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The color guard parades the colors during a 9/11 Pentagon Staff Memorial Observance in the courtyard of the Pentagon, Washington, D.C., 8 September 2023.

DoD photo by Navy Petty Officer 1st Class Alexander Kubitza.

Developed by the Association of the United States Army

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Every two years since the 1980s, AUSA has published *Profile of the U.S. Army*, a reference handbook on the U.S. Army.


This iteration provides a thorough briefing on the mission and activities of each Army Command, Army Service Component Command and Direct Reporting Unit. We are grateful for the time, attention and input of each public affairs office for their contributions in compiling and reviewing these descriptions. Together, they provide an excellent and comprehensive picture of everything that our Army is doing, from the ground up.

Widening that scope from individual commands and units to ongoing operations around the world, we are also providing a run-down on the commitments, activities and concerns of the U.S. Army in each portion of the globe, with particular emphasis in areas where larger conflicts are currently engaged, such as Ukraine and Israel.

If you are new to the U.S. Army, or you have family members, friends or coworkers who are unfamiliar with what the U.S. Army does and why it does it, this is a great book for you to read and share. If you are in the middle of your career and need a shot in the arm to remind you of what it's all about, reading this book will give you the boost you need. The Soldiers of our Army are working hard and smart, keeping busy in this global era, representing and defending our country, protecting our allies and dedicating their lives to the cause of freedom, in America and around the world.

Thank you for your support of the Association of the United States Army and the *Profile of the U.S. Army* over these many years.


Army Strong!



Robert B. Brown
General, U.S. Army Retired
President and CEO,
Association of the United States Army

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A U.S. Army Specialist in full combat gear, including a helmet with a night vision device and a rifle, in a wooded area. The soldier is wearing a camouflage uniform and a tactical vest. The background is a blurred forest with autumn-colored leaves.

U.S. Army Specialist Christopher Condran attached to 2nd Cavalry Regiment (2CR), 2nd squadron, secures the perimeter during a Simulated Training Exercise (STX), held by 2CR at Vilseck, Germany, 7 February 2024. During the STX Soldiers engaged in platoon-level training within field and urban environments, enhancing their combat readiness and team cohesion.

U.S. Army Reserve photo by Sergeant Kenneth Rodriguez.

The Army on Point

Introduction

The U.S. Army is one of the most lethal and capable ground forces in the world. The Total Army concept—which includes the integration of the Regular Army, the Army National Guard and the Army Reserve—is the cornerstone for how the Department of the Army (DA) serves as the lead for nearly any and all contingencies to which the Department of Defense (DoD) responds. From providing air defense capability in the fight against Houthi rebels in the Red Sea and the Horn of Africa region, to providing long-range fires in the Indo-Pacific region to support allies and assure partners, to being the backstop for U.S. support to Ukraine in its fight for survival against Russia, the U.S. Army leads the joint force, the DoD and the U.S. Government's (USG's) efforts to help stabilize international affairs across the globe.

The Army also continues to lead innovation and experimentation across the DoD. Army Futures Command, for instance, continues to advance marquee initiatives such as Project Convergence, which is the nexus of Army forces, the joint force and the science and technology communities in a training and experimentation dynamic, seeking to bring some of the more aspirational elements of the Army's new Multi-Domain Operations (MDO) doctrine to reality.¹ Furthermore, the Army is at the cutting edge of incorporating observations from warfare around the globe into lessons learned programs to help harness the novel tactics, operations and technology on display in each of those conflicts, quickly incorporating that information into Army training and education. For instance, the National Training Center (NTC) has yet again revamped its rotational design to account for many features of conflict that have played out in the current conflict in Ukraine. The NTC now has exercises in electronic warfare situations, drone interventions, artillery capability and effects, urban warfare and tunnel and trench combat.²

From leading the DoD in innovative experimentation to applying cutting edge feedback from contemporary battlefields, to helping fight and win conflicts around the globe and helping to maintain peace in international affairs, the U.S. Army remains ready. The Total Army concept ensures that the Army possesses the strength, diversity and range of capabilities that the DA, DoD and USG require to effectively accomplish those missions.

Strategic Focus

Christine Wormuth, Secretary of the Army, outlined a set of priorities for the U.S. Army in March 2024. At the fore of her comments was transforming today's force to meet the needs of future armed conflict and the importance of strike to the Army's contribution to the DoD and the joint force.³ Wormuth asserted that incorporating autonomously operating combat systems and making artificial intelligence, machine learning and advanced computing work available for Army forces is critical to unlocking the needed transformation. Moreover, the Army is in the process of developing a force that can further dominate in large-scale MDO. Developing formations and Soldiers capable of mastering the skills required for human-machine integrated units is vital to making this force a reality.⁴

Further, Wormuth articulated the importance of strike capability for the Army's support and contributions to the joint force. The Army must continue to develop and improve upon long-range strike, precision strike and hypersonic missiles to increase its value to DoD and the joint force, as well as to ensure it is suited to missions in all combatant commands, not just a regionally oriented force.⁵

The DA experienced change in 2023 when General James McConville retired from the Army and was replaced as Chief of Staff of the Army by General Randy George. As happens with any change in strategic leadership, General George has shifted the Army's priorities to reflect his perspective on the direction the Army needs to go. He stated that the Army's overall purpose remains clear—to fight and win the nation's wars.⁶ To that end, he laid out four focus areas, which are aligned with those of Secretary Wormuth. George's priorities include warfighting, delivering ready combat formations, continuous transformation and strengthening the Army profession.⁷ Regarding warfighting, George stated that, "Warfighting is the reason our Army exists. . . . We are a global force that fights when called upon at the scale required."⁸ Central to this is building lethality and cohesive teams throughout the Army.

Second, George states that the Army must focus on delivering combat-ready formations. This includes having forces ready at a moment's notice to support missions at any location across the world. Delivering combat-ready formations also requires Army forces organized for rapid deployability and capable of overcoming the challenges of contested logistics.⁹

Third, the Army must continuously transform through iterative adaptation and evolution. George's number one priority for transformation is improving the Army's network to further enhance command and control (C2) across the force. Agile, mobile and updatable networked systems are foundational elements to improving contemporary and future C2 practices, processes and equipment. Continuous adaptation focuses on transforming how the Army fights, organizes, trains and equips itself for current and potential future adversaries and conflicts. Making improvements to how the Army and its forces harness artificial intelligence, machine learning and autonomously operating warfighting capabilities are key elements for continuous transformation.¹⁰

Fourth, George seeks to strengthen the Army profession. He states that continually seeking self-improvement and enforcing standards are the key to generating and maintaining discipline in Soldiers and in Army forces. Moreover, George asserts that to win the close fight, Soldiers must possess grit, character and discipline—and that the Army seeks to build upon these ideas in entry-level training, the noncommissioned officer education system and professional military education. In addition, improving upon Army concepts and doctrine and turning combat lessons observed into combat lessons learned are vital to keeping pace with changes in warfare and to strengthening the Army profession.¹¹

Considering Secretary Wormuth and General George's priorities, it is clear that the Army has significant institutional work ahead of it, while remaining incredibly active across the globe.



Soldiers from Charlie Battery, 1st Battalion, 57th Air Defense Artillery Regiment conduct live fire drills with AN/TWQ-1 Avenger during Exercise Shield 24 in Pula, Croatia, on 11 April 2024. This annual exercise, aimed at enhancing Croatian air defense capabilities, brings together units from the 57th Air Defense Artillery Regiment, 173rd Airborne Brigade, Croatian Air Defense Regiment, Polish Armed Forces, Slovenian Army and French Armed Forces for joint training on air defense tactics and procedures.

U.S. Army photo by Paolo Bovo.

The following provides an overview of where the Army is currently employed, the ongoing missions to which it is lending its support, and the new or emerging doctrine and concept updates that will help bring about both Wormuth and George's priorities.

The Global Army

The Army remains firmly committed to supporting contingency operations, enduring operations, training support and deterrence operations across the globe. Today's international system has a diversity of problems, challenges and conflicts the Army must face. There is no universal threat actor, type of warfare or technology that dominates conflict today. Therefore, the Army must remain diverse and be capable of addressing a panoply of global political, military and civilian challenges.

Europe

Russia remains the pacing threat in Europe. As a result of Russia's threat to peace, prosperity and security across the continent, the Army devotes a significant amount of combat power to supporting NATO and partner training missions in Europe to deter expanded Russian aggression. NATO's Steadfast Defender 2024 exercise, for instance, was the largest NATO exercise in decades. The exercise incorporated 90,000 troops from 31 NATO countries to test and refine the alliance's defensive plans against a Russian assault into one or more NATO member countries.¹² In addition to many enduring exercises, such as Dynamic Front, Agile Spirit, Allied Spirit, Defender and Saber Strike, novel exercises have also been introduced to test and strengthen the Army's ability to address European defense and security challenges. Griffin Shock, for instance, is V Corps and NATO Multinational Corps' exercise designed to train both forces' ability to rapidly reinforce NATO's Enhanced Forward Presence Battlegroup in Poland.¹³

Beyond training exercises, the Army provides real world support to Ukraine in its fight for international sovereignty against Russia. Shortly before Russia's reinvasion of Ukraine in February 2022, the Army deployed elements of the XVIII Airborne Corps headquarters to assist Ukraine with intelligence sharing, planning, training and security assistance, among other things.¹⁴ This

Staff Sergeant Nathan Swiderski, an advisor assigned to the U.S. 3rd Security Force Assistance Brigade, advances on targets with a Jordanian Armed Forces Quick Reaction Force Brigade soldier during squad live-fire training at Exercise Eager Lion 24, 13 May 2024. Eager Lion is a multilateral exercise, with 33 participating nations, hosted by the Hashemite Kingdom of Jordan, designed to exchange military expertise and improve interoperability among partner nations.

U.S. Army photo by Major Ed Robles.



formation, referred to as Task Force Dragon, established the foundation for what became Security Assistance Group-Ukraine (SAG-U), which is a more permanent solution to the challenge of supporting Ukraine in its defensive war with Russia. Both Task Force Dragon and SAG-U have been instrumental in helping Ukrainian armed forces to defend their country, as well as in facilitating the transition of military hardware between the United States and Ukraine.¹⁵

The Army's commitment to Europe is exacting heavy demands on the Army's Armored Brigade Combat Teams (ABCTs), Stryker Brigade Combat Teams (SBCTs) and on aviation and logistics units. While this commitment is a powerful demonstration of resolve to the United States' allies and partners, it does create significant vehicle maintenance challenges, as well as challenges at home as Soldiers and families continue to struggle with high operational tempo.

Nonetheless, the Army's commitment to Europe has also allowed it to get the 4th Security Force Assistance Brigade (4th SFAB), the Army's lead for conventional security force assistance, integrated into security force assistance with the United States' allies and partners on the continent.¹⁶ U.S. Army Europe-Africa and V Corps have operational control of 4th SFAB and use the brigade's advisors to partner with allies and partners in Poland, Romania, Latvia, Lithuania, Hungary, Georgia, North Macedonia and Albania.¹⁷ This partnership has further strengthened the interoperability between the Army and many of its NATO allies in Europe and has demonstrated both the Army and the NATO alliance's resolve to potential adversaries in the region.

The Army's presence in Europe is vital to providing security assistance to Ukraine, deterring further Russian aggression in other areas of Europe and demonstrating American resolve to support its allies and partners on the continent. Moreover, the Army that is deployed to Europe, like that deployed to the Middle East, provides an excellent example of the Total Army concept. In Europe, the Regular Army, National Guard and Army Reserve are all deployed together and working under useful command and support relationships to bring about U.S. European Command's goals and end states.

Middle East

Following the Islamic State's defeat in Iraq in 2018, it appeared that the Army's commitments within the greater Middle East might diminish due to a perceived decrease in the number of security threats in the region. Yet, many new or resurgent security challenges have caused the Middle East to remain a significant area of focus for the Army.

In Iraq, Army forces continue to work alongside the partners in the country to combat the remnants of the Islamic State and the Iranian Republican Guards Corps' (IRGC) Quds Force, as well as defending themselves from Iranian-sponsored proxy militia groups, to include Kataib Hezbollah. Army forces operating in the region have faced substantial air attacks in recent months, causing a range of casualties at bases in Al Asad, Erbil and Baghdad. Suicide drones, rockets and, in some cases, ballistic missiles, have been the primary means through which Iranian and Iranian-aligned proxies have attacked U.S. servicemembers. Moreover, the USG's support to Israel in the Israel-Hamas War has resulted in Iran increasing the amount of direct and indirect pressure against U.S. servicemembers in Iraq, among other locations in the region. In short, Army forces in Iraq are effectively in an undeclared proxy war with Iran, albeit from a relatively static location on bases that dot the Iraqi countryside.

In Syria, *Operation Inherent Resolve* (OIR) remains strong. Army forces in Syria continue to work alongside its regional partners to keep the Islamic State at bay and to create credible Kurdish forces to provide stalwart defense against the potential resurgence of the Islamic State. This mission is more than a Special Forces operation, as elements from U.S. Army Central's (USARCENT) *Operation Spartan Shield* (OSS) are routinely spotted working ahead of and alongside U.S. Army Special Forces and the Syrian Democrat Forces.¹⁸ In many cases, the National Guard plays a critical role supporting operations in Syria. To be sure, National Guard combat arms units have been awarded combat infantryman badges and combat action badges for their activities in Syria supporting OIR and OSS.¹⁹ Moreover, the regional proxy war with Iran is not contained to Iraq but has spilled over into Syria as well. Iranian Quds Force and Iranian-aligned proxy forces have relentlessly attacked Army forces stationed and operating in Syria throughout 2023–2024. This has resulted in engagements between Army personnel and Iranian Quds Force operatives and Iranian-aligned proxy forces in Syria.²⁰

Furthermore, Army forces continue to support OIR and its counter-Islamic State activities in Jordan. In addition, Army personnel operating in Jordan have also come into contact with Iranian Quds Forces personnel and Iranian-aligned proxy forces. Many of these engagements occur via rocket, missile and drone attacks, and some have proven quite deadly. A January 2024 attack at the Tower 22 facility in Jordan resulted in the death of Army Reservists and in the injury of more than 40 other servicemembers.²¹

The Army's more challenging role in the Middle East is arguably helping to address the problems presented by Yemen's Houthi rebels in the Red Sea, the Gulf of Aden, the Horn of Africa region and the southern coast of Yemen. The Houthi rebels, which have become increasingly subordinate to Iran and are supported by Tehran through the IRGC's Quds Force, are yet another facet of the U.S.-Iran proxy war playing out in the region. Through 2023–2024, Houthi rebels operating from Yemen have harassed international shipping in the Red Sea and disrupted international commerce. The Army has deployed air defense artillery units, among other assets, to the area to address Houthi rocket, missile and drone strikes on shipping. Although the Army's presence seems limited in the Red Sea and the Gulf of Aden region, this is a hotspot to continue watching; it would not be a stretch to expect increased demand for Army forces if the joint force cannot adequately address the Houthi rebels on its own.

The Army's presence in the Middle East remains vital to supporting the overall mission of U.S. Central Command (USCENTCOM) and DoD. It also illustrates the effectiveness of the Total

Army concept, as all three components of the Army are deployed to the region and working together to achieve the objectives of missions such as OIR, among other lesser-known operations. For example, the DoD responded to Houthi provocation through a series of strikes in early 2024. The strikes appear to have done little to degrade the Houthi's military capabilities, nor inhibited their ability to attack both military and civilian commercial shipping in the area. In fact, as recently as March 2024, a Houthi rebel attack killed three civilian sailors on a cargo ship in the Gulf of Aden.²² Nonetheless, the Army plays a vital role in helping the joint force maintain the integrity of the international commons and keeping international commerce flowing.

Africa

The Army's presence on the African continent focuses heavily on helping local partners quell civil wars and build and maintain their military capacity. Armed and well-financed terrorist groups and other non-state actors such as Boko Haram, al-Shabaab, the Islamic State and al Qaeda continue to fight with national and local governments for political, military and domestic dominance over many areas within the African continent.²³ Moreover, the Army continues to assist the joint force and, in many cases, to take the lead in combating the expanding influence of various third-party states, to include Iran, China and Russia. In many cases, the conflicts advanced by Iran, China and Russia are most often fought by proxy forces like the Quds Force or the Wagner Group, not by uniformed state military personnel.²⁴ Moreover, these conflicts are often the product of exploitative resource extraction or access manipulation. Food, water and precious metal, to include chromium, cobalt, manganese and tantalum, are often what drive Chinese, Russian and Iranian intervention on the continent and in its coastal waters.²⁵

The Army established Southern European Task Force-Africa (SETAF-AF) to help the United States' African partners more effectively respond to the defense and security challenges plaguing many African nations. The Army's response to the challenges that Yemen's Houthi rebels present in the Red Sea are also addressed from the African side of the problem, with Army forces providing U.S. Africa Command (AFRICOM) conventional and unconventional forces and sourcing solutions to assist USCENTCOM with addressing that challenge.²⁶ SETAF-AF also exists to help coordinate the response to natural disasters as well as to serve as the link between conventional Army forces and Special Operations Command – Africa. The February 2024 announcement that the U.S. military will build five new bases for the Somali army is a clear demonstration of the link between conventional and unconventional Army forces supporting the needs of AFRICOM and partners in Africa.²⁷

The National Guard's state partnership program, which began in Africa more than 20 years ago, continues to grow. Currently, the National Guard maintains partnerships with 19 African countries.²⁸ This partnership program helps the Army to increase security across the continent and is an invaluable addition to AFRICOM's overall strategy for its area of responsibility. The Army Reserve is also playing a significant role in Africa. The Army's Civil Affairs branch, which exists predominantly in the Army Reserve, has increased its involvement in Africa by partnering with SETAF-AF for nine-month deployments to help Army forces strengthen partnerships and promote stability throughout Africa.²⁹

In addition, the Army leads several military exercises on the continent to improve the capacity and capabilities of African state militaries and their interoperability with Army forces. Justified Accord, for example, is a large exercise that occurs in East Africa to develop those skills among partnered military forces.³⁰ African Lion, AFRICOM's premier annual exercise, celebrated its 20th anniversary in 2024; together with Flintlock 2023, U.S. Special Operations Command – Africa's premier annual event, it highlights the Army's commitment to improving regional security, strengthening partnerships and advancing U.S. interests on the continent. Both exercises truly exemplify everything that makes the Army's commitment to the continent great.³¹



A remotely controlled Micro Tactical Ground Robot navigates the steps leading into a subterranean passage during exercise African Lion 2024 (AL24) where Green Berets with the 19th Special Forces Group (Airborne), Utah National Guard, train alongside partner forces near Tifnit, Morocco, 24 May 2024. AL24 marks the 20th anniversary of U.S. Africa Command's premier joint exercise led by U.S. Army Southern European Task Force – Africa, with over 8,100 participants from 27 nations and NATO contingents.

U.S. Army photo by Staff Sergeant Jake Seawolf.

Indo-Pacific

China is the DoD's pacing threat for the Indo-Pacific region. This is no different for the Army. Secretary Wormuth stated that she's concerned about China's "coercive and aggressive behavior" in the Indo-Pacific region.³² Wormuth asserts that her goal for Army forces in the region is to suggest to Chinese President Xi that it is never the "right" day to try to take Taiwan by force.³³ As a result, China is the Army's threat focus, while Taiwan is the Army's partner focus for the Indo-Pacific region.³⁴

North Korea and Korean security remains another significant focus for Army forces in the Indo-Pacific. The Army continues to rotate ABCTs to Korea on nine-month stints to augment the 2nd Infantry Division and continues to conduct combined political and military operations and engagements with the South Koreans. U.S. Army Japan's presence in the region also helps moderate the U.S. response to North Korean political and military activities. U.S. Army Japan also serves as a key planning and liaison element for Army exercises with allies and partners in the Indo-Pacific.

The Indo-Pacific's Multi-Domain Task Force (MDTF) continues to gain strength and capacity. The MDTF will continue to field new Army technology and weapon systems, with the goal of equipping the formation with precision strike missiles, mid-range capability, long-range fires and hypersonic weapons.³⁵ As this MDTF matures, its goal will be to help the joint force deter China from attempting to take Taiwan by force, assure security for Taiwan and other regional partners and deter North Korean aggression against South Korea.

Moreover, Secretary Wormuth has expressed her plan for addressing the Chinese and North Korean challenges to Army forces. Wormuth stated that the Army will deploy more troops to Asia and pre-position assets such as ship-to-shore vessels and hypersonic weapons in the region.³⁶ Army forces will also be organized, equipped and positioned in the region to assist the joint force with sustainment activities, suppression of enemy air defenses and the interdiction of sea lines of communication.³⁷

Building alliance and partner capacity and strengthening those partnerships is another aspect of the Army's approach to deterring Chinese and North Korean aggression in the region. The

U.S. Army Specialist Shawn Zimmerman, a crew chief assigned to the 2-25 Aviation Regiment, 25th Combat Aviation Brigade, 25th Infantry Division, stands outside a Boeing C-47 Chinook before an air assault maneuver as part of the Joint Pacific Multinational Readiness Center-Exportable (JPMRC-X) exercise on Fort Magsaysay, Philippines, 1 June 2024. The JPMRC-X is a Department of the Army initiative consisting of a deployable package of personnel and equipment designed to support training exercises across the Pacific.

*U.S. Army National Guard
photo by Staff Sergeant
Thomas Moeger.*



U.S. relationship with the Republic of Korea and the Korean defense forces is still going strong 70 years after the Korean War. Beyond Korea, the activation and deployment of the 5th SFAB to many countries in the Indo-Pacific region has helped the Army and the DoD gain in-roads for influence, access, basing and over-flight permission.³⁸ Aside from these permissions needed to get people, weapons and equipment appropriately forward positioned, 5th SFAB and other Army forces' combined and partnered operations in the Indo-Pacific are helping build and reinforce the relationships that the DoD and Army forces need if armed conflict does return to the region.³⁹ Improving the interoperability between Army forces and regional partners is an additional focus; U.S. Army Pacific and I Corps exercises like Pacific Pathways and Cobra Gold are just a few of the vital ways in which the Army is helping address these requirements.⁴⁰

Western Hemisphere

The Western Hemisphere can be broadly broken into three areas of focus: 1) Southern Hemisphere, 2) Homeland and 3) Arctic. In the Southern Hemisphere, U.S. Army South continues to lead the Army's effort to improve the security and stability throughout Central and South America, as well as the Caribbean. Exercises like Southern Vanguard and Alamo Shield are examples of how Army forces, to include 1st SFAB, are working with partners in the Southern Hemisphere to improve security, stability and interoperability with partnered states and their military forces—while deterring non-Hemispheric states from intervening in the region.⁴¹

From a Homeland perspective, Army forces, predominantly drawn from the National Guard, continue to help maintain security at the U.S.-Mexican border. Additionally, Army forces have been involved with improving the capacity of Mexican army forces to help with counter-narcotics and drug trafficking across that border.⁴² Border security has also become an issue for Army forces along the Gulf Coast, specifically in vicinity of Florida, as Haiti once again descends into chaos and civil war.⁴³ National Guard troops have not yet been activated to support the contingency, but the possibility of such should not be ruled out as the situation continues to develop over 2024 and beyond.


In the Arctic, the Army remains quite active. In coordination with allies and partners, the Army continues with its investment of rebuilding a cold-weather fighting force that can address military threats while overcoming environmental challenges in the Arctic region. The most likely military threats in the region include Russia and China, as both countries are looking to capitalize on the potential financial impact of warming global temperatures on the region.⁴⁴ Alaska's 11th Airborne Division remains the Army's front edge force to address both challenges. Over the past year, the 11th Airborne Division, with elements from the Connecticut, New Hampshire, New York and Vermont National Guards, Canadian Army forces and other NATO allies, have conducted numerous small- and large-scale training exercises across the Arctic region to hone their skills and provide lessons learned back to the institutional force to help inform doctrine development.⁴⁵

In response to the increased emphasis on the Arctic, the Army is expecting to release its first Arctic-themed doctrine in more than 50 years in 2024. The manual, Army Techniques Publication 3-90.96, *Arctic and Extreme Cold Weather Operations*, will help provide Army forces operating in Arctic environments with the basic knowledge and skills for how to thrive in extreme cold weather against peer-competitors in large-scale combat operations.⁴⁶ The forthcoming doctrine will build upon lessons learned by U.S. Army Alaska, the 11th Airborne Division, the Northern Warfare Training Center, historical records and other Arctic nations.⁴⁷

Conclusion

The future is uncertain for the Army. Budgets remain lean and recruiting and retention remain tenuous. As a result, DA and senior Army leaders must prioritize resources and not attempt to do everything everywhere. To be sure, preparing for a continental Russian threat in Europe means potentially preparing incorrectly for a Chinese threat in the Indo-Pacific region. Likewise, hedging bets for a Chinese-Taiwan conflict would divert energies away from helping NATO to address challenges on the European continent if they were to arise. Leaning into either of those potentialities also comes at the cost of addressing security challenges such as international terrorism and Iranian proxy wars in the greater Middle East. All of that is to say that the challenges facing the Army's leadership within the Pentagon and across the force today are tough, and they are not getting any easier in the coming years.

Moreover, the future of armed conflict remains as uncertain as it has ever been. Moving forward, the Army must continue to build its forces for the realities and rigors of modern armed conflict. Army forces must be purpose built, able to take a punch and not culminate before reaching the objective; equally, they must be able to continue fighting once they have successfully accomplished their mission on the objective. Moreover, Army concepts, to include forthcoming Army operating concepts, must be written to account for similar ideas. If the U.S. Army has to help Taiwan against China, the ensuing war will be long, bloody and resource intensive. Army concepts and doctrine must account for these realities as they help prepare the Army for the future of armed conflict.



Charlie Company "DUSTOFF,"
3-82 General Support Aviation
Battalion, 82nd Combat Aviation
Brigade, 82nd Airborne Division
conduct hoist training on 12 May
2024. The Helicopter Rescue
Hoist allows crews to reach
casualties in dangerous areas
and evacuate them to safety.

*U.S. Army photo by
Sergeant Vincent Levelev.*

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:

- **U.S. Army Forces Command (FORSCOM)**, discussed immediately below;
- **U.S. Army Futures Command (AFC)**, discussed on p. 13;
- **U.S. Army Materiel Command (AMC)**, discussed on p. 16; and
- **U.S. Army Training and Doctrine Command (TRADOC)**, discussed on p. 18.



U.S. ARMY FORCES COMMAND

Fort Liberty, North Carolina

Mission

FORSCOM trains and prepares a combat-ready, globally responsive Total Army Force to build and sustain readiness to meet combatant command requirements. It provides the Army with forces that are well led, disciplined, trained and expeditionary, ready now to deploy and win in large-scale combat operations against near-peer threats.

Activities

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

FORSCOM's force structure includes three Army corps: I Corps at Joint Base Lewis–McChord, Washington; III Corps at Fort Cavazos, Texas; and XVIII Airborne Corps at Fort Liberty, 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 and chemical, biological, radiological, nuclear and high-yield explosive defense.

The Army's Security Force Assistance Command (SFAC) also is part of FORSCOM. Also headquartered at Fort Liberty, the SFAC provides mission command of the Army's Security Force Assistance Brigades.

First Army—headquartered at Rock Island Army Arsenal, Illinois—is the FORSCOM commander's designated coordinating authority for implementation of the Army Total Force integration. The command partners with Army National Guard and Army Reserve leadership to advise, assist and train units to achieve readiness standards during both pre- and post-mobilization through multicomponent integrated collective training.

The Army National Guard, when mobilized, provides FORSCOM with a balanced force of combat divisions, separate brigades and extensive support units. When mobilized, 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 Liberty, 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. USARC provides support specialties such as medical, civil affairs, public affairs, transportation, maintenance and supply units to support Army and combatant commanders around the globe.

FORSCOM prepares Soldiers and leaders across the full spectrum of warfare at its two combat training centers (CTCs): the National Training Center at Fort Irwin, California, and the Joint Readiness Training Center at Fort Johnson, Louisiana. The CTCs provide realistic and arduous scenarios that are constantly modernized to reflect changing battlefield conditions and to incorporate lessons learned.



U.S. Soldiers assigned to the 1st Battalion, 29th Infantry Regiment, conduct clearance operations as part of a human machine integration experiment using the Ghost Robotic Dog during Project Convergence - Capstone 4 at Fort Irwin, California, 16 March 2024. The robotic dog is a mid-sized, high-endurance, agile unmanned ground vehicle that provides enhanced reconnaissance and situational awareness supporting Soldiers by acting as their eyes and ears on the ground.

U.S. Army photo by Specialist Marquis McCants.



U.S. ARMY FUTURES COMMAND

Austin, Texas

Mission

AFC plays a pivotal role in initiating, evolving and synchronizing modernization activities across the Army. It acts as the architect of the Army modernization enterprise, rigorously assessing the future operational environment, emerging threats and promising technologies to develop and integrate cutting-edge concepts, technologies, requirements and future force designs. AFC supports the delivery of innovative modernization solutions through its cross-functional teams (CFTs), labs, centers and subordinate commands, which specialize in research, testing and acceleration of novel systems and equipment for Soldiers.

With 26,000 personnel located in approximately 25 states and 15 countries, the command furthers development of Army modernization priorities by cultivating unique partnerships with academia and industry and by executing Project Convergence – the Army’s campaign of learning and experimentation that is designed to transform the way future warfighters will operate in fast-paced, high-tech and multi-domain environments. With each endeavor, AFC strives to ensure that new designs and tests are shaped around the needs and inputs of Soldiers, who will form the future fighting force.

A U.S. Army unmanned, eight-wheeled, all-electric, all-terrain transport vehicle equipped with an enhanced surveillance package under the Family of Counter Unmanned Systems (FoCUS) provides support to dismounted Soldiers in an urban environment as part of a human integration experiment at Fort Irwin, California, 12 March 2024. The FoCUS is a human-in-the-loop situational awareness asset that is comprised of both autonomous all-terrain wheeled vehicles and aerial drones.

*U.S. Army photo by
Sergeant Brahim Douglas.*



Activities

AFC includes nine CFTs and multiple centers, laboratories and subordinate commands. The CFTs and select centers and subordinate commands are as follows:

- **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 Vehicle (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 multi-domain operations. 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, to synchronize efforts designed to keep pace with threats and to develop a data-centric future network through the rapid insertion of new technology. NET CFT activities 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. The development of new AMD technologies, accelerated by the CFT, will defend ground forces against adversary air threats, as well as protect the infrastructure of U.S. and allied forces against a host of air and missile threats.
- **Soldier Lethality (SL)** increases the lethality of the close combat force by focusing on the capabilities necessary at the Soldier and squad level to gain and retain a clear and decisive overmatch against peer and near-peer threats. The SL CFT focuses on kitting the Soldier and the squad holistically, as a system and a combat platform, to enhance lethality, precision, mobility and maneuverability, communications and survivability.
- **Assured Positioning, Navigation and Timing/Space (APNT/Space)**, located at Redstone Arsenal in Huntsville, Alabama, has been responsible for accelerating the delivery of advanced APNT and tactical space and navigation warfare capabilities to the Soldier. The APNT/Space CFT conducts experimentation and writes Soldier-centric requirements for APNT materiel solutions, and low-Earth orbit space and navigation warfare capabilities that, when combined, provide overmatch on the battlefield with minimal impact to Soldier operations. The APNT/Space CFT has completed its original mission and will evolve to the ADS CFT (see immediately below) not later than second quarter of Fiscal Year 2025.
- **The All-Domain Sensing (ADS) CFT**, located at Adelphi, Maryland, and Redstone Arsenal, Alabama, accelerates multi-sensor dominance, sensing architecture, advanced processing and dissemination and other operational enablers to facilitate successful situational understanding and decisionmaking in multi-domain operations. The ADS CFT informs warfighter-centric, joint requirements and conducts experimentation that influences synchronized effects from ground to space.
- **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, develop task proficiency and sustain readiness.
- **Contested Logistics (CL)**, located at Redstone Arsenal in Huntsville, Alabama, was formed in 2023 to address the need to sustain forces and equipment quickly on future battlefields, dispersed across multiple domains and in contested environments. The CL CFT is developing human-machine integrated formations deployable to ground, air and sea, incorporating autonomous capabilities and extending commanders' operational reach and endurance—while reducing risk to Soldiers.

Centers and Subordinate Commands

The Army Applications Laboratory, based in Austin, Texas, aligns innovative solutions and technologies with Army problems, resources and programs to rapidly discover, validate and transition technology applications in support of Army modernization.

The Army Artificial Intelligence Integration Center, located at Carnegie Mellon University in Pittsburgh, Pennsylvania, leads and integrates Army artificial intelligence (AI) strategy and implementation, synchronizes key development efforts and sets the foundations for operationalizing AI within the Army modernization enterprise.

The Army Software Factory, based in Austin, Texas, is a first-of-its-kind integrated software development initiative to teach, develop and employ self-sustaining talent from all ranks within

the military and civilian workforce. It aims to increase digital proficiency across the Army; to solve problems by leveraging agile cybersecurity and cloud computing solutions; and to harness innovation through close collaboration with academia and the tech industry.

The Directorate of Integration at AFC headquarters is responsible for synchronizing the strategy, concepts, requirements and resources to create integrated solutions addressing critical prioritized capability gaps.

The Futures and Concepts Center assesses the threat and future operational environment and develops future concepts, requirements and an integrated modernization pathway to increase lethality and overmatch, enabling Soldiers and units to compete—and, if necessary—to deploy, fight and win future wars.

The U.S. Army Combat Capabilities Development Command is the Army's largest technology developer, with more than 10,000 engineers and scientists. Its mission is to provide 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. It ensures the dominance of Army capabilities by creating, integrating and delivering tech-enabled solutions, and it will give Soldiers a decisive edge in MDO by 2030 and beyond.

The Medical Research and Development Command, headquartered at Fort Detrick, Maryland, encompasses eight subordinate commands located throughout the world. It is the Army's medical materiel developer, with responsibility for medical research, development and acquisition. The command's expertise in these critical areas helps to establish and maintain the capabilities that the Army needs to remain ready and lethal on any battlefield.



U.S. ARMY MATERIEL COMMAND

Redstone Arsenal, Alabama

Mission

AMC delivers precision sustainment and materiel readiness to an expeditionary global force from the Joint Strategic Support Area to the tactical point of contact across the spectrum of conflict in support of the Joint Force. The command's complex missions range from installation management and quality of life to manufacturing and maintenance to transportation and logistics. From managing the Army's installations, arsenals, depots and ammunition plants to maintaining Army Prepositioned Stocks, AMC ensures 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. AMC leads and directs logistics and sustainment warfighting functions from the installation



A U.S. Army convoy arrives at Dülmen Tower Barracks to pick up medical and support materiel in Dülmen, Germany, 6 May 2024. Troops loaded a 32-bed hospital set for transport to Baumholder, Germany, for further training as part of the DEFENDER 24-Europe exercise.

U.S. Army photo by Sandra Wilson.

to the battlefield to meet current and future Army readiness requirements. As one of the Army's largest commands, AMC's approximately 165,000-strong military, civilian and contractor workforce is at the core of the command's support to Soldiers.

One of four Army Commands and the Army's lead materiel integrator, AMC synchronizes and operationalizes the capabilities of 10 major subordinate commands, providing materiel readiness to support a global Joint Force with predictive and precision sustainment. 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 23 arsenals, depots and ammunition plants. The OIB overhauls, modernizes and upgrades major weapon systems to make them even more lethal and reliable. It manufactures and resets Army equipment, generating readiness and operational capability throughout Army formations.

AMC is regionally aligned and globally responsive, executing diverse missions, from Foreign Military Sales to single-surface distribution. 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. AMC-operated transportation offices, depots, arsenals, plants and ports and AMC-managed installation deployment infrastructure are critical to the nation's power-projection capabilities. Simply said, AMC ensures the best-equipped and sustained fighting force in the world.

U.S. Army 1st Lieutenant Thomas Aldhizer, left, and Sergeant 1st Class Nicholas Murray, both assigned to 3rd Battalion, 69th Armor Regiment, 1st Armored Brigade Combat Team, 3rd Infantry Division, speak with Bruce Moore, a doctrine developer from the Maneuver Center of Excellence, at the Joint Readiness Training Center at Fort Johnson, Louisiana, 14 March 2024. A doctrine developer evaluates the efficacy of the Soldier's training and analyzes areas in the training that could be improved.

U.S. Army photo by Private First Class Luciano Alcalá.



U.S. ARMY TRAINING & DOCTRINE COMMAND

Joint Base Langley-Eustis, Virginia

Mission

TRADOC was stood up on 1 July 1973, under General William E. DePuy, who commanded a battalion in the 90th Infantry Division in World War II and led the 1st Infantry Division in Vietnam. TRADOC was born of innovation and agility, and it quickly adapts to a changing world, national and institutional situations, in both peace and war. TRADOC's adaptive character and culture ensure that our Army remains the nation's "force of decisive action." Victory for America's Army begins with TRADOC.

Under General DePuy's leadership, TRADOC fundamentally transformed the Army into the best trained, equipped, led and organized modern land power in the world. Today, TRADOC sustains its proud legacy of shaping the Army through its mission: It recruits, trains, educates, develops and builds the Army; it establishes standards; it drives improvement; and it leads change to ensure that the Army can deter, fight and win on any battlefield, now and into the future.

Activities

TRADOC executes its mission through five major subordinate centers and commands: Combined Arms Center (Fort Leavenworth, Kansas); U.S. Army Cadet Command (Fort Knox, Kentucky); U.S. Army Recruiting Command (Fort Knox, Kentucky); Center for Initial Military Training (Fort Eustis, Virginia); and the Center of Military History (Fort McNair, Washington, DC).

TRADOC also oversees 37 Army schools organized under 10 Centers of Excellence, each focused on a separate area of expertise within the Army. These centers train about 500,000 Soldiers and servicemembers each year.

- Aviation Center of Excellence
- Maneuver Center of Excellence
- Cyber Center of Excellence
- Maneuver Support Center of Excellence
- Fires Center of Excellence
- Medical Center of Excellence
- Intelligence Center of Excellence
- Mission Command Center of Excellence
- NCO Leadership Center of Excellence
- Sustainment Center of Excellence

TRADOC maintains important relationships with additional functional centers and schools outside of itself. These organizations work seamlessly with TRADOC to support training.

Currently, nearly 40,000 Soldiers and more than 14,000 civilians work at TRADOC locations throughout the contiguous United States. TRADOC provides the senior mission commander at 12 of those installations. In Fiscal Year 2022, 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.

Additionally, TRADOC lends its world-class facilities and ranges to train our sister services, including approximately 8,400 Airmen, 15,000 Marines, 9,000 Sailors and 200 Coast Guardsmen.

Through the Security Assistance Training Field Activity (SATFA), more than 7,000 Army-sponsored international students from 152 countries took courses at DoD schools, and more than half of those students were taught at TRADOC schools. SATFA brokers and manages programs that provide our international partners with the skills, knowledge and understanding that result in enhanced relationships, cooperation and shared security.

Approximately 8,200 recruiters in over 1,400 recruiting stations bring in many thousands of future Soldiers from communities across the United States every year. Our approximately 3,000 Drill Sergeants transform these civilians into professional Soldiers at Basic Combat Training, One Station Unit Training and Advanced Individual Training locations spanning the United States.

TRADOC works with young men and women in more than 1,700 Junior Reserve Officer Training Corps (JROTC) programs in high schools in the United States, our territories and select DoD Education Activity schools overseas.

There are also 274 Army ROTC programs at universities across the country that annually introduce nearly 30,000 cadets to the Army Profession.



A Soldier assigned to 3rd Special Forces Group (Airborne) provides long-distance cover to Soldiers clearing a complex during a raid in support of Sage Eagle 24 on White Sands Missile Range, New Mexico, 23 January 2024. Sage Eagle is a yearly exercise in which Soldiers assigned to 3rd Special Forces Group (Airborne) conduct training in preparation for real-world missions.

*U.S. Army photo by
Sergeant Benjamin D. Castro*

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 just discussed. There are 9 ASCCs:

- **U.S. Army Central** (USARCENT), the ASCC of U.S. Central Command (USCENTCOM), discussed on the following page;
- **U.S. Army Cyber** (ARCYBER), the ASCC of U.S. Cyber Command (USCYBERCOM), discussed on p. 25;
- **U.S. Army Europe-Africa** (USAREUR-AF), the ASCC of U.S. European Command (USEUCOM), discussed on p. 26;
- **Military Surface Deployment and Distribution Command** (SDDC), the ASCC of U.S. Transportation Command (USTRANSCOM) and MSC to U.S. Army Materiel Command (AMC), discussed on p. 28;
- **U.S. Army North** (USARNORTH), the ASCC of U.S. North Command (USNORTHCOM), discussed on p. 30;
- **U.S. Army Pacific** (USARPAC), the ASCC of U.S. Indo-Pacific Command (USINDOPACOM), discussed on p. 32;
- **U.S. Army South** (USARSOUTH), the ASCC of U.S. Southern Command (USSOUTHCOM), discussed on p. 34;
- **U.S. Army Space and Missile Defense Command** (USASMDC), the ASCC of U.S. Strategic Command (USSTRATCOM), discussed on p. 36; and
- **U.S. Army Special Operations Command** (USASOC), the ASCC of U.S. Special Operations Command (USSOCOM), discussed on p. 38.



U.S. ARMY CENTRAL

Shaw Air Force Base, South Carolina

Mission

USARCENT is responsible to the secretary of the Army for the support and administration of more than 12,000 Soldiers, including those assigned to joint task forces and embassies, across the 21 countries in the CENTCOM area of responsibility (AoR). It is focused on the “Ready Army” areas: warfighting; delivering and sustaining ready combat power; continuously transforming the Army; and strengthening the Army profession. As the Chief of Staff of the Army says, the Army is a global force that fights when called upon at the scale required.

The CENTCOM commander has designated USARCENT as the coalition forces and land component command for planning and preparation and for ensuring uninterrupted logistics support to ongoing operations. Portions of USARCENT’s combat forces are designated as a rapid reaction force able to respond to emergencies. USARCENT remains on call to command units in direct combat, as happened in Kuwait in 1990, in Afghanistan in 2001 and in Iraq in both 2003 and 2014. And, since the 7 October 2023 attack by Hamas into Israel and Israel’s retaliatory actions, the nation has called on USARCENT to provide mission command to the Joint Logistics Over the Shore humanitarian assistance mission to Gaza.

Activities

Through people, partners and innovation, USARCENT shapes and sets the theater, supports current operations and strengthens interoperability to advance and safeguard U.S. interests, compete against China and Russia, and deter aggression and regional malign influence—including Iran, its surrogates and violent extremist organizations. USARCENT maintains a competitive advantage against adversaries by implementing a committed approach that not only deepens interoperability but also innovates with our partners.

The geostrategic location of the CENTCOM AoR is important due to its foundational source of global energy and its being a thoroughfare for international commerce. More than 27 percent of global oil travels through the Strait of Hormuz and over 20 percent of global commerce depends on the Suez Canal. Disruptions to shipping in the region are felt both at home and abroad; for example, when a single ship was stuck in the Suez Canal in March 2021, it cost \$400 million per hour in commerce. In 2024, similar disruptions to global shipping through the Red Sea due to Houthi attacks on commercial shipping continue to affect global trade costs.

To meet these challenges, USARCENT is innovating with partners at the speed of war; this includes U.S. educational institutions such as Clemson University in its home state of South Carolina. An example of this innovation is work in countering the threat of unmanned aerial systems (UAS). Due to its low cost to entry, the UAS is becoming the weapon of choice for adversaries, resulting in rapid technology proliferation and increased employment against U.S. forces and partners. To combat this threat, USARCENT has initiated both the Green and Red Sands exercises to test, field and train on cutting-edge counter-UAS systems. Including at the



A U.S. Army infantryman, assigned to 1st Platoon, Bravo Company, 4th Battalion, 31st Infantry regiment, 2nd Brigade, 10th Mountain Division, assigned to Task Force Commando, pulls security inside of a cleared building with an M240B machine gun at Failaka Island, Kuwait, as part of Eager Defender 2024, 6 February 2024. Eager Defender 2024 was a multilateral, multi-domain exercise focused on enhancing capabilities and interoperability for land, air and maritime operations.

U.S. Army photo by Specialist Nataja Ford.

Red Sands Integrated Experimentation Center Live Fire Exercise, USARCENT has developed a counter-UAS threat solution that combines the efforts of interagency, law enforcement and regional partners and allies.

The 3rd Security Force Assistance Brigade (SFAB) in the CENTCOM theater also offers a purpose-built and scalable method for persistent engagement with partners that builds the military capacity required for defending against common threats. The SFAB has a presence in Iraq, Kuwait, Jordan and the United Arab Emirates, with plans for persistent presence in the Kingdom of Saudi Arabia. They are executing subject matter exchanges and exercises across Egypt, Bahrain, Oman, Qatar, Uzbekistan, Lebanon, Kazakhstan and Tajikistan. Complex and interconnected challenges cannot be faced alone; they require improving partners' collective defensive capabilities by building and maintaining multilateral constructs that the SFAB directly sustains.

USARCENT deepens regional military partnerships through a dedicated security cooperation effort that focuses on institutional training with partner forces, increasing their capability, improving interoperability with U.S. forces, and demonstrating the robust and world-class training facilities and efforts of the U.S. military. It conducts approximately 20 military exercises with partners each year. It also conducts more than 200 theater security cooperation events, including symposiums, conferences and exchanges, with 17 nations. The USARCENT theater security partnership program demonstrates that the United States remains a reliable and committed regional partner.

To further the goal of maintaining partner-of-choice status, USARCENT supports initiatives that optimize the speed and effectiveness of foreign military sales and foreign military financing, including the increased use of international military education and training, thanks in part to the War College, the Command and General Staff College, the Sergeant Majors Academy, the Centers of Excellence and the Ranger School. In academic year 2023–2024, there have been 11 partners at the Army War College and seven at the Sergeants Major Academy, with a senior leader at every graduation to connect with those counterparts who will soon be in theater.

Air Assault students familiarize themselves with rotary wing aircraft at Camp Buehring, Kuwait, 14 February 2024. Students had the opportunity to study and examine the UH-60, CH-47 and AH-64, which were on display as a courtesy of the 82nd Airborne Division Combat Aviation Brigade.

U.S. Army photo by Sergeant Vincent Levelev.



The USARCENT headquarters consists of approximately 1,000 Soldiers and civilians primarily at Shaw Air Force Base (AFB) in South Carolina. At this headquarters, it works closely with local influencers to increase support for Army recruiting efforts. A small number of headquarters personnel are located at Kuwait and Jordan to provide support and oversight. These personnel include active Soldiers who rotate between Shaw AFB and forward posts, mobilized National Guard and Reserve Soldiers and civilians.

USARCENT supports *Operation Spartan Shield* (OSS), a CENTCOM operation to strengthen defense relationships, build partner capacity, maintain readiness and, when necessary, execute contingency plans. These efforts are facilitated through theater security cooperation activities such as key leader engagements, exercises, conferences, symposia and humanitarian assistance/disaster response. Task Force Spartan is the U.S. Army component of OSS.

Maintaining and protecting the joint military communications infrastructure is also part of USARCENT's responsibility; it manages construction and maintenance for multiple bases, often small sites in hostile areas. Furthermore, DoD has assigned USARCENT sole responsibility for many resource-intensive missions in the theater, including contracting, postal services, linguist management and the blood program.

It is responsible for providing managerial oversight and monitoring operational readiness of Army Prepositioned Stocks in Kuwait. These sets of military equipment and vehicles are prepositioned and maintained forward, reducing deployment response times by allowing Soldiers to fall in directly on the equipment they need for contingencies, exercises and humanitarian missions.

Soldiers assigned to USARCENT headquarters follow Third Army's lineage and honors, proudly wearing the Circle A shoulder patch made famous in World War II by General George S. Patton.



U.S. ARMY CYBER COMMAND

Fort Gordon, Georgia

Mission

ARCYBER integrates and conducts cyberspace operations, electromagnetic warfare and information operations, ensuring decision dominance and freedom of action for friendly forces in and through the cyber domain and the information dimension while denying the same to adversaries.

Activities

As the U.S. Army's premier force enabling data-centric operations in today's complex environment, ARCYBER is uniquely postured to do so because of its comparative advantages in cloud-based big data analytics, global force projection, ability to sense and understand the information dimension and integration of exquisite capabilities.

The Army Cyber enterprise's mission capabilities include:

- **Operate:** Install, operate and maintain the Army's portion of the DoD Information Network-Army (DoDIN-A). The DoDIN-A is the essential footing of our data-centric Army upon which all aspects of multi-domain operations are executed.
- **Defend:** Defeat adversaries attempting to disrupt or exploit networks, data and weapon systems by leading Army efforts to establish greater resilience across the force. Army Cyber defends by hunting across allied and partner networks against adaptive and determined adversaries supporting transregional operations and persistent engagement. These efforts strengthen defenses, enable partners, gain insight and levy costs upon adversaries to maintain strategic advantage.
- **Attack:** Army Cyber is the DoD force provider of choice for offensive cyber operations, developing, innovating and delivering scalable capabilities to project power in and through the cyberspace domain, the electromagnetic spectrum and the broader information dimension, in support of operational and strategic objectives.
- **Influence:** Deliver mission-tailored, forward-support elements and robust cloud-based analytic capability and capacity, enabling Army and joint commanders to characterize the Information Dimension and to integrate capabilities to achieve information advantage. Army Cyber focuses on adversary formations and foreign malign actors in defense of the nation.
- **Inform:** Provide supported commanders, their staffs and partners with relevant, timely, trusted and valuable information to establish a common operating picture and shared understanding. Fusing traditional and non-traditional information and intelligence sources to describe the information, human and physical dimensions enables greater operational effectiveness across the continuum of competition.

ARCYBER integrates these five operational capabilities, enabling our supported commands and partners to gain and maintain information advantage across the entire continuum of competition.



USAREUR-AF

U.S. ARMY EUROPE-AFRICA

Wiesbaden, Germany

Mission

Across two continents and beyond, USAREUR-AF, a four-star U.S. Army headquarters, leads approximately 42,000 ready, responsive and relevant land forces for U.S. European Command, U.S. Africa Command, NATO and the nation. USAREUR-AF is strategically positioned to deter aggression and to assure allies and partners of the United States' commitment to peace and stability in Europe, Africa and beyond. It provides ready, combat-credible land forces to deter, and, if necessary, defeat aggression from any potential adversary. To achieve this, it sets the essential conditions necessary and is prepared to serve as a combined and/or joint forces land component command, as well as a multi-corps land component command, to fight and win across the full spectrum of military operations, from contingency response to large-scale ground combat operations.

To respond to crises, the right forces must get to the right place at the right time. USAREUR-AF sets the theater to ensure the agile flow of forces into, throughout and beyond both the African and European theaters when called upon and at the scale required. The United States stands by its allies and partners as they have stood by her. Because allies and partners are key to the U.S. Army's overall strength, USAREUR-AF builds and sustains strong relationships and promotes multinational military interoperability and capacity building. It does so while iteratively and continuously transforming to demonstrate the U.S. Army's critical warfighting advantage.

Activities

Only well-postured, modernized and interoperable strategic landpower can deter competitors and defeat adversaries. USAREUR-AF's forward presence provides the U.S. military with the strategic access vital to missions and operations in both theaters. With a balanced mix of both permanent and rotational forces, USAREUR-AF is a flexible, agile and well-postured organization that deters potential threats, reassures allies and is uniquely positioned to respond and win, should deterrence fail. Subordinate commands, V Corps and Southern European Task Force, Africa (SETAF-AF), enable USAREUR-AF's ability to oversee Army operations across two continents.

Headquartered at Fort Knox, Kentucky, with a permanent forward command post in Poznan, Poland, V Corps provides oversight of operations in Europe and serves as a key integrating headquarters to improve interoperability with allies and partners. V Corps commands and controls both *Operation Atlantic Resolve* rotational units as well as assigned units that include 2nd Cavalry Regiment, 12th Combat Aviation Brigade and the 41st Field Artillery Brigade.

Similarly, SETAF-AF, headquartered in Vicenza, Italy, serves as the nucleus of a joint task force for operations on the African continent. SETAF-AF focuses on building partner capacity, security cooperation activities and crises responses. It is responsible for all Army operations



U.S. Soldiers with the 1st Battalion, 4th Infantry Regiment serve as the opposing force in Exercise Combined Resolve 24-2, a training exercise at the Joint Multinational Readiness Center at Hohenfels, Germany, 1 June 2024. Combined Resolve 24-2 is a collaborative U.S.-led exercise designed to reinforce strong and strategic relationships between the United States, allies and partner nations by demonstrating multi-domain, large-scale combat operations.

U.S. Army National Guard photo by Specialist David Thomson.

and assets in Africa and Italy, to include the 173rd Airborne Brigade and Security Force Assistance Brigade teams deployed to Africa.

Operational and theater enablers such as the 56th Artillery Command, 2nd Multi-Domain Task Force, 21st Theater Sustainment Command, 10th Army Air and Missile Defense Command, 7th Army Training Command, 79th Theater Sustainment Command, 66th and 207th Military Intelligence Brigades, 2nd Theater Signal Brigade, U.S. Army NATO Brigade, Installation Management Command-Europe and Regional Health Command-Europe provide essential skills and services that support the entire force.

The USAREUR-AF tiered exercise program builds readiness, enhances interoperability and strengthens relationships by providing a joint, multinational environment to prepare allies and partners to train as they fight. Training together now builds relationships and provides shared understanding should conflict occur. It enhances combined capabilities through the continued emphasis on interoperability, modernization and building partner capacity. Interoperability is not just about systems and technology; it is about people, processes and relationships that build stronger teams, foster overmatch and increase lethality.

USAREUR-AF is responsible for supporting the NATO Enhanced Forward Presence effort with forces in Poland and for maintaining a constant presence in the NATO-led Kosovo Force mission. It also supports the Security Assistance Group – Ukraine, a dedicated headquarters element focused on coordinating security force assistance to Ukraine and supporting that country over the long term. Additionally, USAREUR-AF participates in security cooperation events in Europe and Africa each year. Supported by Security Force Assistance Brigades and National Guard state partners, these enhance professional relationships and improve overall interoperability with allies and partners.

U.S., European and African defense concerns are inseparable as part of a stable international order. Together, these continents face a growing number of transnational threats, to include armed conflict, violent extremism, global terrorism, illicit trafficking, the proliferation of weapons of mass destruction and infectious disease. Close geographic and economic ties between Europe and Africa mean that a regional security issue left unchecked could quickly spread

U.S. Army Sergeant Casey Duckett observes tactical military vehicles disembarking the *Green Cove* cargo vessel after arriving at an undisclosed location in the U.S. Army Central Command Area of Operations, 8 December 2023. These port operations were facilitated by the Surface Deployment Distribution Command and members of the U.S. Merchant Marines. Port Operations are essential for ensuring seamless logistical deployment for sustained combat force projection.

U.S. Army Photo by Captain Nick Beavers.



between both continents. Consequently, USAREUR-AF will remain at the center of the framework both for a strong deterrence and a solid defense posture on both continents. Its continued presence strengthens the security and stability in the region, provides the physical deterrence necessary to counter threats to U.S. interests and honors international and NATO commitments.



MILITARY SURFACE DEPLOYMENT & DISTRIBUTION COMMAND

Scott Air Force Base, Illinois

Mission

SDDC plans, coordinates and synchronizes global end-to-end deployment and distribution services to project and sustain the nation's warfighters in support of national objectives.

Activities

As both the ASCC to U.S. Transportation Command and an MSC to U.S. Army Materiel Command, SDDC connects and synchronizes surface warfighting requirements through distribution network nodes to the point of need, responsively projecting power and delivering desired effects in support of combatant commands and the joint force. The command also partners with the commercial transportation industry as the coordinating link between DoD surface transportation requirements and the capability that industry provides. With nine total force brigades

located throughout the world to support combatant commanders, SDDC is globally postured to deliver readiness to the joint warfighter.

Maintaining a workforce of approximately 5,200 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, at 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 supported forces while promptly delivering equipment and sustainment in support of U.S. Central Command (USCENTCOM).

The 596th Transportation Brigade, in South Port, North Carolina, integrates and synchronizes surface deployment and distribution capabilities west of the Rocky Mountains and executes port operations at Military Ocean Terminal Sunny Point (MOTSU), Military Ocean Terminal Concord (MOTCO) and strategic seaports along the West Coast and Alaska to move, deploy and sustain the Armed Forces. At MOTSU and MOTCO, the command ensures ready and resilient infrastructure to project ammunition globally.

The 597th Transportation Brigade, at Joint Base Langley–Eustis, Virginia, is focused on the eastern half of the U.S. Northern Command and U.S. Southern Command 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, integrates and synchronizes strategic surface deployment and distribution capabilities to move, deploy and sustain the Armed Forces in support of U.S. European Command, U.S. Africa Command and USCENTCOM. The unit has made its mark in dozens of countries, distinguishing itself in every mission and aptly fulfilling its motto: “Warrior Logistics—In Motion.”

The 599th Transportation Brigade, at Wheeler Army Airfield, Hawaii, is co-located with all U.S. Indo-Pacific Command 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.



USARNORTH

U.S. ARMY NORTH

Joint Base San Antonio, Fort Sam Houston, Texas

Mission

USARNORTH conducts multi-domain operations in support of U.S. Northern Command (USNORTHCOM) in order to detect, deter and defeat threats to the homeland, conduct defense support of civil authorities (DSCA) 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, the Virgin Islands, Puerto Rico and the Arctic, USARNORTH's range of operations includes three main mission sets: homeland defense, theater security cooperation and 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

USARNORTH serves as USNORTHCOM'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 the homeland in preparation for defensive operations and setting force protection conditions of all Army entities; it works with Headquarters, Department of the Army, 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. In support of USNORTHCOM, USARNORTH also coordinates and synchronizes with interagency partners to provide military support to civil authorities. This includes any request for DoD assistance by another federal agency—a full spectrum of operations—from supporting



U.S. Army Sergeant Gregorio Calderon, assigned to the 892nd Multi Role Breach Company, 101st Troop Command, Puerto Rico National Guard, conducts an Urban Ops training in Camp Santiago Joint Training Center, Salinas, Puerto Rico, 19 June 2023. Through this training, Soldiers and leaders can develop decisionmaking skills by being exposed to realistic and immersive scenarios that require situational awareness, communication and coordination.

*U.S. Army National Guard
photo by Private First Class Joel
Manzano.*

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 USARNORTH's 10 defense coordinating elements that are geographically aligned with the 10 Federal Emergency Management Agency (FEMA) regions and 54 states, territories or commonwealths. 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, USARNORTH also manages the Army's emergency preparedness liaison officer program which, when activated, employs senior reserve component officers and noncommissioned officers to assist defense element coordination with state and National Guard authorities and response efforts, to advise civil authorities on Army capabilities and to facilitate coordination between civilian consequence managers and DoD.

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.

A U.S. Army Soldier with 3rd Battalion, 7th Field Artillery Regiment, 25th Infantry Division Artillery, 25th Infantry Division, checks equipment during a live-fire training exercise utilizing the M777 howitzer during Balikatan 24 (BK 24) in La Paz Sand Dunes, Ilocos Norte, Philippines, 6 May 2024. BK 24 is an annual exercise between the Armed Forces of the Philippines and the U.S. military designed to strengthen bilateral interoperability, capabilities, trust and cooperation built over decades of shared experiences.

U.S. Army photo by Specialist Kai Rodriguez.



U.S. ARMY PACIFIC

Fort Shafter, Hawaii

Mission

USARPAC, the Theater Army of the Pacific, provides the combined joint force with decisive integrated landpower to consolidate gains across a joint campaign to deter, transition and respond to natural and manmade crises and to prevail in conflict in the United States priority theater.

USARPAC is the backbone of integrated deterrence—the sum of capability, posture, signaling and will—in the Indo-Pacific. It executes this by delivering unique foundational capabilities to the joint force that only the U.S. Army provides, including integrated air and missile defense, medical, military police, signals, civil affairs, contracting, logistics and engineering.

With more than 107,000 Soldiers and civilians, USARPAC is the nation's largest Theater Army—from the headquarters in Hawaii to permanent bases throughout Alaska, Washington, California, Guam, American Samoa, Saipan, Japan and the Republic of Korea. The Theater Army operates on a rotational basis consistently within the sovereign boundaries of regional allies and partners including Australia, India, Indonesia, Japan, the Philippines, South Korea and Thailand, plus several Pacific island countries. These operations are at the invitation and consent of allies and partners, and they operate in ways that demonstrate unity and collective commitment. Three of these ways, or Theater Army signature initiatives, represent how landpower supports the 2022 *National Defense Strategy's* three pillars of *integrated deterrence*,

campaigning and actions that *build enduring advantage* for the joint force: the Joint Pacific Multinational Readiness Center (JPMRC); Operation Pathways; and Joint Interior Lines.

JPMRC is the Army's newest Combat Training Center, with campuses in Hawaii and Alaska, along with an exportable capability, that generates readiness in the environments and conditions where forces are most likely to operate. Operation Pathways is the Theater Army operational approach to campaigning that applies readiness of combat-credible forces to build joint readiness, to strengthen interoperability with allies and partners and to deny key terrain—human and physical—to adversaries. Finally, Joint Interior Lines is how USARPAC gains positional advantage, forward placing command and control (C2), protection, collection and sustainment capabilities.

JPMRC is the Army's regional combat training center in the Indo-Pacific and the Army's contribution to a top U.S. Indo-Pacific Command priority: the Pacific Multinational Training and Experimentation Capability. JPMRC enables the Army, joint force, allies and partners to train in the environment and conditions where they are most likely to operate: from archipelagos, jungles and heat in the tropics to high altitude and extreme cold in the Arctic. JPMRC consists of three parts: JPMRC-Hawaii, JPMRC-Alaska and JPMRC-X, an exportable capability that builds partner training capacity. JPMRC-X deployed for the first time to Garuda Shield 2021 in Indonesia, contributing to Garuda Shield's subsequent expansion from a historically bilateral, army-to-army exercise to a joint, multinational exercise, including 13 nations and all service components in 2022. JPMRC-X deployed to Australia during Talisman Sabre in 2023 and to the Philippines in 2024 in support of Salaknib and Balikpapan.

Operation Pathways is the Theater Army's operational approach to campaigning in the Indo-Pacific region. It is an adversary-focused operation designed to achieve a forward deterrence posture by denying key terrain—both physical and human. It enables expanded forward presence and posture, joint readiness and ally and partner interoperability and confidence. Operation Pathways affords rehearsals at every echelon—strategic, operational and tactical—by deploying joint forces at scale and distance. Through Operation Pathways, the Theater Army uses the creative, innovative and practical approaches built into each exercise to develop forward posturing. With no NATO-like organization and limited permanent basing, posture in the Indo-Pacific requires an agile approach to place the right Theater Army forces and capabilities forward, in the right locations. Operation Pathways achieves this in ways that are consistent with host nation desires and U.S. policy—while also building trust and new opportunities for policymakers and the Joint Force.

Joint Interior Lines is an effort to improve the Theater Army's positional advantage forward and to increase the operational endurance of the joint force by providing staying power for the United States and allies and partners. Joint Interior Lines consists of four foundational capabilities the Army provides to the Joint Force—C2 at scale and at echelon, protection, collection and sustainment. Joint interior lines underwrite the U.S. military's contributions to integrated deterrence, taking time and space away from adversaries to deter by denial and to further strengthen the network of allies and partners who define the region's security architecture.



USARSOUTH

U.S. ARMY SOUTH

Fort Sam Houston, Texas

Mission

USARSOUTH enables multi-domain operations in the theater by identifying, exposing and degrading malign influence, setting the theater and conducting security cooperation operations and activities in the U.S. Southern Command (USSOUTHCOM) area of responsibility (AoR) as part of integrated deterrence toward threats to the U.S. homeland. On order, it provides a JTF-capable headquarters to respond to emergent requirements and tasked contingency plans.

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 12 dependencies and areas of special sovereignty in Central and South America and in the Caribbean. The region represents about one-sixth of the land mass of the world assigned to regional unified commands.

USARSOUTH's history in Latin America dates 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 readiness 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:

- Exercise **PANAMAX** is an annual USSOUTHCOM-sponsored multinational engagement focused on ensuring the defense of the Panama Canal. It is one of the largest training opportunities in the Western Hemisphere. USARSOUTH leads the Multi-National Forces South headquarters, along with military partners from countries throughout the AoR. Personnel from approximately 25 nations participate in simulated training scenarios from various U.S. and partner-nation locations. PANAMAX strengthens USARSOUTH's ability to form, deploy and execute the core requirements of a joint-task-force-capable headquarters.
- Exercise **SOUTHERN FENIX** is a bilateral exercise between USARSOUTH and the Chilean Army that focuses on increasing interoperability, countering regional threats and improving readiness. The first iteration took place from August to September 2024 in Iquique, Chile. The exercise included participants from USARSOUTH, the 75th Field Artillery Brigade High Mobility Artillery Rocket System section and the 11th Airborne Division. SOUTHERN FENIX advances the strategic partnership between Chile and the United States.
- Exercise **SOUTHERN VANGUARD**, conducted at the operational and tactical levels between the United States and partner nations in Central and South America, improves



U.S. Army Reserve 2nd Lieutenant Alivia Stephens and Staff Sergeant Jaboris Thomas, both assigned to the 328th Field Support Hospital, 330th Medical Brigade, 807th Medical Command (Deployment Support), inspect medical equipment at Paragon Army Base, Barbados, during TRADEWINDS 24 (TW24) on 11 May 2024. TW24 is a U.S. Southern Command-sponsored, regionally oriented annual exercise and is part of the Joint Chiefs of Staff's Large Scale Global Exercise 24, a series of all-domain military exercises executed alongside Allies and partners around the globe.

*U.S. Army photo by
First Sergeant Emily Anderson.*

readiness and strengthens regional security. The latest iteration took place in Brazil in November 2023. U.S. participants included U.S. Army South, 101st Airborne Division (Air Assault), 7th Special Forces Group, 1st Security Forces Assistance Brigade and New York Army National Guard Soldiers who trained alongside more than 1,000 Brazilian army personnel assigned to 52nd Battalion, 23rd Infantry Brigade.

- Exercise **TRADEWINDS** is a Caribbean-focused, multi-dimensional engagement which includes ground, air, sea and cyber activities. TRADEWINDS 2024 took place in Barbados and involved security forces from over 22 partner nations, including the United States, Canada, France, the Netherlands and the United Kingdom. The exercise provided participating security forces opportunities to improve joint, combined and interagency training focused on increasing regional cooperation and readiness.
- **Staff Talks.** USARSOUTH conducts bilateral staff talks each year with the armies of Brazil, Chile, Colombia, El Salvador and Peru. Participating armies improve capabilities for peacekeeping, security and humanitarian assistance and disaster relief operations. The year-long planning process concludes with the USARSOUTH commander and partner army senior leaders agreeing to a bilateral engagement plan for the next one to five years. The result is enhanced military-to-military cooperation, partner armies improving and developing new capabilities and supporting security cooperation goals and objectives.
- **Reintegration.** USARSOUTH conducts post-activity reintegration of U.S. personnel—servicemembers, civilians or contractors—from foreign captivity. Reintegration is the process carried out for recovered DoD personnel immediately following an isolating event. The process includes debriefings, decompression and physical and mental health care in an effort to return them to duty as quickly as possible. USARSOUTH coordinates efforts with family assistance teams, Joint Base San Antonio medical personnel, interagency mission partners and multiple government agencies, including the State Department and FBI.
- **Security Force Assistance Brigade (SFAB) Operations.** USARSOUTH maintains operational control of the SFAB units deployed to Colombia, Ecuador, Guyana, Honduras, Panama, Peru and other locations throughout Central and South America. SFAB

The U.S. Army Space and Missile Defense Command Technical Center's Targets Test Directorate launches an Economical Target-2, 7 July 2023, from White Sands Missile Range, New Mexico, during a flight test design serving as a search track to test the Lower Tier Air and Missile Defense Sensor system.

*U.S. Army photo by
Jason Cutshaw.*



personnel gain proficiency in implementing the operational process for security forces assistance by working side-by-side with partner nation forces. The training also contributes to partner nation counter-transnational criminal organization efforts. SFAB members assist partner nation professional military and security forces based on operational and institutional needs.



U.S. ARMY SPACE & MISSILE DEFENSE COMMAND

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

Mission

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

Activities

The common link uniting USASMDC's 2,300 Soldiers and civilians across 13 time zones and 19 worldwide locations is a commitment to defending the nation and its allies. The command is the Army's force modernization proponent and operational integrator for global space, missile

defense and high-altitude capabilities. USASMDC provides trained and ready space and missile defense forces and capabilities to the warfighter and nation. It builds future space and missile defense forces for tomorrow by researching, testing and integrating space, missile defense, cyber, directed energy, hypersonic and related technologies for the future.

The Army's role in and use of space extends to operating in and through space. The Army offers space capabilities that support missions unique to the Army. Recognizing the importance of the space domain effect to Army operations, the Army published a Space Vision in 2024 describing the Army's role both as a user and provider of space-related systems and formations.

The Army is now incorporating space and cyberspace domains with traditional land, sea and air to create a multi-domain approach being codified in the development of multi-domain task forces being supported by USASMDC that will ensure success in current and future conflicts.

USASMDC serves as an ASCC to U.S. Space Command (USSPACECOM), to U.S. Northern Command for its ground-based midcourse defense mission and to U.S. Strategic Command. Along with the command's Technical Center and Space and Missile Defense Center of Excellence, it has two major subordinate military elements: the 100th Missile Defense Brigade (Ground-Based Midcourse Defense-GMD) and the 1st Space Brigade.

The **100th Missile Defense Brigade** operates the Ground-Based Midcourse Defense System and functions as the missile defense component of the missile defense enterprise of the command. The GMD mission is executed by Army National Guard and active component Soldiers in Colorado, Alaska and California. These Soldiers not only operate the GMD system but also provide security for the Missile Defense Complex at Fort Greely, Alaska. There is also a detachment of active-component Soldiers and Department of the Army civilians located at Fort Drum, New York, that is responsible for the security of the In-Flight Interceptor Communications System Data Terminal.

Leading the command in space operations is the **1st Space Brigade**. The brigade consists of the 1st Space Battalion and 2nd Space Battalion, as well as the 117th Space Battalion under a direct support relationship. The 1st Space Brigade conducts continuous space force enhancement and space control operations in support of combatant commanders, enabling and shaping decisive operations. The brigade also contains five missile defense batteries forward-stationed across U.S. Indo-Pacific Command, U.S. European Command and U.S. Central Command. The batteries operate radars in forward-based mode, conducting ballistic missile search and track and discrimination operations in support of regional and homeland defense. Additionally, forward-based mode radars enable space operations and conduct data collection.

The **Technical Center** manages science and technology, research and development, and it 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 address future needs, enabling warfighter effectiveness in the core competencies of directed energy, space, high altitude systems, cyberspace and missile defense.

The **Space and Missile Defense Center of Excellence** is the command's architect for future force design. The team is charged to design, build, modernize, train and educate Army space and missile defense forces, and is the Army's force modernization proponent responsible for managing Army changes to doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy requirements for space, strategic missile defense and high-altitude capabilities. It develops and integrates innovative doctrine, concepts and capabilities;

trains and educates agile, adaptive and ready Soldiers and leaders; executes life-cycle management for U.S. Army space operations officers; develops the Army space cadre; and enables informed decisionmaking through studies, analyses, modeling and simulation within the capabilities of Army and joint space, missile defense and high altitude.

USASMDC is also the proponent for the Army astronaut program and provides support to NASA, with an Army 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.

The USASMDC commanding general also has several other responsibilities: serving as the senior commander of both Fort Greely and U.S. Army Garrison Kwajalein Atoll, Republic of the Marshall Islands, ensuring care of servicemembers, families and civilians and enabling unit readiness; integrating the Army's Air and Missile Defense Enterprise; and serving as the commander of USSPACECOM's Joint Functional Component Command for Integrated Missile Defense.



U.S. ARMY SPECIAL OPERATIONS COMMAND

Fort Liberty, North Carolina

Mission

USASOC generates special operations forces, validates and certifies headquarters for deployment, and modernizes for the future. It serves as the center of excellence and proponent for three Army branches and is the force provider for all Army special operations forces operational requirements. Its people are uniquely assessed, organized, trained and equipped, and its partnerships, cultural understanding, diversity of thought and enduring relationships enable the current presence of more than 2,800 Soldiers in 77 countries.

The U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) generates forces for USASOC and U.S. Army Civil Affairs and Psychological Operations Command. The school is responsible for assessing, selecting and training Soldiers in special operations and irregular warfare activities. USAJFKSWCS consists of a Center staff, two Special Warfare Training Groups, a Special Operations Medical Training Group, the NCO Academy and the Warrant Officer Institute serving as an Army Center of Excellence and proponent for the Special Forces, Civil Affairs, Psychological Operations and Army Irregular Warfare. Each year, USAJFKSWCS trains more than 13,000 Army, joint and foreign military personnel in basic branch qualification and advanced special operations skills. The Center maintains 109 courses and 19 languages taught at training locations stretched across the entire United States. As a standards-based organization, this is where USASOC forges Army values, builds Army SOF attributes, and creates the world's premier Civil Affairs, Psychological Operations and Special Forces officers and enlisted Soldiers.

1st Special Forces Command (1st SFC) mans, trains and equips all of the Army's Special Forces, Civil Affairs and Psychological Operations forces. It is comprised of 11 subordinate



Soldiers assigned to 3rd Special Forces Group (Airborne) practice room clearing maneuvers during Southern Strike 23 on Camp Shelby, Mississippi, 13 April 2023. SSTK is a tactical level exercise integrating conventional, allied and special operations forces.

*U.S. Army photo by
Sergeant Benjamin D. Castro.*

headquarters: five active Special Forces Groups, two National Guard Special Forces Groups, two Psychological Operations Groups, a Civil Affairs Brigade and a Sustainment Brigade. These forces develop deep regional understanding and maintain persistent focus on the *National Defense Strategy* priorities. 1st SFC provides a steady-state campaigning headquarters with transregional operational support based in the continental United States to the theater special operations commands and geographic combatant commands. 1st SFC is also responsible for providing a deployable two-star special operations joint task force contingency on behalf of USSOCOM.

The U.S. Army Special Operations Aviation Command (USASOAC) provides precision rotary wing aviation, select fixed wing aviation and unmanned aerial systems (UAS) for joint SOF worldwide. USASOAC personnel are highly trained to operate, equip and maintain the most advanced helicopters and UAS in the U.S. Army. The 160th Special Operations Aviation Regiment specially selects and trains its personnel and serves as the DoD's premier and only tactical denied-area penetrating force. The 160th flies in high-risk and politically sensitive areas where others cannot go, and they pride themselves on providing precision aerial delivery of joint SOF anywhere in the world, time on target, plus or minus 30 seconds. They also provide rotary wing aviation advisory support to enhance the aviation capabilities of allies and partner nations.

The 75th Ranger Regiment is the nation's premier light infantry force. They take great pride in their ability to deploy in a manner that is painfully light yet profoundly lethal. Rangers maintain a fighting force capable of rapidly deploying on short notice anywhere in the world. The regiment remains postured for critical, over-the-horizon counterterrorism missions and joint forcible entry operations.

A group of Green Berets assigned to 10th Special Forces Group (Airborne) return to base after completing their first reconnaissance mission during Cold Weather Training (CWT) in the mountains of Colorado, 16 January 2024. During their CWT, these Green Berets will complete different missions that test their knowledge on how to complete their normal mission set while being exposed to freezing environments.

*U.S. Army photo by
Staff Sergeant Luis Solorio*



Direct Reporting Units

Direct Reporting Units (DRUs) have institutional or operational functions, providing broad and general support to servicemembers and organizations across the Army. There are 13 DRUs:

- **U.S. Army Acquisition Support Center (USAASC)**, discussed on the following page;
- **Arlington National Cemetery (ANC)**, discussed on p. 43;
- **Civilian Human Resources Agency (CHRA)**, discussed on p. 45;
- **U.S. Army Corps of Engineers (USACE)**, discussed on p. 45;
- **U.S. Criminal Investigation Division (USACID)**, discussed on p. 46;
- **U.S. Army Human Resources Command (HRC)**, discussed on p. 48;
- **U.S. Army Intelligence and Security Command (INSCOM)**, discussed on p. 49;
- **U.S. Army Medical Command (MEDCOM)**, discussed on p. 49;
- **U.S. Military Academy (USMA)**, discussed on p. 50;
- **U.S. Military District of Washington (MDW)**, discussed on p. 52;
- **Military Postal Service Agency (MPSA)**, discussed on p. 53;
- **U.S. Army Test and Evaluation Command (ATEC)**, discussed on p. 54; and
- **U.S. Army War College (USAWC)**, discussed on p. 55.



U.S. ARMY ACQUISITION SUPPORT CENTER

Fort Belvoir, Virginia

Mission

USAASC shapes and develops the Army Acquisition Workforce's (AAW's) capabilities through superior support and management of the integrated execution, oversight and resourcing of AAW education, training and talent management. It is the DRU to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, or ASA(ALT). Within USAASC is the Army's Director of Acquisition Career Management Office, which ensures a highly capable, agile, adaptive and professional Army Acquisition Workforce in compliance with the Defense Acquisition Workforce Improvement Act.

Activities

USAASC is responsible for a number of objectives, including:

- providing oversight of the AAW;
- providing support to program executive offices in the areas of security and protection resources, resource management, human resource management and Army Acquisition-wide force structure;
- planning, programming, overseeing and executing career management activities for the Army Acquisition Workforce (e.g., policies, training, leader development opportunities, etc.);
- providing the Army Acquisition Executive; the Director, Army Acquisition Corps; the ASA(ALT) staff; and the Army acquisition community with policy, guidance and support, as well as services regarding acquisition issues and initiatives; and
- through the Army Acquisition School, providing a dynamic learning environment to develop world-class Army acquisition professionals who are equipped to provide and sustain superior acquisition support to Soldiers.



Soldiers from the 3d U.S. Infantry Regiment (The Old Guard) place U.S. flags at gravesites in Arlington National Cemetery, Arlington, Virginia, 23 May 2024. This was the 76th anniversary of Flags in which over 1,500 servicemembers placed more than 260,000 flags at every gravesite and niche column at Arlington National Cemetery.

U.S. Army photo by Elizabeth Fraser.




ARLINGTON NATIONAL CEMETERY

Arlington, Virginia

Mission

ANC represents the American people for past, present and future generations by laying to rest an elite few of those who have served the nation with dignity and honor, while immersing guests in the cemetery's living history. ANC prompts everyone—active-duty servicemembers, veterans, civilians and visitors from across the world—to honor, remember and explore the origins of this great nation and the heroes who have made incredible sacrifices for freedom. At ANC, we:

- Honor the service and sacrifices of American servicemembers from all military branches, veterans and their family members with dignity, compassion and accountability.
- Remember the sacrifices of those who have answered the call to serve in past and present military conflicts, and the circumstances surrounding those conflicts, by preserving their legacies through education and outreach programs.
- Explore the rich, living history of the cemetery—which represents America's diverse history, as reflected in individual stories that invite personal connections to those buried here.



A tomb guard walks the mat at the Tomb of the Unknown Soldier at Arlington National Cemetery, Arlington, Virginia, 27 May 2024.

U.S. Army photo by Elizabeth Fraser.

Activities

- **Funerals:** ANC is the final resting place for more than 400,000 active duty servicemembers, veterans and their eligible family members. ANC conducts 27 to 30 services each weekday, and four to five services on Saturdays.
- **Ceremonies:** More than 3,000 ceremonies take place at the cemetery each year, including national observances for Memorial Day and Veterans Day at the Memorial Amphitheater. Many ceremonies (which are open to the public) involve laying wreaths at the Tomb of the Unknown Soldier, one of the nation's most iconic memorials. This Tomb includes the remains of unknown servicemembers from World War I, World War II and the Korean War, as well as an empty crypt that honors all missing and unknown servicemembers from the Vietnam War.
- **Historic Site:** Arlington National Cemetery is a world-renowned historic site that receives approximately 3 million visitors each year, from around the nation and the world. In addition to gravesites, ANC contains many notable monuments and memorials that commemorate Army service, including the Spanish-American War Memorial, the Argonne Cross, the 3rd Infantry Division Memorial, the Battle of the Bulge Memorial and the Vietnam Helicopter Pilot and Crewmember Monument.
- **Education Program:** In 2020, ANC launched its Education Program, which features learning modules on topics ranging from specific conflicts to broader themes (e.g., African American History, the service branches, military intelligence, military technology). Materials include K-12 lesson plans, self-guided walking tours, readings and much more.



CIVILIAN HUMAN RESOURCES AGENCY

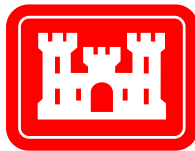
Aberdeen Proving Ground, Maryland

Mission

CHRA is a global, premier and engaged organization committed to providing Civilian Human Resources services in the most effective and timely manner in support of national defense. Core functions are to provide appropriated and non-appropriated funds service to Army and to select DoD civilian employee populations, including Army Reserve and National Guard military technicians.

Activities

CHRA has oversight for talent acquisition, talent development, talent management and all aspects of civilian strategic workforce planning. Core capabilities include staffing, classification, labor relations, management-employee relations, the Federal Employee Compensation Act (worker's compensation), employee benefits, personnel actions processing, Civilian Human Resources information technology services, human resources development and foreign entitlements/benefits. CHRA provides human resources services, strategic advice and support to approximately 365,000 Army and DoD civilian employees worldwide.



U.S. ARMY CORPS OF ENGINEERS

Washington, DC

Mission

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

Activities

USACE's story began more than 200 years ago, when Congress established the Continental Army with a provision for a chief engineer on 16 June 1775. The Army established the Corps of Engineers as a separate, permanent branch on 16 March 1802; it gave the engineers responsibility for founding and operating the U.S. Military Academy at West Point.

Since then, USACE has responded to changing defense requirements and has played an integral part in the development of the country. Throughout the 19th century, USACE built coastal fortifications, surveyed roads and canals, eliminated navigational hazards, explored and mapped the Western frontier and constructed buildings and monuments in the nation's capital. While the mission and tasks have evolved with the needs and priorities of the nation, the dedication and commitment of the workforce has remained constant.

USACE:

- is the nation's number one federal provider of outdoor recreation;
- is the nation's environmental engineer;
- owns and operates more than 600 dams;
- operates and maintains 12,000 miles of commercial inland navigation channels;
- dredges more than 200 million cubic yards of construction and maintenance material annually;
- maintains 926 coastal, Great Lakes and inland harbors;
- restores, creates, enhances or preserves tens of thousands of acres of wetlands annually through its regulatory program;
- provides a total water supply storage capacity of 329.2 million acre-feet in major Corps lakes;
- owns and operates 24 percent of the U.S. hydropower capacity, or 3 percent of the total U.S. electric capacity;
- supports Army and Air Force installations;
- provides technical and construction support to more than 100 countries;
- managed an Army military construction program between 2006 and 2013 totaling approximately \$44.6 billion – the largest construction effort since World War II; and
- researches and develops technologies to protect the nation's environment and enhance quality of life.



U.S. ARMY CRIMINAL INVESTIGATION DIVISION

Quantico, Virginia

Mission

CID is the Army's premier federal law enforcement agency, with nearly 3,000 personnel in 124 locations worldwide protecting Soldiers, families, civilians and warfighting assets from crimes that affect readiness and warfighting capabilities in multi-domain operations. Army CID investigates and provides criminal intelligence while working proactively to prevent crimes impacting Army readiness. CID conducts felony criminal investigations and has established



Soldiers, Criminal Investigation Division (CID) agents, tenant units and emergency first responders conduct an installation protection training exercise at the Fort Stewart Education Center on Fort Stewart, Georgia, 20 March 2024. The training exercise aims to validate the Military police and CID preparedness in case of a real-world scenario.

*U.S. Army photo by
Sergeant Darryl Briggs.*

robust partnerships with local, state, federal and foreign law enforcement agencies that combat fraud, narcotics, sexual assault, cybercrime and other criminal threats directed at the Army.

Activities

CID special agents are highly trained criminal investigators and sworn federal law enforcement officers. Their investigations are routinely and successfully prosecuted in military and federal judicial forums, as well as in state courts and foreign judicial venues across the globe. They are dedicated to making the Army community as safe as possible, and their dedication and professionalism are nowhere more evident than in the organization's impressive solve rate, which continually remains well above the national average. CID provides protective service operations for the secretary of defense, chairman of the Joint Chiefs of Staff and other high-risk personnel. Additionally, its full-service forensic laboratory—the U.S. Army Criminal Investigation Laboratory—provides support for all DoD investigative agencies and offers more than 20 forensic science services, ranging from DNA testing to latent print and trace analysis evidence testing.

Lieutenant Colonel Alan Lana, chief of the Gray Area Retirements Branch of the Reserve Personnel Management Directorate, U.S. Army Human Resources Command, and Ledia Anderson, his deputy, discuss branch operations. HRC processes the retirement requests for active-duty Soldiers and those serving in the U.S. Army Reserve.

U.S. Army photo by Maria Rice McClure.



U.S. ARMY HUMAN RESOURCES COMMAND

Fort Knox, Kentucky

Mission

HRC conducts distribution, strategic talent management, information technology, Soldier programs and services in order to enable the Army to deploy, fight and win America's wars.

Activities

HRC serves its valued customers—Soldiers, units, families, retirees and veterans—in ways that have a transformative impact on their careers and family life while creating a positive and lifelong connection to the Army. By placing Soldiers at the center of all it does, HRC ensures that Soldiers are professionally and personally fulfilled. It continuously evolves and improves with consistency, transparency and agility to meet the Army's current and future needs. HRC's collective actions help retain the Army's best talent by improving Soldiers' experience with the institution. Through its contributions, it transforms Army human resources, optimizes the Army's performance and personnel readiness and preserves the future of the all-volunteer force. This is done through four focus areas: modernization; talent management; caring for Soldiers, families and civilians; and readiness. HRC 2030 is transforming HRC to meet the demands of a modernizing Army and a new generation of Soldiers.



U.S. ARMY INTELLIGENCE & SECURITY COMMAND

Fort Belvoir, Virginia

Mission

The U.S. Army Intelligence and Security Command (INSCOM) executes mission command of operational intelligence and security forces; conducts and synchronizes worldwide multi-discipline and all-source intelligence and security operations; and delivers linguist 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.

Activities

INSCOM is the Army's operational intelligence command. It is uniquely positioned, globally postured and fully integrated with Army Service Component Commands, Combatant Commands and across the Intelligence Community. The command provides critical intelligence, cutting-edge training and intelligence connectivity to fully enable the warfighter and senior decisionmakers. As the global integrator for Army intelligence, INSCOM's Soldiers, civilians and contractors operate 24/7 in over 180 locations around the globe. INSCOM collects and produces intelligence that is critical to tactical commanders, theater and combatant commanders, consumers of strategic intelligence and national decisionmakers. INSCOM brings both intelligence and security together to ensure that it can connect, deliver and protect a globally integrated intelligence enterprise to enable the joint force to compete and win.



U.S. ARMY MEDICAL COMMAND

Fort Sam Houston, Texas

Mission

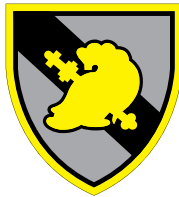
MEDCOM provides ready and sustained health service support and force health protection in support of the Total Force to enable readiness and to conserve fighting strength while caring for Soldiers and their families. It does this by optimizing Soldier performance and by treating wounded, ill and injured servicemembers. 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 and restoring the behavioral and physical well-being of those entrusted to its care. It supports the operational requirements of combatant commanders by delivering combat-ready care while ensuring a ready and healthy force. It operates and integrates modernized training, materiel and capabilities while strengthening and leveraging joint, combined and interagency partnerships to close capability gaps. MEDCOM partners with the Defense Health Agency, keeping faith with families through access to high-quality health care.

MEDCOM restructured and reorganized according to operational and strategic imperatives while incorporating lessons learned from combat and combat training center experiences; the current operating environment; and the global COVID-19 response. It prioritizes delivering combat ready medical forces, sustaining health, transforming continuously and strengthening professions. MEDCOM leverages realistic, threat-informed training to build cohesive, integrated medical teams that are tactically and technically proficient. It sustains health at home and abroad, delivering prevention, health promotion, force health protection and treatment, while standing ready to save lives on the battlefield. It seeks to develop medical leaders of character and competence with the professional opportunities and quality of life that they deserve.



U.S. MILITARY ACADEMY

West Point, New York

Mission

USMA builds, educates, trains and inspires its Corps of Cadets to be commissioned leaders of character who are committed to the Army Values and who are ready for a lifetime of service to the Army and the nation.

Activities

USMA directly supports the Army's mission and sustained readiness by developing leaders of character for the Army of 2030 and to fight and win America's wars.

Admission at West Point is open to all U.S. citizens, ages 17–22, and it 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, as well as on their character. Only the best and most fully qualified applicants receive appointments to the Academy.

USMA's leader development model deliberately and purposefully integrates individual leader development, through its military, physical and academic programs and leadership development



A Paratrooper assigned to the 3rd Brigade Combat Team, 82nd Airborne Division, trains U.S. Military Academy cadets on how to properly triage a wounded Soldier during Cadet Summer Training at West Point, New York, 21 July 2023. Paratroopers out of Fort Liberty, North Carolina, taught cadets throughout demonstrations and explanations of real-world combat scenarios to help develop future leaders during the summer.

U.S. Army photo by Specialist Hannah Stewart.

opportunities, within a values- and standards-based system in which character development is both foundational to, and fully integrated throughout, cadets' 47-month experience.

West Point's challenging academic program, nationally recognized for excellence, develops critical thinkers who are capable of mastering the complex challenges of modern warfare and who are prepared to outfight—and outthink—adversaries. Its tough and robust military and physical training programs provide cadets with the foundational skills and competencies necessary to fight and win in the crucible of ground combat. Most important, cadets are immersed in a comprehensive character development system that begins on their first day at West Point and harnesses every activity throughout their USMA experience.

Upon graduation, cadets are expected to live honorably, to lead honorably and to demonstrate excellence as trusted Army professionals, equipped with the foundational professional competence, and, more important, the values-based character to serve the nation as officers, leading America's sons and daughters in complex and uncertain environments.

USMA graduates approximately 1,000 new officers annually (about 20–25 percent of the new lieutenants required by the Army). USMA also contributes intellectual capital to the Army and the nation through 27 research centers and institutes and over 200 external research agreements. Committed to excellence, USMA produces an average of 40 graduate scholars each year, whose talent and expertise help the Army tackle some of its most challenging issues. Additionally, USMA's "second graduating class" of rotating faculty go on to lead and command throughout the Army at its most important and critical positions.

Soldiers from 3d U.S. Infantry Regiment (The Old Guard) perform during "Twilight Tattoo" on Summerall Field at Joint Base Myer-Henderson Hall, Virginia, 1 May 2024.

U.S. Army Photo by Sergeant Ethan Scofield.



U.S. ARMY MILITARY DISTRICT OF WASHINGTON

Fort Lesley J. McNair, Washington, DC

Mission

MDW is a DRU to the Chief of Staff of the Army and is a dual-hatted command as the Joint Task Force – National Capitol Region (JTF-NCR), reporting directly to U.S. Northern Command. It serves as the Army Forces Component to and core staff element of JTF-NCR. MDW provides executive, operational, ceremonial and musical support across a full spectrum of worldwide responsibilities to support America's leaders. JTF-NCR conducts missions focused on continuity of government and continuity of operations, homeland defense and defense support of civil authorities. JTF-NCR/MDW has five major subordinate commands, and it exercises geographic senior commander responsibilities over three Army installations (Fort George G. Meade, Fort Belvoir and Fort Walker) and one joint base (Joint Base Myer-Henderson Hall). The command also provides assistance to the Soldier Recovery Brigade-National Capital Region, Joint Air Defense Operations Center and U.S. Army Medical Department Activity at Fort Meade. JTF-NCR/MDW is also the general court-martial convening authority for more than 400 worldwide organizations.

Activities

MDW serves as the Department of the Army's executive agent for official ceremonial events worldwide. It represents the armed forces on behalf of the DoD during national-level ceremonial

functions such as presidential inaugurations, official wreath ceremonies at the Tomb of the Unknown Soldier and state funerals. Its five major subordinate commands are:

- **3d U.S. Infantry Regiment (The Old Guard)** is the Army's oldest active duty infantry unit. It is 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 and providing consequence management support to the National Capital Region.
- **The U.S. Army Aviation Brigade** is MDW's global and regional aviation provider for Army Senior Leadership and provides consequence management support to the National Capital Region.
- **The U.S. Army Band "Pershing's Own,"** the Army's premier musical organization, connects the Army to the American public through musical excellence and provides musical support to senior leadership and a wide spectrum of federal agencies and recruiting initiatives.
- **The U.S. Army Field Band,** the premier touring musical representative for the U.S. Army, travels thousands of miles nationally and internationally each year as a musical ambassador, accomplishing a public outreach mission that includes media appearances and performances in support of Army and DoD strategic outreach objectives.
- **U.S. Army Transportation Agency (White House),** the oldest DoD component under the direction of White House Military Office, provides 24-hour worldwide ground logistical support to the Executive Office of the President of the United States and First Family, with a highly selective and specialized team.



MILITARY POSTAL SERVICE AGENCY

Arlington, Virginia

Mission

MPSA achieves efficient and responsive processing, transportation and distribution of personal and official mail throughout DoD.

Activities

MPSA was formed in 1980 to serve as the single mail manager within the military services. It provides the best value postal services to authorized DoD patrons for personal and official mail around the world, in contingency and non-contingency operations, in peace and war, around the clock and around the world. As a jointly staffed organization, headquartered in the National Capital Region, it serves as the single point of contact with the United States Postal Service (USPS), and it oversees the Military Postal Service (MPS) for DoD. MPS provides

postal support to geographic combatant commands through services theater postal commands by assisting with contingency planning. It also monitors transportation expenditures for mail movement, is the proponent for DoD's cost-control policy on official mail and is the functional director for military mail. The MPS operates as an extension of the USPS in over 55 countries and provides similar postal service wherever possible. Differences in postal service are based on restrictions for the assigned country and various types of military operations. Movement of DoD mail by air, ground or surface transportation is accomplished through multiple partnerships among the United States, foreign governments and the commercial sector, facilitated by entities such as the USPS, U.S. Transportation Command, the Defense Logistics Agency, Military Sealift Command, Air Mobility Command and U.S. and foreign flag commercial airlines.



U.S. ARMY TEST & EVALUATION COMMAND

Aberdeen Proving Ground, Maryland

Mission

The U.S. Army Test and Evaluation Command (ATEC) performs tests and evaluations, while in direct support of the U.S. Army Futures Command, to inform Army senior leaders and to enable the Army's Continuous Transformation. Through developmental and operational testing evaluated in an independent and data-driven manner, it ensures that the nation's Soldiers go to war equipped with weapon systems that work.

Activities

With eight subordinate organizations across the country, ATEC has an annual budget exceeding \$1.7 billion. ATEC personnel test and evaluate everything from individual weapons to air and missile defense systems. Since its formation 25 years ago, ATEC has played a major role in conveying capabilities and limitations to decisionmakers. Its workforce of over 8,000 military, civilian and contract employees are highly skilled test officers, engineers, scientists, operators, researchers and evaluators who are involved in more than 2,300 events annually. 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.



Attendees from various African nations and the U.S. Army participate during the “Leader Development” plenary session on the second day of the African Alumni Symposium (AAS), in Carlisle, Pennsylvania, 28 February 2023. The AAS is one of the key multilateral engagements to strengthen partnerships between the U.S. Army and numerous land forces across the African continent. The AAS is designed to bring together African alumni of the U.S. Army War College back to Carlisle, Pennsylvania, to interact with the academic and subject matter experts in African security issues. This partnership also promotes dialogue among African nations and the U.S. Army.

U.S. Army photo by Chris House.



U.S. ARMY WAR COLLEGE

Carlisle Barracks, Pennsylvania

Mission

Established in 1757, Carlisle Barracks has been the home of USAWC since 1951. The USAWC enhances national and global security by developing ideas and educating U.S. and international leaders to serve and lead at the strategic enterprise level.

Activities

The School for Strategic Landpower develops tomorrow’s strategic leaders through its resident and non-resident graduate programs, which cater to a diverse student body consisting of U.S. and international military officers and civilian leaders from various government agencies. The Strategic Studies Institute conducts global geostrategic research and analysis to create and advance knowledge that influences solutions for national security problems facing the Army and the nation. The Center for Strategic Leadership hosts, supports, develops and conducts world-class events focused on strategic leadership and national security issues supporting the USAWC, the Army and the Interagency and Joint Communities. The Army Strategic Education Program ensures that all Army general officers receive the necessary education to lead at the strategic level. The institution is supported by the extensive military history archives and the research and analysis provided by the Army Heritage and Education Center.

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