



PROFILE OF THE
**UNITED
STATES
ARMY**



a reference
HANDBOOK
2022



**ASSOCIATION OF THE
UNITED STATES ARMY**



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Developed by the Association of the United States Army

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

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

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

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

Foreword

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

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

This edition of *Profile* includes a focus drawn from the principles set out in President Biden's *Interim National Strategic Guidance* and the latest *Army Posture Statement*. It provides an updated and comprehensive summary of Army operations, commitments and activities around the world, contains information and graphics on Soldiers and their uniforms—including the new Army Green Service Uniform—and describes the mission and ongoing activities of each of the Army Commands, Army Service Component Commands and Direct Reporting Units. It also features maps illustrating locations of current Army commands, corps and divisions, Army National Guard divisions and Army Reserve divisions and functional commands. In response to our readers' requests, this edition brings back the glossary of military acronyms, found on p. 109.

AUSA fully supports the Total Army—Regular Army, Army National Guard, Army Reserve and Army civilians. We advocate for and offer educational programs that support Army veterans and retirees and the families and communities who stand behind them. *Profile of the United States Army* is an integral part of this support. We hope you find this to be a useful reference, and we welcome comments and suggestions on how to make future editions as useful and informative as possible. Please direct any feedback to education@ausa.org.

In publishing this *Profile*, AUSA seeks to provide a greater understanding and appreciation of the people, families, institutions and organizations who strive to maintain the world's greatest army.



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



National Defense



Civilian Control

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

Civilian oversight of the military was further established in the chain of command, starting with the president as the commander in chief of all U.S. military forces, with civilian oversight descending through the secretary of defense to the secretaries of the individual services, their undersecretaries and assistant secretaries. These individuals, appointed by the president and approved by Congress, direct the armed forces' nonoperational activities and establish policies for their departments. The highest-ranking military members in the U.S. government—the joint chiefs of staff (JCS)—serve only in advisory capacities on matters of military policy.

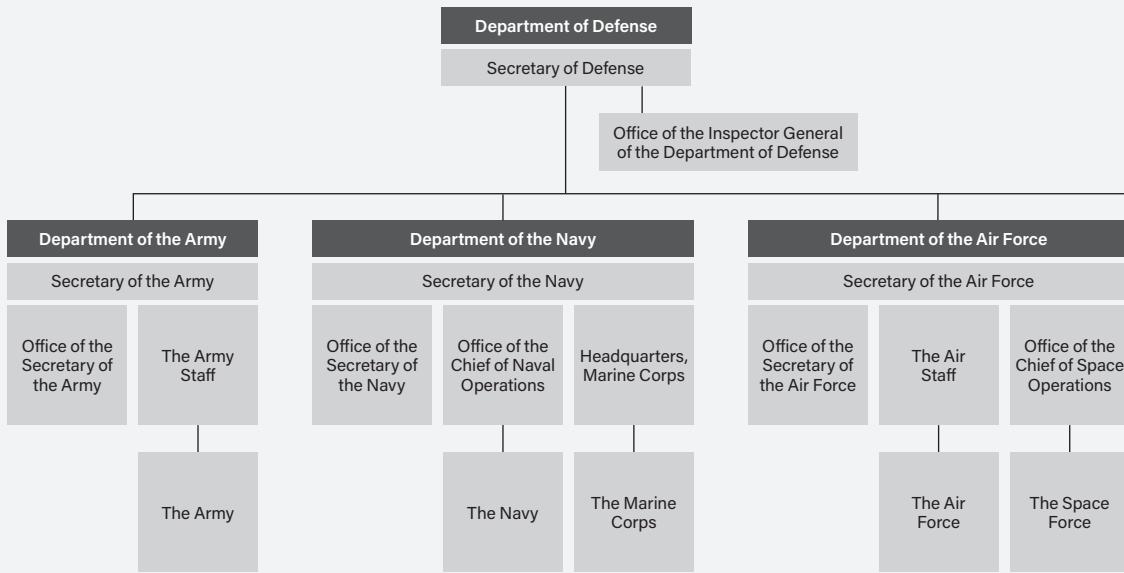
In a departure from the way that most nations have used their armies as internal enforcers of leaders' will, America's founders created an armed force that serves the will of the people and so ensures their security without sacrificing their freedoms. This significant difference between the U.S. military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

Constitutional Authority

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

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

Department of Defense



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

Department of Defense

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



U.S. Army Staff Sergeant Brett Gaydos conducts a debrief after a live-fire exercise at Drawsko Pomorskie, Poland, 6 July 2022 (U.S. Army National Guard photo by Staff Sergeant Gabriel Rivera).

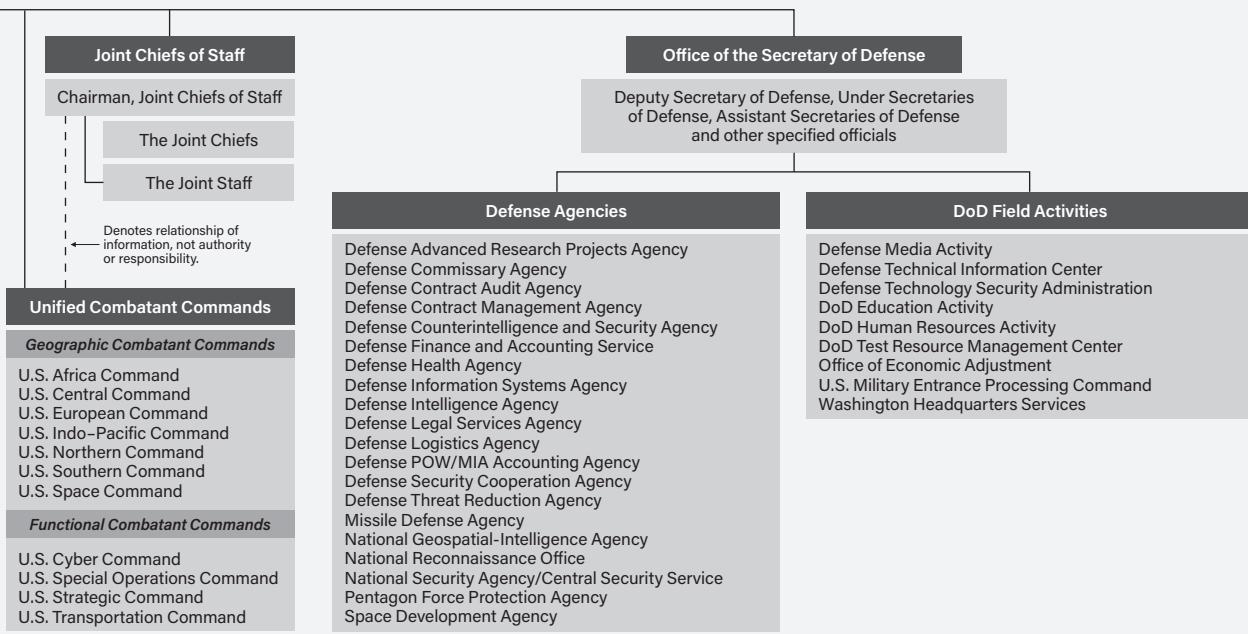
The secretary of defense runs the Department of Defense (DoD), headquartered in the Pentagon (often "Pentagon" and "DoD" are used interchangeably). DoD has the following components:

- office of the secretary of defense;
- the Army, the Navy (including the Marine Corps), the Air Force (including the Space Force);
- the JCS;
- unified combatant commands; and
- various defense agencies.

Military Services

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

- **The Army** is the primary land force. Its purpose is to employ dominant landpower to defeat an adversary and to seize, occupy and defend terrain.
- **The Navy's** mission is to gain and maintain control of vital sea areas and to protect sea lanes from surface, subsurface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps, with the mission to seize or defend advanced bases, is the Navy's ground element.
- **The Air Force's** role is to maintain control of airspace and to project aerial combat power



wherever needed. Aerospace forces support the Army through interdiction, airlift and close air support. The Space Force, established within the Air Force in December of 2019, has the mission to protect U.S. and allied interests in space and to provide space capabilities to the joint force.

- **The Coast Guard** is part of the Department of Homeland Security and so does not fall under DoD, but the Navy takes operational control of it in times of war or when directed by the president. On an ongoing basis, the Coast Guard engages in maritime intercept operations and port and sea lane security.

Military Departments

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

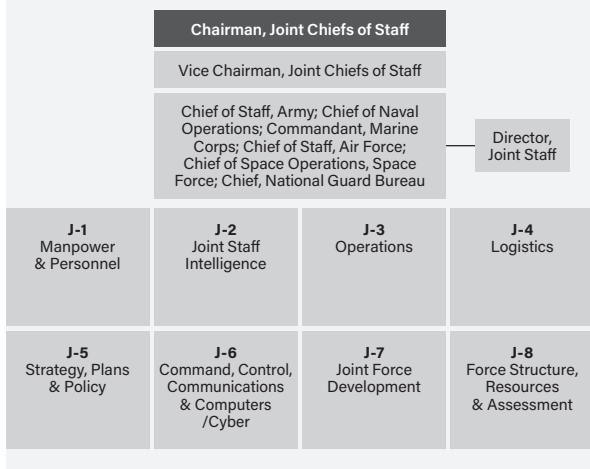
- preparing forces and establishing reserves of personnel, equipment and supplies;
- preparing and submitting budgets;
- developing tactics, techniques and procedures;
- developing and procuring weapons, equipment and supplies;
- recruiting, organizing, training and equipping forces for assignment to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

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

Joint Chiefs of Staff

The JCS comprise the military service chiefs—the chief of staff, Army; the chief of Naval operations; the

The Joint Staff



commandant, Marine Corps; the chief of staff, Air Force; the chief of space operations, Space Force; and the chief of the National Guard Bureau—plus the chairman and vice chairman. The chairman of the joint chiefs of staff (CJCS) is senior to all other officers in the armed forces and is the principal military adviser to the president and the secretary of defense. The CJCS is also a statutory member of the National Security Council.

The JCS have the following key responsibilities:

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

- advise and assist the president and the secretary of defense on the establishment of combatant commands; and
- direct the joint staff.

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

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

Unified Commands

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

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



A soldier from the Tunisian Special Forces Group begins taking off his parachute during an airborne operation alongside U.S. Army paratroopers assigned to 1st Squadron, 91st Cavalry Regiment (Airborne) near Bizerte, Tunisia, on 3 March 2022 (U.S. Army photo by Staff Sergeant John Yountz).

Unified Commands and Their Army Components

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

In addition, the president and the secretary of defense can establish specified combatant commands with a particular, continuing mission. Specified commands normally comprise forces from only one service with a commander from that service, but they may also have units and personnel assigned from other services.

National Security Strategy

National security refers to the protection of the United States from internal and external threats to the country's territory, population, government or economy. The president is responsible for developing the *National Security Strategy* (NSS), which outlines the administration's strategic approach to America's enduring and most pressing interests. While a fully updated NSS has not been published since 2017, the White House did release an *Interim National Security Strategic Guidance* in March 2021:

Our world is at an inflection point. Global dynamics have shifted. New crises demand our attention. And in this moment of accelerating global challenges . . . one thing is certain: we will only succeed in advancing American interests and upholding our universal values by working in common cause with our closest allies and partners, and by renewing our own enduring sources of national strength. . . .

Achieving these goals rests on a core strategic proposition: The United States must renew its enduring advantages so that we can meet today's challenges from a position of strength. We will build back better our economic foundations; reclaim our place in international institutions; lift up our values at home and speak out to defend them around the world; modernize our military capabilities, while leading first with diplomacy; and revitalize America's unmatched network of alliances and partnerships.

And as we do this work, we must also demonstrate clearly to the American people that leading the world isn't an investment we make to feel good about ourselves. It's how we ensure the American people are able to live in peace, security, and prosperity. It's in our undeniable self-interest.

When we strengthen our alliances, we amplify our power and our ability to disrupt threats before they can reach our shores. When we invest in the economic development of countries, we create new markets for our products and reduce the likelihood of instability, violence, and mass migrations. When we strengthen health systems around the world, we reduce the risk of future pandemics that can threaten our people and our economy. When we defend equal rights of all people . . . we help ensure that those rights are protected for our own children here in America.

Today, I am issuing this interim guidance to convey my vision for how America will engage with the world. I direct departments and agencies to align their actions with this guidance, even as we begin work on a National Security Strategy. We have no time to waste. The simple truth is, America cannot afford to be absent any longer on the world stage. And under the Biden-Harris Administration, America is back. Diplomacy is back. Alliances are back. But we are not looking

*back. We are looking irrevocably toward the future and all that we can achieve for the American people—together!*¹

National Defense Strategy²

Consistent with the *Interim National Security Strategic Guidance*, the *National Defense Strategy (NDS)*, most recently updated in March 2022, sets out how DoD will contribute to advancing and safeguarding vital U.S. national interests—protecting the American people, expanding America's prosperity and realizing and defending democratic values.

In 2022, for the first time, DoD conducted its strategic reviews in a fully integrated way—incorporating the *Nuclear Posture Review* and *Missile Defense Review* in the *NDS*—ensuring tight linkages between strategy and resources.

Defense priorities are:

1. defending the homeland, paced to the growing multi-domain threat posed by the People's Republic of China (PRC);
2. deterring strategic attacks against the United States, allies and partners;
3. deterring aggression, prioritizing the PRC challenge in the Indo-Pacific and the Russia challenge in Europe, while being prepared to prevail in conflict when necessary; and
4. building a resilient joint force and defense ecosystem.

DoD will act urgently to sustain and strengthen deterrence, with the PRC as the pacing challenge and the most consequential strategic competitor. Russia

poses acute threats, as illustrated by its brutal and unprovoked invasion of Ukraine. There will be continued collaboration with NATO allies and partners to reinforce robust deterrence in the face of Russian aggression. Meanwhile, DoD will remain capable of managing other persistent threats, including those from North Korea, Iran and violent extremist organizations.

Changes in the global climate and other dangerous transboundary threats, including pandemics, are transforming the context in which DoD performs. It is adapting to these challenges that increasingly place pressure on the joint force and the systems that support it. Recognizing growing kinetic and non-kinetic threats to the U.S. homeland from strategic competitors, DoD will take necessary actions to increase resilience—the ability to withstand, fight through and recover quickly from disruption.

Mutually-beneficial alliances and partnerships are an enduring strength for the United States and are critical to achieving objectives—clearly demonstrated by the unified response to Russia's further invasion of Ukraine. Answering this call to action, DoD will incorporate ally and partner perspectives, competencies and advantages at every stage of defense planning.

DoD will advance its goals in three primary ways: integrated deterrence, campaigning and actions that build enduring advantages:

1. **Integrated deterrence** entails developing and combining our strengths to maximum effect by working seamlessly across warfighting domains, theaters, the spectrum of conflict, other instruments of U.S. national power and an unmatched network of alliances and partnerships. Integrated deterrence is enabled by combat-credible forces and backstopped by a safe, secure and effective nuclear deterrent.
2. **Campaigning** will strengthen deterrence and enable the United States to gain advantages against the full range of competitors' coercive actions. The United States will operate forces and will synchronize broader DoD efforts and align DoD activities with other instruments of national power to undermine acute forms of competitor coercion, to complicate competitors' military preparations and to develop warfighting capabilities together with allies and partners.
3. **Building enduring advantages** for the future joint force involves undertaking reforms to accelerate force development, getting necessary technology faster and making investments in DoD's most important resource—its extraordinary people.



U.S. Army M1A2 Abrams tanks assigned to 1st Battalion, 68th Armor Regiment, 3rd Armored Brigade Combat Team, 4th Infantry Division move to a staging area following a multinational Defender Europe situational exercise at Drawsko Pomorskie, Poland, 25 May 2022 (U.S. Army photo by Captain Tobias Cukale).

Combat Engineers assigned to Regimental Engineer Squadron, 278th Armored Cavalry Regiment, blast through barriers during urban breaching training at Fort Hood, Texas (U.S. Army photo by Staff Sergeant Arturo Guzman).



DoD will develop, design and manage its forces, linking operational concepts and capabilities to achieve strategic objectives. This requires a joint force that is lethal, resilient, sustainable, survivable, agile and responsive.

Other Guiding Documents

The classified Defense Planning Guidance and the *National Military Strategy* (NMS), informed and structured around the goals outlined in the NSS, are also periodically updated and released. Similarly, the classified *Capstone Concept for Joint Operations* is published as guidance for carrying out the NMS.

The most recent unclassified editions of each of these three documents predate the current *Interim National Security Strategic Guidance* and so are no longer entirely relevant. Future editions of this reference handbook will include up-to-date details on these publications as they become available.

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1. President Joseph R. Biden, Jr., *Interim National Security Strategic Guidance*, March 2021, <https://www.whitehouse.gov/wp-content/uploads/2021/03/nsc-1v2.pdf>.
 2. U.S. Department of Defense, "Fact Sheet: 2022 National Defense Strategy" <https://media.defense.gov/2022/mar/28/2002964702/-1/-1/nds-fact-sheet.pdf>.



The Land Component



An American Heritage

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

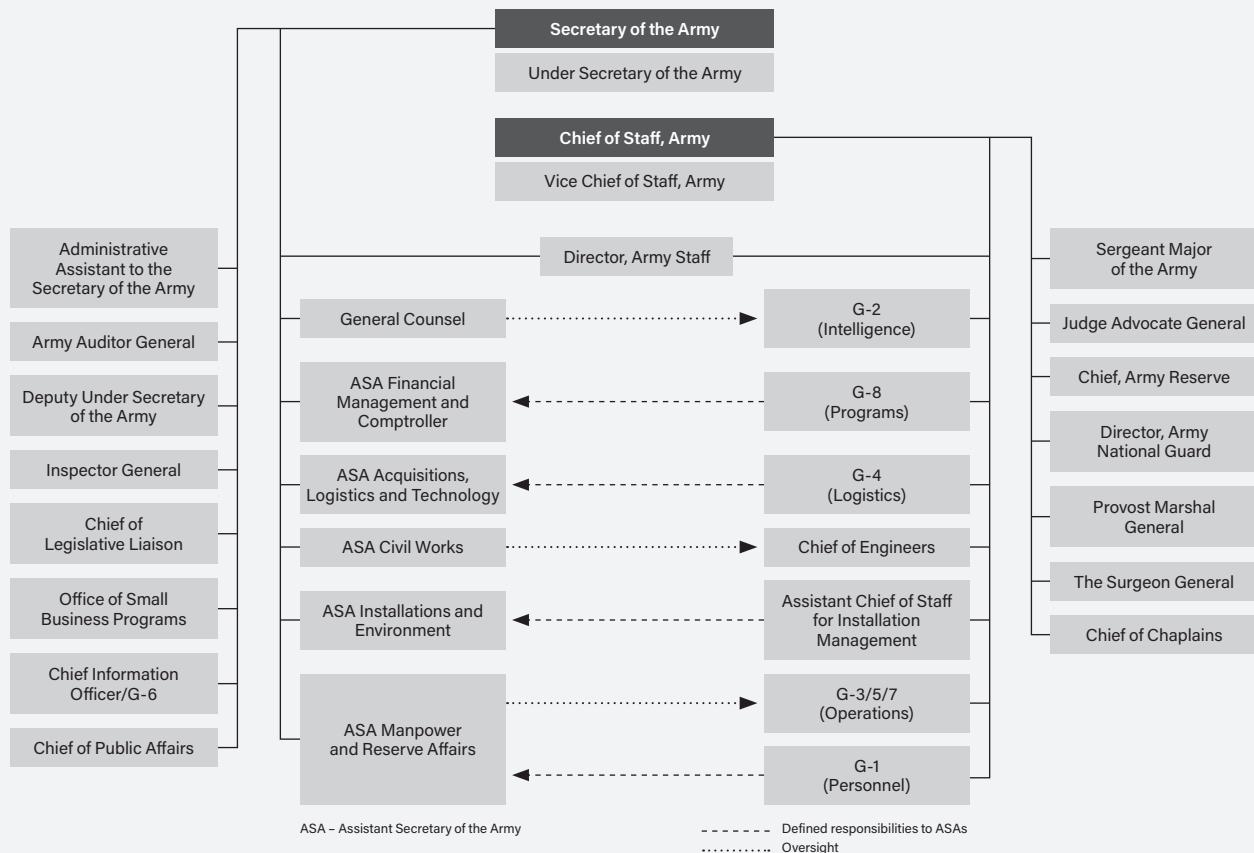
The American Army's mission and formation have changed little in the 247 years since then. Today, the Army comprises a standing force of troops and equipment ready at all times to defend the United States from attack and to protect national security. The provincial militias of colonial times are now the Army National Guard, which belongs to and serves the individual states, but is called upon by the federal government to supplement the Regular Army. Another force of trained citizen Soldiers, the Army Reserve, provides further support in times of need. The Army National Guard and Army Reserve together comprise the reserve component (RC) of the Army.

The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need remained constant through both World Wars. The onset of the Cold War altered this balance as the United States maintained a large standing Army that took up defensive positions in Europe and Asia and handled the bulk of combat in the Korean and Vietnam wars. With the end of the Cold War in 1989, the nation began reducing the size of its armed forces, again relying on the RC to fill out the ranks for any wars and operations other than war.

In addition to these larger responsibilities, the U.S. Army has accomplished many and various combat and public service missions over the years. For example, in the 19th century, Soldiers helped to explore America's frontier, to defend the United States' borders and ports from foreign attacks, to preserve the Union during the Civil War and to fight expeditionary wars to protect America's interests in China, the Philippines and Latin America. Through the Corps of Engineers, the Army has provided support in executing many public works projects, such as the Hoover Dam. The Army also formed the nation's first modern weather service, provided the nation's first airmail service and supervised the building of the Panama Canal.

Today, the Regular Army, Army National Guard and Army Reserve make up one seamless force—the Total Army—committed to countering and enervating the nation's adversaries. It is a tradition going back for centuries: career Soldiers and citizen Soldiers serving together. This organization ensures a force that, in both peace and war, is united by the mission to defend the United States from attack and to protect her security.

Department of the Army



Mission of the Army

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

- preserving the peace and security and providing for the defense of the United States and that of the territories, commonwealths and possessions and any areas occupied by the United States;
- supporting the national policies;
- implementing the national objectives; and
- overcoming any entities responsible for aggressive acts that imperil the peace and security of the United States.

Title 10 gives the Army the specific mission of land combat; the law mandates that the Army be organized, trained and equipped for prompt and sustained combat operations and that it take responsibility for the preparation of land forces.

Department of the Army

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

The secretary of the Army is responsible for all non-combat affairs, including recruiting, organizing, supplying, equipping, training and mobilizing the forces. The secretary's staff, known as the Army Secretariat, oversees all of these functions.

Chief of Staff, Army

The chief of staff, Army (CSA), the highest-ranking officer in the U.S. Army, is appointed by the president for a period of four years. The CSA may be re-appointed for another four years, or the term may be extended in times of national emergency. The CSA serves as the senior military advisor to the secretary of the Army, ensures that the secretary's policies are carried out and assists the secretary in presenting and justifying Army policies, plans, programs and

budgets to the president, the secretary of defense and Congress. The CSA presides over the Army Staff and oversees all Army organizations and commands. In addition, the CSA is a member of the Joint Chiefs of Staff and presents Army capabilities in planning joint force endeavors.

Sergeant Major of the Army

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

Army Components

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

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

The combined operational force of the Army National Guard and the Army Reserve provides a versatile dimension of operational reserve. As key

participants in overseas contingency operations, the Army National Guard and the Army Reserve perform an increasingly prominent role in the security of the nation.

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

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

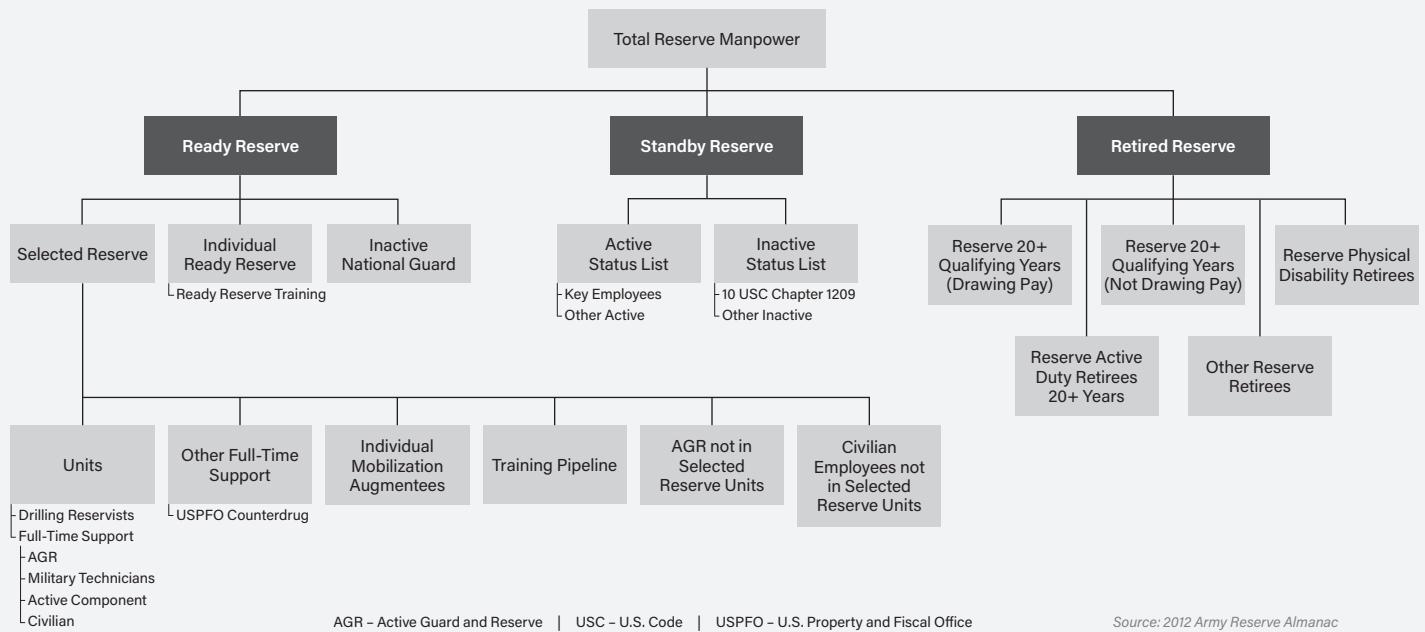
The Selected Reserve includes members of the Army National Guard, the Army Reserve, Active Guard and Reserve (reservists serving on active duty in full-time administrative roles for their units), military technicians (reservists who are full-time federal employees assigned to administrative or training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

- **Individual Ready Reserve (IRR).** The IRR comprises former members of active or reserve forces who are nearing completion of their statutory military service obligation. IRR Soldiers do not belong to units, but they still have military service obligations to fulfill. Many Soldiers serve several years on active duty and then transfer to the IRR to fulfill the remainder of their contract. Each Soldier is required to meet minimum annual requirements. The Soldier attends muster duty when required, completes a readiness screening questionnaire and

A U.S. Soldier assigned to "Chaos" Company, 1st Battalion, 68th Armor Regiment, 3rd Armored Brigade Combat Team, 4th Infantry Division, gives instructions for a medical evacuation of a simulated injured Soldier during a live-fire exercise at Drawsko Pomorskie, Poland, 4 August 2022 (U.S. Army National Guard photo by Staff Sergeant Gabriel Rivera).



Reserve Component



Source: 2012 Army Reserve Almanac

responds to all official military correspondence. Any Soldier in the IRR may also be involuntarily mobilized in a time of national crisis.

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



Captain Thomas Wheeler, 807th Medical Command (Deployment Support), fires an M4 rifle as part of the Interallied Confederation of Reserve Officers Military Competition team selection camp at Camp Ethan Allen, Vermont on 19 July 2022 (U.S. Army Reserve photo by Staff Sergeant David Graves).

The **Standby Reserve**¹ comprises Soldiers who maintain their military affiliation without being in the Ready or Retired Reserve and who are subject to active duty. Soldiers with a statutory military service obligation, temporarily placed in the Standby Reserve, will be transferred back to the Ready Reserve at the earliest possible date. Voluntary members of the Standby Reserve who are unable to transfer to the Ready Reserve and who possess critical skills determined by the secretary of the army to be mobilization assets may be retained instead of discharged.

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

- **Active Status.** Soldiers on the Active Status List may participate in reserve training activities at no expense to the government, earn retirement points and be eligible for promotion. They may also take part in individual duty training in a nonpaid training status when authorized by the appropriate commander.
- **Inactive Status.** Soldiers on the Inactive Status List may not train for pay or retirement points and are not eligible for promotion. They do, however, retain their reserve affiliation in a nonparticipating status. Soldiers who are enrolled in a military school course or correspondence course when transferred to the Inactive Status List may complete their course.

The **Retired Reserve** comprises servicemembers who have retired from either active duty or reserve

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

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

The Army National Guard

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

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

The Constitution does not mention the National Guard by name. The term "National Guard" was first used in the United States by a New York militia unit in 1824. After the Civil War, the term became a popular way of describing the militia units organized by states and territories. The Militia Act of 1903 and the National Defense Act of 1916 established "National Guard" as the official designation for organized militia forces that receive federal funding.

The Army National Guard's dual status creates a bureaucratic balancing act. Because the federal government must ensure that Army National Guard elements can effectively integrate with the active Army and Army Reserve, DoD establishes training

and operations requirements for Guard units and determines the number of authorized Army National Guard personnel and the unit mix available across the country. The states, meanwhile, reserve the authority to locate units and their headquarters. Federal officials may not change any branch, organization or allotment located entirely within a state without approval of the governor. However, such organizational concerns are seamless on the ground. Whether it is a DoD-ordered deployment to engage in counterterrorism operations overseas or a governor's request to respond to a natural disaster or civil unrest in a local community, the Army National Guard responds with a trained and ready force.

Where We Are Today

- The Army National Guard has deployed more than 442,000 Soldiers on Title 10-supporting combatant commands since 9/11.
- In Fiscal Year 2020 (FY20), the Army National Guard served more than 7.3 million personnel days in responding to requests from their governors to support their communities. In FY21, that number increased to more than 9.5 million personnel days.
- The Army National Guard has an authorized endstrength of 336,000 Soldiers, which includes nearly 22,300 dual-status technicians and more than 30,800 Active Guard Reserve Soldiers. They are supported by more than 5,600 Army civilians.

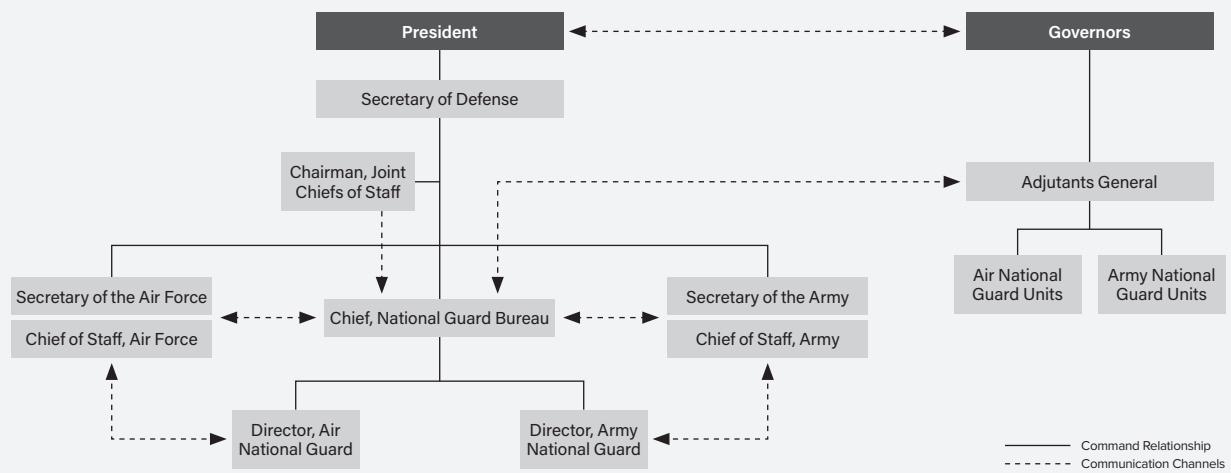
The National Guard Bureau

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

The chief of the National Guard Bureau (CNGB) can be either an Army National Guard or Air National Guard general and is appointed by the president for a four-year term. The CNGB joined the joint chiefs of staff in 2012.

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

Army National Guard Chain of Command



State Mission

When Army National Guard units are not mobilized or under federal control, they fall under USC Title 32 and report to the governor of their respective state or territory. District of Columbia units report to the Commanding General, District of Columbia National Guard. Each National Guard organization is supervised by the adjutant general of that particular state or territory.

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

The National Guard has developed quick-reaction forces that serve as the nation's first line of domestic counterterrorism operations. At the request of a governor or the president, the National Guard will deliver a ready-armed, company-sized unit on command. These reaction forces can help local law enforcement agencies by protecting key sites, such as power plants and transportation hubs, as well as by establishing roadblocks. The National Guard uses existing capabilities and units within each state to handle these "on-call" missions. Though not a new concept for the Guard, these missions have become

increasingly important as elements of defense and for the deterrence of terrorism throughout the United States.

In addition to quick-reaction forces, the Army National Guard mans and equips 10 regionally oriented homeland response force (HRF) elements. There is an HRF in each of FEMA's (the Federal Emergency Management Agency's) 10 regions across the country. Each HRF is comprised of approximately 570 Army and Air National Guard members who provide search and extraction, decontamination, medical triage and initial casualty care capabilities. The HRF manages large-scale catastrophic event response efforts and bridges coordination between the National Guard response and federal capabilities.

The National Guard also maintains 17 chemical, biological, radiological, nuclear and explosive enhanced response force (CERFP) teams, comprised of approximately 200 personnel (about 140 Army National Guard and 60 Air National Guard). With capabilities that are similar to those of the HRF, CERFP teams are smaller, rapidly deployable and are able to coordinate mission tasks with the HRF and the incident commander. These capabilities are designed to support the lead federal agency, to conduct operations in order to save lives, to alleviate human suffering and to maintain public confidence—all while mitigating property damage and other effects of a natural or man-made incident within an assigned joint operations area.

Additionally, there are 57 civil support teams (CSTs)—at least one in each state and territory and in the District of Columbia—made up of Army and Air National Guard members. The CSTs are an initial response element that identify chemical, biological,

radiological and nuclear (CBRN) agents and substances, assess current and projected consequences and advise on response measures while assisting with additional support requests. Together, the HRF, CERFP and CSTs provide the initial military response to a CBRN incident.

Federal Mission

The Army National Guard's federal mission, as enumerated in Title 10 of the USC, is to maintain well-trained, well-equipped units available for prompt mobilization during war and to provide assistance during national emergencies. Army National Guard units may also be mobilized to perform humanitarian missions, counterdrug operations, peacekeeping missions and other missions as directed by the president and secretary of defense. It has a unique dual mission. The training and equipment it receives as part of its combat mission allows it to respond when needed during disasters and emergencies at home. It plays a key role in supporting local law enforcement during complex civil disturbances to ensure the right to peacefully protest while protecting lives and property.

At the peak of civil disturbance and the COVID-19 operations in 2021, more than 78,000 Army Guard Soldiers were on duty performing domestic response missions in support of their governors in every single state, three territories and the District of Columbia, making it the largest domestic Army National Guard response since Hurricane Katrina. Army National Guard Soldiers served on the front-lines in a wide range of capacities. They helped deliver more than 1 billion meals, packaged more than 149 million meals for food banks, administered more than 15.8 million vaccine doses, conducted more than 34.9 million COVID-19 tests and screenings in

their communities, disinfected over 71,000 facilities and transported more than 190 million items of protective equipment.

During that time frame, the Army Guard activated more than 23,400 Soldiers from every state and territory in only two weeks—a historic, highly accelerated operational tempo—to support the 59th Presidential Inauguration. They provided security at the U.S. Capitol and key sites throughout Washington, DC.

The Army National Guard continues its dual mission, providing trained units to the states, territories and the District of Columbia and keeping itself equipped to protect life and property. The Army Guard also provides trained units to the nation, equipped and ready to defend the United States and its interests all over the globe. For more than four centuries, the Army Guard has combined civilian-acquired skills and experiences with combat training, bringing rich and unique capabilities to the joint force.

The Army Reserve

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

U.S. Army servicemembers with the 10th Homeland Response Force, Washington National Guard, conduct a three-day collective training event at the Spokane Fire Training Center, Washington, 8–10 April 2022. The objective was to rapidly deploy and establish a multifunctional decontamination facility in response to a notional CBRN disaster (U.S. Army National Guard photo by Sergeant Adeline Witherspoon).





U.S. Army Reserve Soldiers from the 399th Combat Support Hospital unload patients from an ambulance to be treated at a field hospital during Exercise Global Medic at Fort McCoy, Wisconsin, 12 August 2022. The Medical Readiness Training Command conducts Exercise Global Medic as part of the Army Reserve Medical Command's larger mission to provide trained, equipped and combat ready units and medical personnel to support the total force on the battlefields of today and tomorrow (U.S. Army Reserve photo by Specialist Addison Shinn).

The Army Reserve has been and continues to be an essential element of the Total Army and the joint force, meeting high operational tempo demands, operating and generating forces as required and providing predictable capabilities to combatant commands.

In the two decades since 9/11, more than 420,000 Army Reserve Soldiers have been mobilized, and nearly 8,000 Soldiers are currently deployed to 23 countries.

After more than 20 years at war, and the longest sustained domestic mobilization in history, the Army Reserve is focused on maintaining and sustaining readiness as a multi-domain capable force for the Army while also supporting industry, communities and cities across America.

Critical Enabling Capabilities

Meeting ongoing defense and security demands requires continued access to and reliance upon the skills, capabilities and experience of a ready Army Reserve. A federal, operational Army Reserve force saves the Army money; reduces the demand for Regular Army capabilities; helps mitigate current Army capability shortfalls; and allows the Regular Army to preserve readiness. It provides the depth and scalability needed to meet current and anticipated requirements of the combatant commands; achieves a cost-efficient balance by using the strengths and capabilities of each component; and provides a sufficient base of trained, equipped and

ready Soldiers, leaders and units from which the Regular Army may draw when needed. Most important, a ready and operational Army Reserve provides the critical enabling capabilities that combat forces rely on to initiate, sustain and win prolonged operations.

When sustained unified land operations are required, the nation integrates and synchronizes all of America's military services, but it can only do so with the support of the Army Reserve, which provides critical early-entry and set-the-theater capabilities. These include petroleum pipeline and terminal operations, rail units, biological identification detachments, broadcast operation detachments, civil affairs, theater engineer commands, medical logistics and other units and capabilities crucial to opening and sustaining major operations.

A Component and a Command

As the only Army component that is also a command, the Army Reserve is organized under a single general officer who has both staff responsibilities to the DA as the chief of Army Reserve and command authority over most Army Reserve Soldiers as the commander, U.S. Army Reserve Command (USARC). This structure provides unity of effort to support every Army Service Component Command and combatant command across the globe, with a footprint that extends across all 50 states, five territories and 23 countries.

The chief of Army Reserve is the principal advisor on Army Reserve matters to the secretary of the Army and the CSA. The office of the chief of Army Reserve plans, prepares, resources and manages the force and is responsible for the justification, defense and execution of the personnel, operations and maintenance and construction budgets. The commanding general of USARC leads the largest three-star command in the Army and is assigned to U.S. Forces Command.

Specialized Capabilities

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

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

Supporting Capabilities for the Operational Force

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

Unique Unit Types in the Army Reserve

In addition to a broad spectrum of low-density enabling units throughout its force, the following unit types of commands and capabilities exist only in the Army Reserve:

- theater engineer commands;
- civil affairs commands;
- maneuver support and sustainment;
- biological-agent defense; and
- medical minimal-care detachments.

Sustainable Readiness

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

Steady demand for these capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of the national security architecture

and an essential partner in preventing conflict, shaping the strategic environment and responding to operational contingencies, to include theater security cooperation, overseas disaster response, homeland defense and defense support of civil authorities (DSCA).

Defense Support of Civil Authorities

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

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

Since 2020, more than 4,000 citizen Soldiers, including medical professionals, logisticians and other specialized forces, have provided integral enabling capabilities to the Army in support of the global pandemic response.

In support of *Operation Allies Welcome*, more than 1,500 Army Reserve Soldiers and Emergency Preparedness Liaison Officers (EPLOs) mobilized to seven stateside and overseas installations, including Fort McCoy, Wisconsin, and Joint Base McGuire-Dix-Lakehurst, New Jersey. As part of the Army's support to DoD, the Army Reserve assisted Afghans,

A U.S. Army Reserve Soldier assists Specialist Gabriel Santos with his gloves during quarterly sustainment training in Urban Search and Rescue alongside the Miami-Dade Fire Department. The joint training boosts interagency operability and communication (U.S. Army Reserve photo by Sergeant First Class Clinton Wood).



their families and other at-risk individuals in finalizing their immigration processing safely—providing logistics, protection, governance, medical and morale support—so they could resettle in locations inside and outside the United States.

The Army Reserve continues to support U.S. Army Northern Command in COVID-19 response operations. Since the start of the pandemic, the Army Reserve has mobilized extensive medical capabilities. As of May 2022, two 25-person Medical Care Augmentation Teams (MCATs) are reinforcing civilian medical treatment facilities. The MCATs followed the initial response after more than 20 Urban Augmentation Medical Task Forces, composed of 85 medical professionals, had already provided critical professional and expeditionary medical staff.

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

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

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

- Title 10 USC, Section 12304, authorizes federal Reserve units, including the Army Reserve, to respond to certain emergencies and humanitarian assistance in other nations. This includes the authority to order up to 200,000 members of the components to active duty for a continuous period of up to 365 days to provide assistance to either the federal government or an individual state in a time of a natural or man-made disaster, accident or catastrophe.
- Title 10 USC, Section 12304a (enacted with the passage of the 2012 *National Defense Authorization Act*), authorizes federal component units to provide disaster assistance to a major natural disaster or emergency in the United States. This includes the authority to order any Army Reserve unit—and any member not assigned to a unit—to active duty for a continuous period of not more than 120 days in response to a governor's request.

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

- As listed in DoDD 3025.18, a request for assistance from a civil authority (tribal authority, mayor, chief of police, fire chief, sheriff, chief of emergency management, etc.) is required to initiate the IRA. Following the request, Army Reserve units within the affected area may respond immediately under imminently serious conditions to disasters and attacks as required by civil authorities and within limits established by law.²

Army Civilian Corps

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

Army Civilians also serve the nation in a myriad of noncombat Army missions, such as waterway and



Sergeant Major John Nelson, left, a U.S. Army Reserve Soldier from the 416th Theater Command, reviews plans and drawings for a U.S. Army Corps of Engineers project to rehabilitate Westlake Hospital in Melrose, Illinois, into an alternate care facility during the COVID-19 pandemic (U.S. Army photo by Sergeant First Class Jason Proseus).

A group of Fort Knox civilian employees participate in the installation's first in-person Civilian Education System course on 6 June 2022, taught by an Army Management Staff College mobile training team (U.S. Army photo by Jennifer DeHaan).



flood control, domestic emergency response and the Army's quality of life, morale and welfare programs. Additionally, they contribute to mission planning and logistical support to war efforts, including sustaining the health and safety of the force; designing and managing the Army's research and development programs; submitting and managing the Army's budget; and repairing/rebuilding the Army's warfighting equipment.

The Army Civilian Corps is composed of a wide range of employees: federal civilian employees (who are generally U.S. citizens employed with funds appropriated by Congress), nonappropriated fund employees (who work in Army clubs and child-care centers and are paid from sales, fees and charges to the patrons of those activities) and local national employees (who are citizens of host nations employed in overseas areas under agreements with the host nations). Senior Executive Service members, equivalent to general officers, serve as program managers, senior-level Headquarters, Department of the Army staff or senior leaders within Army commands. The DA federal employees are employed under the executive branch of the U.S. government

and are hired under the same authority as federal service civilians in most other agencies within the U.S. government.

Contractors are not federal employees; they work for organizations that have contract agreements in place and provide special skills to DoD and/or the DA. Military and civilian employees in the DA operate individually and often jointly on the missions of the organization. Civilian members of the organization contribute significantly by providing direct support to the military mission. While military members of the DA either enlist or are commissioned into service and have a required service agreement/contract, Army Civilians work voluntarily and are able to move, change positions or resign at any time.

¹ United States Army Human Resources Command, "Standby Reserve," 17 December 2019, <https://www.hrc.army.mil/Enlisted/Standby%20Reserve>.

² Department of Defense, "Department of Defense Directive 302518," 29 December 2010, <https://www.dco.uscg.mil/Portals/9/CG-5R/nsarc/DoDD%20302518%20Defense%20Support%20of%20Civil%20Authorities.pdf>.



Army Organization

Mission and Current Focus

The American people expect their Army to be ready whenever called upon to defend the nation, respond to crises and protect the national interests. The particulars of this mission at any given time—and the challenges that must be overcome to meet it—are outlined in the periodically updated *Army Posture Statement (APS)*. The most recent *APS* was released in May 2021; it begins by addressing the events happening on the world stage and at home and sketching, in broad details, the advances that the Army has made in recent years as it transforms to face evolving threats:

America's Army remains prepared to compete globally and fight and win the Nation's wars as a member of the Joint Force. As demonstrated repeatedly over the past year, we also remain the Nation's principal response force to protect our country and communities in the face of unexpected crises. We thank Congress for the consistent, predictable, and sustained funding you have provided. This funding enabled us to deliver a ready Army that responded promptly and superbly to a dynamic and unpredictable security environment, like the COVID-19 pandemic, Middle East tensions, civil unrest, cyberattacks, and south-west border mission. Our priorities are well aligned with the Interim National Security Strategic Guidance: investing in people, sustaining readiness, divesting of legacy systems to reinvest in cutting edge technologies and capabilities, mitigating the impact of climate change, and strengthening our alliances and partnerships.

Last October, the Army evolved its priorities to people, readiness, and modernization. This evolution reflects the achievements of a multi-year effort to rebuild readiness and accelerate modernization. Six years ago, we recognized that readiness had declined precipitously after years of reduced funding, uncertain budgets, and deferred modernization. We also recognized the need for new concepts, capabilities, and posture to compete aggressively in the Indo-Pacific and Europe. With your support, we rebuilt tactical readiness in our units and built strategic readiness in our power projection infrastructure. We deliberately executed internal reforms over the last four years by realigning over \$35 billion within the Army budget to self-fund modernization priorities in support of joint all-domain operations.

Thanks to your continued support for Army modernization, we are successfully pivoting from the incremental improvements of the past to fulfilling the robust Army Modernization Strategy that Congress prescribed in the 2018 National Defense Authorization Act. Because of this



Alaska Army National Guard Specialist Samuelu Faao, an infantryman assigned to Alpha Company, 1st Battalion, 29th Infantry Regiment, 29th Infantry Brigade Combat Team, performs a corridor platoon patrol and maneuvers training during an Exportable Combat Training Capability program at Camp Roberts, California, 17 July 2022 (U.S. Army National Guard photo by Staff Sergeant Matthew A. Foster).

strategy, and new Congressional authorities to streamline the acquisitions process, we are already beginning to field new systems in long-range precision fires, air and missile defense, and soldier lethality, with more on the way in next-generation combat vehicles, future vertical lift, and the Army network. With these modernization capabilities, we are able to deliver multi-domain concepts, capabilities, and formations that will give the Joint Force asymmetric, all-domain advantages against near-peer potential adversaries. Our gains are real, but fragile. With Congressional support, we established a deliberate achievable path to deliver a ready and modernized Army by 2028 and a transformed multi-domain Army by 2035.¹

Strategic Environment

We live in a world where, every year, the complexities of the security environment grow exponentially and combine to threaten the world order. The Army addresses the particulars of this environmental challenge in the APS:

A dynamic global security landscape continues to challenge our nation. These challenges include: (1) borderless threats, like COVID, cyber, violent extremism, and climate change; (2) the global siege on democracy to include an increasingly contested information environment; and (3) the changing distribution of global power that draws new lines and value propositions for many of our allies and partners. These challenges require an agile, ready, modern, and multi-domain Army that works alongside strong allies and partners. Strategic

competitors and regional actors are testing American norms, institutions, and alliances. China, our pacing threat, increases its global assertiveness, while Russia increases its disruptive behavior. Threats from Iran, North Korea, and violent extremism and terrorism remain. While America's Army maintains a tenuous overmatch, it is fleeting. Future conflicts will manifest at longer range, across all domains, and at much greater speed, both physically and cognitively.

Climate change is altering the Army's operational environment and adding new mission demands; mitigating these effects has been an ongoing priority for the Army for several years. Climate change impacts Army installations globally and opens the Arctic as a new geographic theater for competition. The Army must consider alternative energy sources, improved energy storage, fuel-efficient design, more robust power distribution, and new technologies, such as weather pattern and terrain stability modeling to better inform operations.

The Army must also contend with threats from within. The harmful behaviors of sexual assault, sexual harassment, racism, and extremism hurt Soldiers and break trust with the American people. The Army is working diligently to solidify a culture of cohesion and intervention to protect our Soldiers, not only from the deliberate fratricide of these behaviors, but from the invisible danger of mental and behavioral health issues, and other stressors that can increase the risk of suicide.²

Current Budget Priorities

In April 2022, the Army sent its annual unfunded requirements list to Congress for Fiscal Year 2023, informing lawmakers where money would be spent if they were allotted more of it. With a primary focus on modernization and infrastructure, this wish list requests:

\$2.4 billion in equipping and modernization requirements, including \$301.5 million for aircraft and unmanned aircraft systems, \$333.5 million for combat platforms and watercraft, \$117 million for information technology upgrades and \$1.69 billion for weapons and communications equipment.... The service would like an additional \$1.2 billion to improve infrastructure. This includes maintenance facility projects totaling \$761 million, minor construction projects for \$109 million and training and command and control facility projects for \$310 million. Another \$166 million would go toward infrastructure improvements for National Guard projects and \$231 million for Army reserve needs. To keep pace with increasing production demand within the Army's organic industrial base, the service would like another \$190 million to cover 45 projects.³

Overarching Organization

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

A Soldier assigned to Viper Company, 1st Battalion, 26th Infantry Regiment, 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), fires an M224 60mm mortar system as part of a fire mission in support of the company's maneuver during a multinational live-fire exercise held at Rovaniemi Training Area, Finland, 11 August 2022. The exercise was part of the Finnish Summer Exercise, where U.S. and Finnish troops had the opportunity to train together to amplify and strengthen the partnership and interoperability between the two nations (U.S. Army National Guard photo by Sergeant Agustín Montañez).

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

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

Generating Force. An all-volunteer force capable of conducting the full range of military operations requires institutions that man, train and equip it. This is the purpose of the Generating Force. Its functions include: recruiting; training and military education; research and development; engineering and base support; and installation management.

The Army Command Structure

The Army has three types of commands: Army Commands, Army Service Component Commands (ASCCs) and Direct Reporting Units (DRUs). The four Army Commands perform many Title 10 functions across multiple disciplines. ASCCs are operational organizations that are aligned with combatant commands and are divided between five geographic combatant commands and four global functional commands. DRUs consist of one or more units



that have institutional or operational functions. They provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army.

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

The Army Modular Force

In 2003, the Army moved from a division-based to a brigade-centric **modular force** structure; this was its largest shift in structure and organization since World War II. The Army Modular Force relies on self-contained, full-spectrum units that can be plugged into larger forces, including joint forces, thereby giving the nation the capability of responding quickly to meet the specific circumstances of a crisis.

Within Army Commands, ASCCs and DRUs, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps.

For now, the Army is a brigade-centric force; divisions serve as command and control headquarters specializing in mission command for subordinate units. The smaller types of units are standardized. For example, every armored brigade combat team (ABCT)—no matter its home base—is organized in the same way; that is, each has the same number of Soldiers and type of equipment, allowing planners

of a theater campaign to build an effective force more easily. Once the appropriate number of brigade combat teams (BCTs) is determined, based on theater requirements, planners can select these modular units depending on their availability in the force generation cycle.

AimPoint to WayPoint to Army 2030⁴

In addressing the increasing needs of an Army that must be able to function and succeed in a multi-domain environment, the Army developed the AimPoint Force Structure Initiative. While in 2021 it would be called WayPoint 2028, and then be redesignated in 2022 as Army 2030, its goal throughout has been to provide the Army with a flexible force structure that can meet multi-domain requirements. With little change expected at brigade level and below, the Army originally suggested major changes would occur at higher echelons—division, corps and theater command. Under Multi-Domain Operations (MDO), higher field headquarters would be required to take the lead in coordinating large-scale campaigns against well-armed nation-states such as Russia and China. Because of the geographic distinctions between the European and Indo-Pacific theaters, individual higher-echelon AimPoint formation force structure might differ by theater, as opposed to the current one-size-fits-all units.

In recent decades, the capacity to conduct campaigns at the division, corps and theater level has been compromised, with assets and units at these levels assigned to BCTs. Under AimPoint, headquarters at these levels would be developed and existing ones modified to build back a campaign capability (i.e., adding additional staff, specialists, capabilities and units) to compete with near-peer adversaries and to employ information warfare and operate in the cyber and space domains.

Under Army 2030, the Army announced in January 2022 that it envisions either redesignating existing divisions or creating new divisions into five new types of divisions: standard light; standard heavy; penetration; joint force entry air assault; and joint force entry airborne. This appears to be a significant organizational undertaking, not unlike its 2003 decision to convert from a division-based force to a brigade-based force; under Army 2030, it appears that the Army is returning to its previous division-based force structure.

Fire Teams and Crews

The basic building block of the infantry is the fire team. It is comprised of four or five Soldiers. The Army has two basic types of crews: crews serving



A Soldier from the 25th Combat Aviation Brigade prepares to conduct a air assault mission during an exercise at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, 14 October 2020. The JRTC exercise is a capstone training event that allows 2nd Brigade to achieve certification for worldwide deployment while building interoperability with key allies in support of a free and open Indo-Pacific (U.S. Army photo by Sergeant Sarah D. Sangster).

U.S. Army AH-64D Apache attack helicopters, assigned to C Company, 1st Battalion, 211th Aviation Regiment, Utah Army National Guard, participate in a training exercise with partner nations in a combined arms live-fire mission during African Lion 22, U.S. Africa Command's largest annual exercise. More than 7,500 participants from 28 nations and NATO trained together with a focus on enhancing readiness for U.S. and partner-nation forces (U.S. Army National Guard photo by Specialist Christopher Hall).



weapons and crews manning combat vehicles. Teams and crews are the smallest organization in the Army. Teams are traditionally led by sergeants. Corporals (E-4) and sergeants (E-5) are the most junior noncommissioned officers (NCOs) in the Army.

Squad/Section

Two or more teams comprise a squad or section. Both organizations come in several forms and functions. Organizations of Soldiers are typically squads, whereas sections tend to be centered on equipment—two vehicles and their crew, or two mortars. Squads and sections are led by staff sergeants (E-6), which is the next senior NCO above a sergeant.

Platoon

The platoon is the most junior organization led by an officer-NCO team—a second or first lieutenant (O-1, O-2) and a sergeant first class (E-7). Platoons are comprised of multiple squads and/or sections. A platoon's function depends on the type of unit, varying among combat-arms, combat service and combat service support units.

Company/Battery/Troop

Typically, three to five platoons and a headquarters section form a company, battery or troop—totaling 100 to 200 Soldiers. The size depends on the type and mission of the unit. The artillery equivalent of a company is called a battery; the traditional cavalry equivalent is called a troop. Company commanders are usually captains (O-3), with first sergeants (E-8) as their principal NCOs. Independent or separate companies are assigned numerical designations (e.g., 561st Medical Company), while organic companies—those belonging to a battalion—are assigned

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

Battalion/Squadron

A battalion is composed of four to six organic or separate companies plus a headquarters element, all under the command of a lieutenant colonel (O-5), with a command sergeant major (E-9) as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored cavalry and reconnaissance functions. The Army has combat, combat support and combat service support battalions (e.g., 1st Battalion, 37th Armor; 249th Engineer Battalion; and Headquarters and Headquarters Company, 11th Transportation Battalion). In performance of particular missions, battalions are capable of attaching different types of companies to form battalion-sized task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. As part of their esprit de corps and unit identity, battalions are usually the lowest command level to have organizational colors and distinctive unit insignia.

Regiment/Group

"Regiment" is a traditional designation predating the U.S. Army, but it has largely been replaced by the term "brigade." Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiment being the most notable. Combat-arms units maintain their regiment name for the sake of tradition.



Cavalrymen with 2nd Squadron, 14th Cavalry Regiment, 2nd Brigade, 25th Infantry Division, prepare to conduct a daytime air assault mission with elements of the 25th Combat Aviation Brigade during an exercise at the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, 14 October 2020. The JRTC exercise is a capstone training event that allows 2nd Brigade to achieve certification for worldwide deployment while building interoperability with key allies in support of a free and open Indo-Pacific (U.S. Army photo by Sergeant Sarah Sangster).

For example, the 4th Squadron, 7th Cavalry and the 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army's most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinate elements, but they rarely operate as tactical entities.

Brigade

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

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

There are three current designations of BCTs:

- **Infantry BCTs** (IBCTs) include three infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a brigade engineer battalion and a logistics support battalion. IBCTs can also be organized to be airborne capable.
- **Armored BCTs** (ABCTs) include three mechanized infantry battalions, an armored reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a brigade engineer battalion.
- **Stryker BCTs** (SBCTs) are centered on the Stryker, an eight-wheel-drive armored vehicle.

SBCTs consist of three infantry battalions, a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support battalion, a brigade engineer battalion, a military intelligence company, an engineer company, a signal company, an antitank company and a headquarters company. The SBCT also has advanced command, control, communications, computer, intelligence, surveillance and reconnaissance (C4ISR) systems.

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

Multifunctional support brigades are similar to functional support brigades, but their purpose is to support BCTs. Various types of multifunctional brigade include: combat aviation; combat support; sustainment; fires; and battlefield surveillance.

Corps and Divisions

Divisions are led by major generals and comprise 10,000 to 15,000 Soldiers. Corps, which can comprise up to five divisions, are commanded by lieutenant generals and boast 20,000 to 45,000 Soldiers. They are capable of functioning as a joint task force (JTF) and joint force land component command (JFLCC). The three-star corps perpetuates the lineages and honors of a historical corps. The two-star division perpetuates the lineages and honors of a historical division. Any modular BCT or combat-support brigade may be assigned to any corps or division

without extensive task organization or augmentation. This improves the strategic flexibility to provide exactly the right capabilities to support the joint force commander.

Army

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

An army is a headquarters capable of assuming the duties of a JTF or JFLCC—with augmentation from other services—and controls operations. Each theater army is able to be part of both an ASCC and a JFLCC to support regional combatant commanders. Soldiers assigned to one of these commands will wear the patch of a traditional numbered army and perpetuate its lineage and honors.

Stationing the Army

The Army considers a broad array of criteria when assessing where units will be stationed. Criteria are based on strategic considerations, operational effectiveness, geographic distribution, cost and statutory requirements. For more information on where the Army is stationed around the world, read Chapter 6 and turn to the maps at the back of this book.

ReARMM: Regionally Aligned Readiness and Modernization Model¹⁵

ReARMM, a new force generation model, was introduced by Army leadership in October 2020. With its implementation beginning in October 2021, it replaces the Sustainment Readiness Model (SRM), which had served as the force generation model since 2016. While SRM was appropriate in the years following the troop drawdowns from Iraq and Afghanistan, helping the Army to pivot its focus on threats from Russia, China, North Korea and Iran, it no longer adequately meets the needs of an Army facing a multi-domain world. Readiness has been negatively influenced due to shortcomings in personnel, equipment and training, an unsustainable operational tempo (OPTEMPO) and a lack of funding; these difficulties have all combined to the

detriment of Soldiers, families and units, placing significant demands on the force.

ReARMM seeks to address these difficulties in a number of ways:

- aligning units against regional priorities;
- optimizing time available to plan, train and modernize;
- creating predictable windows to field capabilities to units;
- enabling the Army to transform into a multi-domain force and provide a predictable supply of ready units for the Army and the joint force; and
- building predictability for the reserve component, equippers and personnel managers.

Ultimately, ReARMM enables the Army to achieve the transformational change necessary to operate as a multi-domain land power, and it supports the Army's ability to compete by focusing units regionally with predictable, habitual relationships to specific missions and theaters. It synchronizes all Army components, providing predictably to formations.

Three Phases of ReARMM

ReARMM is intended to improve OPTEMPO with three, eight-month phases for the Regular Army and extended phases for National Guard and Army Reserve units. In the **modernization phase**, units focus on tasks to receive and integrate new capabilities. During the **training phase**, units operate these new



A UH-60 Black Hawk helicopter crew chief, assigned to 2nd Battalion, 25th Combat Aviation Brigade, points to several known landmarks as part of an aerial mission during Hanuman Guardian 22, Lop Buri, Kingdom of Thailand, 15 March 2022. Working together, the U.S. Army and the Royal Thai Army conduct multinational, combined task force events that are vital to maintaining the readiness and interoperability of security forces across the region (U.S. Army photo by Staff Sergeant Timothy Hamlin).

capabilities as they execute their mission-tailored training at echelon. In the **mission phase**, units execute various missions ranging from deployments for operations and/or exercises to placement as part of a contingency-ready force.

- **Modernization:** unit reorganization; integrating modern capabilities; processing displaced equipment; and new equipment fielding and training.
- **Training:** mission-tailored; regionally focused; happens at the individual, small unit and collective levels.
- **Mission:** designated units are assigned against specific missions and regions; units are on mission or ready for assignment.

Budget Organization

The Army operates on money appropriated by Congress as part of the federal budget, using a fiscal year (FY) calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2022 (FY22) began on 1 October 2021 and ends on 30 September 2022.

The Army budget process begins with commanders identifying requirements from the staff and field organizations and prioritizing their needs. Using guidance from the president's Office of Management and Budget (OMB) and the Department of Defense (DoD), the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the president's budget submitted to Congress in February. Congress reviews the budget with the intent of providing appropriation acts to the president before the beginning of the next FY. However, if no budget

agreement is reached by 1 October, Congress must pass Continuing Resolution Acts to allow departments to continue operating within stipulated restrictions.

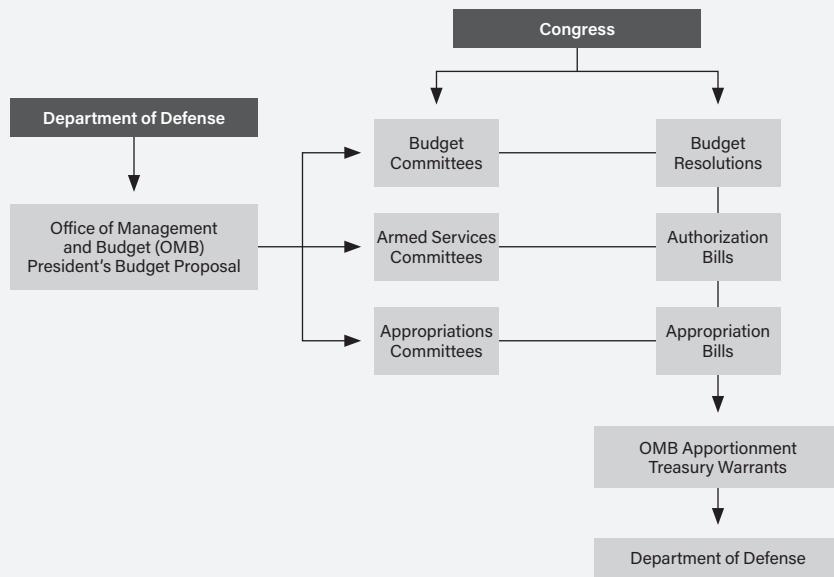
When the president signs the appropriation acts into law, the U.S. Treasury is the first to receive funds, followed by DoD and then the Army. Because the money is provided by appropriation, it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five FYs. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. However, due to ongoing operations, DoD requests funds that are specifically allocated for overseas contingency operations in addition to the base budget proposal. These funds fill the gaps between already appropriated money and the actual costs of operations. In some years, Congress may also pass a second bill, called a bridge supplemental, allowing the Army to continue operations in the time between the end of the last FY (the expiration date of the original supplemental bill) and the passing of the next year's budget (which can be up to several months later).

With the end of the Cold War, the 1990s saw a downward trend in defense funding as the United States reduced the size of its armed forces. The events of 9/11 reversed that trend; the wars in Afghanistan and Iraq and other national security concerns necessitated sharp budget increases in the first decade of the 21st century. While the second decade saw the sharp decreases that came with Sequestration, the FY23 military pay request represents an increase of \$3.2 billion compared to the previous enacted



Fire Direction Control Soldiers with the 145 Field Artillery Battalion, 65th Field Artillery Brigade, Utah National Guard, receive fire missions from forward observers and push instructions through to the artillery batteries during Western Strike 22, 10 June 2022, at Orchard Combat Training Center (U.S. Army National Guard photo by Staff Sergeant Ariel Solomon).

Department of Defense Budget Process



year. The military personnel budget includes a 4.6 percent pay raise for Soldiers and an increase for recruiting-and-retention incentives to support a total force of 998,500 Soldiers.⁶

¹ 2021 Army Posture Statement (APS), submitted by The Honorable John E. Whately and General James P. McConville to the House Subcommittee on Defense House Appropriations Committee, 1st Session, 117th Congress, 5 March 2021, 2–3.

² 2021 APS, 3–4.

³ Jen Judson, "Army's \$5.1B wish list to Congress would ramp up modernization, infrastructure efforts," *Defense News*, 11 April 2022.

⁴ Congressional Research Service, "The Army's AimPoint and Army 2030 Force Structure Initiatives," 31 January 2022, <https://crsreports.congress.gov/product/pdf/if/if11542/2>.

⁵ Kyle Rempfer, "New in 2021: How the Army wants to reduce deployment, training demands," *Army Times*, 31 December 2020; Kyle Rempfer, "New Army Readiness model to take effect in October," *Army Times*, 9 March 2021; Congressional Research Service, "The Army's New Regionally Aligned Readiness and Modernization Model," 9 March 2021; Major General Kurt J. Ryan and Colonel Jin H. Pak, "Operationalizing ReARMM: A sustainment perspective," *Army News Service*, 11 August 2021.

⁶ U.S. Army Public Affairs, "Army releases fiscal year 2023 presidential budget request," *Army News Service*, 28 March 2022.



ROSA

U.S. ARMY

The Soldier

What's Your Warrior?

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

The individual Soldier is the basic building block of all Army organizations and operations; the strength of the Army lies not only in numbers but also in its Soldiers. Soldiers develop mental, emotional and physical strength that is forged through shared values, teamwork, experience and training, answering the question of the Army recruitment slogan: "What's Your Warrior?"

Army Oath

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

Enlisted Oath

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

Officer Oath

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



An Army National Guard Soldier assigned to Alpha Company, 1st Battalion, 158th Infantry Regiment, 29th Infantry Brigade Combat Team, provides security prior to conducting troop maneuvers training during Exportable Combat Training Capability program at Camp Roberts, California, 18 July 2022 (U.S. Army National Guard photo by Staff Sergeant Matthew A. Foster).

Army Values

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

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

The Soldier's Creed

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

The Soldier's Creed

I am an American Soldier.

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

I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.

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

I am an expert, and I am a professional.

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

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

I am an American Soldier.

Ranks and Promotions

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

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, which includes noncommissioned officers (NCOs). Each rank is given a numbered designation (i.e., O-number, W-number or E-number) to indicate its pay grade and corresponding rank with those of other military services. For example, a colonel in the Army is an O-6, the equivalent of a Navy captain, whereas an Army captain, O-3, is the equivalent of a Navy lieutenant. A private first class is an E-3 in the Army but an E-2 in the Marine Corps. Sometimes two ranks may be assigned the same pay grade (e.g., specialists and corporals in the Army, both of whom are E-4s). The bulk of personnel are enlisted. The Army is an equal-opportunity employer, recruiting, enlisting, commissioning, promoting and retaining Soldiers wholly on the basis of skills. This intentionally provides the Army with a diverse composition of people.

Commissioned Officers

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

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

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

Warrant Officers

Warrant officers are highly-specialized experts and trainers in specific technologies, activities or skills.



U.S. Army Specialist Alyssa Heft, right, a Human Resources Specialist assigned to the 37th Infantry Brigade Combat Team, Ohio National Guard, receives her new rank of Specialist during a promotion ceremony at Camp Grayling, Michigan, 17 August 2022 (U.S. Army National Guard photo by Staff Sergeant Scott Fletcher).

U.S. Army Rank Insignia & Estimated Promotion Timelines

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

	Warrant Officer 1 (WO1)		Chief Warrant Officer 2 (CW2) <i>2 years + Warrant Officer Basic Course</i>		Chief Warrant Officer 3 (CW3) <i>7-8 years + Warrant Officer Advanced Course</i>		Chief Warrant Officer 4 (CW4) <i>12-14 years + Warrant Officer Intermediate Level Education</i>		Chief Warrant Officer 5 (CW5) <i>17-20 years + Warrant Officer Senior Service Education</i>
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The Warrant Officer's Creed

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Chief Warrant Officer 3 John Seeling, a network engineer, left, and Sergeant Anthony Gutierrez, a network technician, both assigned to G6, 4th Infantry Division, work to safely bring the network down so the Rear Command Post can move forward to its next objective at Fort Carson, Colorado, 18 August 2022 (U.S. Army photo by Specialist Tyler Brock).

They are single-track officers in that they stay within their specialties throughout their careers rather than rising through levels of command or staff duties. Warrant officers earn their warrants from the secretary of the Army upon completing Warrant Officer Candidate School. When promoted to chief warrant officer two, warrant officers receive a commission from the president and have the same legal status as commissioned officers.

Enlisted Personnel

Enlisted Soldiers must begin their service by successfully completing basic training—where they learn the Army culture and core skills of a Soldier—and attending Advanced Individual Training (AIT) to learn a specialty. The three lowest pay grades—private, private second class and private first class—are usually in training or on their first assignments. At E-4, specialists gain greater responsibilities within their career fields.

Though sharing the E-4 pay grade with specialists, corporals share the status of noncommissioned officer (NCO) with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers, but they also have the authority to direct Soldiers, manage operations and take on other leadership duties to accomplish a mission. NCOs are traditionally called “the backbone of the U.S. Army” because of their experience in and knowledge of their specialties, their devotion to duty and their dedication to the Army’s mission. As such, they not only transform recruits into teams of Soldiers but are often tasked with teaching lieutenants the basics of their new jobs.

The NCO's Creed

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

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

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

The Army's highest-ranking NCO is the sergeant major of the Army, who serves as an advisor to the chief of staff, Army, and as a spokesperson for the whole enlisted force among the command levels of the Army.

Training

No matter their rank, all personnel—including USMA and ROTC graduates—receive training upon entering the Army. Soldiers are also encouraged to continue both their military education and civilian college degree pursuits as they rise in rank. U.S. Army Training and Doctrine Command (TRADOC) operates an extensive Army school system that

provides military specialty training and professional military education. All Soldiers, including those in the Army National Guard and Army Reserve, have access to this education network. Generally, Army training can be categorized as institutional training and unit tactical training.

Institutional Training

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

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

Professional Military Education. An ongoing series of courses and schools helps develop leadership skills and warfighter knowledge among America's Soldiers. Schools for NCOs include the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy. Officer courses include the Command and General Staff College, the Armed Forces Staff College, the Army War College and the National Defense University (including the National War College, the Industrial College of the Armed Forces and the Joint Forces Staff College). Army officers may also attend U.S. Air Force and Navy schools or be assigned as exchange students at foreign military schools.

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

Military Doctrine. In addition to skills- and knowledge-based coursework, TRADOC helps the Army to formulate the warfighting and organizational strategies known as doctrine. This is achieved through scholarship of military techniques and strategies past and present, lessons learned from recent and

ongoing campaigns and experiments with equipment, behaviors and strategic theories.

Unit Tactical Training

Unit tactical training prepares units, individually or in tandem with other units, for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates three combat training centers that provide realistic training in a wide spectrum of environments: the National Training Center at Fort Irwin, California; the Joint Readiness Training Center at Fort Polk, Louisiana; and the Combat Maneuver Training Center at Hohenfels, Germany. These training centers offer opportunities to apply unit mission skills against well-trained "opposing forces" acting as the enemy.

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

Branch Training

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

- to engage in combat;
- to directly support combat elements;
- to provide combat service support or administration to the Army as a whole; or
- to practice in specialty branches such as legal or medical.

Soldiers who serve in these branches wear distinctive insignia on their uniforms. In addition, Soldiers may receive special insignia indicating their qualifications in certain skills. During their careers, Soldiers receive unit badges and earn medals and other honors displayed as ribbons on their dress uniforms. These decorations represent commitment to excellence and unit cohesion; Soldiers wear them proudly.



U.S. Army Lieutenant Colonel Shane Doolan, commander of the U.S. Army Chicago Recruiting Battalion, talks to race fans about recruitment opportunities at the Great Lakes Grand Prix, a speedboat race held at Lake Michigan, Indiana, on 6 August 2022 (U.S. Army photo by Staff Sergeant Keegan Costello).

Recruiting and Retention

As an all-volunteer force, the Army must recruit to meet its endstrength requirements, but it focuses on individuals who want to serve the nation and who have the commitment and endurance to stay the course.

The Army recruits most of its enlisted personnel through high schools and offices located in almost every community in the nation. The major source of officers is the senior ROTC program, operated by the U.S. Army Cadet Command at colleges and universities throughout the United States. Between Army ROTC and OCS, Cadet Command produces the majority of the Army's new second lieutenants. The command also oversees Junior ROTC units in the nation's high schools.

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



The Uniform

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

The Army Combat Uniform

The Army Combat Uniform (ACU) and the Flame-Resistant Army Combat Uniform (FRACU) consist of a jacket, trousers, patrol cap, moisture-wicking t-shirt and Army combat boots (temperate and hot weather) or mountain combat boots for rugged terrain. The ACU is worn with ancillary items, including embroidered U.S. Army tapes, name tapes and rank and shoulder sleeve insignia. At the commander's discretion, the patrol cap may be replaced by a black wool beret.

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

The Army Combat Uniform-Permethrin

All ACUs are treated with a standardized insect repellent called permethrin to provide additional protection against insects. The Army also issues permethrin-treated FRACUs to all deploying Soldiers. Permethrin is a synthetic insect repellent that mimics natural compounds found in chrysanthemum flowers. It is widely used in the civilian market to treat scabies and lice and is commonly used to treat commercially sold hiking and hunting gear.

The Army Combat Uniform-Alternate

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

The Operational Camouflage Pattern

Beginning in July 2015, the Army began issuing an ACU utilizing the new Operational Camouflage Pattern (OCP). Visually similar to the previous Multicam® pattern used by Army forces deployed to Afghanistan, this new pattern has replaced both it and the Universal Camouflage Pattern; all Soldiers were required to begin using the new camouflage pattern by 1 October 2019.

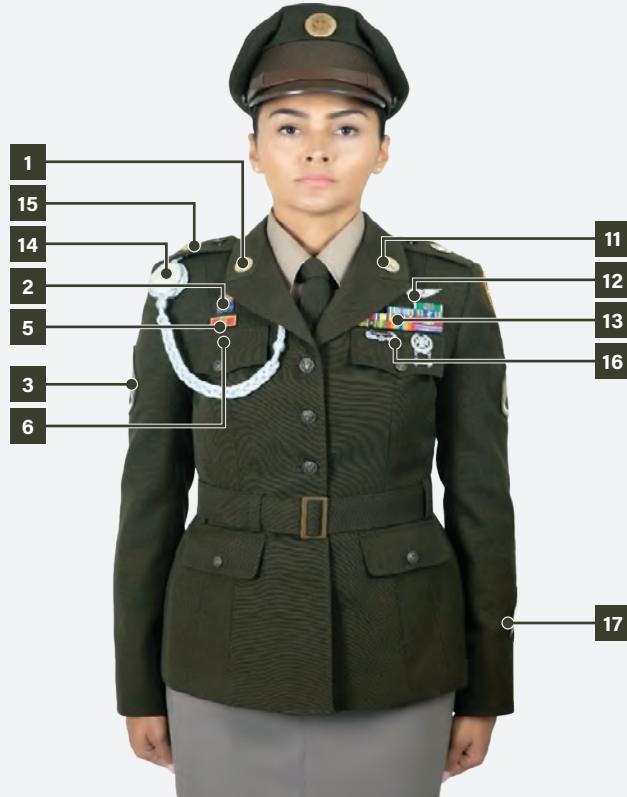
The Army Service Uniform

The Army Service Uniform (ASU) is a traditional-style uniform that appears both in the dress Army Blue and in the everyday business attire Army Green. With the reintroduction of the Army Green Service Uniform (AGSU), starting with its

Army Green Service Uniform (AGSU)



OFFICER



ENLISTED

1. U.S. insignia
2. Regimental distinctive insignia
3. Rank insignia
Officer rank insignia is worn on the shoulders. Enlisted rank insignia is worn on the sleeve.
4. Shoulder sleeve insignia (military operations in hostile conditions)
5. Unit awards
6. Name plate (not pictured)

7. Identification badge
8. Overseas service bars
9. Stripe
A stripe on the sleeve indicates an officer.
10. Shoulder sleeve insignia
11. Branch insignia
12. Combat and special skill badges
13. Campaign and service medal ribbons

14. German Marksmanship Award
15. Distinctive unit insignia
16. Special skill and marksmanship badges
17. Service stripes
Each diagonal stripe worn on the left sleeve represents three years of service in the Army.
18. Special skills tabs

design being finalized in 2019, the Blue ASU is reverting to an optional dress uniform. In either color, the ASU presents a distinctive appearance that readily identifies a Soldier to the American public.

Army Blue, as a uniform color, traces its origins back to the national blue of the American flag; it was first mandated for wear by Soldiers in the Continental Army of 1779. The "new" Army Green uniform was inspired and based on the uniform worn by America's "Greatest Generation" as they won World War II. Now, as they develop into the smart, thoughtful, innovative leaders of character outlined in the Army Vision, America's next greatest generation will wear a modern version of this uniform. The mandatory possession date for the new AGSU is 1 October 2027.

The Army Physical Fitness Uniform

This uniform consists of a black t-shirt (short- or long-sleeved) that reads "Army" in gold letters across the front. Black gym shorts bearing the same word on the front left leg are worn to match the t-shirt. In cold or inclement weather, a black fleece cap may be worn covering the ears, but eyebrows must be visible; black gloves may also be worn. A black windbreaker jacket, zipped up the front, is worn with sleeves rolled down; it has a yellow V-stripe across the front and bears the Army logo on the front left. Finally, black gym pants, with legs rolled down, and bearing the Army logo on the front left leg, are also worn as part of the complete inclement weather physical fitness uniform.

Army Service Uniform (ASU)



1. U.S. insignia
2. Regimental distinctive insignia
3. Rank insignia
Officer rank insignia is worn on the shoulders and beret. Enlisted rank insignia is worn on the sleeve.
4. Foreign badge
5. Unit awards
6. Name plate
7. Identification badge

8. Combat service identification badge
9. Overseas service bars
10. Stripe
A stripe on the sleeve and trouser leg indicates an officer (left image) or noncommissioned officer (right image).
11. Branch insignia
12. Combat and special skill badges
13. Campaign and service medal ribbons

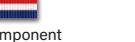
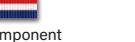
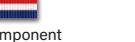
14. Blue infantry cord
Worn by Soldiers in infantry or airborne infantry units.
15. Distinctive unit insignia
16. Special skill and marksmanship badges
17. Service stripes
Each diagonal stripe worn on the left sleeve represents three years of service in the Army.

Army Combat Uniform (ACU)



- | | | |
|---|---|--------------------------------------|
| 1. Name tape | 4. Identification badge
(not pictured) | 8. Individual Tabs
(not pictured) |
| 2. American flag patch | 5. Rank insignia | 9. Shoulder sleeve insignia |
| The flag is reversed to give the impression of flying in the breeze as the Soldier moves forward. | 6. Skill qualification badges
(not pictured) | |
| 3. Shoulder sleeve insignia (former wartime service) | 7. U.S. Army tape | |

Service Medals & Ribbons

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

Combat & Special Skill Badges

Army Astronaut  Army Astronaut  Senior Army Astronaut  Master Army Astronaut	Army Aviator  Aviator  Senior Aviator  Master Aviator	Aviation  Aviation  Senior Aviation  Master Aviation	Flight Surgeon  Flight Surgeon  Senior Flight Surgeon  Master Flight Surgeon	Space  Space  Senior Space  Master Space
Combat Action		Combat Medical		Expert Soldier
 Combat Action First Award	 Combat Medical First Award			<p><i>The Expert Soldier Badge (ESB) proves a Soldier's proficiency in physical fitness, marksmanship, land navigation and other critical skills. To qualify to take the ESB test, Soldiers must pass the Army Combat Fitness Test, qualify as "Expert" on the M4/M16 rifle and be recommended by their chain of command.</i></p>
 Combat Action Second Award	 Combat Medical Second Award			Air Assault
 Combat Action Third Award	 Combat Medical Third Award			Pathfinder
 Combat Action Fourth Award	 Combat Medical Fourth Award			

Marksmanship Badges

Weapons Qualification				Distinguished Shot
 Marksman	 Sharpshooter	 Expert	 Sample Qualification Bars	 Distinguished Pistol Shot

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

Combat & Special Skill Badges

<p>Infantryman</p>  <p>Expert Infantryman</p>  <p>Combat Infantryman First Award</p>  <p>Combat Infantryman Second Award</p>  <p>Combat Infantryman Third Award</p>  <p>Combat Infantryman Fourth Award</p>	<p>Diver</p>  <p>Special Operations Diver</p>  <p>Special Operations Diver Supervisor</p>  <p>Salvage Diver</p>  <p>Diver Second Class</p>  <p>Diver First Class</p>  <p>Master Diver</p>	<p>Free Fall Parachutist</p>  <p>Free Fall Parachutist</p>  <p>Free Fall Parachutist Jumpmaster</p>  <p>Combat Military Free Fall One Jump</p>  <p>Combat Military Free Fall Two Jumps</p>  <p>Combat Military Free Fall Three Jumps</p>  <p>Combat Military Free Fall Four Jumps</p>  <p>Combat Military Free Fall Five Jumps</p>	<p>Parachutist</p>  <p>Parachutist</p>  <p>Senior Parachutist</p>  <p>Master Parachutist</p>  <p>Combat Parachutist One Jump</p>  <p>Combat Parachutist Two Jumps</p>  <p>Combat Parachutist Three Jumps</p>  <p>Combat Parachutist Four Jumps</p>  <p>Combat Parachutist Five Jumps</p>
<p>Explosive Ordnance Disposal</p>  <p>Explosive Ordnance Disposal</p>  <p>Senior Explosive Ordnance Disposal</p>  <p>Master Explosive Ordnance Disposal</p>	 <p>Driver and Mechanic</p>  <p>Sample Qualification Bar</p>	 <p>Parachute Rigger</p>	

Branch of Service Insignia

					
Acquisition Corps	Adjutant General's Corps	Air Defense Artillery	Armor	Army Medical Specialist Corps	Army Nurse Corps
					
Aviation	Army Bands	Cavalry	Chaplain, Christian Faith	Chaplain, Jewish Faith	Chaplain, Buddhist Faith
					
Chaplain, Muslim Faith	Chaplain, Hindu Faith	Chaplain Assistant	Chaplain Candidate	Chemical Corps	Civil Affairs
					
Corps of Engineers	Cyber Corps	Dental Corps	Electronic Warfare	Field Artillery	Finance Corps
					
General Staff	Infantry	Inspector General	Judge Advocate General	Logistics	Medical Corps
					
Medical Service Corps	Military Intelligence	Military Police Corps	National Guard Bureau	Nominative Senior Enlisted Leader	Ordnance Corps
					
Psychological Operations	Public Affairs	Quartermaster Corps	Signal Corps	Staff Specialist, Army National Guard	Special Forces
					
Sergeant Major of the Army	Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff	Transportation Corps	Medical Department - Veterinary Corps		

Tabs

Individual Tabs



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



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



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



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

Unit Tabs



Airborne
worn by Airborne and Air Assault units



Mountain
worn by the 10th Mountain Division



Advisor
worn by Security Force
Assistance Brigades



Jungle Expert
worn by graduates of the Jungle Operations
Training Center who are assigned to the U.S. Army
Pacific area of responsibility



Honor Guard¹
worn by 1st Battalion, 3d Infantry (Old Guard)



The U.S. Army Band
distinctive to each Army Band



Combined Division
worn by Soldiers at 2d Infantry
Division Headquarters

¹ Not pictured: Honor Guard tab for select Honor Guard units throughout the Army ("Honor Guard," white background and border with blue lettering); U.S. Army National Guard Honor Guard tab ("ARNG Honor Guard," blue background with yellow border and lettering).

Identification Badges



Presidential
Service



Vice Presidential
Service



Office of the
Secretary of Defense



Joint Chiefs of Staff



matches the Soldiers' shoulder
sleeve insignia for former wartime
service



Army Staff



Guard, Tomb of the
Unknown Soldier



Drill Sergeant



Career Counselor



Retired Service



Military Police



Military Horseman

Army Recruiter



Silver



Gold



Master

Army National Guard Recruiting and Retention



Basic



Senior



Master

Army Instructor



Basic



Senior



Master



The Army on Point

America's Army is the most capable and lethal ground force in the world. It was founded on 14 June 1775, when the Second Continental Congress established the Continental Army, instituting the first service of the armed forces of the United States. For 247 years, Soldiers have built a legacy of character, competence and commitment, symbolized by the 190 campaign streamers that adorn the Army flag—each one signifying the great sacrifices of Soldiers on behalf of the nation and the American people. Today, the U.S. Army is a force that is prepared to defend the nation and protect America's national interests, both at home and abroad, through prompt and sustained land combat.¹

The U.S. Army—Regular Army, Army National Guard and Army Reserve—remains prepared to fight and win its nation's wars as a member of the joint force, while continuing to serve as the nation's premier response force to protect Americans, allies and America's vital interests when unexpected crises arise. America's Army delivers highly trained forces for a broad spectrum of challenges, including continued COVID-19 response efforts in local communities, unprecedented natural disasters, non-combatant evacuations and support to NATO in response to an unprovoked Russian invasion into Ukraine.² In sum, Army forces compete below the level of armed conflict, and they fight and win against great-power competitors.

Army Support to Integrated Deterrence

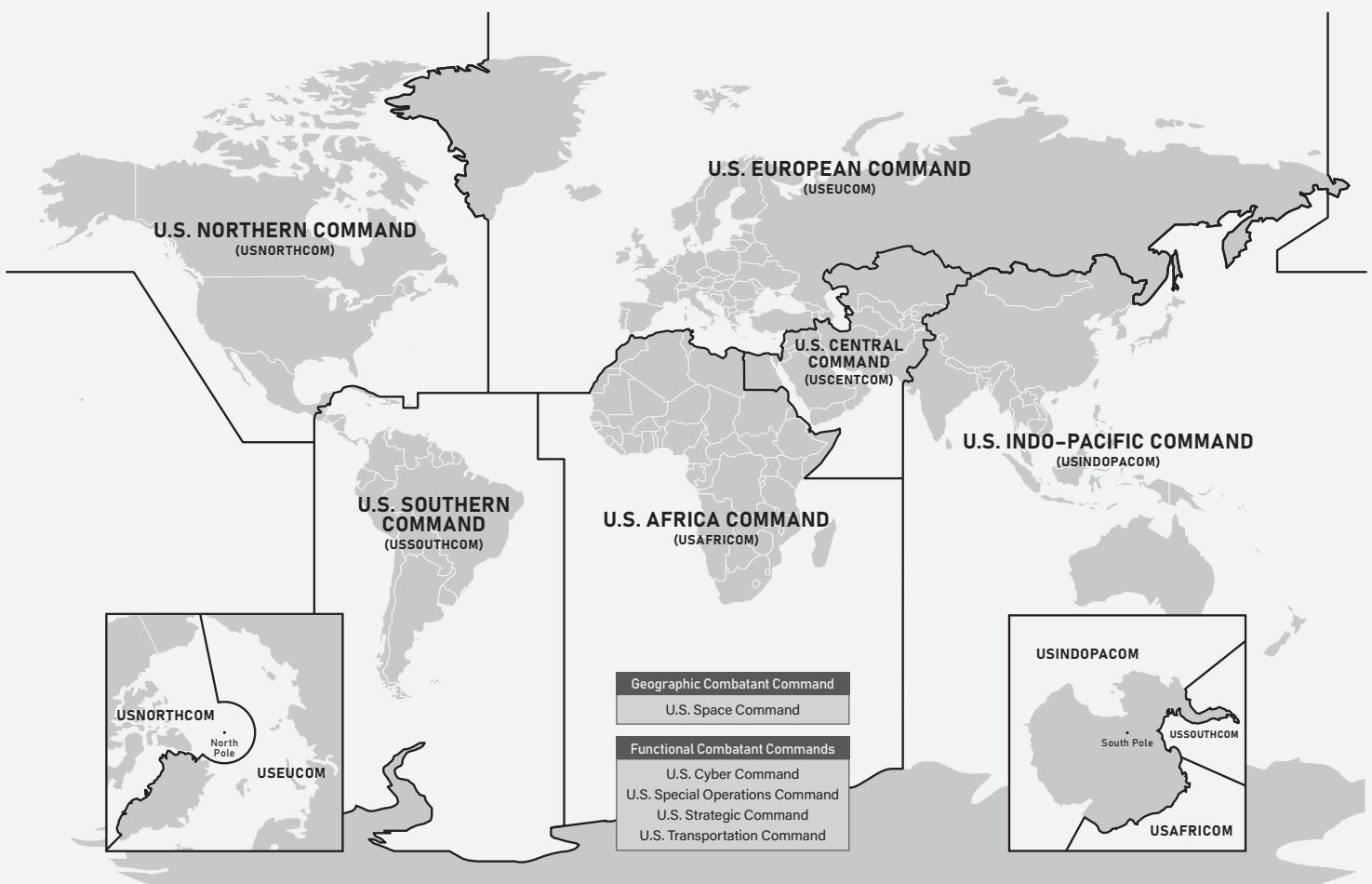
Integrated deterrence is a whole-of-government effort across multiple domains, theaters and the spectrum of conflict to ensure that the joint force—in close coordination with U.S. interagency and with America's allies and partners—makes the costs of aggression so clear to adversaries that they refrain from hostile behavior altogether. The Army's role is to provide combatant commanders (CCDRs) with combat-credible ground forces capable of fighting and winning in large-scale combat operations (LSCOs). For example, the Army is the backbone of the joint force in the Indo-Pacific—the priority theater for responding to China as the pacing challenge. And, in Europe, the Army remains the tip of the joint-force spear both in responding to Russia as an acute threat and in reassuring NATO allies.³

In the past two decades, the U.S. Army has feverishly worked to enhance its global capabilities in four areas, among others: strategic responsiveness; Multi-Domain Operations (MDO); support to allies and partners; and a strategy and resources for the Arctic region.

Strategic Responsiveness

Never before 2022 has the Army moved so many forces so quickly. For example, it took less than one week after receiving deployment orders for an armored

Geographic & Functional Combatant Commands



brigade to deploy from Savannah, Georgia, and land on the ground in Germany to start live-fire exercises with tanks drawn from Army prepositioned stocks (APS) in Europe. This is a tribute to the Army's collective strategic readiness that is exemplified by Army logisticians, force generation installations and power projection platforms required to equip, transport and project combat-ready ground forces.⁴

MDO

The rapid and continuous integration of all domains of warfare—MDO—is the Army's contribution to the Joint-All Domain Operations concept to present adversaries with multiple, simultaneous dilemmas. The joint force's ability to deter and, if necessary, win a conflict is significantly enhanced if the Army is not only equipped to fight on land, but also to leverage its landpower capabilities to affect the air, sea, space and cyberspace. Multi-domain task forces (MDTFs) are the organizational centerpiece in the Army's

operationalization of MDO. They are theater-level, multi-domain maneuver elements that synchronize long-range effects—e.g., electronic warfare, space, cyber and information—with long-range precision fires. MDTFs integrate these capabilities under one commander (CDR) while the unit's components conduct distributed operations to enhance survivability. The role of the MDTFs is to persistently compete to gain positions of advantage that it can leverage in crisis or conflict. By integrating non-kinetic effects and kinetic fires across all domains, MDTFs provide CCDRs with an enhanced menu of counter-A2/AD capabilities, that is, antiaccess/area-denial capabilities. The first MDTF—established in 2017 as an experimental unit at Joint Base Lewis-McChord—is focused on the Indo-Pacific. The Army's second MDTF was activated on 16 September 2021 at the U.S. Army Garrison Wiesbaden, Germany; it is aligned to Europe. The third one is in Hawaii, and the Army plans to create two more: one for the Arctic and one for global response.⁵

Support to Allies and Partners

A key dimension of the Army's transformation is the need to strengthen and expand—where possible—its work with allies and partners to actively campaign against coercive and revisionist Chinese and Russian activities. The Army's access, presence and influence around the world support dynamic, day-to-day military activities that bolster allies and partners while frustrating competitors. The Army's security assistance enterprise annually executes more than 6,100 foreign military sales cases, with 135 countries to build and strengthen allied and partner capacity. The leading edge of this campaign is the Security Force Assistance Brigades (SFABs). The six new SFABs, the last of which activated in 2020, are aligned with each geographic CCDR; they are strengthening relationships with allies and partners through training, advising and assistance.⁶

Strategy and Resources for the Arctic Region

This region encompasses a vast geographic area, overlapping the areas of responsibility (AoRs) of three separate geographic U.S. combatant commands (Northern Command, European Command and Indo-Pacific Command) and includes eight sovereign nations with inherent interest in the region.⁷ Key adversaries in the region, Russia and China, have deployed and continue to advance a range of capabilities to hold the homeland at risk with nuclear, conventional and cyberspace weapons. Additionally, these adversaries are taking actions below the level of armed conflict to erode U.S. global influence. For example, throughout 2019, Russia continued its expansion of military infrastructure in the Arctic by lengthening existing runways and building new ones. China invested heavily in

the Arctic Region, proclaiming itself to be a "near-Arctic" nation. Geographically, the Arctic is no longer a fortress wall, and the oceans are no longer protective moats for the United States; they are now avenues of approach for advanced conventional weapons and the platforms that carry them.⁸

In recognition of the strategic importance of the Arctic region to U.S. vital interests, the Army's senior leadership reactivated the 11th Airborne Division in Alaska in June 2022—this is the Army's only Arctic airborne division. As part of the Army's 2021 Arctic Strategy, the division consolidates two major Army units in Alaska—the 1st Stryker Brigade Combat Team (BCT), based at Fort Wainwright, and the 4th Infantry BCT, based at Fort Richardson—uniting 12,000 Soldiers in Alaska under one flag, underscoring the unit's Arctic orientation. Specifically, the Stryker BCT was reflagged to become the 1st Brigade, 11th Airborne Division, and will convert to an infantry BCT with a strong air assault capability, but it will also be able to maneuver in the Arctic. The 4th BCT was reflagged to become the 2nd Brigade, 11th Airborne Division, with an airborne capability. The 11th Airborne Division—these two newly reflagged brigades together with Headquarters, U.S. Alaska—will serve as the Army's leading experts for Arctic military operations.⁹

The Army around the World

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

The Northern Lights glow behind an Army Patriot M903 launcher station at Eielson Air Force Base, Alaska, 5 March 2022, during exercise Arctic Edge 2022. The exercise is designed to provide realistic and effective training for participants using the premier training locations available throughout Alaska (U.S. Air Force photo by Senior Airman Joseph P. LeVeille).





A U.S. Army Soldier assigned to Company A, 2-27 Infantry Regiment, 3rd Brigade Combat Team, 25th Infantry Division poses for a picture during a live fire exercise at Colonel Ernesto Rabina Air Base, Philippines, during Salaknib, 8 March 2022. Nearly 1,100 U.S. Army Pacific Soldiers participated in Salaknib alongside their Philippine counterparts to improve interoperability and strengthen partnerships across the Indo-Pacific (U.S. Army photo by Specialist Matthew Mackintosh).

The Pacific

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

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

The Chinese are also focused on joint, integrated operations across multiple domains of war. Tactically, its leadership has supported increasing naval force

deployments and developing new air force assets. Strategically, the Chinese have sought to employ soft attacks with electromagnetic energy systems, followed by hard attacks. For example, cyberattacks or the use of electromagnetic pulse weapons might precede precision kinetic weapons.¹¹ As early as July 2019, General Mark A. Milley, Chairman of the Joint Chiefs of Staff (CJCS), called China "the main challenge to U.S. national security over the next 50–100 years."¹²

Operational Concept. To counter these threats and overcome the "tyranny of distance" (the Maldives to the coast of California is 9,000 miles), the Army operates through U.S. Army Pacific (USARPAC), the Army Service Component Command (ASCC) to the joint force. It provides forward-stationed and rapid-reinforcing, rotational forces, as well as an operational and deployable theater Army headquarters at Fort Shafter, Hawaii, to support U.S. Indo-Pacific Command (USINDOPACOM). USARPAC is engaged throughout this vast region, providing active and reserve component (AC and RC), combat-credible forces. As the backbone of the joint force in the Indo-Pacific, USARPAC provides the joint force with the decisive, integrated landpower that is required to: succeed in competition; rapidly transition and respond during crisis; and prevail in low-intensity and large-scale conflict.¹³ USARPAC contributes to integrated deterrence through three flagship efforts: the Joint Pacific Multinational Training Center; *Operation PATHWAYS*; and Exercise Forager.¹⁴ For more information on the mission and activities of USARPAC, see p. 91.

Northeast Asia. Forward-stationed in Japan, the U.S. Army Japan and I Corps (Forward), located at Camp Zama on the island of Honshu, is a major subordinate command of USARPAC. It is responsible for

conducting bilateral relations between the United States and Japan, furthering the mutual defense of Japan and providing mission command in support of contingency operations in Asia. Also forward-stationed is the Eighth Field Army in Korea. It provides mission command over multiple U.S. and multinational corps. It contributes to the joint force by providing intelligence, air and missile defense, theater communications, infrastructure and sustainment. Administrative and logistical responsibilities in Korea previously held by Eighth Field Army now reside with USARPAC, making it the sole ASCC for the theater. This realignment has allowed Eighth Field Army to exclusively focus on its operational mission, as well as implementing two bilateral agreements between the United States and South Korea. These agreements have relocated U.S. Forces Korea from Seoul to Camp Humphreys in Pyeongtaek and have consolidated the American footprint, thereby providing strategic depth on the peninsula.

In addition to the forward-stationed forces in Korea, the Army has provided, in nine-month intervals, combat-credible, rotational forces—an armored BCT—from the United States to bolster the defense of Korea. This capability to rapidly flow forces from the United States remains a cornerstone of America's defense strategy. USARPAC also has available forward-deployed forces in or around the rim of the Indo-Pacific region. Together with the ever-increasing capability and readiness of APS in theater, these measures strengthen the American network of allies and partners and improve the Army's ability to conduct LSCOs against great-power competitors.¹⁵

Expeditionary Capability. Expeditionary mission command capability is extremely important to the joint force in this theater, and the Army provides numerous response options to meet this need. Beyond large-scale assets such as a deployable corps,

a corps (forward) and a division headquarters, USARPAC has a smaller-scale contingency command post—a rapidly deployable mini-theater army headquarters—that can perform mission command functions for up to a month anywhere in the region without augmentation. Combined with Eighth Field Army's capability to support joint operations outside of the Korean peninsula, USINDOPACOM has in its tool kit an agile, scalable Army mission command capability.

Support to Allies and Partners. The Army's theater engagement and partnership program has been a bedrock of American defense cooperation for many years. Such engagement improves the readiness of Army forces and their partners, reinforces U.S. commitments, assures regional powers of U.S. intentions and strengthens cooperative networks with emerging powers. Military relationships with U.S. allies in the region—Australia, Japan, Republic of Korea, the Philippines and Thailand—remain strong. They do so, in part, because of USARPAC's *Operation PATHWAYS* program, which annually projects thousands of Army forces and equipment sets into the region to execute a series of international exercises that strengthen joint force integration and promote interoperability with allies and partners. It also allows USARPAC, as the Theater Army, to prepare, rehearse and validate training for strategic movement, operational maneuver and tactical employment of land forces across extended distances west of the international date line.¹⁶ In June 2022 alone, U.S. Soldiers trained in Singapore, Malaysia, Guam, Mongolia and Hawaii, with exercises in Australia, Indonesia, Republic of Korea, Japan, Fiji and India planned for the remainder of 2022.¹⁷ These multinational, Army-led exercises throughout the region are central to the development of partner military capabilities and the demonstration of U.S. expeditionary capability.

A U.S. Army Soldier from Braves Company, 4th Battalion, 23rd Infantry Regiment, 2nd Brigade, 2nd Infantry Division, and soldiers from the Royal Thai Army participate in an air assault training mission as part of Hanuman Guardian in LopBuri, Thailand, 12 March 2022. Hanuman Guardian provides a venue for both the United States and partner nations to advance interoperability and increase partner capacity in planning and executing a complex and realistic multi-national force and combined task force operations (U.S. Army photo by Private First Class Wyatt Moore).



As previously mentioned, the SFABs play a crucial role in strengthening relationships with allies and partners through training, advising and assistance. In the USINDOPACOM region during Fiscal Year 2021 (FY21) and FY22, the 5th SFAB deployed 40 advisory teams to 14 nations: Bangladesh, Fiji, India, Indonesia, Japan, Malaysia, the Maldives, Mongolia, Nepal, Papua-New Guinea, Philippines, Republic of Korea, Singapore and Thailand.¹⁸

Europe and Africa

Background. 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 (WMDs) and infectious disease.¹⁹

Russia's nuclear arsenal and strike capability remain an enduring, existential threat to the United States and its peaceful allies and partners. A central concern is Russia's non-strategic nuclear weapons stockpile and its government's potential to use these weapons in crises or conflict.²⁰ The unprovoked and unjustified Russian armed attack against Ukraine, beginning again in February 2022 six years after the 2014 Russian annexation of Ukrainian Crimea, is yet another example of great-power competitors posing a formidable challenge to protecting U.S. vital interests. Russia also retains a military presence on sovereign soil in Moldova and Georgia against the will of those nations.²¹ Additionally, Russian activities in the Arctic—increased basing, military hardware, exercises, etc.—have dramatically increased since 2017.²²

Both China and Russia have long recognized the strategic and economic importance of Africa and

continue to seize opportunities to expand their influence across the entire African continent. Over half the world's farming land is in Africa and, when effectively managed, Africa's population growth and rich national resources drive progress. Of particular note is that 26 African nations hold reserves of minerals determined to be critical to the U.S. economy and national security. Beyond its geostrategic location—it sits astride six strategic chokepoints—Africa possesses vast, untapped energy deposits, including one-third of the world's mineral reserves and rare earth metals.²³

Fortunately, DoD has two unified commands—U.S. European Command (USEUCOM) and U.S. Africa Command (USAFRICOM), both headquartered in Europe—that oversee U.S. security interests on these two large continents. Simply put, these commands and their partners counter transnational threats and malign actors, strengthen security forces and respond to crises, advancing U.S. national interests and promoting regional security stability.²⁴

The U.S. Army previously had an ASCC for each of the unified commands: USEUCOM and US-AFRICOM. However, on 10 November 2020, the Army announced the consolidation of U.S. Army Europe (USAREUR) and U.S. Army Africa (US-ARAF) into one ASCC—U.S. Army Europe-Africa (USAREUR-AF). This transformation improves the Army's ability to meet the African and European strategic and operational objectives outlined in the *National Defense Strategy (NDS)* by consolidating ASCC functions under one four-star headquarters in Wiesbaden, Germany.²⁵

USAREUR-AF forces are strategically positioned across a 104-country AoR; there are more than 45,000 U.S. Army personnel assigned and deployed throughout Europe and Africa.²⁶ The increased



Ghana Special Operations work together to clear the surrounding area of a building during close-quarters combat training in Tifnit, Morocco, during African Lion 22, 23 June 2022. African Lion is U.S. Africa Command's largest, premier, joint, combined annual exercise. More than 7,500 participants from 28 nations and NATO train together with a focus on enhancing readiness for U.S. and partner-nation forces (U.S. Army National Guard photo by Specialist Mackenzie Willden).

A U.S. Soldier assigned to the 1st Battalion, 68th Armor Regiment, 3rd Armored Brigade Combat Team (ABCT), 4th Infantry Division, scans for targets using a Javelin shoulder-fired antitank missile during a live-fire exercise at Drawsko Pomorskie, Poland, 4 August 2022. The 3/4

ABCT is among other units assigned to the 1st Infantry Division, working alongside NATO allies and regional security partners to provide combat-credible forces to V Corps, America's forward-deployed corps in Europe (U.S. Army National Guard photo by Staff Sergeant Gabriel Rivera).



responsibilities of overseeing Army operations across two continents are enabled by the reactivation of V Corps and the Southern European Task Force (SETAF), Africa.²⁷ USAREUR-AF remains at the center of the framework for strong deterrence and 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 its international commitments.²⁸

On the European Continent (except Italy). The primary mechanism through which U.S. Soldiers are stationed in Europe is NATO. It has provided security and safeguarded members' freedom since its inception in 1949. The U.S. Army presence in Europe represents more than 70 years of strong and steadfast commitment to regional stability and collective defense. The presence of Army forces reassures allies and partners and provides the physical and lethal deterrence necessary to counter threats to U.S. interests in Europe while honoring America's commitment to NATO. As such, the U.S. Army not only has forward-stationed (under the lineage of Seventh Army) but also has U.S.-based rotational forces (rapid reinforcement) trained and ready to deter and, if that fails, to fight and win.

The Army in Europe provides to USEUCOM ready, lethal and combat-credible ground forces—airborne, stryker, fires and sustainment—strategically positioned across 51 countries, to deter aggression and contribute to peace and stability in Europe. For more information on the mission and activities of Army forces in Europe, see p. 89. Considering Russian incursions since 2014, the Army has bolstered its forward-stationed forces with rotational forces—combat-credible armored, aviation and logistics—deploying from the United States.

These nine-month rotations, in support of *Operation Atlantic Resolve*, not only increase capability and capacity, but also build readiness, increase interoperability and enhance the bond between ally and partner militaries through multinational training events. In the face of the aforementioned 2022 unprovoked Russian armed attack on Ukraine, the Army has also sent additional combat and combat support units to Eastern Europe to bolster NATO's defenses and has taken measures to increase the readiness of forward-stationed sustainment units. To provide oversight of operations in Europe for this array of Army assigned and rotational forces, the senior leadership of the Army reactivated V Corps, placing its headquarters at Fort Knox, Kentucky, with a forward command post in Poznan, Poland. The Army also established in Europe the 56th Field Artillery Command and the 2nd MDTF to increase U.S. and NATO capabilities across multiple domains.²⁹ U.S. Army crisis-surge deployed forces included: two corps (XVIII Airborne Corps and the reactivated V Corps); two divisions (82nd Airborne Division and the 1st Infantry Division); six BCTs (three of which are armored BCTs); and two combat aviation brigades.³⁰

In June 2022, President Biden announced that additional headquarters and forces would deploy to Europe, beyond the crisis-surge mentioned above; specifically, the Army will: permanently station in Poland its forward V Corps headquarters; establish in Germany an air defense and engineer headquarters; rotate a BCT to Romania; reinforce the Baltic countries with rotational forces; and seek to enhance rotational forces in Poland. In sum, the Army will have at least four BCTs in Europe.³¹

The Army's participation in more than 50 multinational exercises in Europe each year sharpens



U.S. Army Soldiers with 1st Battalion, 503rd Infantry Regiment, 173rd Airborne Brigade, conduct a live fire training event during Justified Accord, 9 March 2022. Over 800 personnel participated in the exercise, representing the United States, Kenya Defence Forces, allied nations and partners (U.S. Army photo by Sergeant N.W. Huertas).

both strategic and tactical readiness. One of the most critical of these exercises is Defender Europe. Its purpose is to build strategic readiness by deploying a combat-credible force to Europe in support of the NDS. Units deploy from the United States and, once in theater, draw APS from locations in Belgium, Germany and the Netherlands. They then spread out across the region and participate in various annual exercises. Defender Europe 2022 included more than 3,400 Army personnel and more than 5,100 multi-national servicemembers from 11 allied and partner nations. This exercise involved elements of the Total Army—active Army (nearly 2,000 Soldiers), National Guard (more than 1,250 Soldiers from six states) and Army Reserve (180 Soldiers)—who drew 300 pieces of equipment from APS.³² Moreover, in FY21 and FY22, the 4th SFAB deployed advisory teams to 10 nations in support of field exercises: Albania, Bosnia, Georgia, Germany, Hungary, Kosovo, Latvia, North Macedonia, Poland and Romania. SFAB advisory teams are also training with several multi-national partners to assess and enhance their integration into forward deployed NATO battlegroups.³³

Finally, AC and RC Soldiers support NATO missions such as the Enhanced Forward Presence in Poland and the Kosovo Force. Additionally, the Army in Europe (not including Italy) conducts important regional security initiatives—the Georgia Defense Readiness Program and the Joint Multinational Training Group-Ukraine training mission.

On the African Continent (and in Italy). The U.S. Army's involvement in Africa dates to 25 October 1955, when SETAF was activated in Italy. During the latter half of the 20th century, the Army recognized the need for contingency forces for this region and increased its force levels by adding an airborne battalion combat team and a signal support unit,

together with taking operational control of two Army artillery groups in Greece and Turkey. From the early 1990s through the first decade of the 21st century, SETAF became the command and control (C2) headquarters for the Army and joint units—a joint task force headquarters (JTF-HQ). The headquarters and/or its elements led operations in northern Iraq (*Operation Provide Comfort*), Entebbe Uganda, Rwanda, the Congo, Liberia, Afghanistan, Romania, Bulgaria and the Republic of Georgia. By then, the airborne battalion had evolved into SETAF's 173rd Airborne Brigade, which conducted a parachute assault into northern Iraq in March 2003. By 2006, the 173rd Airborne Brigade had transformed into an airborne BCT and deployed again in May 2007, this time to Afghanistan.

Recognizing the broad mission set and the increased importance of Africa to America's national security interests, the Army, early in the 21st century, redesignated SETAF to be USAFRICOM's ASCC—U.S. Army Africa (USARAF)—headquartered in Vicenza, Italy. While in implementation, USARAF provided mission command, set the theater, conducted security force assistance and supported joint and international partners. It also served as the JTF-HQ in support of USAFRICOM contingency operations, its most important mission. The 173rd Airborne BCT and its supporting AC and RC units largely comprised Army forces in the theater as part of the lineage of Ninth Army. In November 2020, as previously mentioned, the USARAF ASCC combined with the previous USAREUR ASCC to form the new U.S. Army Europe-Africa: USAREUR-AF. The Africa/Italy portion of the new ASCC does, however, remain responsible for all operations and assets in Africa and Italy, including the 173rd Airborne Brigade and SFAB teams deployed to Africa. Additionally, in accordance with President Biden's

June 2022 announcement of additional forces being stationed in Europe, Italy will gain a short-range air defense artillery battery.³⁴ For more information on Army forces in Africa and Italy, see p. 89. To bolster readiness, the 2nd SFAB deployed 38 advisory teams to nine African countries, including Djibouti, Ghana, Morocco, Niger, Senegal, Somalia, Tunisia and Uganda, in addition to partnering with Senegalese units for a rotation at the Joint Readiness Training Center.³⁵

To assess USARAF's capability, USAFRICOM scheduled a combined joint exercise—African Lion 20—which was to be conducted in Morocco with related activities in Tunisia, Senegal, Italy and the United States. USARAF established the exercise's combined JTF-HQs, integrating USAFRICOM's components and internal partners, to solve a complex, trans-regional crisis. Nearly 4,000 U.S. servicemembers began to join approximately 5,000 military personnel from Morocco, Tunisia, Senegal, Spain, the United Kingdom and the Netherlands in USAFRICOM's largest exercise to date. However, due to COVID-19, the exercise was initially merely scaled back while deployments continued, but it was eventually entirely canceled just prior to its planned start date of 23 March 2020. Some exercise objectives were still met, however, and were used to formulate planning for African Lion 2021. In the summer of 2021, 31 partner nations joined USAFRICOM for African Lion 2021 to enhance readiness of U.S. forces and to strengthen African security capabilities. Unfortunately, USAFRICOM's joint exercise program saw cuts from 2020, resulting in the cancellation of three exercises in 2021.³⁶ On 20 June 2022, the United States and Morocco launched African Lion 2022 amid heightened tensions between Morocco and Algeria. The exercise, which began in the southern Moroccan region of Agadir, involved approximately 7,500 personnel from 10 nations, such as Brazil, France and the United Kingdom. Some aspects of the exercise occurred in Tunisia, Senegal and Ghana. According to CDR, SETAF-Africa, the goal was to increase the cooperation between the countries of Africa (specifically in West Africa) and to strengthen relations with Morocco.³⁷

Another important mission is the Combined Joint Task Force-Horn of Africa (CJTF-HOA) in Djibouti. This JTF comprises Soldiers and servicemembers from other U.S. armed forces, civilian employees and representatives of coalition and partner countries. Using a whole-of-government approach to face challenges in this region, CJTF-HOA focuses on military-to-military activities as well as on humanitarian initiatives. It works to promote security in the region—a goal that inevitably reaches far beyond the immediate area. Established at Camp Lejeune,

North Carolina, in 2002, and now located at Camp Lemonnier in Djibouti City, Djibouti, CJTF-HOA has supported medical civil action and veterinary civil action projects in addition to digging wells and building schools, clinics and hospitals.

The Middle East

Background. The Middle East has been a volatile region since the breakup of the Ottoman Empire in World War I. The United States, along with other nations, has tried to create stability and security in the region for almost 50 years, often involving U.S. military forces, most recently in Afghanistan and Iraq. Currently, regional state adversaries, such as Iran, present significant challenges as they pursue advanced capabilities and WMDs to gain regional influence and ensure regime survival. Moreover, transnational terrorist organizations continue to threaten the vital interests of the United States and those of U.S. allies and partners throughout this region.³⁸

In the early 1980s, the Middle East emerged as a complex region requiring a broad and continuing U.S. focus. Unfortunately, DoD's ability to adequately resource this theater faced numerous challenges, such as overflight restrictions enroute to the theater, limited access into the theater and few fixed bases once there. To overcome these conditions, DoD formed a standing, rapid-deployed JTF, headquartered in Florida, to respond to threats emanating from this area of the world. It soon became apparent, however, that in an AoR that, at the time, covered more than 4 million square miles, included 20 countries and intersected three continents, a new command arrangement was necessary: one that



Soldiers from the 3-157th Field Artillery Battalion conduct an emergency deployment readiness exercise on Ali Al Salem Air Base, Kuwait (U.S. Army photo by Sergeant Nicholas Ramshaw).

not only would have C2 over U.S. forces, but would also have directive authority regarding logistics and sustainment. These conditions and challenges led to the establishment of a new unified command—U.S. Central Command (USCENTCOM) in March 1982. Its broad and continuing mission is to protect U.S. vital interests in the Middle East. Now, USCENTCOM's AoR consists of more than 550 million people (22 ethnic groups speaking 18 languages), located in 21 countries (Israel became the newest, in 2021), still spanning more than four million square miles and containing three internationally strategic chokepoints. The synergy of these data points highlights why the current CDR of USCENTCOM is prioritizing efforts to understand the culture of this AoR—not only to educate but also to rebuild America's human intelligence capability.³⁹ Since its establishment, USCENTCOM has played and will continue to play a critical role in executing America's defense strategy in Iraq, Afghanistan, Syria and other countries in the region.

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

mission is to provide enduring support to the joint force, to set and maintain the theater and lead building partner capability mission sets to secure U.S. and allied interests in the AoR and, on order, to transition to a Coalition Forces Land Component Command.⁴⁰

Operations. USARCENT also leads several named operations that are actively engaged in counter-terrorism and in advising in hostile territory as part of other multinational missions. Since there are limited numbers of ground forces assigned to USARCENT, the Army provides rotational forces as well as no-notice reinforcing forces from the United States to enhance capabilities and capacity in the theater. The command regularly participates in 18 exercises and more than 200 engagements with its allies and partners.⁴¹ Unfortunately, COVID-19 and reduced budgets for exercises impinged upon USARCENT's ability even to maintain (let alone expand) existing exercises, despite a desire to do so.⁴²

Afghanistan: Operation Freedom's Sentinel (OFS). In response to 9/11, *Operation Enduring Freedom* (OEF) was launched on 7 October 2001, with the mission to destroy terrorist training camps and the al Qaeda infrastructure within Afghanistan. The initial focus of OEF was to destroy the regional terrorist threats and then to prevent Afghanistan from becoming a safe haven for al Qaeda and other extremist organizations. OFS is the follow-on campaign that replaced OEF on 1 January 2015; at that time, 13,000 military personnel from 41 nations (10,000 from the United States) commenced a new NATO mission: Resolute Support. This mission focused the coalition's effort on training, advising and assisting the Afghan security institutions and the Afghan National Defense and Security Forces. In the past, the 3rd SFAB has supported: *Operation Inherent Resolve*; OFS; and the entire AoR. After the withdrawal from Afghanistan in the summer of 2021 (which the SFAB helped coordinate), it has deployed approximately 10 teams in FY21 to the United Arab Emirates, Jordan, Kuwait and Iraq to advise partner land forces on interoperability through persistent presence.⁴³

Iraq and Syria: Operation Inherent Resolve (OIR). In March 2003, a coalition led by the United States invaded Iraq and overthrew the government of Saddam Hussein—*Operation Iraqi Freedom* (OIF). Though Hussein was captured in December of that same year and was subsequently executed, the conflict continued for much of the next decade, as an insurgency emerged to oppose the coalition and the newly formed Iraqi government. In 2011, the United States withdrew from Iraq; however, three years later, a new coalition, also led by the United States,



U.S. Army Soldiers distribute care packages, provided by Spirit of America, to Afghan evacuees at Camp As Sayliyah, Qatar, 5 September 2021 (U.S. Army photo by Specialist Aaliyah Craven).

An MH-60 helicopter from the 160th Special Operations Aviation Regiment takes off during sunset to drop off Operational Detachment Alpha members into High Altitude Low Opening operations alongside Ecuadorian Partners forces as part of Joint Combined Exchange Training Ecuador 2022 in Manta, Ecuador (U.S. Army photo by Specialist Christopher Sanchez).



was formed to counter the extant insurgency. On 15 October 2014, DoD designated OIR to degrade and destroy the Islamic State, frequently known as ISIS. This was followed two days later by USARCENT being designated as the CDR of the Combined Joint Task Force-Operation Inherent Resolve (CJTF-OIR). In this role, CJTF-OIR established a combined (multinational) and joint (multiservice) headquarters to oversee operations. The U.S. Army has provided both general purpose—airborne, armored, etc.—as well as special operations rotational forces to OIR. In addition to named operations, approximately 2,500 Soldiers from the Army's no-notice ready brigade in the United States rapidly deployed to Iraq in late December 2019—one battalion in 21 hours and one BCT in 122 hours—to bolster security in the USARCENT area after a rocket attack killed an American contractor in Iraq and the U.S. Embassy in Baghdad was stormed.⁴⁴ The SFAB and Army Special Operations Forces (ARSOF) are now the primary Army forces in these two countries.

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

South America, Central America and the Caribbean

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

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

In 2019, the Chinese government absorbed three more Latin American countries into its "One Belt One Road" initiative, bringing the regional total to 19—more than half of all countries in the region. China now has 29 government exchange programs with Latin America and the Caribbean, and it continues to expand offers of professional military education, equipment donations and funding for infrastructure projects. Russia once again projected power into the region, establishing a military



Private First Class William Rivera, from the Puerto Rico Army National Guard, standing, provides guidance to two El Salvador Army soldiers while they treat a wounded soldier during a practical exercise on combat lifesaver skills during CENTAM (Central America) Guardian 22 in Chalatenango, El Salvador on 4 May 2022. CENTAM Guardian is an annual multinational exercise designed to build humanitarian assistance/disaster response capacities and promote cooperation and interoperability between participating forces (U.S. Army photo by Kaye Richey).

footprint in Venezuela; deploying for the first time its most advanced nuclear-capable warship; and sending a research ship capable of mapping and cutting underseas cables, as well as two other naval research vessels to operate near the North America continent. Under Russian and Cuban tutelage, oppression in Venezuela is ever-increasing. Iran, which has exported its state-sponsored terrorism to the Americas in the past, maintains facilitation networks and raises funds through its proxy, Lebanese Hezbollah. Having a footprint in the region also allows Iran to collect intelligence and conduct contingency planning for possible retaliatory attacks against U.S. and/or Western interests. These malign state actors are part of a vicious circle of threats that deliberately erode stability and security in the region.⁴⁵ USSOUTHCOM, headquartered in Miami, Florida, is postured to counter these threats and to maintain the regional balance of power in favor of the United States by recognizing the importance of and strengthening partnerships within the region.

Concepts and Initiatives. The U.S. Army, with a long history in the Caribbean and in Central and South America, continues to share responsibility for fostering peace and stability in the Western Hemisphere. U.S. Army South (USARSOUTH)—the ASCC of USSOUTHCOM—conducts and supports multinational operations and security cooperation in this AoR to counter transnational threats and to strengthen regional security in defense of the homeland. It can also be required to serve as a Joint Task Force Land Component Command, or simply as a JTF, as directed. Headquartered at Fort Sam Houston in San Antonio, Texas, USARSOUTH has supported U.S. national security objectives in the region through proactive engagement and enduring partnerships with its judicious use of limited assigned forces—intelligence, signal, sustainment

and medical—under the lineage of Sixth Army. The command maintains depth through regional alignment with Regular Army, Army National Guard and Army Reserve units.

USARSOUTH regional efforts are also integrated with and complemented by 18 National Guard State Partnership Program units (Army and Air Force) that maintain enduring relationships with 24 counterparts in the AoR. In 2021, the New York National Guard exchanged counterterrorism lessons learned from 9/11 and took part in Exercise Tapio 21, led by Brazil. Moreover, in September 2021, South Carolina National Guard medical personnel, working with its state partner, Columbia, provided care to remote villagers in Tamana. The RC is embedded in all major USSOUTHCOM exercises and, through a combination of part-time and full-time support, provides 30 percent of the USSOUTHCOM headquarters staff, 20 percent of its Security Cooperation mission, 63 percent of its Joint Task Force-Guantanamo Bay (JTF-GTMO), 25 percent of Joint Task Force-Bravo (JTF-B) and 25 percent of Special Operations Command South.⁴⁶ This combination of active and reserve forces provides a scalable, flexible, agile and responsive team with unique professional skills and unmatched experience.

Contingency response represents the most likely venue for the deployment of Army forces in this AoR. The unique geographical characteristics of the region make it vulnerable to devastating natural disasters, which often require international support to save lives and mitigate suffering. In addition to frequent hurricanes and destructive earthquakes, the region is also affected by volcanoes, mudslides, flooding, fire and tsunamis. As the largest of the USSOUTHCOM components, USARSOUTH is tasked to form the core of a JTF for contingency

response. It maintains a C2 node capable of responding to short-term contingency requirements. Within 72 hours, it can deploy in response to natural disasters and catastrophic events throughout the AoR. The initial deployment package can be expanded to a larger contingency command post or JTF, depending on the severity of the contingency event. For more information on USARSOUTH, see p. 96.

In Central America, USSOUTHCOM's JTF-B has built collective response and security capability and readiness in Army forces and partner militaries. Established in 1984, its mission is to: conduct and support U.S. joint, combined and interagency operations that increase regional security; support interagency operations in coordination with U.S. military and U.S. embassy country teams; support regional humanitarian and civic assistance, disaster relief and contingency missions; and plan, coordinate and conduct regional search and rescue operations.

Support for Allies and Partners. There are myriad examples of strengthening partnerships in the region:

- **The Conference of American Armies** (CAA) is an international military organization consisting of armies from the North and South American continents. The organization conducts a two-year cycle of special conferences and exercises hosted by different member armies; the Brazilian Army hosted the 35th Cycle in April 2022. Since 1961, the CAA has provided a venue for the U.S. Army Chief of Staff to engage in multilateral and bilateral dialogue with counterparts from Latin and South American partners and allied nations.⁴⁷
- **USARSOUTH Command Post Deployment Exercise**, finished in May 2022, was an exercise in Honduras to increase readiness for upcoming contingencies, such as disaster relief. During the nine-day exercise, more than 60 Soldiers from USARSOUTH, 470th Military Intelligence Brigade, 410th Contracting Support Brigade and the 56th Signal Battalion set up the contingency command post (CCP) and the tactical satellite communications and participated in several operations and intelligence briefings. The CCP will support USSOUTHCOM, the Bureau for Humanitarian Assistance of USAID (the U.S. Agency for International Development), other federal agencies and nongovernmental organizations during humanitarian crises, natural disasters and other contingency operations in the AoR.⁴⁸
- **CENTAM (Central America) Guardian**, as part of USARSOUTH's mission to respond to and

be ready for disaster situations, was an exercise conducted for the first time in May 2022 to build readiness, resilience and confidence across the Central American region. Divided into three phases in El Salvador, this exercise consisted of a field training exercise (FTX)—a humanitarian assistance and disaster response table-top exercise. The FTX involved U.S. Army Soldiers from the 7th Special Forces Group, the Puerto Rico Army National Guard and 60 soldiers from the Salvadorian Army.⁴⁹

- **Cyber Defense Exchange** was a three-day subject matter expertise exchange with the U.S. Army Cyber Command and the Argentine Cyber Defense Directorate. Conducted at the Argentine Army Cyber headquarters in Buenos Aires, Argentina, and coordinated by personnel from USARSOUTH, this exchange in May 2022 helped to share best practices in cyber defense and to build cyber program interoperability.⁵⁰

North America

Background. The 21st-century world faces a complex set of challenges that do not fit into traditional categories. Historically, the U.S. homeland has largely been spared the catastrophic events seen in much of the rest of the world. However, since 9/11, the steady convergence of terrorism, hybrid threats, natural disasters, the recent COVID-19 pandemic and civil unrest across the nation—coupled with the instability and uncertainty of the global environment—require that the United States prepare for contingencies on her own soil. Protecting citizens,



Staff Sergeant Noah Straman, assigned to Headquarters and Headquarters Company, 37th Infantry Brigade Combat Team, fires a DroneDefender during Operation Northern Strike at Camp Grayling, Michigan, 14 August 2022. The DroneDefender incorporates safe, reliable technology that helps defend against unmanned aircraft systems by jamming common frequencies on which they operate (U.S. Army photo by Specialist Benhur Ayettey).

mitigating the impacts of crises and preserving the American way of life are enduring Army concepts. These concepts require constant attention and the ability to anticipate and quickly respond to any type of mission, regardless of location. A secure homeland is vital to U.S. interests at home and abroad.

The threat to North America is complex. Since 2020, America's competitors have accelerated their fielding of kinetic and non-kinetic capabilities specifically designed to threaten the homeland. Of equal or greater concern is competitors' relentless, coordinated efforts to weaken the institutions and alliances at the core of America's strength and influence—all while expanding their own influence internationally. Now competitors hold the homeland at risk in multiple domains and constantly strive to exploit perceived vulnerabilities.⁵¹ In addition to near-peer competitors, countries such as North Korea and Iran, as well as violent extremist organizations, remain committed to attacking the United States, either directly or indirectly, by inspiring homegrown violent extremists. If successful, these many threat capabilities can not only destroy or incapacitate U.S. defensive systems, but also severely degrade DoD's ability to project military force from the United States into other theaters in response.⁵²

Initiatives. To defend against these, the homeland defense enterprise reflects the fact that the threats have expanded beyond violent extremism. In fact, U.S. Northern Command (USNORTHCOM), headquartered at Peterson Space Force Base, Colorado, was originally established on 25 April 2002 in recognition of the threat of violent extremism. Today, USNORTHCOM has refocused its efforts to not only counter violent extremism, but also to deter and

defeat the complex nation-state threats and adversarial strategies that have eroded America's advantage.⁵³ The ability of the United States to deter in competition, to de-escalate in crisis and to defeat in conflict is dependent upon America's collective ability to detect and track potential threats and friendly forces from anywhere in the world—while delivering data to decisionmakers as rapidly as possible.

U.S. Army North (USARNORTH)—the ASCC of USNORTHCOM—forms the foundation, along with its myriad partners, of a deep and credible protection of the homeland. This requires a careful and deliberate blend of military, civilian and law enforcement elements into a unified, mutually supporting team. In pursuit of that goal, three key missions emerge: conducting theater security operations with the partner nations of Mexico and Canada; planning, training and conducting theater sustainment and response efforts as the JFLCC; and providing C2 to federal forces that support domestic law enforcement and disaster relief agencies responding to a range of contingencies. Also headquartered at Fort Sam Houston, Texas, USARNORTH is building the enduring relationships—inside and outside of the United States—to accomplish those missions and to defend the homeland through the prevention of threats and, in the event of crises, swift support of civil authorities. For more information on USARNORTH, see p. 90.

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

In May 2022, approximately 680 U.S. Army Soldiers, 20 U.S. Marines and 3,200 Canadian and British forces participated in the largest allied exercise that is regularly conducted in North America. The annual exercise, Maple Resolve 22, occurred at the Canadian Manoeuvre Training Centre at Camp Wainwright in Alberta, Canada; it provided opportunities for Canadian, British and American servicemembers to learn from each other and to improve interoperability



Soldiers of the 301st Chemical Company conduct search and rescue and mass casualty decontamination training at Wendall H. Ford Regional Training Center near Greenville, Kentucky, on 15 August 2022 (U.S. Army National Guard Photo by Specialist Caleb Sooter).

Soldiers from the 217th Transportation Company out of San Antonio, Texas, transport equipment across the country to support the upcoming Exercise Maple Resolve. U.S. Army North and the Canadian Armed Forces plan year-round for the Canadian Army's Exercise Maple Resolve, the largest allied exercise conducted in North America. Maple Resolve provides an opportunity to enhance multinational interoperability in a brigade-level field training exercise (U.S. Army photo by Sergeant First Class Jay Townsend).



and military readiness. The exercise helped ensure the ability to operate together at home and abroad in support of future coalition operations. According to CDR, USARNORTH, Maple Resolve strengthens bonds with NATO allies and enhances the ability to defend the different homelands. Moreover, for an exercise of this magnitude to be successful, sustainment and logistics play a vital role. This year, U.S. forces, equipment and supplies traveled to numerous Canadian destinations via two subset exercises: Nationwide Move 22 and Maple Caravan 22. Specifically, Nationwide Move 22—a U.S. exercise—involved a logistical movement across the country to and from the Canadian border; Maple Caravan—a joint U.S. and Canadian exercise—involved a similar movement across Canada to and from the Canadian Manoeuvre Training Centre.⁵⁴

USARNORTH, in its role as USNORTHCOM's JFLCC, provided oversight for approximately 1,250 military and civilian personnel assigned to numerous military organizations across the nation during the annual disaster response training exercise, Vibrant Response, 22 April 2022 through 13 May 2022. The exercise trained and certified Joint Task Force-Civil Support, Task Force-76 and Task Force-46's response to a simulated chemical, biological, radiological and nuclear (CBRN) incident. These three subordinate USARNORTH task forces provide C2 to DoD personnel when they are deployed in support of civilian responders to manage CBRN incidents. The CDR USARNORTH stated, "While the threats to our homeland are complex, our ability to rapidly respond with our interagency partners is vital to maintaining our strategic advantage."⁵⁵

Support to COVID-19. The COVID-19 pandemic of 2020 placed the U.S. Army and, in particular, USARNORTH/Fifth Army, the Army Medical Corps and the

U.S. Army Corps of Engineers (USACE) at the center of the military's response in support of civil authorities. In May 2020, the Army's senior leadership—the Secretary of the Army, the Chief of Staff of the Army and the Sergeant Major of the Army—addressed the Army's response to this crisis.⁵⁶ Among other matters, they highlighted the Army's: immediate support to local, state and federal governments; many enabling capabilities that are critical to large-scale contingency operations; and a comprehensive approach to ensuring readiness for such operations as these. They noted that the Army is uniquely suited to respond to the pandemic because of its multi-component structure. All components—Regular Army, National Guard and Army Reserve—are in the fight. Through them, the Army is supporting local, state and federal requirements with unique capabilities, all while maintaining trained and ready forces that can respond to multiple simultaneous contingencies worldwide. In 2021 and 2022, USNORTHCOM continued DoD's COVID-19 support by deploying military medical provisions to civilian medical facilities around the country. Building on existing pandemic response plans and quickly adapting lessons learned during the pandemic, this support to FEMA (the Federal Emergency Management Agency) and DHHS (the Department of Health and Human Services) provided significant relief to hospitals overwhelmed by COVID-19 case-loads.⁵⁷

USARNORTH, growing to more than 1,000 personnel, was the COVID-19 JFLCC, integrating the myriad capabilities provided by AC and RC Army forces—medical, logistics, C2, etc.—as well as other governmental agencies supporting the COVID response force. Governors in all 54 states and territories activated more than 46,000 Army National Guard Soldiers in tailored and scalable units to provide critical capabilities for local incident response CDRs. The



Idaho National Guardsmen began reporting to hospitals, clinics and other medical facilities on 7 September 2020, after Governor Brad Little authorized their mobilization. They were sent to help relieve overwhelmed medical staff by performing non-clinical duties including medical screenings, testing collection, logistics assistance and other administrative tasks (U.S. Army photo by Crystal Farris).

Army Reserve activated 1,190 medical personnel in more than a dozen Urban Augmentation Medical Task Forces to reinforce civilian medical personnel at hospitals in impacted communities across the nation. Among other missions, USACE redesigned the Jacob K. Javits Convention Center in New York City into a nearly 3,000-bed health care facility, equipping it with FEMA deployable hospital equipment. USACE continued to provide "build" options to local and state leaders across the country, helping them tailor each location to local requirements. The last of the 68 military COVID-19 medical response teams that deployed, beginning in August 2021, completed their mission on 29 March 2022 at the University of Utah Hospital in Salt Lake City, Utah. The 68 teams, comprised of approximately 1,275 military personnel, supported 62 hospitals in 59 cities across 30 states and the Navajo Nation. USARNORTH's assigned forces, and others, coordinated the overall effort.⁵⁸

Global: Army Special Operations Forces (ARSOF)

ARSOF plays a significant role in U.S. military operations and, in recent years, has been given greater responsibility for planning and conducting worldwide counterterrorism operations. U.S. Special Operations Command (USSOCOM) has more than 70,000 active duty, National Guard and reserve personnel from all four services and the DoD civilians assigned to its headquarters at MacDill Air Force Base, Florida, its four service component commands and its eight sub-unified commands.⁵⁹

The U.S. Army Special Operations Command (USASOC)—the ASCC of USSOCOM—is among the most diverse organizations in the U.S. military, bringing a broad range of competencies and disciplines to support CCDRs and ambassadors worldwide.

Headquartered at Fort Bragg, North Carolina, the fundamental mission of USASOC is two-fold: to organize, train and equip ARSOF units and Soldiers; and to deploy them worldwide to meet the requirements of war plans, COCOM theater security cooperation plans and ambassadors' mission strategic plans. For more information on USASOC, see p. 95.

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Army Families

Family Strong

Army Families are the integral link between Soldiers and the Army's ability to maintain ready and responsive forces. Providing Soldiers, families and civilians with the best quality of life is essential both to recruiting and retaining the all-volunteer force. Soldier and Family programs are an investment in our most valuable asset—our people. More than half of American Soldiers are married and/or have children; most of these children are five years old or younger.

America's investment in the families of its Soldiers is unmatched by any other country in the world. Committed to maintaining and even improving this standard, the U.S. Army provides the care, support and services necessary for family readiness. The primary means of accomplishing this is through the Quality of Life (QoL) initiatives that consistently achieve broad, positive results.

Quality of Life Initiatives

"Our Soldiers, civilians and families deserve the best quality of life possible, and I will strive to continue improving our Army housing, healthcare, childcare and spouse employment opportunities."

—The Honorable Christine E. Wormuth,
Secretary of the Army

People are the Army's greatest strength. QoL programs promote the health and well-being of these people, increasing recruiting and retention and reducing overall stress and uncertainty. Understanding that improved QoL for Soldiers, Army civilians and families is directly tied to increased Army readiness, the Army People Strategy emphasizes vital issues such as:

- **housing:** ensuring Soldiers and families have safe, quality, on-post housing and barracks;
- **healthcare:** creating an integrated, efficient and effective healthcare system;
- **child care:** providing accessible, affordable child-care programs;
- **spouse employment:** helping military spouses find meaningful employment and careers by maximizing hiring authorities and bolstering existing partnerships;
- **permanent change of station (PCS) moves:** improving and streamlining relocation policies and initiatives for Soldiers and their families; and
- **support and resilience:** emphasizing QoL for Soldiers and their families particularly at installations that experience additional challenges, both at remote and austere locations, but also across the Army.



Major General Mark T. Simerly, Combined Arms Support Command and Fort Lee commanding general, and Jason Frenz, Vice President of Development for Hunt Military Communities, cut a ribbon to officially open a newly renovated set of quarters in the Harrison Villa privatized housing area, 15 July 2022 (U.S. Army photo by Patrick Buffett).

Housing

On 1 August 2021, the Army implemented the Military Housing Privatization Initiative (MHPI) Tenant Bill of Rights at all installations, providing Soldiers and families negotiating power with private companies, including a process for resolving disputes and gaining access to maintenance records.¹ The Army's privatized housing providers have committed to a \$3 billion investment in MHPI housing over the next 10 years to make or accelerate needed improvements across the portfolio.

Child Care

The Army is implementing strategies to improve access to the best child care available. This includes investing about \$120 million in seven new Child Development Centers by Fiscal Year 2027 and continued investment in fee assistance to reduce the cost of off-post child-care services where on-post services are unavailable.

Healthcare and Support & Resilience

The Army places special emphasis on locations with critical and unique needs. Recent improvements include: assignment incentive pay in qualifying locations; improved health care provider staffing and behavioral health services; a spiritual readiness initiative that connects chaplains and behavioral health professionals with first-term Soldiers; and work with local education authorities to support virtual education pilot programs and efforts.

The Army is transforming the Exceptional Family Member Program (EFMP) to provide comprehensive medical, assignment, legal and human services support to Army families with special needs. A new digital platform is expected to streamline enrollment,

to make assignment coordination and family support access easier and to synchronize all aspects of care for these family members.

Additional Initiatives

The Army has now signed 100 intergovernmental support agreements (IGSAs) that save the Army \$28 million every year, assisting in minimizing costs to the Army, enhancing QoL, building resiliency and deepening bonds with local communities. Among other things, IGSAs have improved: emergency response time at Fort Detrick; utility resiliency at Fort Carson; environmental stewardship at Fort Benning; and life skills programs at Fort Drum.

Along with promoting spiritual, financial and medical readiness, the Army continues to promote QoL through morale, welfare and recreation (MWR) programs and in offerings at installation Army Community Service centers.

Connect with Your Community: Digital Garrison²

The U.S. Army has partnered with the Army & Air Force Exchange Service (AAFES) to create the Digital Garrison mobile app. Digital Garrison integrates information from AAFES and two website networks operated by Installation Management Command: <https://home.army.mil/imcom/index.php/garrisons> and <https://www.armymwr.com/>.

Digital Garrison, currently available in app stores for download to Android and Apple devices, is a one-stop information source for Army communities. The app puts real-time information into the hands of Soldiers, families and civilians and keeps military communities connected, a key part of readiness and

resiliency. On any Digital Garrison-enabled post, app users have secure access to facility information; QoL services; resources about their local exchange; Army Family and MWR programs; and other services. More than 60 installations are already enabled for participation; plans are in place to enable further installations.

Military Family Readiness System³

The Military Family Readiness System is a collection of programs and services operated by DoD and other federal, state and community-based agencies and organizations. It enhances military family readiness and resilience and promotes the well-being of each and every military family, regardless of activation status or location. Collaboration and integration across the system promotes positive outcomes for servicemembers and their families across the domains of career, social, financial, health and community engagement. In total, there are 66 Garrison Army Community Service Centers, 396 Army National Guard Family Assistance Centers and 34 Reserve Family Programs Sites, all enabled to serve Soldiers and their families. They provide a wide range of assistance, including:

- **mobility and deployment assistance:** services designed to promote positive adjustment to deployment, family separation, reunion and reintegration;
- **relocation assistance:** information, education and referrals to help prepare servicemembers and their families for PCSing—including moving costs, housing options, spouse employment opportunities, schools, community orientation, settling in at their new duty location and much more;
- **financial readiness:** financial education and counseling services to provide tools and information that help in the achievement of financial goals and address financial challenges, covering topics such as consumer education, budgeting, debt liquidation, retirement planning, savings and investment counseling;
- **spouse education and career services:** programs to include career exploration opportunities, education and training, employment readiness assistance and employment connections;
- **personal and family life education:** education and enrichment services to increase resilience, build and maintain healthy relationships and strengthen interpersonal and problem-solving skills;
- **emergency family assistance:** services to promote short- and long-term recovery and a return to a stable environment after an emergency;
- **domestic abuse prevention and response services:** education, support services and treatment to promote healthy and safe intimate relationships, reduce the occurrence of domestic abuse and address domestic abuse when it occurs;
- **child abuse prevention and response services:** services to promote positive parent-child relationships, prevent child abuse and address abuse when it occurs;
- **new parent support program:** home visitation services designed to help new parents adapt to parenthood through education, playgroups, classes and access to books and publications on parenting;
- **EFMP support:** for families who have special medical and/or educational needs related to EFMP enrollment and/or the assignment coordination process, non-clinical case management and relocation support;
- **non-medical individual and family counseling:** short-term, confidential, non-medical counseling services to address topics related to personal growth and positive functioning; and
- **transition assistance:** advice and practical help for servicemembers and their families as they prepare to retire from their military careers.



U.S. Army Paratroopers assigned to the 82nd Airborne Division return home to Fort Bragg, North Carolina, on 12 July 2022. Elements of the 82nd Airborne Division Immediate Response Force deployed to Poland as part of Task Force-82 to support the United State's decision to increase presence and activities in Europe (U.S. Army photo by Specialist Lilliana Fraser).

Military One Source

Military OneSource provides information, resources and support for servicemembers across the Total Army and for their families and survivors. Provided at no cost, Military OneSource gives exclusive access to programs, tools and benefits designed to help ensure that servicemembers and their families are mission-ready and able to thrive in both their military and post-military lives.⁴ As a DoD program, Military OneSource offers a wide range of services designed exclusively for the military community. Services include help with relocation, tax support, financial planning, health and wellness coaching, non-medical counseling and specialty consultations for spouse employment, education, adoption, elder care, special needs and much more.

Military OneSource offers one-on-one support to help navigate any challenge military life may bring your way. Its services are accessible 24/7; servicemembers and their families can call Military OneSource at 800-342-9647 or visit www.militaryonesource.mil. Consultants can help with:⁵

- relocation services to create a personalized moving plan for your next PCS;
- certified financial experts to balance your budget or prepare your taxes;
- timely translation, certification and notarization of qualifying legal documents;
- career counselors for progression and achievement, including business ownership;
- language interpretation services in more than 150 languages;
- wellness coaches to set health goals, plans and support;
- adoption consultants who are familiar with the financial and legal implications of

adoption—and the concurrent military benefits, allowances and reimbursements;

- education consultants who provide counsel on financial aid, scholarships, tutoring and college options; and
- housing and medical consultants who provide guidance on housing options and in understanding benefit and care options for family members who need medical assistance.

Reserve Component Family Programs

Army Reserve Family Programs⁶

Army Reserve Family Programs (ARFP) is a comprehensive blend of QoL programs that DoD supports. ARFP staff serve as the primary coordinating resource, providing a multitude of unit and community-based services that foster the growth, development and readiness of Soldiers and families assigned to each command.

ARFP provides a unit and community-based solution that connects people to people. By pinpointing families in need and available local community resources, the ARFP professionals can quickly align Soldiers' families with the ideal resources, providing installations with the appropriate services in the right place and the right time.

National Guard Family Programs: Military Family Support Centers⁷

Family Support Centers provide a variety of referral-based services to geographically-dispersed families and retirees from all military components. Services include, but are not limited to: ID cards and Defense Enrollment Eligibility Reporting System enrollment;



Junior Armendariz pauses for a photo with the American flag at Todd Ware Park in El Paso, Texas, 11 November 2021. "He's always looking at police officers and military people, he's always thanking them," said his dad, Rafael Armendariz, during the 2021 Flags Across America Northeast El Paso Veterans Day Parade and Ceremony. "He's an example to me. We're grateful to everybody" (U.S. Army photo by David Poe).

TRICARE and military medical benefits education; emergency financial services; legal information and referral; crisis intervention and referral; and community information and referral.

The National Guard Family Program supports and educates families at every stage of the National Guard life. Each state and territory has a state family program director, staff and volunteers who carry out the program's vision of enhancing QoL for National Guard members, their families and their communities.

Army Community Service

The mission of Army Community Service (ACS) is to deliver comprehensive, standardized, coordinated and responsive Soldier and family readiness services to support the readiness and well-being of military and civilian personnel, retirees and families, regardless of geographic location. Each program maximizes technology and resources, adapts to unique installation requirements, eliminates duplication in service delivery and measures service effectiveness.

Army Family Web Portal⁸

The Army Family Web Portal (AFWP) is ACS' newest virtual resource to get connected and stay connected: visit <https://www.armyfamilywebportal.com/home>. It allows community members to access information on ACS services, search volunteer opportunities, submit QoL issues and much more. Its services include:

- **Issue Management System (IMS):** The Army Family Action Plan (AFAP) IMS allows registered and unregistered users to submit online issues regarding their communities or other aspects of Army life. Issues are reviewed and managed by AFAP staff, and users can track the status of their own submitted issues and others that are currently under review.
- **Online Learning Management System:** Training is a fundamental component of AFWP that allows site users to take full advantage of the applications and tools available around the world. Participants typically receive a certificate (which may be used for promotion points, depending on the course) after course completion. Internet access is the only requirement for taking the computer-based training.
- **Virtual Soldier and Family Readiness Group (vSFRG):** The Soldier and Family Readiness Group (SFRG) acts as an extension of the unit command in providing official and accurate command information to Soldiers and their



U.S. Soldiers from Alpha Company, 188th Medical Battalion, 32nd Medical Brigade volunteer at the Vogel Resiliency Center Pop-Up Food Bank Market at Joint Base San Antonio–Fort Sam Houston, Texas, 23 November 2020. The Soldiers were part of an effort to feed over 250 military families whose lives may have been negatively impacted by COVID-19 (U.S. Army photo by Sergeant David Cook).

families. vSFRG is a tool that commanders can use to securely communicate with their SFRG membership regardless of a unit's mission or deployment status—24/7 from anywhere in the world. A unit can customize their vSFRG site and control the content on its page. vSFRG is another way commanders can connect with their Soldiers and families, provide access to on- and off-post resources and offer a network of support.

- **Volunteer Management Information System (VMIS):** Volunteers play an integral role in the lives of Soldiers and their families throughout the military community. VMIS assists the Army Volunteer Corps in managing these dedicated volunteers and allows volunteers a way to track their hours, awards, trainings and certificates.

Securing the Financial Frontline⁹

The Army's Financial Readiness Program (FRP) is a military lifecycle-based financial education and counseling program that bolsters Soldiers' financial fitness throughout their careers. The Army's central theme for promoting financial literacy—and the name of their website—is "Secure the Financial Frontline." Their site offers a wide variety of financial educational resources for Soldiers and families.

Army Emergency Relief (AER)¹⁰

AER is the Army's own nonprofit financial assistance organization. It was incorporated as a 501(c)(3) non-profit organization on 5 February 1942 by the secretary of war and the chief of staff of the Army; among



4th Infantry Division Soldiers take a hike with the Better Opportunities for Single Soldiers (BOSS) program, 18 February 2022, at Ouray, Colorado. BOSS is an Army program single Soldiers can participate in to enhance their quality of life, contribute to their community through community service activities and assist in the planning and execution of their own recreation and leisure events (U.S. Army photo by Specialist Scyrus Corregidor).

other things, it provides Soldiers and their families with zero-interest loans and grants to assist them in overcoming financial challenges.

The work of AER is conducted within the Army structure by designated AER officers, company commanders or first sergeants; at Army installations worldwide, garrison commanders cooperate through the AER network. In total, over 200 AER officers are stationed at 70 Army installations across the globe, directly supporting the Army team with expertise in more than 30 different areas of focus.

One way that assistance can be provided is through the Quick Assist Program, in which the company commander or first sergeant can approve assistance up to \$2,000. Assistance can also be provided by:

- AER officers, in amounts up to \$3,000;
- a garrison commander or a command sergeant major, in amounts up to \$4,000; or
- the AER headquarters team, which approves requests above \$4,000.

Ultimately, the financial readiness of Soldiers and their families is a priority for the Army as it has a direct effect on mission readiness. AER provides Army leaders an asset in ensuring a ready source of financial assistance to Soldiers and their families. By providing zero interest loans, AER helps build Soldier and family resiliency and instills financial responsibility.

The Army's annual AER campaign takes place from 1 March through 15 May. AER officers or unit representatives can provide information on how to donate with cash, check or allotment. Donations can also be made online: <https://www.armyemergencyrelief.org>.

MWR Programs and Services¹¹

MWR provides activities and facilities within the military structure that contribute to increased morale of Soldiers and their families, thereby enhancing the readiness and resilience of the force. Depending on duty station, services and activities may include:

- bowling lanes, golf courses, boating, horseback riding, scuba diving or flying;
- classes in auto repair, woodworking, painting, photography or music;
- equipment rental for camping, canoeing, fishing, hunting or skiing;
- special programming for single servicemembers ages 18–25, including trips, concerts and tours;
- fitness, aquatics and sports programs—if your servicemember is not on or near an installation, more than 3,000 YMCAs and private fitness facilities offer military memberships;
- campground sites that include recreational vehicle pads, pop-up camper sites, tents, cabins, hotels or yurts;
- recreational lodging and Armed Forces Recreation Centers;
- leisure travel services that help with vacation planning, offer discounted vacation packages and provide low-price tickets to sporting events, concerts and attractions; and
- Military Lodging/Armed Forces Recreation Centers, which include both recreational lodging and official PCS/temporary duty lodging.

The DoD MWR Digital Library¹²

The integrated DoD MWR Libraries website is accessible to servicemembers and their families. All in one place, it provides:

- free resources, available 24/7;
- high-quality MWR digital library databases; and
- a wide variety of new materials.

Its digital collection includes e-books, audiobooks, movies, academic support (tutors), professional development, career transition assistance and a vast array of learning resources and online content for all ages and interests.

Better Opportunities for Single Soldiers (BOSS)¹³

The mission of the BOSS program is to enhance the MWR and QoL for single Soldiers—thereby increasing retention and sustaining combat readiness. Garrison BOSS programs are managed by a senior enlisted advisor, an MWR advisor and a BOSS president. BOSS serves the single Soldier and single parent community across the Total Army and all services. In the 74 BOSS communities that exist across the Army, programming is facilitated through three core components aimed at maintaining a balanced life: leisure and recreation, community service and QoL.

- **Recreation and Leisure:** Activities are planned by the BOSS council working in conjunction with the MWR advisor and command sergeant major. These events are geared toward the interests of the single Soldiers on any given installation.
- **Community Service:** BOSS makes a difference by facilitating single Soldiers in volunteering in community projects and events. Always voluntary in nature, Soldiers find this to be personally rewarding.
- **Quality of Life:** This includes those issues that Soldiers can directly or indirectly influence to enhance their morale, living environment or personal growth and development. Issues raised during BOSS meetings are directed to the appropriate command or staff agency for resolution on the installation. Army-wide issues are forwarded to the Army Family Action Plan Conference for possible Department of the Army resolution.

Child, Youth and School (CYS) Services

The mission of Army CYS Services is to support readiness by reducing the conflict between mission requirements and parental responsibilities, ultimately reducing the stress on families that comes with a military lifestyle.

Army CYS Services provide a continuum of care for children four weeks old to 18 years of age for active and reserve component military and DoD civilian families. Child development, family child care, youth programs and school support services are inspected annually and are certified to operate by DoD.

Child care can be requested on-line through Military ChildCare.com. Child care fees are standard across the military services and are based on total family income. Facility-based child development programs are required by statute to meet national accreditation standards. Meals and snacks are in accordance with USDA nutritional guidelines. Staff, family child-care providers, contract instructors and volunteer coaches undergo background checks and training prior to working with children.

CYS Services include:

- **Child Development Centers** (CDCs) serve children six weeks old to five years old in on-post facilities that typically operate 12 hours per day or more, depending on installation mission requirements. They provide full-day, part-time and hourly care options, special openings and extended hours services.
- **Family Child Care** (FCC) serves children four weeks old to 12 years old in government-owned, leased quarters or in privatized housing. FCC providers receive oversight from the CYS Services program, but they operate as independent contractors. FCC homes can be located on post and in garrison catchment areas. FCC homes offer full-day, part-time and hourly care in addition to providing extended duty day, evening, weekend and overnight care.



A Strong Beginnings graduate stands ready for the Pledge of Allegiance during the program's graduation ceremony at the Presidio of Monterey Child Development Center, Ord Military Community, California, 3 June 2022 (U.S. Army photo by Winifred Brown).



Chief Warrant Officer 2 Andres Staffnik shows a student in the Child Youth Services summer program the different functions of the AH-64 Apache helicopter crew station, 21 July 2022 (U.S. Army photo by Private First Class Brenda Salgado).

They may care for children for extended periods of time.

- **School Age Care** (SAC) programs serve children six to 12 years old in on-post facilities during non-school hours, including before and after school and during school breaks. Programs are available on a regularly scheduled or drop-in basis to accommodate both short-term child care and recreational use or child care for working parents. Kindergarten programs may be located in SACs or CDCs.
- **School Support Services** help ease the transition of Army school age children as they move between "sending and receiving" school systems. Army School Liaison Officers are assigned at each installation to assist families with school issues and transitions.
- **Youth Sports & Fitness programs** serve children three to 18 years old through a variety of team and individual sports, skill building clinics, fitness activities, instructional programs and developmental sports for young children. Professional youth sports administrators certify volunteer coaches for each sport.
- **Youth Programs** serve middle and high school youth in on-post facilities before and after school and during school breaks, evenings and weekends. Army youth programs are affiliate members of Boys & Girls Clubs of America, which partner with the Army to provide a diverse program to meet the developmental needs of youth.
- **Community Based Programs** help Army families to locate and pay for civilian child care when installation care is not available. Child-care providers must be state licensed, annually inspected and nationally accredited

by a DoD-approved accrediting agency. Army Fee Assistance mitigates the higher cost of civilian child care for children from birth to 12 years old who need full-day, part-time, or before and after school care—and care during school break or summer camp. Child Care Aware of America administers the program in all 50 states: <http://www.usa.childcareaware.org/fee-assistance-respite/military-families/army>.

Association of the United States Army (AUSA) Family Readiness

In line with AUSA's mission to educate, inform and connect, the AUSA Family Readiness Directorate is dedicated to providing Army families with the tools, resources and connections needed to build and enhance their ability to manage the ins and outs of the military life.

AUSA Family Readiness supports the needs and interests of all Army families through worldwide chapters made up entirely of volunteers. Find an AUSA Chapter near you: <https://www.ausa.org/search/chapters>.

Family Readiness provides education and connections to relevant information and resources through the Amy Matters podcast series, articles and publications, social media, year-round expositions and symposiums, various virtual and in-person events, forums and professional development, scholarships, *Operation Deploy Your Dress* and advocacy efforts.

AUSA's Family Readiness team provides a system of support. It comes from a collaboration of efforts that support the Soldier and the family holistically, granting access to a wide range of resources, programs and services. Army families have resiliency and grit; no matter where they are on their Army

journey, they can continue to build and enhance their system of support. Army Families embrace this unique lifestyle, making them Army Strong and family strong.

AUSA Volunteer Family of the Year

This program honors and recognizes the importance of families and volunteers to the success of the Army mission. Each year, AUSA chooses one family who has embodied the spirit of selfless sacrifice on behalf of their immediate community and the Army as a whole.

In October 2021, AUSA was pleased to present the award of Volunteer Family of the Year to Sergeant 1st Class Justin Dixon of the 82nd Airborne Division at Fort Bragg, North Carolina. Dixon and his wife, Tawni, who have a toddler, Cameron, spend hundreds of hours volunteering and giving back to their military community. Both volunteer for their local community, the Fort Bragg community and unit programs. In the last two years, Justin has volunteered more than 350 hours of his time. He founded a Facebook outreach group for veterans to connect; specifically, he works to provide fishing trips and equipment to veterans with post-traumatic stress disorder and physical disabilities, and he plans fishing trips for wounded warriors from the Fort Bragg area.

Tawni Dixon has volunteered more than 600 hours, including working with the Armed Services YMCA to organize canned food drives and to raise money for hygiene items for families in need, and she initiated a program which recognizes high school family members of 82nd Airborne Soldiers for their volunteer work. She also served as an SFRG leader, organizing events for families when their Soldiers were deployed and raising money throughout the unit's deployment, collecting more than \$7,000 in donations for single Soldiers and 151 care packages for the Soldiers' return home. Tawni also volunteers with the 82nd Airborne Division's integration course, answering questions and helping families new to the division and Fort Bragg, and has worked with a local Girl Scout troop to raise money for paratroopers.

The Dixons were the Military Family of the Year for North Carolina in 2021 and the Fort Bragg Family of

the Year in 2020. They have both demonstrated outstanding leadership in planning and organizing major events that have resulted in tangible benefits to both their community and Army families stationed at Fort Bragg and across the nation.

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- ¹ "Military Housing Privatization Initiative Tenant Bill of Rights," 1 August 2021, <https://download.militaryonesource.mil/12038/MOS/ResourceGuides/Military-Housing-Privatization-Initiative-Tenant-Bill-of-Rights.pdf>.
 - ² Eric Kowal, "New digital garrison app puts Picatinny Arsenal information at your fingertips," *Army News Service*, 9 April 2021; Devon Suits, "New Army Digital Garrison app serves as guide to on-post services," *Army News Service*, 11 August 2020.
 - ³ Military OneSource, "Military Family Readiness System," 1 June 2021, <https://www.militaryonesource.mil/family-relationships/family-life/keeping-your-family-strong/military-family-readiness-system/>.
 - ⁴ DoD, "Military OneSource Is Now Available to Veterans and their Families for a Full Year After Separating from the Military," 13 August 2018, <https://www.defense.gov/News/Releases/Release/Article/1600957/military-onesource-is-now-available-to-veterans-and-their-families-for-a-full-y/>.
 - ⁵ Marine Corps Community Services, "10 Things You Didn't Know Military OneSource Offered," <https://yuma.usmc-mccs.org/news/10-things-you-didnt-know-military-onesource-offered>.
 - ⁶ U.S. Army Reserve, "Army Reserve Family Programs," <https://www.usar.army.mil/ARFP/>.
 - ⁷ National Guard, "Family Services," <https://www.nationalguard.mil/About-the-Guard/Army-National-Guard/Resources/Family-Services/>.
 - ⁸ Army MWR, "Army Family Web Portal," <https://www.armymwr.com/happenings/army-family-web-portal>.
 - ⁹ Headquarters, Department of the Army, "Army Financial Readiness," *Stand-To!*, 4 June 2021.
 - ¹⁰ Army Emergency Relief, "Army Emergency Relief," *Stand-To!*, 27 March 2020.
 - ¹¹ Military OneSource, "About Morale, Welfare and Recreation: Supporting the Military Community," 12 August 2021, <https://www.militaryonesource.mil/military-life-cycle/friends-extended-family/about-mwr-morale-welfare-and-recreation>.
 - ¹² Military OneSource, "Morale, Welfare and Recreation Digital Library," 31 January 2022, <https://www.militaryonesource.mil/recreation-travel-shopping/recreation/libraries/morale-welfare-and-recreation-digital-library/>.
 - ¹³ Army MWR, "About B.O.S.S.," <https://www.armymwr.com/programs-and-services/boss/about-boss>.



Army Commands

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

- **U.S. Army Forces Command** (FORSCOM), discussed immediately below;
- **U.S. Army Futures Command** (AFC), discussed on p. 78;
- **U.S. Army Materiel Command** (AMC), discussed on p. 81; and
- **U.S. Army Training and Doctrine Command** (TRADOC), discussed on p. 82.



**U.S. Army Forces Command
(FORSCOM)**

Fort Bragg, North Carolina

Mission: FORSCOM trains and prepares a combat-ready, globally-responsive Total Force in order to build and sustain readiness to meet combatant command requirements. It provides the Army with Soldiers who are well-led, disciplined, trained, expeditionary and ready, as the guardians of freedom, to deploy and win in a complex world.

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 Regular Army force structure includes three Army corps: I Corps at Joint Base Lewis-McChord, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM also includes Army divisions, brigade combat teams (BCTs) and a full range of additional combat-enabler units.

The BCTs provide the combatant commands with trained, tailored and culturally-attuned forces for missions across the range of military operations—from projecting power and shaping the environment to conducting combined-arms maneuver, wide-area security and security force assistance activities. The enabler capabilities include those crucial to the strategic defense of the homeland, such as air and missile defense and chemical, biological, radiological, nuclear and high-yield explosive defense.

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

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 Bragg, 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 Polk, Louisiana. The CTCs provide realistic and arduous scenarios that are constantly modernized to reflect changing battlefield conditions and to incorporate lessons learned.



U.S. Army Futures Command (AFC)

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



U.S. Army Captain Matthew Orders, an advisor to 5th Security Force Assistance Brigade (SFAB), greets members of the Maldives National Defense Forces at Central Area Command, Kahdhu, Maldives, 14 May 2022. SFABs train and advise foreign security forces to improve partner capabilities and facilitate achievement of U.S. strategic objectives (U.S. Army photo by Specialist Jacob Núñez).

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 war-fighters 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.

Activities: AFC includes eight 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 (MDO). The FVL CFT will enable the joint force to operate, even when dispersed over wide areas, with increased lethality, survivability and reach by penetrating enemy defenses and subsequently exploiting open corridors with enhanced attack and reconnaissance, Air Assault and MEDEVAC (medical evacuation) capabilities.
- **The Network** (NET), located at Aberdeen Proving Ground, Maryland, conducts experiments, demonstrations and prototypes to inform requirements, 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



The V-280 Valor cockpit simulation on display in a Bell Flight hangar in Arlington, Texas, 28 October 2020. In 2014, the Army selected Sikorsky-Boeing and Bell teams to continue the Joint Multi-Role Technology Demonstrator to flight demonstration, proving out transformational vertical lift capabilities while bringing down risk for Future Vertical Lift efforts (U.S. Army photo by Luke Allen).

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, is 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, low-Earth orbit space and navigation warfare capabilities that, when combined, provide overmatch on the battlefield with minimal impact to Soldier operations.



U.S. Army Private First Class Daniel Candales, assigned to the 82nd Airborne Division, uses the tactical robotic controller to control the expeditionary modular autonomous vehicle during a practice exercise in preparation for Project Convergence at Yuma Proving Ground, Arizona, 19 October 2021. During Project Convergence 21, Soldiers are experimenting with using the vehicle for semi-autonomous reconnaissance and resupply (U.S. Army photo by Sergeant Marita Schwab).

- **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.

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 Acquisition and Systems Directorate at AFC headquarters facilitates the Army modernization

enterprise's efforts to refine, engineer, integrate and develop solutions to meet identified requirements. It maintains operational oversight of the cost, schedule, integration and technical performance of all programs aligned within and among the Army's CFT efforts. It is the command's focal point for integration and synchronization with ASA(ALT)—Assistant Secretary of the Army (Acquisitions, Logistics and Technology)—and the 12 program executive offices.

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

(AMC)

Redstone Arsenal, Alabama

Mission: AMC delivers logistics, sustainment and materiel readiness from the installation to the forward tactical edge to ensure globally dominant land force capabilities. 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 assures supply availability, ensuring that America's fighting force has the right equipment in the right location at the right time. AMC touches multiple phases in the materiel life cycle, including contracting, distribution, refurbishment and resale.

Activities: AMC leads and directs logistics and sustainment warfighting functions from the installation to the battlefield to meet Army readiness requirements during crisis, competition and conflict and to ensure the best-equipped and sustained fighting force in the world. 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. As one of the Army's largest commands, AMC's approximately 175,000-strong military, civilian and contractor workforce is at the core of the command's support to Soldiers.

As 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 and sustainable readiness to meet today's requirements and to prepare for the next contingency. AMC centralizes installation management and all classes of supply and sustainment functions under one command, synchronizing actions and improving planning, distribution and maintenance to better support Army readiness.

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

A team from the U.S. Army Corps of Engineers walks through one of five Army prepositioned stock buildings currently under construction at Camp Arifjan, Kuwait, on 31 January 2022. When completed, the five facilities will provide critical environmental protection for Army Materiel Command's pre-positioned stock, part of a U.S. Army program in which equipment sets are stored around the globe for use when a combatant commander requires additional capabilities (U.S. Army photo by Richard Bumgardner).



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



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

Joint Base Langley-Eustis, Virginia

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

In support of this mission, TRADOC identifies six priorities: acquire, improve, build, reform, inform and lead and inspire. In acquisition, TRADOC meets endstrength goals with Soldiers and leaders who are fit, ready and deployable with performance optimized for combat—i.e., Soldiers prepared for battle. In its mission to support improvement, it infuses

quality into everything and ensures a continuous learning environment that enables leaders to pursue excellence, enforce high standards and lead by example—because Soldiers deserve great leadership. In building now and for the future, TRADOC provides the operating force with quality doctrine, organization, training, materiel, leadership, personnel and facilities (DOTMLPF) solutions integrated across all warfighting functions and domains, ensuring a lethal, agile and resilient force, built of formations ready for war. Reform energies, which drive improvement, consist of leveraging innovative ideas from Soldiers, civilians and family members, achieving higher-quality outcomes, reducing costs and improving quality of life. Efforts to inform seek to ensure that citizens and Soldiers understand why service matters—and that a Soldier is a Soldier for life. Finally, in leading and inspiring, TRADOC establishes guideposts to lead the Army through transitions, ensuring achievement of the Army Vision of an MDO-ready Army, leading change and ensuring victory.

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

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

Nearly 40,000 Soldiers and more than 14,000 civilians work at TRADOC locations throughout the United States. In Fiscal Year 2021 (FY21), TRADOC trained more than 778,000 Soldiers, including 345,000 active duty, 79,000 Reservists and 148,000



Scout Instructor Staff Sergeant Daniel Bistriceanu leads thirty-two soldiers from a variety of locations, units and status through the Cavalry Scout Advanced Leadership Course at Gowen Field in Boise, Idaho. Conducted by the Idaho Army National Guards' 1-204th Regional Training Institute, the training took soldiers through classroom settings and eventually field training on the Orchard Combat Training Center desert ranges (U.S. Army photo by Thomas Alvarez).

U.S. Army Reserve Master Sergeant Jonathan Miller, master gunner with the 84th Training Command, calibrates the M2 .50 caliber machine gun during a Combat Support Training Exercise (CSTX) on Fort McCoy, 16 August 2022. CSTXs are designed to train Army Reserve units and Soldiers to deploy on short-notice and bring capable, combat-ready, and lethal capabilities in support of the Army and joint partners anywhere in the world (U.S. Army Reserve photo by Specialist Dean Do).



National Guardsmen. TRADOC also provides training for more than 162,000 civilians. It lends its world-class facilities and ranges to train servicemembers in the sister services; during FY21, this included approximately 22,000 Marines, 7,500 Sailors, 10,200 Airmen and 225 Coast Guardsmen.

In addition, more than 7,000 Army-sponsored international students from over 150 foreign countries took courses at DoD Schools; more than half of those students were taught at TRADOC schools. This interaction provides international partners with necessary skills, knowledge and understanding while enhancing relationships, cooperation and shared security efforts. Every year, approximately 9,000 recruiters in over 1,400 locations bring in many thousands of future Soldiers from communities across

the United States. These recruiters provide volunteers to roughly 2,750 drill sergeants, transforming civilian men and women into professional Soldiers during their initial entry training.

Army ROTC (Reserve Officers' Training Corps) is the nation's largest commissioning source—producing over 5,800 second lieutenants each year, or approximately 70 percent of all officers entering the Army annually. The Senior ROTC program is available in all 50 states and four U.S. territories at over 950 college campuses. U.S. Army Cadet Command also creates better citizens through the congressionally directed Junior ROTC program, which consists of over 276,000 JROTC Cadets at over 1,700 programs across the United States and in four territories and four countries.

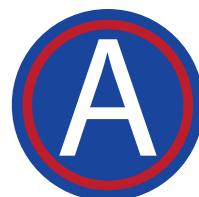


Army Service Component Commands



Army Service Command Components (ASCCs) are the Army piece of combatant commands in the joint force. They are responsible for recommendations to the joint force commander on the allocation and employment of U.S. Army forces within a combatant command. Additionally, some are further assigned as Major Subordinate Commands (MSCs) to one of the four Army Commands discussed in Chapter 8. There are 9 ASCCs:

- **U.S. Army Central** (USARCENT), the ASCC of U.S. Central Command (USCENTCOM), discussed immediately below;
- **U.S. Army Cyber** (ARCYBER), the ASCC of U.S. Cyber Command (USCYBERCOM), discussed on p. 87;
- **U.S. Army Europe-Africa** (USAREUR-AF), the ASCC of U.S. European Command (USEUCOM), discussed on p. 89;
- **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. 90;
- **U.S. Army North** (USARNORTH), the ASCC of U.S. North Command (USNORTHCOM), discussed on p. 91;
- **U.S. Army Pacific** (USARPAC), the ASCC of U.S. Indo-Pacific Command (USINDOPACOM), discussed on p. 92;
- **U.S. Army South** (USARSOUTH), the ASCC of U.S. Southern Command (USSOUTHCOM), discussed on p. 94;
- **U.S. Army Space and Missile Defense Command** (SMDC), the ASCC of U.S. Strategic Command (USSTRATCOM), discussed on p. 95; and
- **U.S. Army Special Operations Command** (USASOC), the ASCC of U.S. Special Operations Command (USSOCOM), discussed on p. 97.



U.S. Army Central
(USARCENT)

Shaw Air Force Base, South Carolina

Mission: USARCENT is the ASCC of U.S. Central Command (CENTCOM) and 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).

The CENTCOM commander has designated USARCENT as the coalition forces and land component command (CFLCC) for planning, 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 anywhere in the AoR. 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.

Activities: A baseline of forces in the CENTCOM AoR is required to ensure that USARCENT maintains key access, basing and overflight permissions to reassure partners and protect U.S. interests. Through strong partnerships and forward presence, USARCENT maintains CENTCOM's ability to support integrated deterrence, retain freedom of action, and rapidly deploy combat-ready forces anywhere in the AoR in the event of a contingency. USARCENT effectively shapes and sets the theater, supports current operations and strengthens partnerships and interoperability to advance and safeguard U.S. interests, compete against China and Russia, deter aggression and regional malign influence, including Iran, its surrogates and violent extremist organizations.

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 of oil shipments 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.

The CENTCOM AoR provides key terrain and a dominant position for the U.S. to strategically compete with China and Russia through a range of security cooperation ventures including border security, counter narcotics, counter terrorism and defense institution building—activities that allow USARCENT to maintain status as partner of choice in the region. Strategic competitors recognize the importance of relationships in the region, seeking to draw partners and allies away from the United States. USARCENT maintains a competitive advantage against adversaries by implementing a long-term, committed approach that not only deepens interoperability but also innovates with partners.

One area where USARCENT will continue to innovate with regional partners is in countering the threat of unmanned aerial systems (UAS). The UAS threat is a shared security challenge for the United States and its regional partners. Due to its low cost to entry, it 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 will test and field counter-UAS systems and will implement best practices by working closely with partners. The aim is to develop 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 will execute subject matter exchanges and exercises across Egypt, Bahrain, Oman, Qatar, Uzbekistan, Lebanon 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 military partnerships by conducting 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 each year. Mutually beneficial partnerships and alliance architectures are USARCENT's greatest strategic advantage. Its theater security partnership program is daily evidence 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. Efforts to improve these initiatives will strengthen U.S. credibility in the region and result in stronger military partnerships.

The USARCENT headquarters consists of approximately 1,000 Soldiers and civilians primarily at Shaw Air Force Base in South Carolina. Permanently assigned and allocated units are as follows:

- **Task Force Spartan** provides command and control of combat forces in theater, strengthens defense partnerships and provides crisis response forces. The critical headquarters

Sergeant Tuu Valaau, human resources specialist, 1st Theater Sustainment Command, acts as a platoon sergeant during patrol base checkpoint training on Fort Knox, Kentucky, 12 May 2022 (U.S. Army photo by Specialist Cecilia Soriano).



organization is manned by National Guard Division Headquarters on nine-month rotations.

- **1st Theater Sustainment Command** ensures that land forces have food, water, fuel, ammunition, building materials, equipment and repair parts, along with maintenance and human resourcing support. The command also manages air and seaports, flights and customs points and provides transportation services throughout the theater, including integration of joint forces.
- **32nd Army Air and Missile Defense Command** performs critical theater air and missile defense planning and execution functions. It coordinates and integrates theater missile defense activities to protect contingency, forward deployed and reinforcing forces, as well as designated theater strategic assets.
- **3rd Medical Command** provides surgical, dental, behavioral health and veterinary support, including a Level III trauma center at Camp Arifjan, Kuwait.
- **4th Battlefield Coordination Detachment** is the Army liaison to the air component commander.
- **335th Signal Command** provides communications and cyber support.
- **513th Military Intelligence Brigade** provides all-source intelligence and security support.
- **3rd Security Force Assistance Brigade** provides persistent partnership.
- **Area Support Groups** in Kuwait and Jordan provide base operations and training support for rotational forces.

USARCENT also commands multiple units on nine-month tours, including infantry, armor, fires, air defense, engineers, military police and sustainers. 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 (ARCYBER)

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

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

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

ACYBER's approximately 16,500 Soldiers, civilian employees and contractors execute a complex global mission, 24/7, guided by five lines of effort:

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

Class Workforce. To meet its demand for cyber talent, ARCYBER has adapted innovative strategies, including a direct commissioning program, for specific technical talent. The command also has a federal civilian career program for cyberspace effects; a new area of concentration (tool developer) for officers and warrant officers within the cyber branch; and internship and fellowship programs to develop and mentor the best young minds in the cyber community. Additionally, the Army has integrated functional area 30 (FA30) of electronic warfare (EW) into the cyberspace operations branch (17B). The command has also partnered with the defense digital service, bringing some of its technically gifted Soldiers together with interns and private sector civilian talent—an incubator

environment that rapidly develops immediate-need, Army-unique cyber capabilities.

2. **Aggressively Operate and Defend Networks, Data and Weapon Systems.** This effort is a foundational capability for the joint force and the Army. The Army network is a weapon system vital to all operations; operating, defending and modernizing the Army portion of the DoD Information Network (DoDIN); improving readiness and defenses; achieving greater standardization and interoperability; and disposing of older, less secure systems.

These efforts are allowing for increased bandwidth, for a move toward a cloud-based and virtualized architecture and for a consolidation of data centers to enhance security.

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

4. **Strengthen and Expand Partnerships.**

Cyberspace operations are inherently joint and multi-domain; ARCYBER relies on its signal corps and intelligence mission partners across the Army, joint and interagency communities to provide support and expertise that offers commanders critical capabilities in the information dimension. The Army Cyber Mission Force is a participant in the Total Force and partners with the reserve components to bring unique experiences and expertise to the force. Partnerships with industry, academia and the research community are also key to implementing cutting-edge technologies and best practices to stay ahead of cyber threats.



A member of the 169th Cyber Protection Team (CPT) and members of the Armed Forces of Bosnia and Herzegovina conduct cyber adversarial exercises at the Private Henry Costin Readiness Center in Laurel, Maryland, on 29 June 2022. Beginning in August 2018, the 169th CPT has supported the military-to-military knowledge transfer and team-building efforts to the Armed Forces Bosnia and Herzegovina under the State Partnership Program (U.S. Army National Guard photo by Sergeant Tom Lamb).

ARCYBER is continually evolving to meet the changing needs of the Army and the joint force in the information age and will continue to seek new and innovative partnerships to stay ahead of adversaries and to ensure that the Army remains a decisive force across all domains.

5. **Increase Lethality and Improve Readiness.**

Increasing the Army's overall lethality depends upon providing warfighters with reliable and secure mission command communications to support MDO and to ensure decision dominance. As part of that effort, ARCYBER continually explores new approaches for delivering enterprise-level network and core information technology services.



**U.S. Army Europe-Africa
(USAREUR-AF)**

Wiesbaden, Germany

Mission: USAREUR-AF is a four-star Army headquarters that consists of approximately 64,000 U.S. Army personnel assigned and deployed across an area of responsibility (AoR) encompassing 104 nations on the European and African continents. USAREUR-AF is strategically positioned to deter aggression and to assure allies and partners of the U.S. commitment to peace and stability in Europe and Africa. It provides ready, combat-credible land forces to deter, and, if necessary, defeat aggression from any potential adversary across the AoR. To achieve this, it sets the essential conditions necessary and is prepared to serve as a combined joint force 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 and throughout both the African and European theaters when called upon.

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.



U.S. Army Soldiers from Task Force Pegasus conduct an air assault operation with multi-national partners from the Republic of Latvia and the Republic of Poland in Kosovo on 30 June 2022 (U.S. Army National Guard photo by Sergeant Alexander Hellmann).

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 *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 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 when conflict occurs. 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 supported and maintained oversight of the Georgia Defense Readiness Program-Training and Joint Multinational Training Group-Ukraine training missions while they were active. Additionally, it participates in security cooperation events on both continents 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 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 and Distribution Command (SDDC)

Scott Air Force Base, Illinois

Mission: SDDC provides integrated and synchronized global deployment and distribution capabilities to the point of need.

Activities: As both the ASCC to U.S. Transportation Command and an MSC to U.S. Army Materiel Command (AMC), 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



The 839th Transportation Battalion, 598th Transportation Brigade, Surface Deployment and Distribution Command loads more than 200 U.S. Army vehicles onto the USNS Bob Hope at the Livorno, Italy, port facility. These vehicles will transit to the U.S. for further distribution to units throughout the Army (U.S. Army photo by Elena Baladelli).

between DoD surface transportation requirements and the capability that industry provides. With nine total force brigades geographically 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, in Camp Arifjan, Kuwait, through a cohesive team of experts, links strategic warfighter surface movement requirements with the appropriate commercial capability. To this end, it works through a combination of organic, commercial and host-nation capabilities, offering maximum options and solutions to supported forces while promptly delivering equipment and sustainment in support of U.S. Central Command.

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

The 597th Transportation Brigade, Joint Base Langley-Eustis, Virginia, is focused on the eastern half of the USNORTHCOM and the U.S. Southern Command AoRs. Together with its subordinate units, it is responsible for meeting the surface deployment, redeployment and distribution needs of the warfighter and Defense Transportation System customers in the United States.

The 598th Transportation Brigade, in Sembach, Germany, enables full-spectrum operations by per-

forming movement of forces and materiel in support of U.S. European Command (USEUCOM), U.S. Africa Command (USAFRICOM) and U.S. Central Command. The unit has made its mark in dozens of countries, distinguishing itself in every mission and aptly fulfilling its motto, "Warrior Logistics—In Motion." The brigade sustains forces and provides expeditionary and deliberate port and surface distribution operations in the USEUCOM and USAFRICOM AoRs. Additionally, the unit is prepared to deploy globally on short notice to conduct port and distribution operations.

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



U.S. Army North
(USARNORTH)

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: After becoming fully operational on 16 October 2006 as the standing joint force land component command to USNORTHCOM, USARNORTH

serves as the combatant commander's primary headquarters for land domain operations. In fulfillment of its three main mission sets, it undertakes the following activities.

Homeland Defense. As the Army's three-star headquarters dedicated to federal military operations within North America, USARNORTH's top priority is homeland defense. Within USNORTHCOM's AoR, the command is responsible for setting 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 our inter-agency 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 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.



**U.S. Army Pacific
(USARPAC)**
Fort Shafter, Hawaii

Mission: USARPAC, the ASCC for USINDOPACOM, provides the joint force with decisive, integrated landpower to consolidate gains across an active campaign to deter in competition, transition and respond to natural and manmade crises and to prevail in conflict in the most consequential region for America's future. USARPAC is the backbone of integrated deterrence—the sum of capability, posture, signaling and will—in the Indo-Pacific, 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 100,000 Soldiers and civilians, USARPAC is the nation's largest Theater Army. It generates and employs campaign-quality landpower from the Total Army—from its headquarters at Fort Shafter, Hawaii, and in locations across

Alaska, Guam, American Samoa, Saipan, Japan and the Republic of Korea—across the theater's 9,000 miles, spanning the western coast of the continental United States to India. Through the application of campaign-quality landpower, USARPAC defends the homeland, protects our people, safeguards our values and underwrites American commitment to a "Free and Open Indo-Pacific."

USINDOPACOM designated the USARPAC commander as the theater joint force land component commander, responsible for synchronizing and integrating joint landpower across USARPAC, Marine Corps Forces-Pacific and Special Operations Command-Pacific. USARPAC certified as a combined joint task force during Exercise Pacific Sentry in 2021.

Activities: USARPAC nests with the U.S. Indo-Pacific Strategy and USINDOPACOM guidance to "seize the initiative" and "think, act and operate differently" by developing and implementing new approaches, presenting adversaries with new dilemmas and creating new opportunities with joint, interagency and international partners. USARPAC achieves this through two signature efforts: the Joint Pacific Multinational Readiness Center (JPMRC) and *Operation PATHWAYS*.

JPMRC is the Army's regional training center in the Indo-Pacific and the Army's contribution to a top USINDOPACOM 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 further ensures that USARPAC forces remain aggregated and available to the joint force commander, enhancing deterrence and generating readiness that is then projected

west of the international dateline (IDL) through *Operation PATHWAYS*.

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.

Operation PATHWAYS is USARPAC's operational design that enables joint force endurance and campaigning by projecting forces west of the IDL. *PATHWAYS'* series of tactical actions—exercises, experiments and theater security cooperation programs—solve operational and strategic problems by strengthening defense relationships, increasing multinational interoperability and developing partner military capability and capacity. These regional militaries form the landpower network that binds together the region's security architecture. *Operation PATHWAYS* further denies key terrain to potential adversaries and increases joint readiness.

PATHWAYS postures USARPAC to respond to USINDOPACOM requirements in crisis and contingency. In Balikatan, USARPAC contributed to early COVID-19 response and support for the government of the Philippines with 6,000 servicemembers—a direct result of USARPAC efforts to build theater sustainment capability by increasing use of Army watercraft and Army prepositioned stocks. Today, the 5th Security Force Assistance Brigade is also partnering across Asia and Oceania to build resilience and partner capability.

Through *PATHWAYS*, USARPAC is accelerating experimentation and integration of multi-domain

Participants of their respective nations' armies stand ready for the opening ceremony as part of Super Garuda Shield 2022 in Baturaja, Indonesia, 3 August 2022. Super Garuda Shield—part of Operation PATHWAYS and a longstanding annual, bilateral military exercise conducted between the U.S. and Indonesian militaries—has expanded to a multinational exercise encompassing 14 nations (U.S. Army photo by Specialist Andrew Mendoza).



capabilities, bringing new formations into the region to experiment, learn and shape the Joint Warfighting Concept and Army Multi-Domain Operations in real-world conditions. The Army's 1st Multi-Domain Task Force integrated into regional joint task force multinational and bilateral exercises to test, validate and expand the joint force's ability to counter an antiaccess/area denial threat when required. The theater fires element further increases Army joint targeting integration by linking sensors and shooters. I Corps experimented with distributed command and control, and the Theater Army continued work to establish a persistent mission-partnered environment in the USINDOPACOM area of responsibility (AoR). During Fiscal Year 2022, USARPAC Soldiers participated in nearly 40 large-scale exercises with over a dozen countries, including all treaty allies in the USINDOPACOM AoR.

Other notable USARPAC events in 2022 included the activation of 11th Airborne Division in Alaska; execution of Land Forces of the Pacific Symposium 2022—the first after a three-year pause due to COVID-19—attended by more than 2,800 people; and execution of the UNIFIED PACIFIC Wargame Series, USARPAC's contribution to the Joint Campaign of Learning in the Indo-Pacific, advancing enterprise-level understanding of USARPAC's theater strategic and operational gaps.



U.S. Army South (USARSOUTH)

Fort Sam Houston, Texas

Mission: As the joint forces land component command and ASCC for U.S. Southern Command (USSOUTHCOM), USARSOUTH conducts unified land operations, sets and maintains the theater, and conducts security cooperation operations and activities in the USSOUTHCOM area of responsibility (AoR) in order to counter malign influences and threats in support of a networked defense of the U.S. homeland. On order, it provides a headquarters that is capable of a joint task force response 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 16 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 maintains a deployable contingency command post capable of short-notice deployments in support of USSOUTHCOM's efforts to counter transnational criminal organizations, human and drug trafficking and terrorism. Its history in Latin America dates back to 1904, when the first U.S. Soldiers arrived in Panama to assist with the construction and defense of the Panama Canal. Today, USARSOUTH's role is much larger in the region—enhancing hemispheric security by building strong relationships, increasing mutual capabilities and improving interoperability with local armies and security forces.

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

- **PANAMAX.** The largest exercise conducted in the Western Hemisphere, this annual SOUTHCOM-sponsored multinational exercise series focuses on ensuring the defense of the Panama Canal. USARSOUTH leads the Multinational Forces South headquarters, along with military partners from countries throughout the AoR. Personnel from approximately 24 nations, including the United States, participate in simulated training scenarios from various U.S. and partner-nation locations.
- **CENTAM Guardian.** This is an annual multinational exercise designed to simulate regional threats and practice a combined response aimed at providing humanitarian assistance, disaster response capabilities and promoting seamless cooperation between participating militaries. The exercise builds U.S. and partner nation capacity and fosters hemispheric cooperation and collaboration between military forces. The U.S. and partner nations improve interoperability, domain awareness and information sharing—and they counter threat capabilities. The exercise locations rotate every year, with El Salvador, Guatemala, Honduras, Costa Rica, Panama and the Dominican Republic each hosting it at various times.

- **Medical Readiness Training Exercises** (MEDRETEs). USARSOUTH routinely deploys small teams of military medical, dental and veterinary professionals for short duration exercises at the request of partner nations. This program supports total force readiness,

allowing servicemembers to deploy to underdeveloped areas, work side-by-side with host-nation providers and gain valuable real-world experience. MEDRETEs also help to build capacity and to strengthen relationships throughout the AoR.

- **Exercise Southern Vanguard.** This is a USSOUTHCOM-sponsored, USARSOUTH-conducted exercise at the operational and tactical levels designed to increase interoperability between U.S. and Western Hemisphere forces. Southern Vanguard is a rotating exercise that Army South conducts with partner nations in Central and South America; the ultimate goal is to establish a multinational exercise, which will improve readiness, security and interoperability. The first iteration took place in Chile in August 2021, with participating units from the U.S. Army's 10th Mountain Division and the Chilean Army's 3rd Mountain Division. The second took place in Brazil in December 2021, with participating units from the U.S. Army's 101st Airborne Division (Air Assault) and the Brazilian Army's 5th Battalion, 12th Infantry Brigade.
- **Staff Talks.** USARSOUTH conducts bilateral staff talks each year with the armies of Brazil, Chile, Colombia, El Salvador and Peru. The program is part of a year-long planning process that culminates with a week-long senior leader engagement event. Participating armies improve knowledge and capabilities for peacekeeping, security and humanitarian assistance and disaster relief operations. At the end of the event, the USARSOUTH commander and a senior leader from each partner army sign a bilateral engagement plan to conduct training and operational engagements together in the upcoming year. The result is enhanced

relationships with each partner army, a fostering of mutual understanding through military-to-military cooperation and assisting partner armies in maintaining and developing new capabilities, supporting the mutual achievement of security cooperation goals and objectives.

- **Reintegration.** USARSOUTH conducts reintegration of U.S. personnel—servicemembers, civilians or contractors—from foreign captivity; it was the first ASCC to have a reintegration program. Reintegration is a process that provides recovered personnel with the necessary tools to effectively resume normal professional, family and community activities, with minimal physical and emotional complications.



U.S. Army Space and Missile Defense Command (USASMDC)

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

Mission: USASMDC develops and provides current and future global space, missile defense and high-altitude capabilities to the Army, 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.

The International Space Station releases the Cygnus cargo vessel SS Katherine Johnson over southern Wyoming on 30 June 2021. As a secondary mission, the Cygnus cargo vessel deployed a U.S. Army Space and Missile Defense Command and Assured Position Navigation and Timing/Space Cross Functional Team Gunsmoke-J joint capability technology demonstration satellite (NASA photo).



Activities: The common link uniting USASMDC's 3,300 Soldiers and civilians across 10 time zones and 22 dispersed locations is a commitment to defending the nation and its allies. It is the Army's force modernization proponent and operational integrator for global space, missile defense and high-altitude capabilities. It provides trained and ready forces and capabilities to the warfighter and the nation, and it builds forces for tomorrow by researching, testing and integrating space, missile defense, cyber, directed energy, hypersonic and related technologies for the future.

Along with the command's Technical Center and Space and Missile Defense Center of Excellence, it has three major subordinate military elements: the 100th Missile Defense Brigade (Ground-Based Mid-course Defense—GMD), the 1st Space Brigade and the U.S. Army Satellite Operations Brigade.

USASMDC supports U.S. Northern Command in its GMD mission and serves as an ASSC to both U.S. Space Command and U.S. Strategic Command (USSTRATCOM). The **100th Missile Defense Brigade** operates the GMD system and functions as the missile defense component of USASMDC's missile defense enterprise. 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.

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 **U.S. Army Satellite Operations Brigade**, established in 2019 under USASMDC, is transferring to the U.S. Space Force during 2022. The brigade, comprising the 53rd Signal Battalion and the Satellite Command Directorate, executes continuous tactical, operational and strategic satellite communications payload management across the full

spectrum of operations in support of combatant commands, services, U.S. government agencies and international partners. This transfer will be completed methodically and carefully to ensure no degradation to the important service that these Soldiers and civilians provide to the nation.

The Technical Center manages science and technology, research and development and conducts test programs for space, integrated air and missile defense, directed energy, hypersonic and related technologies. It develops and transitions space and missile defense technology to the warfighter to address current and future capability gaps in persistent communication; intelligence, surveillance and reconnaissance; force protection; and strike. It provides critical technologies that meet today's requirements and addresses 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 change to doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy. It develops and integrates innovative doctrine, concepts and capabilities; trains and educates agile, adaptive and ready Soldiers and leaders; executes life-cycle management for Functional Area 40 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: he serves as the senior commander of both Fort Greely and U.S. Army Garrison Kwajalein Atoll, Republic of the Marshall Islands, where he is responsible for the care of servicemembers, families and civilians and enabling unit readiness; he is the Army's Air and Missile Defense Enterprise integrator; and he serves as the commander of USSTRATCOM's joint functional component command for integrated missile defense.

The U.S. Army Special Operations Command conducted their capabilities exercise, CAPEX 19, at Fort Bragg, North Carolina, 10–13 June 2019. This scenario, based on potential real-world Special Operations Forces mission requirements, was designed to improve interoperability with conventional forces, enhance interagency and intergovernmental partnerships and test capabilities (U.S. Army photo by Specialist ShaTyra Reed).



U.S. Army Special Operations Command (USASOC)

Fort Bragg, 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 (ARSOF) 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. The school is responsible for assessing, selecting and training Soldiers in special operations competencies. USAJFKSWCS consists of two Special Warfare Training Groups and a Special Operations Medical Training Group, serving as a Center of Excellence and proponent and representing the Special Forces, civil affairs and psychological operations branches. Each year, USAJFKSWCS trains more than 13,000 Army, joint and foreign military personnel in basic and advanced ARSOF skills. The school teaches 115 courses and 12 languages at 180 training locations in 22 different states. As a standards-based organization, this is where USASOC forges expectations, culture and values.

1st Special Forces Command (1st SFC) is task-organized to conduct irregular warfare campaigning with a transregional focus on Chinese and Russian malign activity. It provides regionally aligned, culturally attuned forces consisting of 11 subordinate 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 Continental United States (CONUS)-based operational support 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 provides precision rotary wing aviation and unmanned aerial vehicles (UAVs) for ARSOF worldwide. Aviators and crewmembers are highly trained to maintain and operate the most advanced helicopters and UAV systems. 160th Special Operations Aviation Regiment is the DoD's premier tactical denied-area penetrating force. They fly in high-risk and politically sensitive areas where others cannot go. They also provide advisory support to enhance the aviation capabilities of allies and partners.

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. Their regiment remains postured for critical, over-the-horizon counterterrorism missions and joint forcible entry operations.



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 immediately below;
- **Arlington National Cemetery** (ANC), discussed on p. 100;
- **Civilian Human Resources Agency** (CHRA), discussed on p. 101;
- **U.S. Army Corps of Engineers** (USACE), discussed on p. 101;
- **U.S. Criminal Investigation Division** (USACID), discussed on p. 102;
- **U.S. Army Human Resources Command** (HRC), discussed on p. 102;
- **U.S. Army Intelligence and Security Command** (INSCOM), discussed on p. 103;
- **U.S. Army Medical Command** (MEDCOM), discussed on p. 104;
- **U.S. Military Academy** (USMA), discussed on p. 104;
- **U.S. Military District of Washington** (MDW), discussed on p. 105;
- **Military Postal Service Agency** (MPSA), discussed on p. 106;
- **U.S. Army Test and Evaluation Command** (ATEC), discussed on p. 106; and
- **U.S. Army War College** (AWC), discussed on p. 107.



**U.S. Army Acquisition Support Center
(USAASC)**

Fort Belvoir, Virginia

Mission: USAASC shapes and develops the Army Acquisition community's capabilities through superior support and the development of world-class professionals. It provides oversight of the Army Acquisition Workforce and supports the program executive offices with resource management (manpower and budget), human resources program structure and acquisition information management.

USAASC is a DRU of the ASA(ALA)—that is, the Assistant Secretary of the Army (Acquisition, Logistics and Technology).

Within USAASC, the Army's Director of Acquisition Career Management Office ensures a highly capable, agile, adaptive and professional Army Acquisition Workforce in compliance with the Defense Acquisition Workforce Improvement Act and the Back-to-Basics Acquisition Workforce Framework.

Activities: USAASC is responsible for a number of objectives, including:

- providing oversight of the Army Acquisition Workforce;
- providing support to program executive offices in the areas of 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 of Acquisition Career Management, the ASA(ALA) 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 Center of Excellence, providing a dynamic learning environment to develop world-class Army acquisition professionals who are equipped to provide and sustain superior acquisition support to Soldiers.



Arlington National Cemetery (ANC)

Arlington, Virginia

Mission: Arlington National Cemetery (ANC) represents the American people for past, present and future generations by laying to rest those who have served the nation with dignity and honor. ANC also serves the living by immersing visitors in the cemetery's living history; it remains a place for every generation to honor, remember and explore the depths of the creation of this great nation and the heroes who have made incredible sacrifices for freedom:

- *Honor* the service and sacrifice of servicemembers, veterans and their family members with dignity, compassion and accountability.
- *Remember* the sacrifices of those from each generation who have answered the call to serve by preserving cemeteries befitting of their sacrifices.
- *Explore* the rich, living history of the cemeteries and gain an appreciation for those who have defended our freedom and helped shape the nation's history.

Activities: The cemetery is the final resting place for more than 400,000 active duty servicemembers, veterans and their families. "Service to country" is the common thread that binds all who are honored and remembered here. The cemetery remains active, with funeral services Monday through Saturday (except federal holidays), conducting between 27 and 30 services each weekday and between six and eight services each Saturday. Information on burial eligibility and military honors is available on the cemetery's website: www.arlingtoncemetery.mil.

More than 3,000 ceremonies and memorial services also take place at the cemetery each year, including national observances for Memorial Day and Veterans Day at the Memorial Amphitheater. The Tomb of the Unknown Soldier, one of Arlington's most well-known memorials, includes the remains of unknown servicemembers from World War I, World War II and the Korean War. Soldiers from the 3d U.S. Infantry Regiment (The Old Guard) keep a constant vigil at the Tomb, with an elaborate ritual to change the guard every hour.



Soldiers from the 3d U.S. Infantry Regiment (The Old Guard), along with servicemembers from the U.S. Marine Corps, the U.S. Navy, the U.S. Air Force and the U.S. Coast Guard, place U.S. flags at every gravesite at Arlington National Cemetery as part of Flags-In, Arlington, Virginia, 26 May 2022 (U.S. Army photo by Elizabeth Fraser).

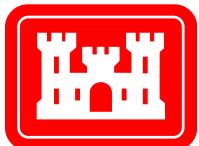


Civilian Human Resources Agency (CHRA)

Aberdeen Proving Ground, Maryland

Mission: CHRA is a global, premier and engaged organization committed to providing Civilian Human Resources (CHR) 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 Department of Defense (DoD) civilian employee populations, including Army Reserve and National Guard military technicians.

Activities: Core capabilities include staffing, classification, labor relations, management-employee relations, the Federal Employee Compensation Act (worker's compensation), employee benefits, personnel actions processing, CHR information technology services, human resources (HR) development and foreign entitlements. CHRA provides HR services, advice and support to approximately 300,000 Army and DoD civilian employees worldwide.



U.S. Army Corps of Engineers (USACE)

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,



Major Nicholas Yager, a project manager with the U.S. Army Corps of Engineers Sacramento District, and Earl Chow, left, a construction engineer with the Sacramento District, explain the layout of the future Veterans Affairs (VA) Stockton Community Based Outpatient Clinic to Dr. William Cahill, chief of staff for the VA Northern California Health Care System, 8 June 2022, in Stockton, California. The USACE Sacramento District has been constructing the clinic for more than two years, with plans to build additional facilities including a Community Living Center and Engineering Logistics Building (U.S. Army photo by Jeremy Croft).

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
(USACID)**

Quantico, Virginia

Mission: USACID is an independent criminal investigative organization that supports all elements of the Army in times of conflict and peace. It is capable of performing complex, felony-level criminal investigations anywhere in the world. Its independence is specifically structured to prevent any potentially interfering influences and to allow unencumbered investigations, regardless of environment and circumstances.

Activities: USACID special agents are highly trained criminal investigators and sworn federal law enforcement officers. Their investigations are routinely and

successfully prosecuted in military and federal judicial forums, as well as in state courts and foreign judicial venues across the globe. They provide crime investigative support to local commanders in cases including general crimes (against persons or property), computer crimes, economic crimes and counter-drug operations. They are dedicated to making the Army community as safe as possible. Their dedication and professionalism are nowhere more evident than in the organization's impressive solve rate, which continually remains well above the national average. These agents also possess battlefield skills and deploy on short notice to provide direct support to Army divisions and corps. Contingency operations and battlefield missions include logistics security, criminal intelligence and criminal investigations. During agents' battlefield missions, criminal investigations can be expanded to include war crimes, antiterrorism and force protection operations.

USACID also conducts protective service operations for the Department of Defense (DoD), the joint chiefs of staff and the Department of the Army. Additionally, it provides forensic laboratory support for all DoD investigative agencies, maintains the repository for the Army's more than 2.7 million crime records and conducts other sensitive or special-interest investigations as required or directed.



**U.S. Army Human
Resources Command
(HRC)**

Fort Knox, Kentucky

Mission: HRC conducts world-class talent management and leads modernized human resources and data systems initiatives to enable the Army to deploy, fight and win the nation's wars. It comprises a cohesive team of dedicated professionals who are devoted to caring for the Army's Soldiers and civilians and delivering innovative human resources solutions to meet the challenges of 2028 and beyond.

Activities: HRC has a rich history and legacy of providing first-class personnel service and support to Soldiers, veterans and their families. For nearly 50 years, this enterprise-level support has enabled the Army not only to deploy, but to fight and win the nation's wars.



Sergeant Conner Williams, a military police officer with the 307th Military Police Detachment (Criminal Investigation Division) sections off a crime scene during a criminal investigation training event at Camp Blanding, Florida (U.S. Army photo by Master Sergeant Andy Yoshimura).

Army Second Lieutenant Daii Gardner, Theater Gateway inbound officer in charge with the 178th Human Resources Command, and Specialist Natasha Washington, a postal clerk with the 650th Adjutant General Company, hand out voting ballots to Soldiers at the Theater Gateway, Camp Arifjan, Kuwait, 21 October 2020. The option to vote in person at Camp Arifjan and the surrounding bases was a first and gave Soldiers and deployed personnel a more convenient way to exercise their right to vote (U.S. Army Reserve photo Staff Sergeant Luke Wilson).



HRC's workforce consists of active and reserve component Soldiers, Department of the Army civilians and contractor personnel. Together, they: staff the Army; conduct strategic talent management; provide enterprise human resources information technology capability; and execute a variety of programs and services that take care of Soldiers and their families.

The command is organized with a traditional command and staff element as well as five distinct directorates:

1. **The Enlisted Personnel Management Directorate** (EPMD) builds and sustains enlisted personnel readiness for the Army. EPMD supports an active component Soldier population of more than 385,000 junior enlisted and non-commissioned officers spread across 178 different military occupational specialties.
2. **The Officer Personnel Management Directorate** (OPMD) focuses on Army operational readiness by developing today's Army officer corps to meet all present and future requirements. OPMD manages a population of approximately 87,000 commissioned and warrant officers.
3. **The Reserve Personnel Management Directorate** (RPMD) provides human resources services, support and professional development for more than 16,500 Soldiers serving in an Active Guard/Reserve status, almost 82,000 members of the Individual Ready Reserve as well as Soldiers serving in the Individual Mobilization Augmentee program. Overall, RPMD's Personnel Actions Branch serves 1.1 million U.S. Army Reserve Soldiers.
4. **The Adjutant General Directorate** is the most expansive and diverse directorate within HRC.

It exemplifies a commitment to excellence that directly affects every phase of the Soldier's tenure in the Army, spanning from the very first day Soldiers don the uniform until their eventual separation and beyond.

5. HRC's **Personnel Information Systems Directorate** provides enterprise-level human resources information technology and data center capabilities to the Total Army.



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

Fort Belvoir, Virginia

Mission: INSCOM executes mission command of operational intelligence and security forces; conducts, synchronizes and integrates worldwide multi-discipline and all-source intelligence and security operations; and delivers linguistic support and intelligence-related advanced skills training, acquisition support, logistics, communications and other specialized capabilities in support of Army, joint and coalition commands and the U.S. intelligence community.

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 its Soldiers connect, deliver and protect a globally integrated intelligence enterprise to enable the joint force to compete and win.



U.S. Army Medical Command (MEDCOM)

Fort Sam Houston, Texas

Mission: MEDCOM provides ready and sustained health services support and force health protection in support of the Total Force to enable readiness and to conserve fighting strength while caring for Army people and families. It does this by optimizing Soldier performance and by treating wounded, ill and injured servicemembers, providing comfort and care to those in need. Army Medicine's history



U.S. Army Major General Michael Place, Commanding General of 18th Medical Command (Deployment Support), is given a Gimhae Hospital capabilities overview from 51st Medical Group commander, Colonel Michael Fea and medical members of the Seventh Air Force during a tour at Gimhae Air Base facility, Republic of Korea, 18 June 2021 (U.S. Army photo by Sergeant First Class Caleb Barrieau).

demonstrates an ethos of selfless service and innovation in expeditionary healthcare; it must embody this ethos to remain first among peers in expeditionary medicine.

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

MEDCOM is restructuring according to operational and strategic imperatives. As it effectively and efficiently reorganizes to meet Army mandates and reforms, there is a need for scalable and rapidly deployable medical capabilities. The effort to meet this need is incorporating lessons learned from recent combat experiences and from the global COVID-19 response. Simultaneously, MEDCOM is developing agile and adaptive leaders of character who are able to achieve success in a constantly-changing environment by providing expeditionary, tailored, medically-ready forces who support the Army mission to deploy, fight and win decisively. In all of these efforts, MEDCOM seeks to ensure that Soldiers, civilians and families enjoy the professional opportunities and quality of life that they deserve.



U.S. Military Academy (USMA)

West Point, New York

Mission: Founded in 1802, USMA educates, trains and inspires its corps of cadets, ensuring that each graduate is a commissioned leader of character, committed to the values of duty, honor and country—and prepared for a career of professional excellence and service to the nation. It is a vital part of the Army's overall current and future readiness, as well as the Army People Strategy.

Activities: USMA directly supports the Army's mission and sustained readiness by developing the leaders of character who are committed to the values of West Point and the Army and ready to lead, fight and win in the crucible of ground combat. Admission is open to all U.S. citizens ages 17–23 and

is extremely competitive. Candidates must receive a nomination from a member of Congress or the Department of the Army to be considered. They are evaluated on their academic, physical and leadership potential; only those who are fully qualified receive appointments to the Academy. Its leader development model deliberately and purposefully integrates individual focus through its academic, military, physical and character programs, exercises and experiences, all within a culture of character growth. Upon graduation, cadets are expected to live honorably, lead honorably and demonstrate excellence.

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

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



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

Fort Lesley J. McNair, Washington, DC

Mission: USAMDW has five subordinate commands; exercises geographic senior commander responsibilities over three Army installations (Fort George G. Meade, Fort Belvoir and Fort A.P. Hill) and one joint base (Joint Base Myer-Henderson Hall); provides executive, operational, ceremonial and musical support across a full range of worldwide responsibilities; and serves as the Army forces component and core staff element of the Joint Task Force-National Capital Region to achieve Army and



Soldiers from the 3d U.S. Infantry Regiment (The Old Guard) support an Army Full Honors Wreath-Laying at the Tomb of the Unknown Soldier at Arlington National Cemetery, Arlington, Virginia, 23 August 2022 (U.S. Army photo by Elizabeth Fraser).

joint requirements. USAMDW also exercises senior commander responsibilities over the Soldier Recovery Brigade-National Capital Region, Soldier Recovery Battalion-Fort Belvoir, Joint Air Defense Operations Center and U.S. Army Medical Department Activity at Fort George G. Meade. It is the general court-martial convening authority for more than 400 worldwide organizations that do not have this authority.

Activities: USAMDW serves as the Department of the Army's executive agent for official ceremonial events. It represents the armed forces on behalf of the Department of Defense during national-level ceremonial functions that include but are not limited to: presidential inaugurations, official wreath ceremonies at the Tomb of the Unknown Soldier and state funerals. Its five subordinate commands are:

- the **Army Aviation Brigade**, which provides executive support to Army leadership and also has a rescue force element;
- the **3d U.S. Infantry Regiment (The Old Guard)**, the oldest active duty infantry unit, the official ceremonial unit and escort to the president, responsible for conducting memorial affairs missions and official military ceremonies at the White House, the Pentagon, national memorials and elsewhere in the nation's capital;
- the **U.S. Army Band "Pershing's Own,"** the Army's premier musical organization, that, through musical excellence, connects the Army to the American public and provides musical support to senior leadership and a wide spectrum of federal agencies and recruiting initiatives;

- the **U.S. Army Transportation Agency**, which provides premier, world-wide ground logistical support to White House officials (this is the only all-Army unit under the direction of the White House Military Office—each unit member earns a Presidential Service Identification Badge); and
- the **U.S. Army Field Band**, which is the premier touring musical representative for the U.S. Army, traveling thousands of miles each year as a musical ambassador and undertaking a mission of public outreach that includes media appearances and performances at secondary schools and universities nationwide.



Military Postal Service Agency (MPSA)

Arlington, Virginia

Mission: MPSA achieves efficient and responsive processing, transportation and distribution of personal and official mail throughout the Department of Defense (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 and Evaluation Command (ATEC)

Aberdeen Proving Ground, Maryland

Mission: ATEC provides direct support to U.S. Army Futures Command (see p. 78) and relevant, timely information to senior Army leaders to make future



Soldiers from the 3rd Battalion, 321st Field Artillery Regiment of the 18th Field Artillery Brigade out of Fort Bragg, North Carolina, visited White Sands Missile Range on 14 December 2021. They conducted live fire testing of early versions of the Army Tactical Missile System and confirmed that the older weapons are still reliable and ready for use (U.S. Army photo by John Hamilton).

force decisions enabling Multi-Domain Operations through rigorous developmental testing and operational evaluations, executing its mission in a collaborative environment and investing in both people and infrastructure. Through integrated testing and evaluations conducted in an independent and objective 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 scrutinize everything from individual weapons to the national missile defense Ground-Based Midcourse Defense systems. Since its formation, ATEC has played a major role in Army transformation. It boasts a workforce of over 8,000 military, civilian and contract employees who are highly skilled test officers, engineers, scientists, technicians, researchers and evaluators 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 precise instrumentation to test sophisticated military systems under controlled conditions at facilities around the country. ATEC seeks the voice of its customers while continuously striving to become more affordable, effective and efficient.



U.S. Army War College (AWC)

Carlisle Barracks, Pennsylvania

Mission: Carlisle Barracks was established in 1757 and has been home to the U.S. Army War College since 1951. It enhances national and global security by developing ideas and educating U.S. and international leaders to serve at strategic levels and by delivering strategic-level education to Army general officers and to a joint and combined student body of majors, colonels and Army strategists.

Activities: AWC examines strategic issues and creates strategic ideas through the Strategic Studies Institute, Center for Strategic Leadership. It is supported by military history archives and by the research and analysis that comes through the Army Heritage and Education Center. On 473 acres, 18 miles southwest of Harrisburg, it stands as the only full-service installation in Pennsylvania and boasts a military community of 26,000 individuals, including 615 servicemembers, 1,000 family members and 838 civilians.



Glossary

This glossary includes the acronyms used in this book. For an extensive list of acronyms used across the Department of Defense and all branches of the military, please refer to the *DoD Dictionary of Military and Associated Terms*, pp. 239–349, available online at <https://irp.fas.org/doddir/dod/dictionary.pdf>. Acronyms for Army ranks can be found on p. 34 of this book.

A2/AD	Air and Missile Defense	BCT
Antiaccess/area denial	Brigade Combat Team	
AAFES	BOSS	
Army and Air Force Exchange Service	Better Opportunities for Single Soldiers	
ABCT	C2	
Armored Brigade Combat Team	Command and Control	
AC	C4ISR	
Active Component	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance	
ACS	CAA	
Army Community Service	Conference of American Armies	
ACU	CBRN	
Army Combat Uniform	Chemical, Biological, Radiological and Nuclear	
ACU-A	CBRNE	
Army Combat Uniform-Alternate	Chemical, Biological, Radiological, Nuclear and Explosive	
AER	CCP	
Army Emergency Relief	Contingency Command Post	
AFAP	CDC	
Army Family Action Plan	Child Development Centers	
AFB	CDR	
Air Force Base	Commander	
AFC	CERFP	
U.S. Army Futures Command	Chemical, Biological, Radiological, Nuclear and Explosive Enhanced Response Force	
AFRCs	CFLCC	
Armed Forces Recreation Centers	Coalition Forces and Land Component Command	
AFWP	CFT	
Army Family Web Portal	Cross-Functional Team	
AGSU	CHR	
Army Green Service Uniform	Civilian Human Resources	
AI		
Artificial Intelligence		
AIT		
Advanced Infantry Training		
AMC		
U.S. Army Materiel Command		

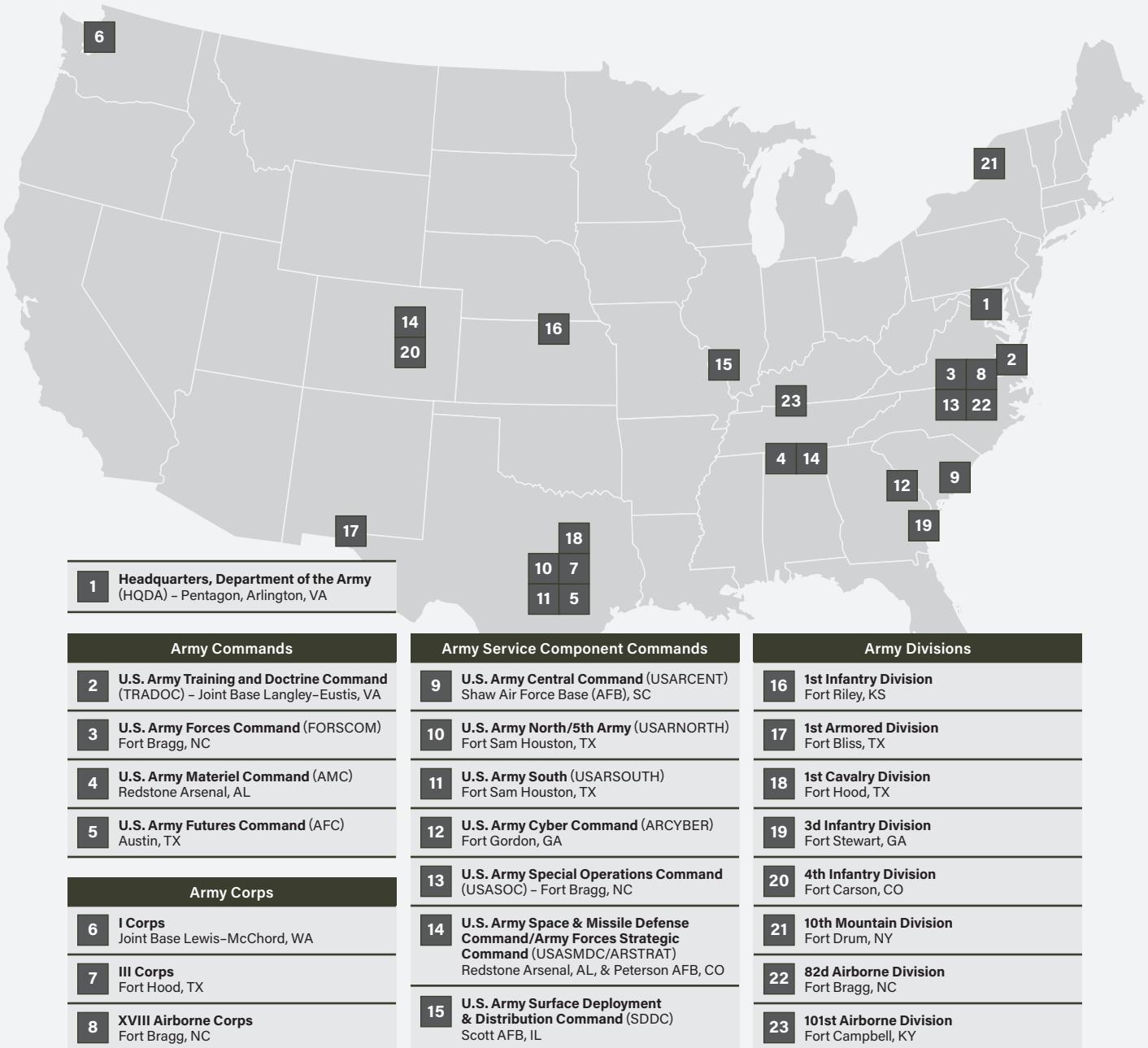
CHRA	Electronic Warfare	JFLCC
Civilian Human Resources Agency		Joint Force Land Component Command
CJCS		JPMRC
Chairman of the Joint Chiefs of Staff		Joint Pacific Multinational Readiness Center
CJTF-HOA		JTF
Combined Joint Task Force-Horn of Africa		Joint Task Force
CJTF-OIR		JTF-B
Combined Joint Task Force-Operation Inherent Resolve		Joint Task Force-Bravo
CNGB		JTF-GTMO
Chief of the National Guard Bureau		Joint Task Force-Guantanamo Bay
CONUS		JTF-HQ
Continental United States		Joint Task Force-Headquarters
CSA		LRPF
Chief of Staff, Army		Long-Range Precision Fires
CST		LSCOs
Civil Support Team		Large-Scale Combat Operations
CTC		MCATs
Combat Training Center		Medical Care Augmentation Teams
CYS		MDO
Child, Youth and School Services		Multi-Domain Operations
DA		MDTF
Department of the Army		Multi-Domain Task Force
DoD		MDW
Department of Defense		Military District of Washington
DODD		MEDCOM
Department of Defense Directive		U.S. Army Medical Command
DODIN		MEDEVAC
Department of Defense Information Network		Medical Evacuation
DOTMLPF		MEDRETE
Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities		Medical Readiness Training Exercise
DPG		MFO
Defense Planning Guidance		Multinational Force and Observers
DRU		MHPI
Direct Reporting Unit		Military Housing Privatization Initiative
DS		MOS
Deployment Support		Military Occupational Specialty
DSC		MOTSU
Deployment Support Command		Military Ocean Terminal Sunny Point
DSCA		MPS
Defense Support of Civil Authorities		Military Postal Service
EFMP		MPSA
Exceptional Family Member Program		Military Postal Service Agency
EMP		MSC
Electromagnetic Pulse Weapons		Major Subordinate Command
EPLOs		MWR
Emergency Preparedness Liaison Officers		Morale, Welfare and Recreation
EPMD		NCO
Enlisted Personnel Management Directorate		Noncommissioned Officer
	IRR	NDS
	Individual Ready Reserve	National Defense Strategy
	ISIS	NET
	Islamic State	Network
	JCS	
	Joint Chiefs of Staff	

NGB	SBCT	USARC
National Guard Bureau	Stryker Brigade Combat Team	U.S. Army Reserve Command
NGCV	SDDC	USARCENT
Next-Generation Combat Vehicle	Military Surface Deployment and Distribution Command	U.S. Army Central Command
NMS	SETAF	USAREUR
National Military Strategy	Southern European Task Force	U.S. Army European Command
NSS	SFAB	USAREUR-AF
National Security Strategy	Security Force Assistance Brigade	U.S. Army Europe and Africa
OCONUS	SFRG	USARNORTH
Outside the Continental United States	Soldier and Family Readiness Groups	U.S. Army Northern Command
OCP	SL	USARPAC
Operational Camouflage Pattern	Soldier Lethality	U.S. Army Pacific
OCS	SMDC	USARSCFA
Officer Candidate School	U.S. Army Space and Missile Defense Command	U.S. Army Reserve Support Command, First Army
OEF	SOCSSOUTH	USARSOUTH
Operation Enduring Freedom	Special Operations Command South	U.S. Army Southern Command
OFS	SOF	USASOAC
Operation Freedom's Sentinel	Special Operations Forces	U.S. Army Special Operations Aviation Command
OIB	SRM	USASOC
Organic Industrial Base	Sustainable Readiness Model	U.S. Army Special Operations Command
OIF	STE	USC
Operation Iraqi Freedom	Synthetic Training Environment	U.S. Code
OIR	TASS	USCENTCOM
Operation Inherent Resolve	The Army School System	U.S. Central Command
OMB	TJFLCC	USCYBERCOM
Office of Management and Budget	Theater Joint Force Land Component Commander	U.S. Cyber Command
OPCON	TRADOC	USEUCOM
Operational Control	U.S. Army Training and Doctrine Command	U.S. European Command
OPMD	UAS/V	USINDOPACOM
Officer Personnel Management Directorate	Unmanned Aerial System/Vehicle	U.S. Indo-Pacific Command
OPTEMPO	USAASC	USMA
Operational Tempo	U.S. Army Acquisition Support Center	U.S. Military Academy at West Point
PCS	USACAPOC	USNORTHCOM
Permanent Change of Station	U.S. Army Civil Affairs & Psychological Operations Command	U.S. Northern Command
POW/MIA	USACE	USSOCOM
Prisoner of War/Missing in Action	U.S. Army Corps of Engineers	U.S. Special Operations Command
PRC	USACIDC	USSOUTHCOM
People's Republic of China	U.S. Criminal Investigation Division	U.S. Southern Command
QoL	USAFRICOM	USSTRATCOM
Quality of Life	U.S. Africa Command	U.S. Strategic Command
RC	USAJFKSWCS	USTRANSCOM
Reserve Component	U.S. Army John F. Kennedy Special Warfare Center and School	U.S. Transportation Command
REARMM	USARAF	VMIS
Regionally Aligned Readiness and Modernization Model	U.S. Army Africa Command	Volunteer Management Information System
ROTC		vSFRG
Reserve Officers' Training Corps		Virtual Soldier and Family Readiness Group
RPM		WMDs
Reserve Personnel Management Directorate		Weapons of Mass Destruction
SAC		
School Age Care		

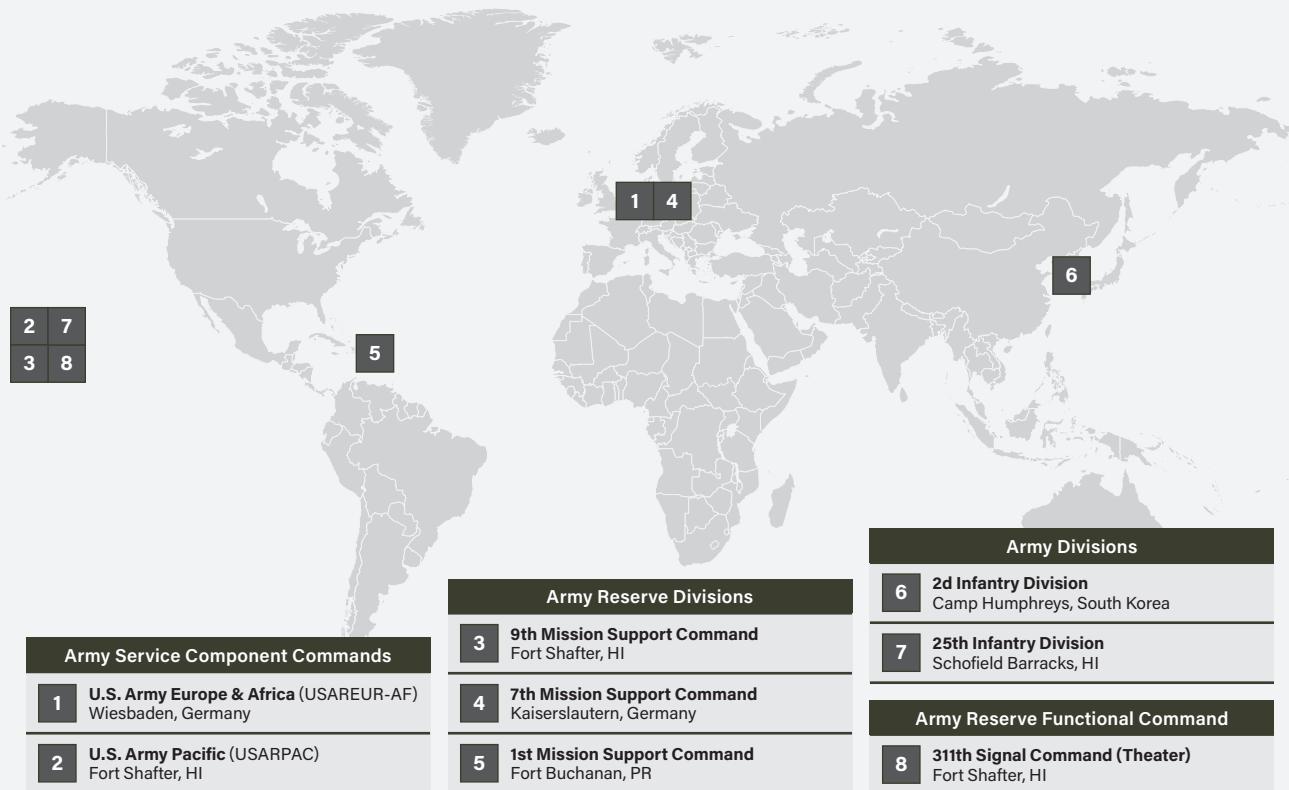


Maps

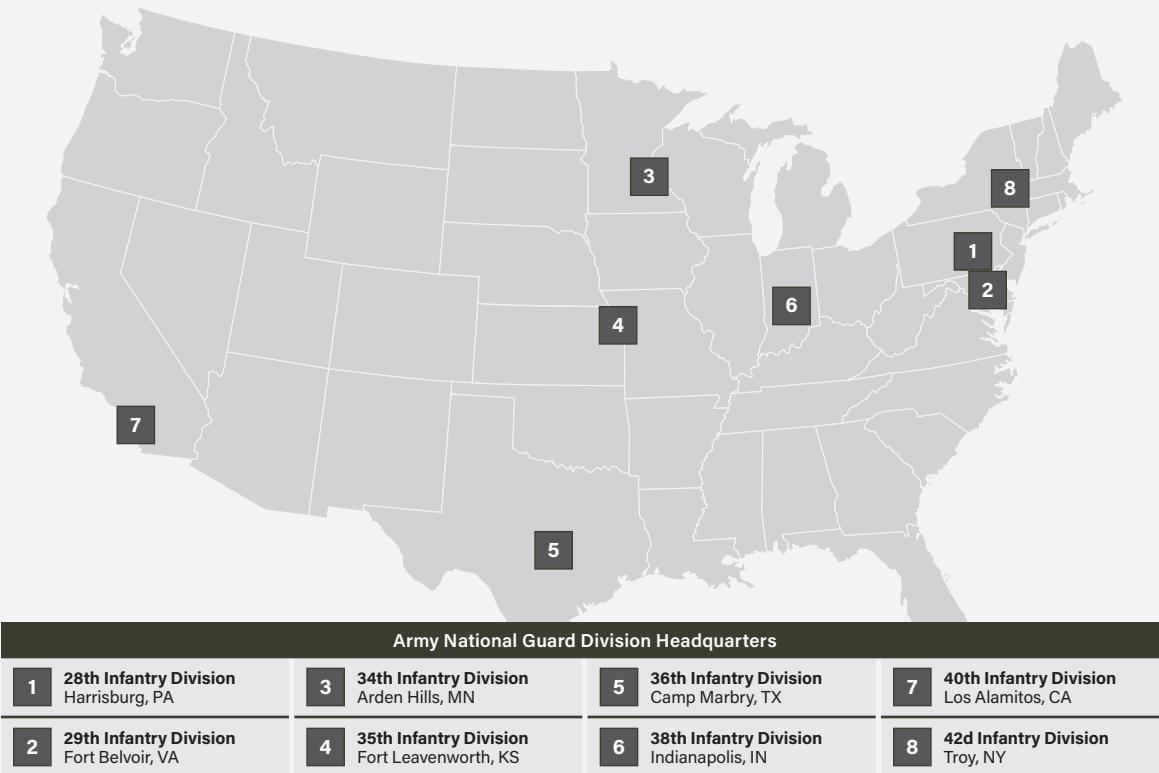
Regular Army Units Based in the Continental United States (CONUS)



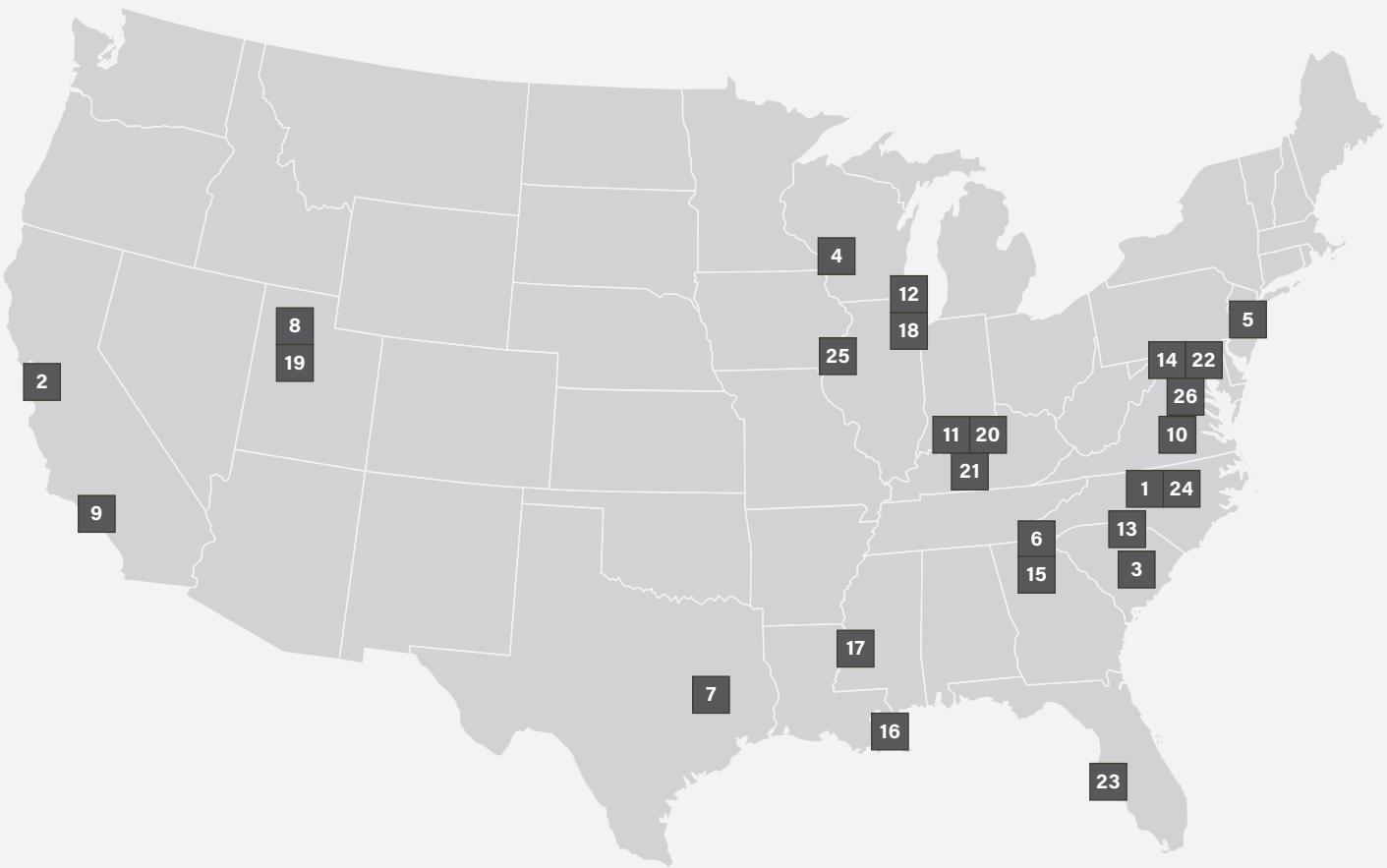
Regular & Reserve Army Units Based Outside CONUS



Army National Guard Division Headquarters



Army Reserve Divisions & Functional Commands



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

Army Reserve Divisions

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

DS – Deployment Support

IET – Initial Entry Training

TASS – The Army School System

USACAPOC – U.S. Army Civil Affairs & Psychological Operations Command

USARSCFA – U.S. Army Reserve Support Command, First Army

Army Reserve Functional Commands

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

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