operations rotational forces to OIR. In addition to named operations, approximately 2,500 Soldiers from the Army’s no-notice ready brigade in the U.S. rapidly deployed to Iraq in late December 2019—one battalion in 21 hours and one BCT in 122 hours—to bolster security in the USARCENT area after a rocket attack killed an American contractor in Iraq and the U.S. Embassy in Baghdad was stormed.17

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 Peace Treaty and aims to prevent violations of the treaty’s terms. MFO duties include the operation of checkpoints, reconnaissance patrols and observation posts along the international boundary separating Egypt and Israel on the Sinai Peninsula. It 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, except for the U.S. infantry battalion, which rotates as a unit.

Africa
The land mass of Africa is larger than the United States, China, India, Japan and all of Europe combined. This vast continent of opportunity and promise also includes strategic challenges from malign competitors and violent extremist organizations (VEOs). Of the 1.3 billion people who live in Africa, more than two-thirds live in conditions of astonishing poverty. Lack of economic opportunities and a search for a better life leads to internal displacement and refugees, which creates new challenges and conflicts over increasingly scarce resources. Combined, these and other factors feed a lucrative market for VEOs and criminal networks. In general, African governments view VEOs as near-term threats to their capacity to effectively govern.18

That said, over half of the world’s farming land is in Africa and, when effectively managed, Africa’s population growth and rich natural resources drive progress. It is worth noting that 26 African nations hold reserves of minerals determined to be critical to the U.S. economy and national security. Regrettably, China and Russia have long recognized the strategic and economic importance of Africa and continue to seize opportunities to expand their influence across the continent. China is outpacing all of its competitors in Africa where, with the construction of a military port and helicopter landing pads, it is converting its first overseas military base in Djibouti into a power projection platform. In the last seven years, China’s arms sales to African partners have added up to over two billion U.S. dollars (USD). During this same period, Russia has increased access agreements by 200 percent and remains the top arms dealer for the entire continent, selling nearly nine billion USD in arms. In tandem, China and Russia are eroding U.S. influence and access in the region; they are enduring threats to America’s vital interests.19 Fortunately, DoD has a unified command—U.S. Africa Command (USAFRICOM)—that oversees U.S. security interests in this region. Simply
put, this command and its partners counter transnational threats and malign actors, strengthen security forces and respond to crises, advancing U.S. national interests and promoting regional security and stability. USAFRICOM is currently headquartered in Stuttgart, Germany, but, in coordination with the relocation of USEUCOM headquarters from Stuttgart to Mons, Belgium, USAFRICOM headquarters will also be moving. Information on a new location and further details are expected to come together by the end of 2020.

The U.S. Army’s involvement in Africa dates to 25 October 1955, when the Southern European Task Force (SETAF) was activated in Italy. During the latter half of the 20th century, the Army recognized the need for contingency forces for this region and increased its force levels by adding an airborne battalion combat team and a signal support unit, together with taking operational control of two Army artillery groups in Greece and Turkey. From the early 1990s through the first decade of the 21st century, SETAF became the C2 headquarters for Army and joint units—a joint task force headquarters (JTF-HQs). The headquarters and/or its elements led operations in northern Iraq (Operation Provide Comfort), Entebbe Uganda, Rwanda, the Congo, Liberia, Afghanistan, Romania, Bulgaria and the Republic of Georgia. By then, the airborne battalion had evolved into SETAF’s 173rd Airborne Brigade, which conducted a parachute assault into northern Iraq in March 2003. By 2006, the 173rd Airborne Brigade transformed into an airborne BCT and deployed again in May 2007, this time to Afghanistan.

Recognizing the broad mission set and the increased importance of Africa to America’s national security interests, the Army redesignated SETAF to be USAFRICOM’s ASCC—U.S. Army Africa (USARAF)—headquartered in Vicenza, Italy. USARAF provides mission command, sets the theater, conducts security force assistance and supports joint and international partners. It also serves as the JTF-HQs in support of USAFRICOM contingency operations, arguably its most important mission. The 173rd Airborne BCT and its supporting active and reserve component units largely comprise Army forces in the theater as part of the lineage of Ninth Army. For more information on USARAF, see page 79.

To assess USARAF’s capability, the Chairman of the U.S. Joint Chiefs of Staff sponsored, and USAFRICOM scheduled, a combined joint exercise—African Lion 20—which was to be conducted in Morocco with related activities in Tunisia, Senegal, Italy and the United States. USARAF established the exercise’s combined JTF-HQs, integrating USAFRICOM’s components and internal partners, to solve a complex, trans-regional crisis. Nearly 4,000 U.S. servicemembers began to join approximately 5,000 military personnel from Morocco, Tunisia, Senegal, Spain, the United Kingdom and the Netherlands in USAFRICOM’s largest exercise to date. However, due to COVID-19, the exercise was initially merely scaled back (deployments continued) but was eventually entirely canceled just prior to its planned start date of 23 March 2020. Some exercise objectives were still met, however, and they are being used to formulate planning for African Lion 21.

Another important mission is the Combined Joint Task Force—Horn of Africa (CJTF-HOA) in Djibouti. This joint task force comprises Soldiers and servicemembers from other U.S. armed forces, civilian
employees and representatives of coalition and partner countries. Using a whole-of-government approach to face challenges in this region, CJTF-HOA focuses on military-to-military activities as well as humanitarian initiatives, including digging wells and building schools. Ultimately, it works to promote security in the region—a goal that inevitably reaches far beyond the immediate area. Established at Camp Lejeune, North Carolina, in 2002, and now located at Camp Lemonnier in Djibouti City, Djibouti, CJTF-HOA has supported conducting medical civil action and veterinary civil action projects in addition to the building of schools, clinics and hospitals.

**South America, Central America and the Caribbean**

Between the end of the Vietnam War and 9/11, the U.S. military was involved in three armed conflicts. Two of the three—Operation Urgent Fury in Grenada and Operation Just Cause in Panama—occurred in the U.S. Southern Command (USSOUTHCOM) AOR. This area encompasses 31 countries and 15 special sovereignty areas across more than 15 million square miles, including all of the Central and South American landmass and adjacent water south of Mexico, and the Caribbean Seas and island nations. This environment presents challenging conditions, such as unequal wealth distribution, social exclusion and corruption. It also poses a unique combination of security issues: transnational organized crime, illicit networks, mass migration, narco-terrorism and natural disasters.

Joint, interagency, intergovernmental and multinational commitment has quietly but effectively prevented additional armed conflict, but this environment remains influenced by persistent tensions, challenging conditions and security issues that make it imperative to maintain an engaged, committed presence in the region. Conditions in the AOR, just a short distance from the U.S. southern coast, present a real and present danger to the homeland.

In 2019, the Chinese government absorbed three more Latin American countries into its “One Belt One Road” initiative, bringing the regional total to 19—more than half of all countries in the region. China now has 29 government exchange programs with Latin America and the Caribbean, and it continues to expand offers of professional military education, equipment donations and funding for infrastructure projects. Russia once again projected power into the region, establishing a military footprint in Venezuela; deploying for the first time its most advanced nuclear-capable warship; and sending a research ship capable of mapping and cutting undersea cables, as well as two other naval research vessels to operate near the North America continent. Under Russian and Cuban tutelage, oppression in Venezuela is ever-increasing. Iran, which has exported its state-sponsored terrorism to the Americas in the past, maintains facilitation networks and raises funds through its proxy, Lebanese Hezbollah. Having a footprint in the region also allows Iran to collect intelligence and conduct contingency planning for possible retaliatory attacks against U.S. and/or Western interests. These malign state actors are part of a vicious circle of threats that deliberately erode stability and security in the region. Under USSOUTHCOM, headquartered in Miami, Florida, is postured to counter these threats and maintain
the regional balance of power in favor of the United States by recognizing the importance of and strengthening partnerships within the region.

The U.S. Army, with a long history in the Caribbean and Central and South America, continues to share responsibility for fostering peace and stability in the Western Hemisphere. U.S. Army South (USARSOUTH)—the ASCC of USSOUTHCOM—conducts and supports multinational operations and security cooperation in this AOR to counter transnational threats and strengthen regional security in defense of the homeland. It also can be required to serve as a Joint Task Force Land Component Command or JTF as directed. Headquartered at Fort Sam Houston in San Antonio, Texas, USARSOUTH has supported U.S. national security objectives in the region through proactive engagement and enduring partnerships with its judicious use of limited assigned forces—intelligence, signal, sustainment and medical under the lineage of Sixth Army. The command maintains depth through regional alignment with Regular Army, Army National Guard and Army Reserve units. USARSOUTH regional efforts are also integrated with and complemented by 19 National Guard State Partnership Program units that maintain enduring relationships with 22 counterparts in the AOR. This combination of active and reserve forces provides a scalable, flexible, agile and responsive team with unique professional skills and unmatched experience.

Contingency response represents the most likely venue for the deployment of Army forces in this AOR. The unique geographical characteristics of the region make it vulnerable to devastating natural disasters, which often require international support to save lives and mitigate suffering. In addition to frequent hurricanes and destructive earthquakes, the region is also affected by volcanoes, mudslides, flooding, fire and tsunami. As the largest of the USSOUTHCOM components, USARSOUTH is tasked to form the core of a JTF for contingency response. It maintains a C2 node capable of responding to short-term contingency requirements. Within 72 hours, it can deploy in response to natural disasters and catastrophic events throughout the AOR. The initial deployment package can be expanded to a larger contingency command post or joint task force, depending on the severity of the contingency event. For more information on USARSOUTH, see page 92.

In Central America, USSOUTHCOM’s Joint Task Force-Bravo (JTF-B) has built collective response and security capability and readiness in Army forces and partner militaries. Established in 1984, its 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. In 2019, JTF-B provided: medical care to over 20,000 partner nation patients; rapid response capability for a wide range of contingencies; and assigned forces to participate in exercises.23

An example of strengthening partnerships in the region is the recent army-to-army partnership...
The strategic threat to the homeland has entered a new era. Key adversaries Russia and China have deployed and continue to advance a range of capabilities to hold the homeland at risk with nuclear, conventional and cyberspace weapons. Additionally, these adversaries are taking actions below the level of armed conflict to erode U.S. global influence. For example, throughout 2019, Russia continued its expansion of military infrastructure in the Arctic by lengthening existing runways and building new ones. China invested heavily in the Arctic Region, proclaiming itself to be a “near-Arctic” nation. Geographically, the Arctic is no longer a fortress wall and the oceans are no longer protective moats for the United States; they are now avenues of approach for advanced conventional weapons and the platforms that carry them. North Korea, Iran and VEOs remained committed to attacking the United States, either directly or indirectly, by inspiring homegrown violent extremists. If successful, the many threat capabilities can not only destroy or incapacitate U.S. defensive systems, but also severely degrade DoD’s ability to project military force from the United States into other theaters in response.24

To defend against these 21st century threats, the homeland defense enterprise reflects the fact that these threats have expanded beyond violent extremism. In fact, U.S. Northern Command (USNORTHCOM), headquartered at Peterson Air Force Base, Colorado, was originally established on 25 April 2002 in recognition of the violent extremism. Today, USNORTHCOM has refocused its efforts to not only counter violent extremism, but also to deter and defeat the complex nation-state threats and adversarial strategies that have eroded America’s advantage.25

**North America**

The 21st-century world faces a complex set of challenges that do not fit into traditional categories. Historically, the U.S. homeland largely been spared the catastrophic events seen in much of the rest of the world. However, since 9/11, the steady convergence of terrorism, hybrid threats, natural disasters, the recent COVID-19 pandemic and civil unrest across the nation—coupled with the instability and uncertainty of the global environment—requires the United States to prepare for contingencies on its own soil. Protecting citizens, mitigating the impacts of crises and preserving the American way of life are enduring Army concepts. These concepts require constant attention and the ability to anticipate and quickly respond to any type of mission, regardless of location. A secure homeland is vital to U.S. interests at home and abroad.
U.S. Army North (USARNORTH)—the ASCC of US-NORTHCOM—forms the foundation, along with its many partners, of a deep and credible protection of the homeland. This requires a careful and deliberate blend of military, civilian and law enforcement elements into a unified, mutually supporting team. In pursuit of that goal, three key missions emerge: conducting theater security operations with the partner nations of Mexico and Canada; planning, training and conducting theater sustainment and response efforts as the joint force land component command (JFLCC); and providing C2 to federal forces that support domestic law enforcement and disaster relief agencies responding to a range of contingencies. Also headquartered at Fort Sam Houston, Texas, USARNORTH is building the enduring relationships—inside and outside of the United States—to accomplish those missions and defend the homeland through the prevention of threats and, in the event of crises, swift support of civil authorities. For more information on USARNORTH, see page 85.

USARNORTH consists of limited organic forces (e.g., Task Force 51, a scalable, deployable command post) as part of the lineage of Fifth Army, but it does have assigned, allocated or operational control (OPCON) active and reserve forces. These non-organic units perform critical functions such as mission command, sustainment, intelligence and air and missile defense (e.g., the Army National Guard’s 167th Theater Sustainment Command and Task Force 76, a deployable Army Reserve element, providing C2). Since homeland defense is USARNORTH’s top priority, it is prepared to assume OPCON of dedicated ground forces anywhere in the continental United States (CONUS) to deter, detect and defeat threats against America and its people, to include protecting DoD’s ability to project combat power globally.

The COVID-19 pandemic of 2020 has placed the U.S. Army and, in particular, USARNORTH/Fifth Army, the Army Medical Corps and the U.S. Army Corps of Engineers (USACE) at the center of the military’s response in support of civil authorities. In May 2020, the Army’s senior leadership—the Secretary of the Army, the Chief of Staff of the Army and the Sergeant Major of the Army—addressed the Army’s response to this crisis. Among other matters, they highlighted the Army’s: immediate support to local, state and federal governments; many enabling capabilities that are critical to large-scale contingency operations; and a comprehensive approach to ensuring readiness for such operations as these. They noted that the Army is uniquely suited to respond to the pandemic because of its multi-component structure. All components—Regular Army, National Guard, Army Reserve—are in the fight. Through them, the Army is supporting local, state and federal requirements with unique capabilities, while maintaining trained and ready forces that can respond to multiple simultaneous contingencies worldwide.

USARNORTH, growing to more than 1,000 personnel, is the JFLCC, integrating the myriad capabilities provided by active and reserve component Army forces—medical, logistics, C2, etc.—as well as other governmental agencies supporting the COVID response force. Governors in all 54 states and territories activated more than 46,000 Army National Guard Soldiers in tailored and scalable units to provide critical capabilities for local incident response.

Major Juan Guzman, the chief of the Armed Services Blood Bank Center - Pacific Northwest, and Assistant Secretary of Defense for Health Affairs Thomas McCaffery film a public service announcement at Madigan Army Medical Center, 15 July 2020, to encourage people who have recovered from COVID-19 to donate plasma. This convalescent plasma is transfused into current COVID patients to boost the ability of their immune systems to fight the virus (Photo by John Wayne Liston).
commanders. The Army Reserve activated 1,190 medical personnel in more than a dozen Urban Augmentation Medical Task Forces (UAMTFs) to reinforce civilian medical personnel at hospitals in impacted communities across the nation. Among other missions, USACE redesigned the Jacob K. Javits Convention Center in New York City into a nearly 3,000-bed health care facility, equipping it with Federal Emergency Management Agency deployable hospital equipment. USACE continued to provide “build” options to local and state leaders across the country, helping them tailor each location to local requirements. In sum, this was a Total Army approach in the fight against COVID-19.

Global: Army Special Operations Forces (ARSOF)

ARSOF plays a significant role in U.S. military operations and, in recent years, has been given greater responsibility for planning and conducting worldwide counterterrorism operations. U.S. Special Operations Command (USSOCOM) has more than 70,000 active duty, National Guard and reserve personnel from all four services and the DoD civilians assigned to its headquarters at MacDill Air Force Base, Florida, its four service component commands and eight sub-unified commands.27

The U.S. Army Special Operations Command (USASOC)—the ASCC of USSOCOM—is among the most diverse organizations in the U.S. military, bringing a broad range of competencies and disciplines to support CCDRs and ambassadors worldwide. Headquartered at Fort Bragg, North Carolina, the fundamental mission of USASOC is two-fold: to organize, train and equip ARSOF units and Soldiers; and to deploy them worldwide to meet the requirements of war plans, COMO Theater Security Cooperation Plans and ambassadors’ Mission Strategic Plans. For more information on USASOC, see page 90.

3 Army Posture Statement, 3.
6 Wemer, “NATO’s defense depends on mobility.”
10 Army Posture Statement, 2.
15 Army Posture Statement, 2.
17 Chad Garland, “Thousands of 82nd Airborne paratroopers to return home after rapid deployment to the Middle East,” Stars and Stripes, 26 April 2020; Army Posture Statement, 5.
20 United States Africa Command Posture Statement, 1.
22 Craig S. Faller, United States Southern Command Posture Statement, 30 January 2020, 1–2, 5–6.
23 United States Southern Command Posture Statement, 7.
25 Ibid., 8–9.
Lieutenant Colonel Douglas Ball II, the 1st Armored Division Chaplain, and Bosnia Bob hug their family as they return to Fort Bliss, Texas, after a deployment to Afghanistan, 6 June 2020. Photos with Bob over their 17 years and six deployments together helped make the separation more lighthearted for Ball’s children (U.S. Army photo by Private First Class Matthew Marcellus).
Army families have been the unsung heroes of every American conflict since the American Revolution. Though the primary concern of Soldiers in the field is to accomplish the mission at hand, their thoughts always turn back to their families at home.

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 Army families because of Soldiers’ duties. Deployments, relocations, promotions and training exercises often place extreme stress on the Army family—and 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, programs and opportunities for families. On the other hand, families must take the initiative to find and use all of the tools necessary to prepare for and withstand deployments and other interruptive mission duties; afterward, they try to resume a routine.

Quality of Life Initiatives

Winning matters, and people are my number one priority. People are our Soldiers—Regular Army, National Guard and Reserve, their families, civilians, and Soldiers for Life, retirees and veterans. We win through people, and people will drive success in our readiness, modernization and reform priorities. We must take care of our people . . . .

General James McConville, Chief of Staff of the Army (CSA)

In October 2019, CSA General James McConville released the Army People Strategy that describes his mission and vision to achieve Total Army Readiness. Among his priorities are quality of life initiatives, with an initial focus on the following:

- **Housing**: ensuring Soldiers and families have safe, quality, on-post housing and barracks;
- **Healthcare**: creating an integrated, efficient and effective healthcare system;
- **Child Care**: providing accessible, affordable child care programs;
- **Spouse Employment**: helping military spouses find meaningful employment and careers by maximizing hiring authorities and bolstering existing partnerships; and
- **Permanent Change of Station (PCS) Moves**: improving and streamlining relocation policies and initiatives for Soldiers and their Families.

In response to the CSA’s quality of life initiatives, the Army established the Quality of Life Task Force (QOLTF) to oversee the comprehensive approach to strengthening quality of life programs. The primary focus of the QOLTF is to ensure that Soldiers and their families have predictable, flexible, adaptable, tailorable and well-executed quality of life programs.

The Army has long placed an emphasis on the health and wellness of Army families. Constantly reviewing and evaluating programs and resources for their efficacy is vitally important. Listed below are some of the most widely used resources that have stood the test of time.

Army Community Service

Army Family Action Plan (AFAP)

The 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 to make recommendations to the Army’s leadership. The AFAP process gives active and reserve component Soldiers, Army civilians, retirees, survivors and family members a primary tool to help identify issues and concerns and to shape their standards of living. Issues may be submitted at a garrison’s Army Community Service office or to a unit Family Programs liaison.

**Army Family Team Building (AFTB)**
AFTB reflects the understanding that strong families are instrumental for the development of strong Soldiers. AFTB offers three levels of training aimed at increasing self-development, leadership skills and basic Army knowledge.

**Army Volunteer Corps (AVC)**
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. The AVC is designed to help Soldiers and their family members find local volunteering opportunities with organizations that benefit the Army community. The AVC has redefined volunteering within the Army. They embrace existing volunteer programs, unite all volunteers who support Soldiers and families—including the Active Force, National Guard and Army Reserve—and formalize the Army’s commitment to volunteerism. Interested in volunteering? Contact your local Army Community Service (ACS) office to learn more.

**Community Information Services (Information and Referral)**
These provide Soldiers and Families with timely, comprehensive information on both military and community resources that will assist in meeting basic needs and will improve quality of life. They include:

- **Army OneSource (AOS) Community Support Coordinators Community Outreach**: this identifies and builds relationships with community service agencies, promoting partnerships with the Army and facilitating additional resources for military service providers and geographically dispersed Soldiers and their Families.
- **Virtual Family Readiness Groups (vFRG)**: commanders use these to communicate with Soldiers and Army Families. They are intended to meet the needs of geographically dispersed active and reserve units and Families; they replicate the major components of Family Readiness Groups (FRGs) in a virtual context. The vFRG offers eArmy Family Messaging, an immediate contact with families using a variety of electronic media.
- **Outreach Services**: this method of service delivery is centrally-based and set up to offer assistance to families with specific needs. The primary focus is to deliver services to the following populations: geographically or socially isolated and/or separated families who are struggling with those circumstances; first-term Soldiers and families; newly-arrived Soldiers and families in the community; single-parent families; and any other Soldiers and families, identified by a needs assessment, who could use some help. Additionally, unit service coordination will be established with commanders to provide the support needed by the units.

**Exceptional Family Member Program (EFMP)**
The EFMP is for family members—children and adults—with any physical, emotional, developmental or intellectual disability that requires special treatment, therapy, education, training or counseling. EFMP takes an all-inclusive approach to coordinate military and civilian community, educational, medical, housing and personnel services to help Soldiers and their families with special needs. Soldiers with exceptional family members are required to register for EFMP and to keep enrollment information current. This way, family needs can be considered during assignment processes.

**Employment Readiness Program (ERP)**
This offers resources to help with career plans and job search. ERP services include: up-to-date information on local, national and international employment opportunities, job market trends and education; classes and seminars on self-assessment and career exploration, resume writing (including resume-writing software), interviewing techniques, dressing for success, networking and entrepreneurship; career counseling and individual career assessments; job fairs and other hiring events; teen and youth employment information; computers with internet access and typing tutorials; and access to a virtual career library.
Family Advocacy Program (FAP)
Helping Soldiers and their families to recognize and meet the unique challenges of military lifestyles, FAP services include seminars, workshops, counseling and intervention to strengthen Army families, enhance resiliency and relationship skills and to improve the overall quality of life.

FAP is dedicated to helping Soldiers and families with the complex challenges related to domestic abuse, child abuse and neglect. It focuses on prevention, education, prompt reporting, investigation, intervention and treatment.

If you need help, please call the National Domestic Violence Hotline at 1-800-799-7233 and contact your installation’s FAP for more information.

Financial Readiness Program (FRP)
FRP provides comprehensive educational and counseling services in personal financial readiness. The program covers indebtedness, consumer advocacy and protection, money management, credit, financial planning, insurance and consumer issues. Other services include a mandatory First Duty Station Training for First Termers, First-Termers Financial Planning Course at Advanced Individual Training Schools, financial planning for transitioning Soldiers, financial counseling for deployed Soldiers and their Families and the DoD Family Subsistence Supplemental Allowance Program.

Army Emergency Relief (AER)
Serving as the Army’s own emergency financial assistance organization, AER is dedicated to “Helping the Army Take Care of Its Own.” It provides commanders with a valuable asset in accomplishing their basic command responsibility for the morale and welfare of Soldiers. AER funds are made available to commanders to provide emergency financial assistance to Soldiers—active and retired—and to their dependents when there is a valid need.

Mobilization and Deployment Readiness Program
Resilient, prepared and knowledgeable Army families are better able to manage the stresses of deployment and therefore to enhance unit readiness. The Mobilization and Deployment Readiness Program provides assistance to Soldiers, civilians and family members to maintain individual readiness. The Operation Resources for Educating About Deployment and You (Operation READY) training program assists commanders in meeting family readiness objectives. It includes training modules and resource books especially designed to help Soldiers and their Families to cope with the personal, family and financial demands of deployment. Operation Ready materials, available through installation ACS centers, also provide training and resources to commanders, rear detachment cadre, FRG leaders and Family Readiness Support Assistants (FRSAs).

Relocation Readiness Program (RRP)
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 ACS family center, where an RRP manager can assist in initial needs. Other RRP resources include:
• **Pre-arrival information**: installations and surrounding areas provide information through Military OneSource, which also provides links to military installations;

• **Plan My Move**: these pages on Military OneSource simplify the moving process, allowing families to create customized calendars based on individual needs and schedules, find driving directions and information about entitlements and out-of-pocket costs, locate schools and identify other local community resources;

• **Household goods lending closet**: installations keep basic household items—kitchenware, high chairs, irons, ironing boards, play pens and transformers—for families to borrow for up to 30 days following a move;

• **Post-move newcomer orientation**: provides information about installations, including housing, education, health care and more;

• **Welcome packet**: provides maps (both on- and off-post) and local contact information;

• **Individual counseling**: RRP managers can address specific issues one-on-one and give guidance and suggestions to help resolve problems;

• **Sponsors**: a person from a Soldier’s new unit who is specially trained to help that Soldier to settle into his or her new location (most installations also have a Youth Sponsorship Program through Child and Youth Services); and

• **Citizenship and immigration services**: RRP managers can act as liaisons when families need guidance on the citizenship and residency application process.

**Soldier and Family Assistance Centers (SFAC)**

SFAC is a one-stop location built to equip and aid wounded, ill and injured Soldiers who are assigned or attached to Warrior Transition Units (WTUs). SFAC services help these Soldiers to 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.

**Survivor Outreach Services (SOS)**

Our fallen Soldiers have paid the ultimate sacrifice. Their families deserve our respect, gratitude and the very best we can provide. SOS offers surviving family members access to support, information and services, closest to where they live, when they need it and for as long as they need it.

SOS is part of the Army Casualty Continuum of Care. It is designed to provide long-term support to surviving families of fallen Soldiers and to reassure survivors that they remain valued members of the Army family.

/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

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*Specialist ShaTyra Reed, a public affairs mass communication specialist with the 22nd Mobile Public Affairs Detachment, XVIII Airborne Corps Headquarters and Headquarters Battalion, and her daughter Amore Cox, share a moment together in Fayetteville, North Carolina, 25 April 2019. Reed, who has served in the Army for five years, said that one of her key reasons for serving in the military is how well the Army helps her provide for her family (U.S. Army photo by Private First Class Hubert D. Delany III).*
standardized programs and services at installations, Army National Guard SFACs 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.

Additionally, 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 (MSEP), 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.

/Army Wounded Warrior Program
The Army Wounded Warrior (AW2) Program is the official U.S. Army program that assists and advocates for severely wounded, ill and injured Soldiers, veterans and their families, wherever they are located, regardless of military status. Soldiers who qualify for AW2 are assigned to the program as soon as possible after arriving at a 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.

/AUSA Family Readiness
The Family Readiness Directorate is dedicated to providing Army families with the tools and resources that they need to help manage the challenges of the military life cycle. Through three pillars of support—educate, inform and connect—AUSA Family Readiness aims to connect with Army families, both past and present, in ways that make a difference.

We work to support the needs and interests of Army families by:
- traveling to installations around the world to make presentations, to host focus groups and to receive briefings on military quality of life issues;
- gathering information from Army families to use in AUSA legislative and advocacy efforts;
- representing AUSA on various Headquarters, Department of the Army, (HQDA) meetings, public-private councils and advisory groups such as:
  - DoD Military Family Advisory Council;
  - AFAP General Officer Steering Committee invitee;
  - MSEP;
  - MSEP Spouse Ambassador Network;
  - HQDA Veteran and Military Service Organization Quarterly Summit;
  - The Boys and Girls Club of America National Military Leadership Council;
  - The Elizabeth Dole Foundation Military and Veteran Caregiver Peer Support Network; and
  - The Child Care Aware of America Board of Advisors;
- supporting the AFAP, as well as numerous family readiness activities including active duty, reserve and National Guard family training events;
administering the annual AUSA Volunteer Family of the Year Award, which recognizes the importance of families and volunteers to the success of the Army mission;

working with AUSA Chapters to support Army family events and programs at local installations and reserve component sites; and

hosting Military Family Forums discussing Army well-being and family support issues.

**Better Opportunities for Single Soldiers**
The mission of the BOSS program is to enhance the morale, welfare and recreation (MWR) of single Soldiers, to increase retention and to 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.

**Child and Youth Services**
Child & Youth Services (CYS) recognizes the challenges facing Soldiers with families. By offering quality programs for children, youth and students, CYS supports Army families by reducing the conflict between mission readiness and parental responsibility. Programs within CYS include:

- **Child Development Centers** (CDC), on-post child care centers that offer full-day, part-day and hourly care for children in nationally accredited environments;

- **Family Child Care Centers** (FCC), a child care option that offers services in homes on post, provided by authorized military family members and qualified civilians working as independent contractors;

- **School-Age Centers** (ages 6–12 years) offers before and after school programs, weekend activities during the school year and summer care and camps during school vacations; care is provided by trained staff and operations are subject to DoD certification;

- **Youth Program** offers comprehensive, supervised program options and affordable, quality, predictable services that are easily accessible.
for eligible youth in grades 7–12, who are 11–18 years old.

- **Youth Sports & Fitness Programs**: for ages 3–18 years, these offer developmentally appropriate opportunities for children and youth to be engaged in individual and team sports, competitions, skill building clinics and nutrition and health classes that foster development of life-long healthy habits;

- **School Support Services**, which supports the readiness and well-being of Army Families by reducing the conflict between military mission requirements and parental responsibilities related to K–12 education;

- **Parent Outreach Services**: Many programs and resources make up the Parent Outreach Services, all aimed at supporting parents as they raise their military children;

- **The CYS Employee Assignment Tool (CEAT)** allows those in Child and Youth Program Assistant (CYPA) positions to voluntarily request a noncompetitive transfer to another Army installation at the same grade/pay level. With CEAT, employees can avoid a break in service during a move. Education, certifications, background checks and other screenings transfer as well, which makes for an easier move. CEAT is not an entitlement tool, however, and relocation expenses are not authorized; and

- **The Army Fee Assistance Program**: The U.S. Army Child, Youth & School Services is helping Army families find affordable child care that suits their unique needs. Through the fee assistance program, eligible families receive monthly fee assistance (paid directly to the child care provider) to help offset the cost of child care in their communities. Army Fee Assistance Program guidelines state that if there is space available for a sponsor’s child or children at an Army CDC, FCC or School Assistance Center (SAC), then such space must be used. In the event that the Army CDC/FCC/SAC does not have space available, the sponsor will be eligible to apply for Off-Post Community Based Fee Assistance. This program is not an entitlement program and is subject to the availability of funds, which may be discontinued at any time.

/DoD Military Spouse License and Certification Fee Reimbursement

Military spouses with careers that require a professional license or certification can now get help covering the costs of transferring those credentials when they experience a permanent-change-of-station move with their servicemember spouse. The 2018 *National Defense Authorization Act* allows each service branch to reimburse spouses up to $1,000 for re-licensure and certification costs resulting from relocations or PCS moves that cross U.S. state lines. Spouses of both active duty and reserve component servicemembers are eligible for this benefit, as long as their members are serving on active duty.

/Military OneSource

This is a DoD-funded program serving servicemembers, family and survivors. Call 800-342-9647, 24 hours a day, seven days a week, or log into www.militaryonesource.mil.

8. Army Commands

Unlike unified combatant commands, which comprise two or more branches of the military, Army commands exist solely under Army leadership. There are four Army commands, each with a wide scope, as their missions are an integral part of life that affect every Soldier in the Army—force provision, modernization, materiel management and education of servicemembers:

- **U.S. Army Forces Command**, discussed immediately below;
- **U.S. Army Futures Command**, discussed on p. 72;
- **U.S. Army Materiel Command**, discussed on p. 74; and
- **U.S. Army Training and Doctrine Command**, discussed on p. 76.

In a departure from previous editions of this reference handbook, Army Service Component Commands and Direct Reporting Units are discussed in Chapter 9 and Chapter 10.

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 includes Army divisions, brigade combat teams (BCTs) and a full range of additional combat-enabler units.

The BCTs 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 include those crucial to the strategic defense of the homeland, such as air and missile defense (AMD) and chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) defense.

The Army’s Security Force Assistance Command is also part of FORSCOM. Also headquartered at Fort Bragg, it provides mission command of the Army’s Security Force Assistance Brigades.

The Army’s Service Component Commands are discussed in Chapter 9 and Chapter 10.
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 with 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 part of 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 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. The CTCs provide a Decisive Action Training Environment, providing realistic and arduous scenarios that are constantly modernized to reflect changing battlefield conditions and to incorporate lessons learned.

Mission: AFC leads a persistent modernization of the Army in order to provide future warfighters with the concepts, capabilities and organizational structures that they need to dominate any future battlefield. Forging the future, AFC integrates and synchronizes capabilities from the Artificial Intelligence Task Force, the Army Application Lab, the U.S. Army Medical Research and Development Command (MRDC), the Army Test and Evaluation Command, the 75th Innovation Command and the Combat Systems Directorate (CSD). The MRDC and the CSD, together with the Futures and Concept Center (FCC) and the Combat Capabilities Development Command, are discussed in more detail below (see p. 74).

With its activation in 2018 being the most significant organizational change to the Army’s procurement system since 1973, AFC integrates modernization with the ASA(ALT)—Assistant Secretary of the Army (Acquisition, Logistics and Technology)—to deliver overmatch to the future force. AFC consists of more than 24,000 Soldiers and civilians located in 25 states and 15 countries who work closely with academia, ASA(ALT), defense industry partners and local and regional communities, including other government agencies.

AFC is tasked to meet six Army modernization priorities in order to conduct Multi-Domain Operations (MDO) on a single battlefield by 2028 and Joint Force MDO on multiple battlefields by 2035. Those six priorities are long-range precision fires; next-generation combat vehicle; future vertical lift; army network; air and missile defense; and Soldier lethality.

Activities: After its activation, AFC reached full operational capability by 31 July 2019. It was rapidly established and empowered by Army leadership, thereby minimizing unnecessary disruption to the modernization enterprise and maximizing the opportunity to remedy strategic, operational and institutional problems and to reform industrial age processes for the information age.
AFC’s cross-functional teams (CFTs) enable the modernization priorities, bringing together the major stakeholders—requirements, acquisition, science and technology, testing and logistics—to work in concert to develop requirements in support of MDO in a timely manner. The CFTs and their contributions are:

- **Long-Range Precision Fires** (LRPF), located at Fort Sill, Oklahoma, leads a comprehensive modernization effort to deliver cutting-edge, surface-to-surface fires systems that significantly increase range and effects over currently-fielded U.S. and adversary systems. The LRPF CFT, working closely with Army and industry partners, is driving solutions for the next generation of field artillery systems across all echelons: strategic, operational and tactical.

- **Next-Generation Combat Vehicles** (NGCV), located at Detroit Arsenal in Warren, Michigan, is working to narrow or close cross-domain maneuver capability gaps by developing Army requirements for the next generation of combat vehicles, while synchronizing and overseeing all supporting materiel development activities, experiments and assessments. The NGCV CFT uses a rapid, iterative process of capability development to reduce costs, technological obsolescence and acquisition risk and to increase the speed of delivery.

- **Future Vertical Lift** (FVL) leads development of critical combat systems, ensuring that Army aviation maintains vertical lift dominance over enemy forces in future MDO. The FVL CFT will enable the joint force to operate, even when dispersed over wide areas, with increased lethality, survivability and reach by penetrating enemy defenses and subsequently exploiting open corridors with enhanced attack and reconnaissance, Air Assault and MEDEVAC (medical evacuation) capabilities.

- **The Network** (NET), located at Aberdeen Proving Ground, Maryland, conducts experiments, demonstrations and prototypes to: inform requirements; synchronize efforts designed to keep pace with threats; and develop an optimized future network through the rapid insertion of new technology. The NET CFT main efforts address the most pressing challenges to the tactical network that Soldiers use on the battlefield or in any dynamic, lethal environment.

- **Air and Missile Defense** (AMD), located at Fort Sill, Oklahoma, works to outpace strategic competitors who have invested heavily in their indirect fire and missile capabilities, which compelled the modernization of these capabilities. The AMD CFT’s new technologies will defend ground forces against adversary air threats; they will also defend U.S. forces, allies and partner’s infrastructures against a host of air and missile threats.

- **Soldier Lethality** (SL) will increase the capability of individual Soldier weapons and provide Soldiers with improved ability to understand and react to emerging situations—increasing their lethality, precision and survivability. The SL CFT efforts are complementary to ongoing Soldier performance initiatives to improve fitness, nutrition and resiliency, ensuring the modernization of the entire Soldier, not just Soldiers’ equipment.

- **Assured Positioning, Navigation and Timing** (APNT), located at the Redstone Arsenal in
Huntsville, Alabama, is responsible for three lines of effort: accelerating the delivery of advanced APNT, tactical space and navigation warfare capabilities to the Soldier.

- **Synthetic Training Environment** (STE) located in Orlando, Florida, rapidly expands the Army’s synthetic training environment and increases distribution of simulations capabilities down to the company level. The STE CFT delivers collective training, accessible at the point of need, to support operational, self-development and institutional training for Soldiers anytime and anywhere in the world to hone skills, task proficiency and sustain readiness.

The **Medical Research and Development Command** (MRDC), headquartered at Fort Detrick, Maryland, realigned with AFC on 1 June 2019, bringing with it eight subordinate commands located throughout the world. MRDC is the Army’s medical materiel developer, with responsibility for medical research, development and acquisition. The command’s expertise in these critical areas helps establish and maintain the capabilities that the Army needs to remain ready and lethal on any battlefield.

The **Combat Systems Directorate** (CSD) facilitates the Army modernization enterprise’s efforts to refine, engineer, integrate and produce developed solutions to meet identified requirements. CSD maintains oversight of the cost, schedule, integration and technical performance of all programs aligned within and between the Army’s CFT efforts. CSD is the focal point in AFC for integration and synchronization with ASA(ALT) and the 12 program executive offices.

On 7 December 2018, the Army Capabilities Integration Center was re-designated as the **Futures and Concepts Center** (FCC) and re-aligned under the newly-formed AFC. The FCC assesses the threat and future operational environment, develops future concepts, requirements and an integrated modernization pathway to increase lethality and over-match, enabling Soldiers and units to compete—and, if necessary—deploy, fight and win future wars.

The U.S. Army **Combat Capabilities Development Command** (CCDC) joined AFC on 3 February 2019 as a major subordinate command. Its mission—as the Army’s technology leader and largest technology developer, with more than 10,000 engineers and scientists—is to provide the research, engineering and analytical expertise to deliver capabilities that enable the Army to deter and, when necessary, decisively defeat any adversary now and in the future. CCDC ensures the dominance of Army capabilities by creating, integrating and delivering technology-enabled solutions and will give Soldiers a decisive edge in MDO by 2028, 2035 and beyond.

**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 manufacturing and maintenance to transportation and logistics. From managing the Army’s installations, arsenals, depots and ammunition plants, to maintaining Army Prepositioned Stocks, AMC assures supply availability—ensuring that America’s fighting force has the right equipment in the right location at the right time.

AMC touches multiple phases in the materiel life cycle, including contracting, distribution, refurbishment and resale.

Activities: AMC is the Army’s primary logistics and sustainment command, responsible for managing the global supply chain and ensuring installation and materiel readiness across the Total Force. It is one of the Army’s largest commands, with more than 190,000 military, civilian and contractor employees, impacting all 50 states and more than 150 countries.

As one of four Army Commands and the Army’s lead materiel integrator, AMC synchronizes and operationalizes the capabilities of 11 major subordinate commands, providing materiel and sustainable readiness to meet today’s requirements and prepare for the next contingency. AMC centralizes installation management and all classes of supply and sustainment functions under one command, synchronizing actions and improving planning, distribution and maintenance to better support Army readiness.

The command leads, manages and operates the Army’s Organic Industrial Base (OIB), consisting of 26 arsenals, depots and ammunition plants. 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.

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 avail warfighters 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 mobilizing, 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.
Mission: TRADOC recruits, trains, educates, develops and builds the Army. It establishes standards, drives improvement and leads change to ensure that the Army can deter, fight and win on any battlefield, now and into the future.

In support of this mission, TRADOC identifies six priorities: acquire, improve, build, reform, inform and lead and inspire. In acquirement, TRADOC meets endstrength goals with Soldiers and leaders who are fit, ready and deployable with performance optimized for combat—i.e., Soldiers prepared for battle. In its mission to support improvement, it infuses quality into everything and ensures a continuous learning environment that enables leaders to pursue excellence, enforce high standards and lead by example, because Soldiers deserve great leadership. In building for now and for the future, TRADOC provides the operating force with quality doctrine, organization, training, materiel, leadership, personnel and facilities (DOTMLPF) solutions integrated across all warfighting functions and domains, ensuring a lethal, agile and resilient force, built of formations ready for war. Reform energies, which drive improvement, consist of leveraging innovative ideas from Soldiers, civilians and family members, achieving higher-quality outcomes, reducing costs and improving quality of life. Efforts to inform seek to ensure that citizens and Soldiers understand why service matters—and that a Soldier is a Soldier for life. Finally, in leading and inspiring, TRADOC establishes guideposts to lead the Army through transitions, ensuring achievement of the Army Vision of an MDO-ready Army, leading change and ensuring victory.

Activities: TRADOC’s mission is executed in training, maintenance, morale, discipline and teamwork. In training, it builds tenacity and sustained readiness with training programs, empowered leaders and mission support. In maintaining the Army, it sustains the Army mission, establishing stability, building resiliency, embracing family life, engaging community and creating balance in Soldiers’ lives. It supports morale by providing mentorship, education and quality of life, thereby establishing predictability, celebrating diversity and overall making a difference that motivates Soldiers to achieve their potential. TRADOC also encourages discipline, which so often entails doing the right thing, even when no one is looking; it also means taking personal responsibility and accountability seriously, holding high standards and sharing best practices. Finally, TRADOC instills in all Soldiers the idea that teamwork is part and parcel of who they are; their shared experiences and the common purpose of service to the nation are integral to their mission.

TRADOC was born of innovation and agility; consequently, it quickly adapts to a shifting world in national and institutional situations, in both peace and war. TRADOC’s adaptive character and culture
ensure that the Army remains the nation’s “force of decisive action”—victory for America’s Army begins with TRADOC.

Nearly 40,000 Soldiers and more than 14,000 civilians work at TRADOC locations throughout the United States. In Fiscal Year (FY) 2019, TRADOC trained more than 556,000 Soldiers, including 345,000 active duty, 77,000 Reservists and 134,000 National Guardsmen. TRADOC also provides training for more than 157,000 civilians.

TRADOC lends its world-class facilities and ranges to train servicemembers in Army sister services, including approximately 15,000 Marines, 9,000 Sailors, 8,400 Airman and 200 Coast Guardsmen during FY19.

In addition, more than 7,000 Army-sponsored international students from over 150 foreign countries took courses at DoD Schools; more than half of those students were taught at TRADOC schools. This interaction provides international partners with necessary skills, knowledge and understanding while enhancing relationships, cooperation and shared security efforts.

Every year, approximately 10,000 recruiters in over 1,400 locations bring in many thousands of future Soldiers from communities across the United States. These recruiters provide volunteers to roughly 2,750 drill sergeants, transforming civilian men and women into professional Soldiers during their initial entry training.

TRADOC works with cadets in more than 1,700 Junior Reserve Officers’ Training Corps (ROTC) programs found in high schools nationwide, as well as in Guam and select DoD dependent schools overseas. There are also 274 ROTC programs at universities across the country, annually introducing nearly 30,000 ROTC cadets to the Army.
An M1 Armored crew assigned to 2nd Battalion, 69th Armored Regiment, 2nd Armored Brigade Combat Team, 3rd Infantry Division, engages a long-range target during a table VI Gunnery iteration, 18 April 2020, at Konotop range, Drawsko Pomorskie Training Area, Poland (U.S. Army photo by Sergeant Andres Chandler).
9. Army Service Component Commands

Army Service Command Components (ASCCs) are the Army piece of combatant commands in the Joint Force. They are responsible for recommendations to the Joint Force commander on the allocation and employment of U.S. Army forces within a combatant command. Additionally, some are further assigned as Major Subordinate Commands (MSCs) to one of the four Army Commands discussed in Chapter 8. There are 10 ASCCs:

- **U.S. Army Africa** (USARAF), the Army component of U.S. Africa Command (USAFRICOM), discussed immediately below;
- **U.S. Army Central** (USARCENT), the Army component of U.S. Central Command (USCENTCOM), discussed on p. 80;
- **U.S. Army Cyber** (ARYBER), the Army component of U.S. Cyber Command (USCYBERCOM), discussed on p. 82;
- **U.S. Army Europe** (USAREUR), the Army component of U.S. European Command (USEUCOM), discussed on p. 84;
- **U.S. Army North** (USARNORTH), the Army component of U.S. North Command (USNORTHCOM), discussed on p. 85;
- **U.S. Army Pacific** (USARPAC), the Army component of U.S. Indo-Pacific Command (USINDOPACOM), discussed on p. 86;
- **Military Surface Deployment and Distribution Command** (SDDC), the Army component of U.S. Transportation Command (USTRANSCOM) and MSC to U.S. Army Materiel Command (AMC), discussed on p. 87;
- **U.S. Army Space and Missile Defense Command** (SMDC), the Army component of U.S. Strategic Command (USSTRATCOM), discussed on p. 89;
- **U.S. Army Special Operations Command** (USASOC), the Army component of U.S. Special Operations Command (USSOCOM), discussed on p. 90; and
- **U.S. Army South** (USARSOUTH), the Army component of U.S. Southern Command (USSOUTHCOM), discussed on p. 92.

**U.S. Army Africa** (USARAF)
Vincenza, Italy

**Mission:** USARAF supports U.S. Army campaign objectives across the 53 African nations in the U.S. Africa Command (USAFRICOM) area of responsibility (AOR). African nations face complex security issues that require capable, professional and ethical land forces that are accountable to civilian leadership and respectful of the rule of law and human rights. USARAF builds partnerships with African nations through security cooperation and builds strength through friendship and shared, long-term commitment.

USARAF directs and supports the activities of U.S. Army personnel serving in Africa; partners with African land force militaries; conducts security cooperation activities; conducts joint and multinational exercises; protects U.S. personnel and facilities; ensures U.S. Army readiness to respond to crises; and works alongside joint and international partners to address shared security concerns in Africa.

**Activities:** USARAF conducts approximately 200 theater security cooperation events in countries on the African continent every year. These include trainings in border security, combat medicine, command and control, communications, counter-illicit
trafficking, counter-improvised explosive devices, intelligence, logistics, peacekeeping operations and transportation.

Additionally, USARAF conducts an annual series of multilateral exercises to develop the capabilities and capacity of African troop-contributing countries supporting United Nations and African Union peacekeeping missions. USARAF also executes annual medical exercises with African partner nations throughout the continent, enhancing the readiness of U.S. Army medical professionals, reinforcing interoperability between participating countries and strengthening the skills of participating African military and civilian medical personnel.

Strong partnerships and sustained engagements support well-trained and disciplined land forces that contribute to a secure and stable environment where development can flourish. USARAF is committed to ensuring quality training opportunities and exercises with African partners, allowing for better competition on the global stage.

To demonstrate the commitment in implementing the National Defense Strategy and the enduring commitment to African partners, DoD announced in early 2020 that the 1st Security Force Assistance Brigade (SFAB) is replacing the regionally-aligned infantry brigade. The 1st SFAB, based in Fort Benning, Georgia, is manned, trained and equipped specifically for missions in Africa and is capable of building partnerships with African land forces more effectively and more efficiently than conventional units. The SFAB will deploy to meet existing and emergent demands in accordance with USAFRICOM priorities.

African security and stability is vital for U.S. and global security. Politically, socially, economically and demographically, Africa’s potential for positive growth is unmatched in the world. USARAF works as a trusted and respected partner to assist African partners in addressing shared security concerns while fulfilling USAFRICOM and U.S. Army objectives.

Africa matters to the security and stability of the United States. Africa also matters to American allies, to the global community and most especially to the 1.3 billion people who call Africa home. USARAF builds partnerships with African nations through security cooperation, strength through friendship and shared, long-term commitment; the U.S. Army is committed to security and stability in Africa.

**U.S Army Central (USARCENT)**
Shaw Air Force Base, South Carolina

**Mission**: U.S. Army Central (USARCENT) is the ASCC and CFLCC (Combined Forces Land Component Command) responsible for the use of ground forces and for ensuring uninterrupted logistics support to ongoing combat operations in the U.S. Central Command (USCENTCOM) area of responsibility. It is designated by the Secretary of the Army as having administrative command and control (C2)
of 30,000 Soldiers, including those assigned to joint task forces and embassies arrayed across 20 countries encompassing the greater Levant, Middle East and the Central and South Asia region.

Through regional engagement and persistent presence, USARCENT shapes and sets the environment, supports the current fight, partners with regional land forces, ensures access for U.S. forces and leads Operation Spartan Shield in order to advance U.S. security interests and to counter regional malign influence from Iran and its proxies, as well as violent extremist organizations.

Soldiers assigned to USARCENT headquarters inherit Third Army’s lineage and honors, proudly wearing the Circle A shoulder patch made famous during World War II by General George S. Patton, Jr., from whom it received its nickname, “Patton’s Own.”

**Activities:** USARCENT serves as the ready reserve force to, if needed, directly command U.S. ground forces in combat, as it had during Operations Desert Storm/Desert Shield to liberate Kuwait, 1990–91; Operation Enduring Freedom (OEF) in Afghanistan, 2001; Operation Iraqi Freedom (OIF), 2003; and Operation Inherent Resolve (OIR) in Iraq and Syria, 2014–15. Since its origins as Third Army, USARCENT maintains a posture of “constant readiness” to rapidly respond to a crisis with a deployable contingency command post and the Army’s designated immediate reaction forces.

USARCENT’s 900-person staff consists largely of senior officers and civilians at Shaw Air Force Base (AFB), with an additional forward command post in Kuwait to maintain 24/7 C2 and on-site engagement. These personnel include active Soldiers who rotate between Shaw AFB and Kuwait; mobilized National Guard and Reserve Soldiers, civilians and contractors; and subordinate units headquartered in Jordan, Qatar, United Arab Emirates, the Kingdom of Saudi Arabia; U.S. members of the Multinational Force and Observers monitoring peace between Egypt and Israel; and liaison officers assigned duty at the Pentagon, U.S. Forces-Afghanistan, Combined Joint Task Forces-OIR in Iraq and USCENTCOM headquarters in Tampa, Florida.

Permanently assigned units that provide force protection and life sustainment support are as follows:

- **1st Theater Sustainment Command**—provides food, water, fuel, ammunition, building materials and repair parts; manages ports, flights and customs points; maintains equipment; and provides transportation;
- **3rd Medical Command**—provides surgical, dental, behavioral health and veterinary service and support, as well as a Level-III trauma in theater;
- **335th Signal Command**—provides secure information technology, network and cyber support;
- **513th Military Intelligence Brigade**—provides intelligence and security support; and
- **Area Support Groups** in Kuwait, Qatar and Jordan provide base operations, training support for rotational forces and help to maintain large sets of strategically positioned military equipment, mostly in climate-controlled facilities.

Force enablers are units assigned on rotational nine-month deployments. In 2019, these consisted of 12 brigade headquarters and 20 battalion-level units to form Task Force Spartan. These include:

- a division headquarters sourced from the Army National Guard;
- an expeditionary sustainment command and two sustainment brigades;
- an armored brigade combat team, with tanks, infantry fighting vehicles and howitzers;
- a combat aviation brigade with attack and utility helicopters;
- a fires brigade with multiple launch rocket systems;
- an air defense brigade with air defense radars and Patriot missiles;

an engineer brigade with both vertical and horizontal construction capabilities;

- military police companies with corrections, customs, security and working dogs; and

- an explosive ordnance disposal company and a chemical, biological, radiological and nuclear reconnaissance and decontamination company.

Missions consist of training and advising foreign security forces in supporting counterterrorism operations against the Islamic State, the Taliban and other antigovernment militias seeking both to delegitimize internationally recognized governments and to dominate the region. USARCENT conducts approximately 20 medium and large-scale military exercises with regional partners annually, as well as over 200 formal theater security cooperation symposia, conferences and exchanges. Each engagement is conducted in coordination with the DoD and with the request of the Department of State as part of the U.S. interagency effort to foster trust, build enduring relationships and to ensure regional security to safeguard U.S. and international interests, such as the free flow of commerce, safe travel and peace.

As the CFLCC, USARCENT sustains USCENTCOM's Air Force, Navy, Marine and Special Operations components by way of fuel distribution and medical evacuation. Furthermore, the DoD has assigned USARCENT as the lead agency in theater for contracting, postal services, linguist management and the blood program. In addition to managing a multi-billion annual budget, USARCENT accounts for the financial resources from partner nations obligated per their Defense Cooperation Agreements with the U.S. government.

ARCYBER is the ASCC to U.S. Cyber Command (USCYBERCOM). As part of the joint Cyber Mission Force under USCYBERCOM, ARCYBER defends DoD networks, systems and data; provides designated combatant commanders with defensive and offensive cyber capabilities; and defends U.S. critical infrastructure as part of a whole-of-nation effort.

Operating, protecting and defending the Army network is ARCYBER's most critical mission. The Army network consists of more than 1 million endpoints, part of a global network underpinning all Army operations. It is also a weapon system for cyberspace operations, providing Army commanders with options across the information environment.

Activities: ARCYBER forces are currently spread across four states and five regional cyber centers and are deployed in locations around the globe, including: ARCYBER Headquarters, Army Cyber Protection Brigade, the 915th Cyber Warfare Brigade and the Army Joint Force Headquarters–Cyber at Fort Gordon, Georgia; the 1st Information Operations Command at Fort Belvoir, Virginia; the 780th Military Intelligence Brigade at Fort Meade, Maryland; and the Network Enterprise Technology Command at Fort Huachuca, Arizona.

ARCYBER's approximately 16,000 Soldiers, civilian employees and contractors execute a complex global mission, 24/7, guided by six lines of effort, discussed below.

1. Attract, Develop and Sustain a World-Class Workforce

To meet its demand for cyber talent, ARCYBER has adapted innovative strategies, including a direct commissioning program for specific technical talent. The command also has a new civilian career program for cyberspace effects and a new area of concentration for officers and warrant officers (tool developer) within the cyber branch. Additionally, the Army has integrated the functional area of EW (FA30) into the Cyberspace Operations branch (17B). The command has also partnered with the Defense Digital Service, bringing some of its technically-gifted Soldiers together with interns and private sector civilian talent—an incubator environment that rapidly develops immediate-need, Army-unique cyber capabilities.
2. Aggressively Operate and Defend Networks, Data and Weapon Systems
This effort is a foundational capability for the joint force and the Army. Army network modernization efforts are designed to improve defenses, to achieve greater standardization and interoperability and to dispose of older, less secure systems. These efforts are allowing for increased bandwidth, for a move toward a cloud-based and virtualized architecture and for a consolidation of data centers to enhance security.

3. Deliver Effects against Adversaries
ARCYBER’s forces are globally-deployed and actively-engaged in DoD Information Networks (DoDIN) Operations as well as in offensive and defensive cyberspace operations that support joint and Army commanders. The command also continues its tactical Cyber and Electromagnetic Activities (CEMA) Support to Corps and Below initiative, providing expeditionary CEMA teams to brigade combat teams during their rotations at combat training centers (CTCs). Based on the lessons learned at the CTCs, the Army approved new force structure, providing scalable, expeditionary CEMA forces at the brigade, division and corps level and established the first prototype unit with cyber, signal, EW and Information Operations together in one unit, the 915th Cyber Warfare Battalion (915th CWB) at Fort Gordon, Georgia, in May 2019. Projected to be at full strength by 2024, the 915th’s expeditionary CEMA teams will support Army-centric missions, conducting operations against targets for deny, degrade, disrupt, destroy and manipulate effects with the intent to fully integrate non-kinetic and kinetic operations, a key enabler of Multi-Domain Operations.

4. Increase Lethality and Improve Readiness
Increasing the Army’s overall lethality depends upon providing warfighters reliable and secure mission command communications. As part of that effort, ARCYBER and the Army chief information officer/G6 are exploring a new approach for delivering enterprise-level network and core information technology (IT) services through an enterprise IT as a service pilot. The pilot is evaluating the Army’s ability to use industry’s innovation, technology and best practices to provide strategic communications for installations to improve mission effectiveness by improving user experience and enabling readiness.

5. Transform the Command by 2028
ARCYBER’s transformation vision aims to engage the command more broadly in the information domain and to evolve into an organization that truly integrates information capabilities, to include DoDIN, defensive and offensive cyberspace operations; EW; and Information Operations for Army and joint forces. The Army has built a state-of-the-art facility next to the National Security Agency’s facility at Fort Gordon to enable better collaboration and synchronization of cyber and intelligence. Additionally, the Fort Gordon location enables a unique synergy between the trainers and doctrine developers of the Cyber Center of Excellence and the operational forces supporting Army and joint forces.

6. Strengthen and Expand Partnerships
Cyberspace operations are inherently joint and multi-domain; ARCYBER relies on its signal corps and intelligence mission partners across the Army and joint community to provide commanders with critical cyberspace capabilities. The Army Cyber
Mission Force is a participant in the Total Force and in the reserve component, partnering to bring unique experiences and expertise to the force. Partnerships with industry, academia and the research community are also key to implementing cutting-edge technologies and best-practices to stay ahead of cyber threats. As the command marks its 10th anniversary in October 2020, evolving to meet the changing needs of the Army and the joint force in the information age, ARCYBER will continue seeking new innovative partnerships to stay ahead of adversaries and to ensure that the Army remains a decisive force across all domains.

**Mission Force**

Mission Force is a participant in the Total Force and in the reserve component, partnering to bring unique experiences and expertise to the force. Partnerships with industry, academia and the research community are also key to implementing cutting-edge technologies and best-practices to stay ahead of cyber threats. As the command marks its 10th anniversary in October 2020, evolving to meet the changing needs of the Army and the joint force in the information age, ARCYBER will continue seeking new innovative partnerships to stay ahead of adversaries and to ensure that the Army remains a decisive force across all domains.

**U.S Army Europe (USAREUR)**

**Weisbaden, Germany**

**Mission:** USAREUR's ready, lethal and combat-credible forces are strategically-positioned across its 51-country area of responsibility to deter aggression and reassure allies and partners of the U.S. commitment to peace and stability in Europe. In the face of a growing number of transnational threats that include near-peer and hybrid military threats at levels less than armed conflict, violent extremism, global terrorism, illicit trafficking, the proliferation of weapons of mass destruction and infectious disease, its mission is to provide ready, combat-credible land forces to, and set the essential conditions for, U.S. European Command (USEUCOM) and NATO to deter aggression from any potential adversary in the European theater.

USAREUR represents more than 70 years of strong and unremitting commitment to regional stability and collective defense. A continued European presence reassures allies and partners and provides the physical and lethal deterrence necessary to counter threats to U.S. interests in Europe while honoring the U.S. commitment to NATO.

**Activities:** There are approximately 38,000 U.S. Army Soldiers, 11,000 Department of the Army civilians and 13,000 local nationals assigned and deployed throughout Europe. USAREUR’s permanent forces include maneuver units such as the 2nd Cavalry Regiment, 12th Combat Aviation Brigade, 41st Fires Brigade and the 173rd Airborne Brigade. Operational and theater enablers such as the 21st Theater Sustainment Command, 7th Army Training Command, 10th Army Air and Missile Defense Command, 2nd Theater Signal Brigade, 66th Military Intelligence Brigade, the U.S. Army NATO Brigade, Installation Management Command-Europe and Regional Health Command-Europe provide essential skills and services that enable the entire force.

Additionally, funded by the U.S. European Defense Initiative, nine-month armored, aviation and logistical rotations in support of Operation Atlantic Resolve reinforce the U.S. commitment to the European theater. USAREUR provides servicemembers from across the Total Force to support NATO missions, such as the Enhanced Forward Presence in Poland, the Very High Readiness Joint Task Force and the Kosovo Force.

USAREUR builds and sustains strong relationships with allies and partners, promotes multinational military interoperability, and, as the Theater Army, it is prepared to serve as the Joint Forces Land Component Command to protect the homeland and defeat any potential threat to U.S. interests in Europe. It is also responsible for the Georgia Defense Readiness Program-Training and Joint Multinational Training Group-Ukraine training missions. Additionally, USAREUR participates in more than 50 multinational exercises each year. Participation in these exercises enhances professional relationships and improves overall interoperability with allies and partners. In
2019, USAREUR Soldiers joined 68,000 multinational participants for training events in 45 countries.

U.S. Army North
(USARNORTH)
Joint Base San Antonio, Fort Sam Houston, Texas

Mission: USARNORTH conducts unified land operations in support of U.S. Northern Command (USNORTHCOM) in order to detect, deter and defeat threats to the homeland, conduct support of civil authorities and provide security cooperation initiatives to defend the United States and its interests. With its area of responsibility (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.

Activities: After becoming fully operational on 16 October 2006 as the ASCC and standing joint force land component command to USNORTHCOM, USARNORTH serves as the combatant commander’s primary headquarters for land domain operations. In fulfillment of its three main mission sets, it undertakes the following activities.

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 setting force protection conditions of all Army entities; it works with Headquarters, Department of the Army (HQDA), the Army Commands, ASCCs and Direct Reporting Units 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. Additionally, USARNORTH is prepared to assume operational control of allocated ground forces to respond anywhere within CONUS to protect and/or secure DoD equities, such as the ability to man, equip and train forces within the homeland and the ability to actively project combat power around the globe.

Security Cooperation. As a Theater Army, USARNORTH conducts security cooperation activities with Mexico and Canada to build defense relationships and to 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 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 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 (chemical, biological, radiological or nuclear) incidents. There are about 18,000 personnel with unique CBRN response capabilities at state, regional and federal levels. The primary conduits for federal agencies to request this assistance are ARNORTH’s 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 of DSCA operations. To further aid this coordination, ARNORTH also manages the Army’s Emergency Preparedness Liaison Officer (EPLO) program. The Army’s EPLOs are senior reserve component officers and noncommissioned officers assigned to the 76th Operational Readiness Command. When activated, the EPLOs work with defense coordinating elements to coordinate with state and National Guard authorities, to keep the defense coordinating officers and elements informed about state response efforts, to advise civil authorities on Army capabilities and to facilitate coordination between civilian consequence managers and DoD. 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. It 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 to 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.

**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) area of operations (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, to defeat compounding threats in the region and to 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 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 the continental United States (CONUS) to India.

**Activities:** With four of the five national security challenges outlined in the 2018 *National Defense Strategy* located 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
number one operational activity, links key exercises into an operation for 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 armies builds and sustains a network of allies and partners who promote international norms and ensure a free and open Indo-Pacific. 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 support; integrated air and missile defense; and engineering and contacting. Combined, 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 Corps Forces–Pacific (MARFORPAC) and Special Operations Command–Pacific (SOCOPAC).

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 (MDTF) pilot program. The MDTF and concepts for its employment were integrated into regional joint task force multi-national and bilateral exercises to further test and validate this critical capability.

During Fiscal Year 2019, USARPAC Soldiers participated in 31 large-scale exercises with 17 of the 36 countries in the USINDOPACOM AOR. Other activities included: more than 100 executive-level engagements with defense leaders in 33 countries; more than 200 subject-matter-expert engagements; six ally and partner nations participating in combat training center rotations; and 27 U.S. and partner Soldier exchange assignments.
connecting surface warfighting requirements through distribution network nodes to the point of need, responsively projecting power and delivering desired effects in support of combatant commands (COCOMs) and the joint force. The command also partners with the commercial transportation industry as the coordinating link between DoD surface transportation requirements and the capabilities that industry provides. With nine total force brigades geographically located throughout the world to support COCOMs, SDDC is globally-postured to deliver readiness and lethality to the joint warfighter.

Maintaining a workforce of approximately 5,100 trusted professionals, SDDC is the premier total force deployment and distribution synchronizer, always ready, with capabilities available to project and sustain the nation's combat power even in the most austere conditions. Its Transportation Engineering Agency 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. Meanwhile, the U.S. Army Reserve Deployment Support Command (DSC) provides SDDC with an integrated total force capability. Operationally controlled by SDDC and headquartered in Birmingham, Alabama, the DSC provides four Reserve transportation brigades and an Expeditionary Rail Center to support SDDC operations.

SDDC has five subordinate active component transportation brigades headquartered around the world, each with its own activities and responsibilities.

The 595th Transportation Brigade, in Camp Arifjan, Kuwait, through a cohesive team of experts, links strategic warfighter surface movement requirements with the appropriate commercial capability. To this end, it works through a combination of organic, commercial and host-nation capabilities, offering maximum options and solutions to support forces while promptly delivering equipment and sustainment.

The 596th Transportation Brigade, in 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 U.S. Northern Command (USNORTHCOM) area of responsibility (AOR).

The 597th Transportation Brigade, Joint Base Langley–Eustis, Virginia, is focused on the eastern half of the USNORTHCOM and the U.S. Southern Command (USOUTHCOM) 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, in Sembach, Germany, enables full-spectrum operations by performing movement of forces and materiel in support of U.S. European Command (USEUCOM), U.S. Africa Command (USAFRICOM) and U.S. Central Command. 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 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, in Wheeler Army Airfield, Hawaii, is located with all USIN-DOPACOM 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, to Barbers Point Harbor and to 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.

U.S. Army Space and Missile Defense Command (USASMDC)
Redstone Arsenal, Alabama, and Peterson Air Force Base, Colorado

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

Activities: The common link unifying USASMDC’s 2,800 Soldiers and civilians across 11 time zones and 23 dispersed locations is a commitment to defending the nation and its allies. It is the Army’s force modernization proponent and operational integrator for global space, missile defense and high-altitude capabilities. It provides trained and ready forces and capabilities to the warfighter and the nation, and it builds forces for tomorrow by researching, testing and integrating space, missile defense, cyber, directed energy, hypersonic and related technologies for the future.

Along with the command’s Technical Center and Space and Missile Defense Center of Excellence, there are three major subordinate military elements: the 100th Missile Defense Brigade (Ground-Based Midcourse Defense, i.e., GMD), the 1st Space Brigade and the U.S. Army Satellite Operations Brigade.

The Technical Center manages science and technology, research and development and conducts test programs for space, integrated air and missile defense, directed energy, hypersonic and related technologies. It develops and transitions space and missile defense technology to the warfighter to address current and future capability gaps in persistent communication; intelligence, surveillance and reconnaissance; force protection; and strike. It provides critical technologies that meet today’s requirements and it addresses future needs, enabling warfighter effectiveness in the core competencies of directed energy, space, high-altitude systems, cyberspace and missile defense.

The 100th Missile Defense Brigade operates the GMD and functions as the missile defense
component of the missile defense enterprise of the command. The GMD mission is conducted in support of U.S. Northern Command and is manned by Army National Guard and active component Soldiers in Colorado and Army National Guard Soldiers in Alaska and California. Operating under the brigade are Soldiers of the 49th Missile Defense Battalion. These Soldiers not only operate the GMD system, but also provide security for the Missile Defense Complex at Fort Greely, Alaska.

Leading the command in space operations is the 1st Space Brigade, consisting of the 1st Space Battalion and 2nd Space Battalion as well as the 117th Space Battalion under a direct support relationship. It conducts continuous space force enhancement and space control operations in support of combatant commanders, enabling and shaping decisive operations. In 2019, it grew with the addition of the five missile defense batteries, formerly assigned to the 100th Missile Defense Brigade, forward-stationed across U.S. Indo-Pacific Command, U.S. European Command and U.S. Central Command. The batteries conduct ballistic missile tracking operations in support of theater and homeland defense, as well as conducting space surveillance and data collection.

The U.S. Army Satellite Operations Brigade provides satellite communications for the command. Established in May of 2019, the brigade executes continuous tactical, operational and strategic satellite communications payload management across the full spectrum of operations in support of combatant commands, services, U.S. government agencies and international partners. It consists of the 53rd Signal Battalion, formerly assigned to the 1st Space Brigade, and the SATCOM Directorate, formerly a part of the USASMDC G-6 staff.

The Space and Missile Defense Center of Excellence is the command’s architect for future force design. The team is charged to design, build and modernize Army space and missile defense forces and is responsible for managing Army change to doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P). It develops and integrates innovative doctrine, concepts and capabilities; trains and educates agile, adaptive and ready Soldiers and leaders; executes life-cycle management for FA40 Army space operations officers; 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.

Finally, USASMDC is also the proponent for the Army astronaut program and provides support to NASA with an Army astronaut detachment assigned to Johnson Space Center in Houston, Texas. Army astronauts help the Army to define its requirements for the space program and to enhance the Army’s use of space capabilities.
**Activities:** With an allocated strength of more than 28,000 personnel, USASOC commands active duty forces, 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) 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), 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.

**1st Special Forces Command (Airborne).** As the Army’s Special Operations division, the 1st Special Forces Command (Airborne) 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. On order, the command is prepared to deploy a special operations headquarters to conduct mission command of special operations, conventional, joint and/or coalition forces anywhere in the world. Its Soldiers possess expertise in small-unit tactics, combat advisor skills, foreign languages, cultural understanding, adaptive decisionmaking and problem-solving. The command is comprised of five active duty and two National Guard Special Forces groups, two psychological operations groups, one civil affairs brigade and one special operations sustainment brigade.

**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.

**U.S. Army Special Operations Aviation Command (Airborne).** USASOAC mans, trains, equips, organizes, resources and modernizes special operations aviation units to provide responsive, special operations aviation capability to the joint force. USASOAC has two subordinate commands: the 160th Special Operations Aviation Regiment (Airborne), the command’s combat element; and the Special Operations Aviation Training Battalion, which includes the USASOC Flight Company.

**75th Ranger Regiment.** This is the Army’s premier direct-action raid force. It is capable of planning, executing and commanding 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 and contingency operations in uncertain and sensitive environments.

Soldiers assigned to the U.S. Army John F. Kennedy Special Warfare Center and School recite the Special Forces Creed during a Regimental First Formation at the Crown Arena in Fayetteville, North Carolina, 16 January 2020. The ceremony marked the completion of the Special Forces Qualification Course where Soldiers earned the honor of wearing the green beret, the official headgear of Special Forces (U.S. Army photo by K. Kassens).
Mission: U.S. Army South (USARSOUTH), as the U.S. Southern Command (USSOUTHCOM) Joint Forces Land Component Command and ASCC, conducts security cooperation and responds to contingencies as part of a whole-of-government approach in conjunction with partner nations in the USSOUTHCOM area of responsibility (AOR), i.e., in Central and South America and the Caribbean, in order to strengthen regional security, counter transnational threats in defense of the homeland and ultimately to achieve national objectives.

The USARSOUTH commander is responsible for maintaining land-domain situational understanding and coordinating authority for forces operating throughout the theater, an AOR that encompasses 31 countries and 15 areas of special sovereignty in Central and South America and in the Caribbean, covering about 15.6 million square miles.

USARSOUTH maintains a deployable contingency command post capable of short-notice deployments in support of USSOUTHCOM’s efforts to counter transnational criminal organizations, human and drug trafficking and terrorism. Its history in Latin America dates back to 1904 when the first U.S. Soldiers arrived in Panama to assist with the construction and defense of the Panama Canal. Today, USARSOUTH’s role is much larger in the region—enhancing hemispheric security by building strong relationships, increasing mutual capabilities and improving interoperability with local armies and security forces.

Activities: USARSOUTH conducts numerous operations, exercises and activities as part of a whole-of-government approach in conjunction with partner nations. These events include:

- **PANAMAX.** The largest exercise conducted in the Western Hemisphere, this annual SOUTHCOM-sponsored multinational exercise series focuses on ensuring the defense of the Panama Canal. USARSOUTH leads the Multi-National Forces South headquarters, along with military partners from countries throughout the AOR. Personnel from approximately 20 nations, including the United States, participate in simulated training scenarios from various U.S. and partner-nation locations.

- **Beyond the Horizon (BTH).** An annual exercise that deploys active U.S. Army, National Guard and Reserve Soldiers, Air Force and Marine personnel for two-week rotations to work with partner nation armies and civic agencies throughout Central and South America and the Caribbean, BTH is part of USARSOUTH and USSOUTHCOM’s humanitarian and civic assistance program. The exercise increases readiness by giving U.S. servicemembers the opportunity to experience a real-world deployment mission, as well as to work together with governmental and non-governmental agencies to bring vital services and resources to rural communities. BTH
greatly improves readiness, enhances military-to-military interoperability and builds partner-nation capacity.

- **Medical Readiness Training Exercises** (MEDRETEs). USARSOUTH routinely deploys small teams of military medical, dental and veterinary professionals for short duration exercises at the request of partner nations. This program supports Total Force Readiness, allowing service-members to deploy to underdeveloped areas, work side-by-side with host-nation providers and gain valuable real-world experience. MEDRETEs also help to build capacity and to strengthen relationships throughout the AOR.

- **Fuerzas Aliadas Humanitarias** (FA-HUM). Translated as "United Humanitarian Forces," FA-HUM is USARSOUTH’s annual multinational humanitarian assistance and disaster relief exercise that includes military and civilian personnel and regional organizations. It promotes partnerships among military organizations, governments and non-governmental agencies to improve regional interoperability and coordination for conducting assistance and relief operations.

- **Staff Talks.** USARSOUTH conducts bilateral staff talks each year with the armies of Brazil, Chile, Colombia, El Salvador and Peru. The program is part of a year-long planning process that culminates with a week-long senior leader engagement event. Participating armies improve knowledge and capabilities for peacekeeping, security and humanitarian assistance and disaster relief operations. At the end of the week-long event, the USARSOUTH commander and a senior leader from each partner army sign a bilateral engagement plan to conduct training and operational engagements together in the upcoming year. The result is enhanced relationships with each partner army, a fostering of mutual understanding through military-to-military cooperation and assisting partner armies in maintaining and developing new capabilities, supporting the mutual achievement of security cooperation goals and objectives.

- **Reintegration.** USARSOUTH conducts reintegration of U.S. personnel—servicemembers, civilians or contractors—from foreign captivity; it was the first ASCC to have a reintegration program. Reintegration is a proven process that provides recovered personnel with the necessary tools to effectively resume normal professional, family and community activities, with minimal physical and emotional complications.
U.S. Army Soldiers assigned to 3rd Battalion, 187th Infantry Regiment, 3rd Brigade Combat Team, 101st Airborne Division (Air Assault), assault the objective in an urban environment during brigade live-fire exercise at Fort Polk, Louisiana, 11 March 2019 (U.S. Army photo by Captain Justin Wright).
10. Direct Reporting Units

Direct Reporting Units (DRUs), together with the four Army Commands and the 10 Army Service Component Commands, are the third of the three types of commands in the U.S. Army. DRUs have institutional or operational functions and provide broad and general support to servicemembers and organizations across the Army. There are 12 DRUs:

- **U.S. Army Acquisition Support Center (USAASC)**, discussed immediately below;
- **Arlington National Cemetery** (ANC), discussed on p. 96;
- **Civilian Human Resources Agency** (CHRA), discussed on p. 96;
- **U.S. Criminal Investigation Command** (USACIDC), discussed on p. 97;
- **U.S. Army Corps of Engineers** (USACE), discussed on p. 97;
- **U.S. Army Human Resources Command** (HRC), discussed on p. 98;
- **U.S. Army Intelligence and Security Command** (INSCOM), discussed on p. 98;
- **U.S. Army Medical Command** (MEDCOM), discussed on p. 99;
- **U.S. Military Academy** (USMA), discussed on p. 99;
- **U.S. Military District of Washington** (MDW), discussed on p. 100;
- **U.S. Army Test and Evaluation Command** (ATEC), discussed on p. 101; and
- **U.S. Army War College** (AWC), discussed on p. 101.

**U.S. Army Acquisition Support Center (USAASC)**
Fort Belvoir, Virginia

**Mission:** USAASC’s mission is to shape and develop the Army acquisition community’s capabilities through superior support and the development of world-class professionals. It provides oversight of the Army acquisition workforce and supports the program executive offices with resource management (manpower and budget), human resources program structure and acquisition information management. It is the DRU of the Assistant Secretary of the Army for Acquisition, Logistics and Technology.

**Activities:** Within USAASC, the Army’s Director of Acquisition Career Management office ensures a highly-capable, agile, adaptive and professional Army Acquisition Workforce in compliance with the Defense Acquisition Workforce Improvement Act. USAASC plans, programs and oversees the execution of career management activities for the Army Acquisition Workforce, such as policies, training, leader development opportunities, etc. It also provides policy, guidance, support and services regarding acquisition issues and initiatives to the appropriate parties. Additionally, through the Army Acquisition Center of Excellence, it offers dynamic learning environments to develop world-class Army acquisition professionals who are equipped to provide and sustain superior acquisition support to Soldiers.
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.

Civilian Human Resources Agency

(CHRA)

Aberdeen Proving Ground, Maryland

Mission: CHRA provides Army civilians with the necessary human resources services to function as members of a highly-skilled professional civilian workforce in support of national defense. It manages all aspects of the human resources lifecycle for Army civilians, from recruitment to retirement. Upholding its mission with excellence, commitment, respect, results, teamwork and integrity, CHRA is responsible for delivering timely, responsive and knowledgeable HR services, soliciting and valuing the feedback of customers and colleagues to meet their needs, and maintaining an underlying unity of purpose while preserving ethical conduct.

Activities: Established in 2003, CHRA integrated the Civilian Training, Education and Development System; Civilian Personnel Field Activity; Civilian Personnel Advisory Centers; overseas Civilian Personnel Operations Centers; and the Civilian Personnel Operations Management Agency. Facilitating the cooperation of these previously separate organizations by streamlining them into a single DRU, CHRA supports Department of Army leadership in providing more agile and responsive staffs, reduces layers of review and approval, increases the focus on missions and so assists in transforming the Army—all of which serve to enhance management of and quality of life for Army civilians worldwide.
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 times of conflict and peace. It is capable of performing complex, felony-level criminal investigations anywhere in the world. Its independence is specifically structured to prevent any potentially interfering influences and to allow unencumbered investigations, regardless of environment and circumstances.

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 crime investigative support to local commanders in cases including general crimes (against persons or property), computer crimes, economic crime and counter-drug operations. They 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, which continually remains well above the national average. These agents also possess battlefield skills and deploy on short notice to provide direct support to Army divisions and corps. Contingency operations and battlefield missions include logistics security, criminal intelligence and criminal investigations. During agents’ battlefield missions, criminal investigations can be 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 Department of the Army. Additionally, it 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 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. USACE provides technical and construction support to more than 130 countries, with activities in nine U.S. divisions and in 44 subordinate districts in the United States, Asia, the Middle East and Europe. It also provides real estate acquisition, management and disposal for the Army and Air Force.

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. 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.
Activities: INSCOM has 17,500 Soldiers, Army civilians and contractors located at 180 locations in 45 countries. Through its 15 major subordinate commands, it conducts and synchronizes worldwide multi-discipline and all-source intelligence and security operations. This includes delivering linguistic support and intelligence-related advanced skills training, acquisition support, logistics, communications and other specialized capabilities in support of Army, joint and coalition commands and the U.S. intelligence community.

MEDCOM is developing agile and adaptive leaders of character who are able to achieve success in a constantly-changing environment by providing expeditionary, tailored, medically-ready forces who support the Army mission to deploy, fight and win decisively. In all of these efforts, MEDCOM seeks to ensure that Soldiers, civilians and families enjoy the professional opportunities and quality of life that they deserve.

U.S. Army Medical Command (MEDCOM)
Joint Base San Antonio, Texas

Mission: MEDCOM provides ready and sustained health services support and force health protection in support of the Total Force to enable readiness and to conserve the fighting strength while caring for Army people and families. It conserves the fighting strength of the Army by optimizing Soldier performance and by treating wounded, ill, and injured servicemembers, providing comfort and care to those in need. Army Medicine’s history demonstrates an ethos of selfless service and innovation in expeditionary healthcare; it must embody this ethos to remain first among peers in expeditionary medicine.

Activities: MEDCOM’s fundamental tasks are promoting, improving, conserving or restoring the behavioral and physical well-being of those entrusted to its care. Army Medicine supports the operational requirements of combatant commanders while ensuring a ready and healthy force. It operates with modernized doctrine, equipment and formations that maximize time, money and manpower while strengthening alliances and partnerships.

MEDCOM is restructuring according to operational and strategic imperatives. As it effectively and efficiently reorganizes to meet Army mandates and reforms, there is a need for scalable and rapidly-deployable medical capabilities. The effort to meet this need is incorporating lessons learned from recent combat experiences and from the global COVID-19 pandemic response. Simultaneously,

U.S. Military Academy (USMA)
West Point, New York

Mission: Founded in 1802, USMA educates, trains and inspires its corps of cadets, ensuring 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. It is a vital part of the Army’s overall current and future readiness, as well as the Army People Strategy.

Activities: USMA directly supports the Army’s mission and sustained readiness by developing the leaders of character who are committed to the values of West Point and the Army and who are ready to lead, fight and win in the crucible of ground combat. 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 Department of the Army to be considered. They are evaluated on their academic, physical and leadership potential; only those who are fully qualified receive appointments to the Academy. Its leader development model deliberately and purposefully integrates individual leader development through its academic, military, physical and character programs with leadership development experiences, all within a culture of character growth. Upon graduation, cadets are expected to live honorably, lead honorably and demonstrate excellence.

West Point’s challenging academic program, recognized nationally for excellence, develops graduates who think critically, internalize their professional identity and employ their education in service to
the Army and the nation's future. Additionally, cadets receive robust training in foundational military competencies, physical training appropriate for their futures as Army officers and, most important, character development that is deliberately woven into every aspect of the cadet experience.

USMA graduates approximately 1,000 new officers annually, representing about 20–25 percent of the new lieutenants required by the Army. Additionally, it contributes to the Army through its resident intellectual capital and 27 research centers; its "second graduating class" of rotating junior faculty who assume leadership roles at the battalion and brigade levels; and a variety of outreach efforts and partnerships in support of Army priorities.

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

**Fort Lesley J. McNair, Washington, DC**

**Mission**: USAMDW has five subordinate commands; exercises geographic senior commander responsibilities over three Army installations (Fort George G. 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 and core staff element of the Joint Force Headquarters–National Capital Region (JFHQ-NCR) to achieve Army and joint requirements. USAMDW also exercises senior commander responsibilities over the Soldier Recovery Brigade–National Capital Region, Soldier Recovery Battalion–Fort Belvoir, Joint Air Defense Operations Center and U.S. Army Medical Department Activity at Fort George G. Meade. Finally, it is the general court-martial convening authority for more than 400 worldwide organizations that do not have this authority.

**Activities**: USAMDW serves as the Department of the Army’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 Unknown Soldier and state funerals. Its five subordinate commands are:

- the Army Aviation Brigade, which provides executive support to Army leadership and also has a rescue force element;

- the 3d U.S. Infantry Regiment (The Old Guard), the oldest active duty infantry unit, the official ceremonial unit and escort to the president, 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;

- the U.S. Army Band "Pershing’s Own," the Army’s premier musical organization, that, through musical excellence, connects the Army to the American public and provides musical support to senior leadership and a wide spectrum of federal agencies and recruiting initiatives;
the U.S. Army Transportation Agency, which provides premier, world-wide ground logistical support to White House officials (this is the only all-Army unit under the direction of the White House Military Office—each unit member earns a Presidential Service Identification Badge); and

the U.S. Army Field Band, which is the premier touring musical representative for the U.S. Army, traveling thousands of miles each year as musical ambassador and undertaking a mission of public outreach that includes media appearances and performances at secondary schools and universities nationwide.

U.S. Army Test and Evaluation Command (ATEC)
Aberdeen Proving Ground, Maryland

**Mission:** ATEC provides direct support to U.S. Army Futures Command and relevant, timely information to senior Army leaders to make future force decisions enabling Multi-Domain Operations through rigorous developmental testing and operational tests and evaluations, executing its mission in a collaborative environment and investing in both people and infrastructure. Through developmental, integrated and operational testing evaluated in an independent and objective manner, it ensures that the nation's Soldiers go to war equipped with weapon systems that work.

**Activities:** With 24 locations in 16 states, ATEC has an annual budget exceeding $500 million. ATEC personnel rigorously test and evaluate everything from individual weapons to the national missile defense Ground-Based Midcourse Defense systems. Since its formation, ATEC has played a major role in Army transformation. Its 9,000 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. ATEC seeks the voice of its customers while continuously striving to become more interdependent, affordable, effective and efficient.

U.S. Army Test and Evaluation Command (ATEC)
Aberdeen Proving Ground, Maryland

**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 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 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.

U.S. Army War College (USAWC)
Carlisle, Pennsylvania
Second Lieutenant Tray S. Cardwell looks over a map during a fire direction simulator on Fort Sill, Oklahoma, 27 April 2020 (U.S. Army Photo by Sergeant Amanda Hunt).
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 Functional Command
4. 311th Signal Command (Theater)  
   Fort Shafter, HI

Army Reserve Divisions
5. 9th Mission Support Command  
   Fort Shafter, HI
6. 7th Mission Support Command  
   Kaiserslautern, Germany
7. 1st Mission Support Command  
   Fort Buchanan, PR

Army Divisions
8. 2d Infantry Division  
   Schofield Barracks, HI
9. 25th Infantry Division  
   Fort Lewis, South Korea

Army National Guard Divisions
1. 28th Infantry Division  
   Pennsylvania
2. 29th Infantry Division  
   Virginia & Maryland
3. 34th Infantry Division  
   Minnesota
4. 35th Infantry Division  
   Kansas & Missouri
5. 36th Infantry Division  
   Texas
6. 38th Infantry Division  
   Indiana
7. 40th Infantry Division  
   California
8. 42d Infantry Division  
   New York
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