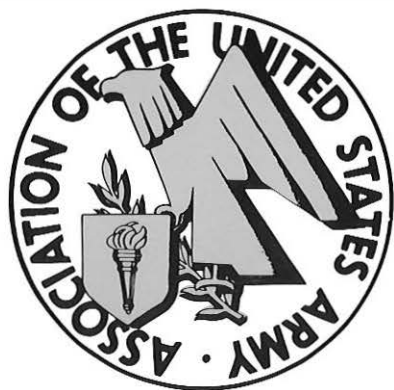


PROFILE OF THE ARMY



A Reference
Handbook



ASSOCIATION OF THE UNITED STATES ARMY

INSTITUTE OF LAND WARFARE



FOREWORD

This revised **PROFILE OF THE ARMY** is published by the Association of the United States Army's Institute of Land Warfare to provide a basic reference handbook about the U.S. Army. It provides a description of the organization and missions of the Army as well as some insight into the role of the Army in our national security strategy.

This handbook is intended for briefing purposes, but it will also serve as a ready reference on the constitutional basis for our Armed Forces, the organization of the Joint Chiefs of Staff, and the functions, components and branches of the Army.

We show how the Army currently allocates its human and financial resources and provide information on where the Army is headed in the future and how it intends to get there.

At the back of the handbook, we have appended descriptions of Army rank insignia, a list of major Army installations by congressional district, and some demographic information about soldiers.

The Institute of Land Warfare welcomes your comments and suggestions concerning this effort.

A handwritten signature in black ink, appearing to read "J. N. Merritt". The signature is fluid and cursive, with a long horizontal stroke at the end.

JACK N. MERRITT
General, USA Retired
President

January 1993

PROFILE OF THE ARMY

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**PREPARED UNDER THE
AUSPICES OF THE AUSA INSTITUTE
OF LAND WARFARE**

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PART I

U.S. NATIONAL SECURITY STRUCTURE

This section provides information concerning the constitutional basis for the Armed Forces of the United States and explains the role of the Army in the overall defense establishment.

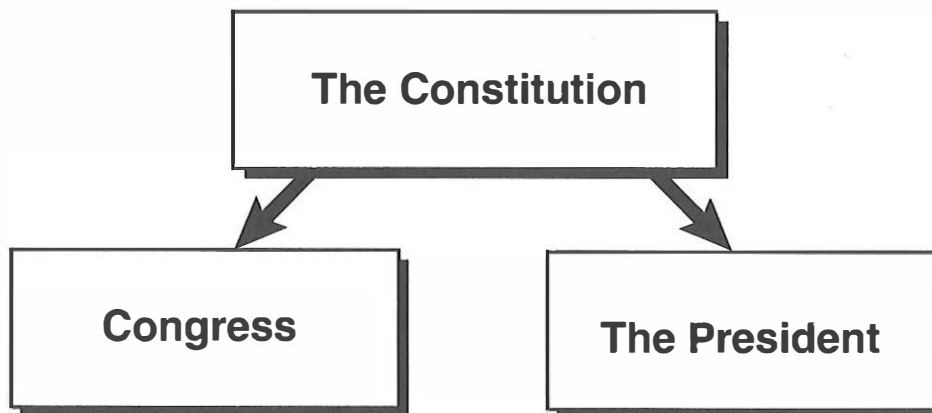
CONSTITUTIONAL BASIS FOR THE ARMED FORCES

From the Preamble to the Constitution: "We the people of the United States, in order to form a more perfect union, establish justice, insure domestic tranquility, provide for the common defense ..."

NOTE: "WE THE PEOPLE ... PROVIDE FOR THE COMMON DEFENSE"

Historically, our Army is even older than our nation, having been created on June 14, 1775, by the Second Continental Congress. Thus, the Army predates the Declaration of Independence by more than a year and had been in existence nearly 14 years when our government declared the United States Constitution in effect.

The Constitution is very specific as to who raises and commands the Army.



Article I, Section 8:

"The Congress shall have power to ... provide for the common defense; to declare war ... to raise and support armies ... to make rules for the government and regulation of the land and naval forces"

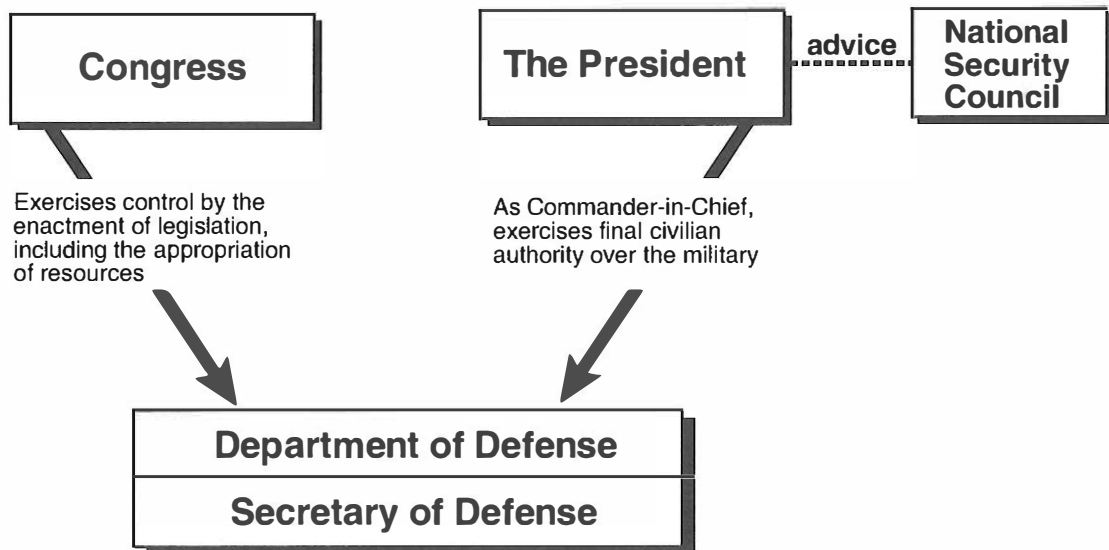
Article II, Section 2:

"The President shall be the Commander-in-Chief of the Army and Navy of the United States; and of the militia of the several states, when called into the actual service of the United States."

THE DEPARTMENT OF DEFENSE

Title II of the National Security Act of 1947, as amended, provided for the establishment of a Department of Defense to be headed by a Secretary. In the words of the statute:

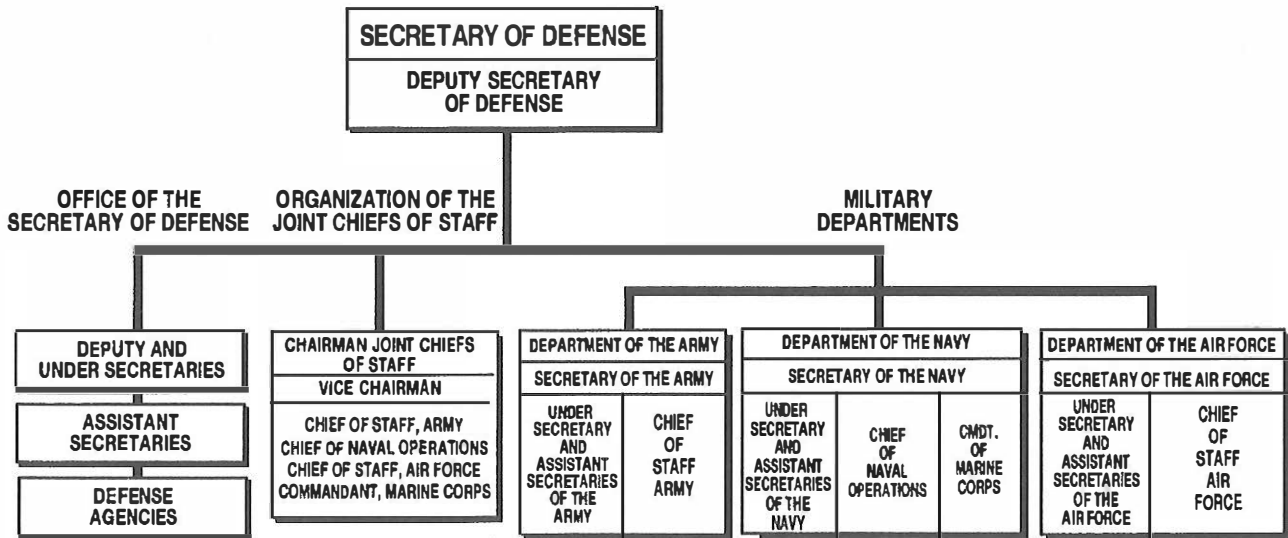
“... there shall be within the Department of Defense the Department of the Army, the Department of the Navy, and the Department of the Air Force, and each department shall on and after August 10, 1949, be military departments in lieu of their prior status as Executive Departments.” (5 U.S.C. 171 (b).)



The major subdivisions within the Department of Defense are: the Office of the Secretary of Defense; the Joint Chiefs of Staff; the three military departments and the military services within each department; the unified and specified commands, and such other agencies as the Secretary establishes to meet specific requirements.

THE SECRETARY OF DEFENSE

As the principal assistant to the President in all matters relating to the Department of Defense, the Secretary, subject to the direction of the President and the provisions of the statute, "has ... direction, authority, and control" over the Department of Defense.



THE JOINT CHIEFS OF STAFF

The Joint Chiefs of Staff consist of the Chairman (who outranks all other officers of the Armed Forces while holding office); the Vice Chairman of the JCS; the Chief of Staff of the Army; the Chief of Naval Operations; the Chief of Staff of the Air Force; and the Commandant of the Marine Corps. By statute the Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council, and the Secretary of Defense. The Vice Chairman acts for the Chairman in his absence.

The Joint Chiefs of Staff, subject to the authority and direction of the President and the Secretary of Defense, are assigned (among others) the functions of:

- 1) providing for strategic direction of the Armed Forces and preparing strategic plans;
- 2) performing net assessments of the capabilities of the Armed Forces;
- 3) advising on priorities of requirements, program recommendations, and budget proposals;
- 4) developing doctrine for joint employment and formulating policies for coordinating military education and training;
- 5) advising and assisting the National Command Authority on establishing combatant commands.

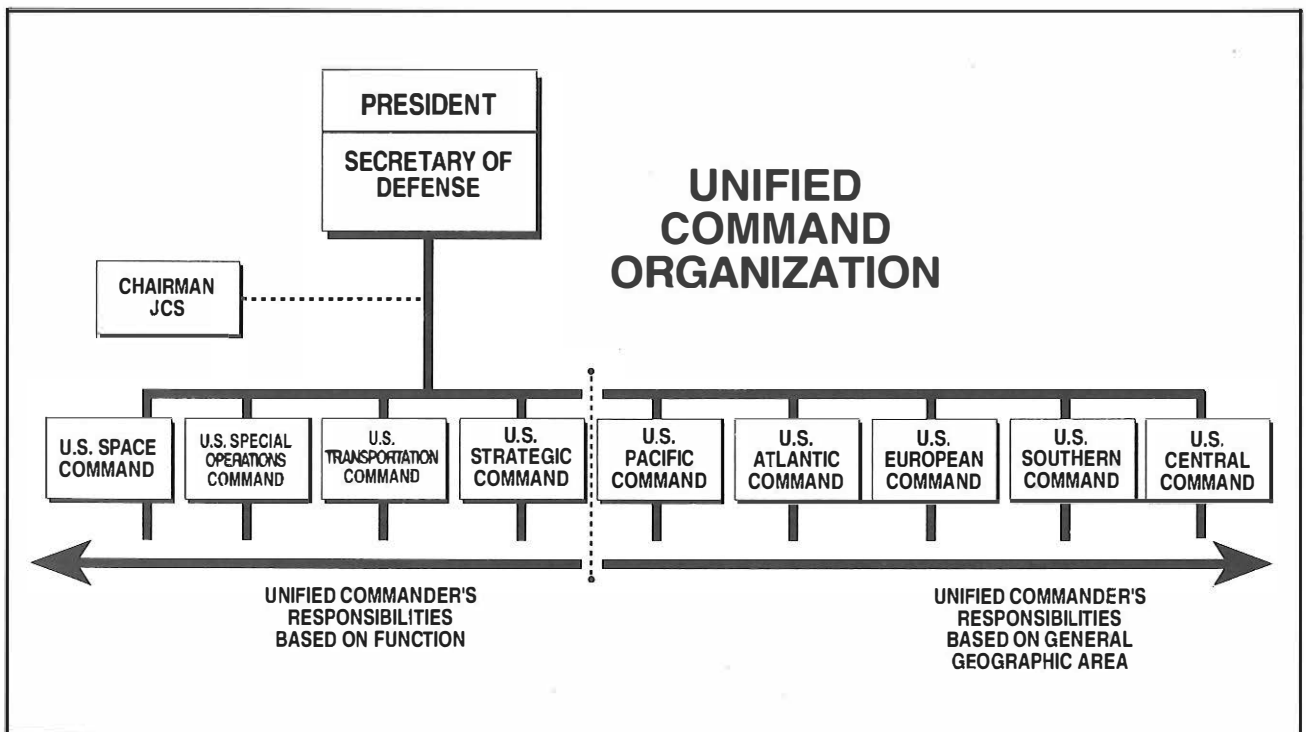
UNIFIED AND SPECIFIED COMMANDS

The Armed Forces of the United States are organized for the performance of military missions into combatant commands made up of forces from the various military departments under the operational command of unified or specified commanders.

Unified and specified commands provide for the integrated effectiveness of U.S. military forces in combat operations and for the projection of U.S. military power in support of U.S. national policies. They are established by the President through the Secretary of Defense with the advice and assistance of the Chairman, Joint Chiefs of Staff.

Organization and Missions

A unified command is a command assigned a broad continuing mission under a single commander and composed of significant components of two or more services. A specified command is normally composed of one service. Unified and specified commanders have full operational control of all forces assigned. At present the only specified command is U.S. Forces Command.



CHAIN OF COMMAND

The commanders of unified and specified commands are responsible to the President and the Secretary of Defense. Hence, the chain of command runs from the President to the Secretary of Defense to these commanders. The Chairman, Joint Chiefs of Staff (CJCS) may issue orders to these commanders by authority and direction of the Secretary of Defense.

The role of the Chairman of the Joint Chiefs of Staff in the chain of command of the combatant commands is threefold:

1) Communications between the National Command Authorities and the combatant commanders pass through CJCS. The DoD Reorganization Act permits the President to establish this communications chain of command. With this communications responsibility come the myriad duties associated with assisting the President and Secretary of Defense in the direction and control of the combatant commanders: strategic direction, strategic planning, and contingency planning and preparedness.

2) Oversight of the activities of combatant commands in matters dealing with the statutory responsibility of the Secretary of Defense falls to CJCS. This includes recommending changes in assignment of functions, roles, and missions to achieve maximum effectiveness of the armed forces.

3) CJCS is spokesman for the combatant commanders, including the summary and analysis of requirements, programs, and budget.

Support by Military Departments

Once the force structure of the various unified and specified commands has been determined, each military department is responsible for furnishing its allotted portion, and remains responsible for the administration of these forces. The responsibility for support of forces assigned to combatant commands is vested in one or more of the military departments, as directed by the Secretary of Defense.

THE MILITARY DEPARTMENTS

The military departments (Army, Navy, and Air Force) were retained by law after the establishment of the Department of Defense. Each military department operates under its civilian Secretary who, in turn, is responsible to the Secretary of Defense.



COMMON FUNCTIONS OF THE MILITARY DEPARTMENTS

The major functions of the military departments, under their respective Secretaries, are to

- prepare forces and establish reserves of manpower, equipment, and supplies for the effective prosecution of war and military operations short of war and plan for the expansion of peacetime components to meet the needs of war;
- maintain in readiness mobile reserve forces, properly organized, trained, and equipped for employment in emergency;
- recruit, organize, train, and equip forces for assignment to unified and specified combatant commands;
- prepare and submit budgets for their respective departments;
- develop, garrison, supply, equip, and maintain bases and other installations and furnish administrative and logistic support for all forces and bases; and
- assist one another in the accomplishment of their respective functions.

SUMMARY

In other words ...

- Congress raises and sustains the Armed Forces.
- The President is the Commander-in-Chief.
- The Secretary of Defense commands the Department of Defense.
- The Secretary of Defense commands the unified and specified commanders of the operational forces.
- The Secretary of the Army commands the Department of the Army.
- The Army executes the will of Congress or the statutory missions by raising, provisioning, sustaining, maintaining and training the Army.
- Army forces are provided to the commanders of unified commands for operational activities.

PART II

THE DEPARTMENT OF THE ARMY

This section describes the missions,
components and organization of the Army.

THE SECRETARY OF THE ARMY

Congress has provided for a Secretary of the Army, under Title 10 U.S. Code, Sections 3010 and 3012, which state:

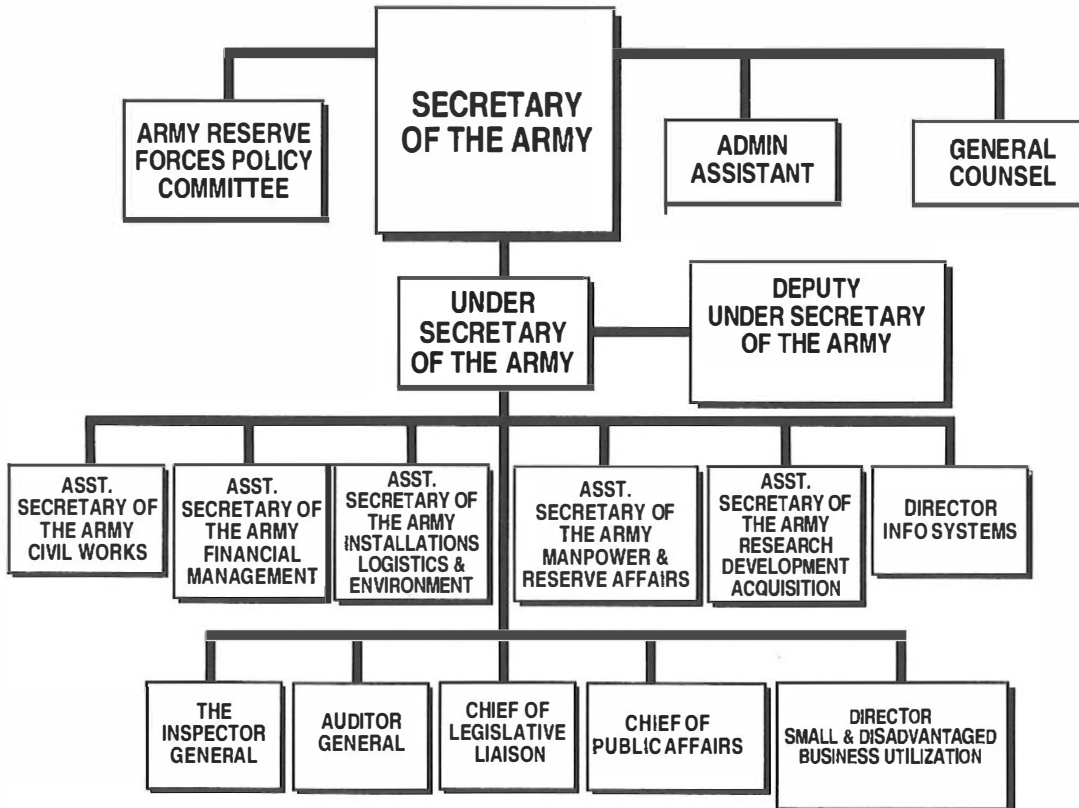
Section 3010: “The Department of the Army is separately organized under the Secretary of the Army. It operates under the authority and direction of the Secretary of Defense.”

Section 3012: “The Secretary is responsible and has the necessary authority to conduct all affairs of the Department of the Army, including ...

1) Functions necessary or appropriate for the training, operations, administration, logistical support and maintenance, welfare, preparedness and effectiveness of the Army, including research and development”

The following chart depicts the organization of the Office of the Secretary of the Army.

ARMY SECRETARIAT ORGANIZATION



ARMY MISSIONS

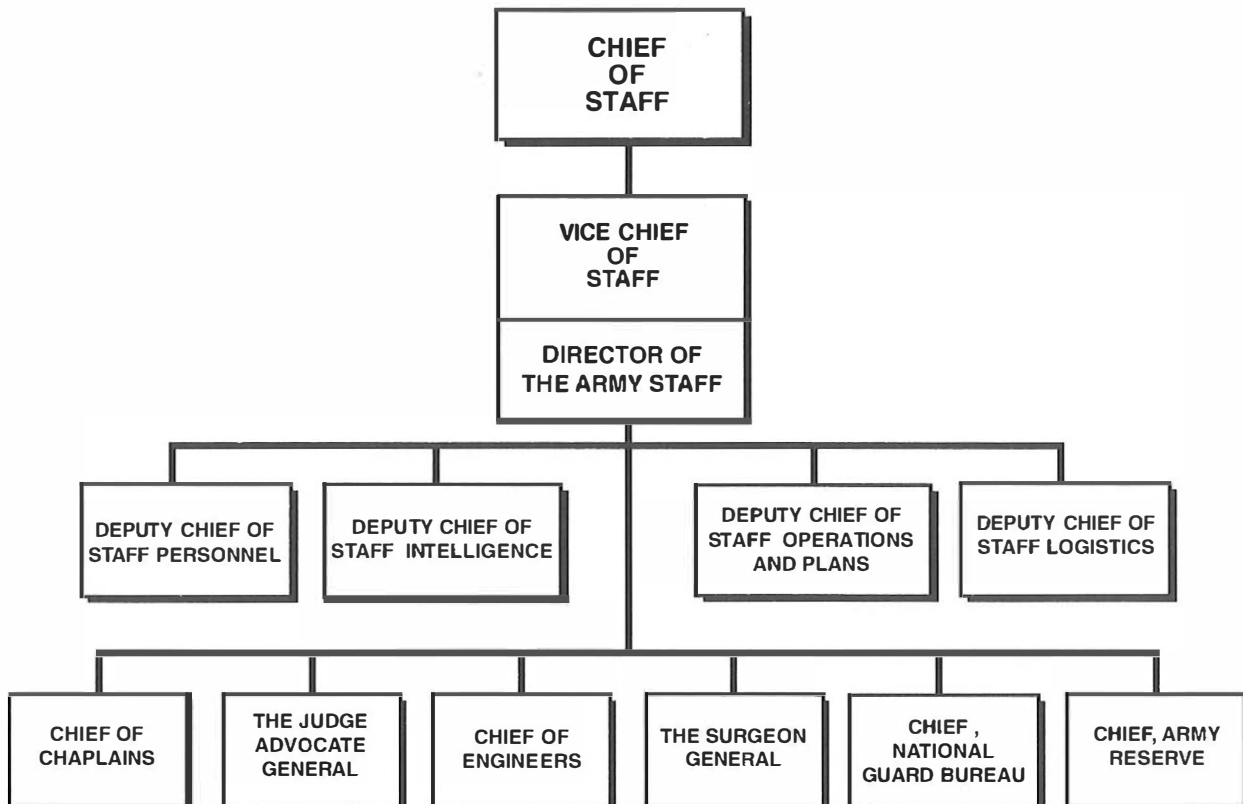
Congress has also provided the Army with organizational missions in Title 10 U.S. Code, Section 3062. That section states in part:

{The Army} "Shall be organized, trained and equipped primarily for prompt and sustained combat incident to operations on land ... {and} ... is responsible for the preparation of land forces necessary for the effective prosecution of war, except as assigned and in accordance with integrated mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war."

The missions of the Army are depicted below:

- forward presence with units forward deployed
- projection of land forces/contingency operations
- peacetime and wartime reinforcement
- evacuation/protection of U.S. citizens
- support of the nation's war on drugs
- assistance to friendly nations
- support of nation assistance and civil affairs

HOW THE ARMY STAFF IS ORGANIZED



COMPONENTS OF THE ARMY

The U.S. Army is a composite of commands, components, branches and individual members, organized, trained and equipped for combat operations on land and other designated missions.

Today's Army is organized as a TOTAL FORCE — an integrated, cohesive melding of the active component (Regular Army) and reserve components (Army National Guard and Army Reserve) and civilian employees.

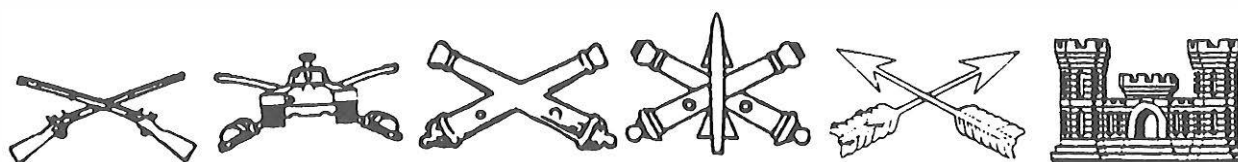
- The Army is organized to reflect a balanced effort to meet the entire range of our defense needs and to be capable of sustained operations.
- This process has resulted in an organization in which active and reserve component divisions are the key elements.
 - The active component provides the forces to support forward presence and provides forces for rapid deployments worldwide.
 - Reserve components provide forces to “round out” and “round up” active divisions and provide reinforcement units to sustain combat until total mobilization can provide additional forces.
 - The reserve components provide 53 percent of the Army's combat forces and 62 percent of the support forces.
- **As additional missions have been transferred from the active Army to the Army National Guard and Army Reserve, active and reserve components have become inextricably linked. This increasing reliance on the Army National Guard and Army Reserve for early-deploying combat and support forces means that a presidential decision to federalize selected Army National Guard and call up Army Reserve units must be made early in the crisis development stage.**

BRANCHES OF THE ARMY

All the people in the Army are assigned to — and trained or schooled in — one of the 25 branches of the Army according to the functions they would perform in combat or in support of the combat units. The branches of the Army are grouped as to whether their primary mission is to engage in combat, to directly support the combat elements, or to provide combat service support or administration to the Army as a whole.

Depicted here are the various branches of the Army along with their distinctive insignia.

Combat and Combat Support



Infantry

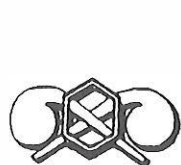
Armor

Field
Artillery

Air
Defense

Special
Forces

Engineer



Chemical



Military
Intelligence



Military
Police



Signal



Aviation



Civil
Affairs

Combat Service Support



Ordnance



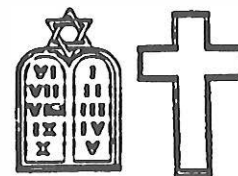
Quartermaster



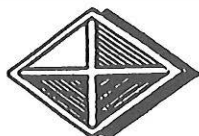
Transportation



Adjutant
General



Chaplain



Finance



Judge
Advocate
General



Inspector
General

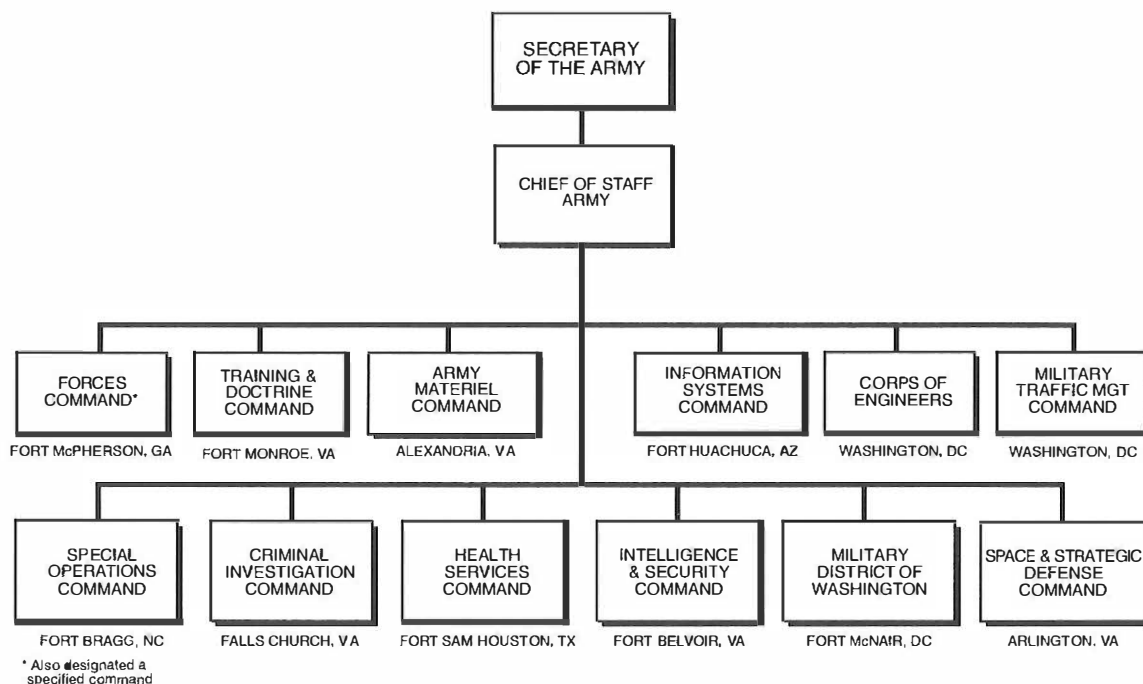


Medical
Department*

* (Includes six separate branches: Medical, Medical Service, Medical Specialist, Nurse, Dental and Veterinary)

ARMY MAJOR COMMANDS IN THE U.S.

Command of the Continental United States Army elements is exercised by the Secretary of the Army through the Army Chief of Staff, through the commanders of 12 major Army commands. There are also a variety of specialized organizations that are managed by the Army Staff principals.



ARMY FORCES OVERSEAS

Army overseas commands consist primarily of major forces assigned as the ground force component of United States unified commands. As such, the Army component comes under the operational control of the commander-in-chief of four unified commands which, in turn, report to the Secretary of Defense — usually through the Chairman of the Joint Chiefs of Staff.

The four major Army overseas commands and the unified command to which assigned are:

Army Major Command

Unified Command

... provides Army component of ...

United States Army, Europe
United States Army, Pacific
Eighth United States Army
United States Army South

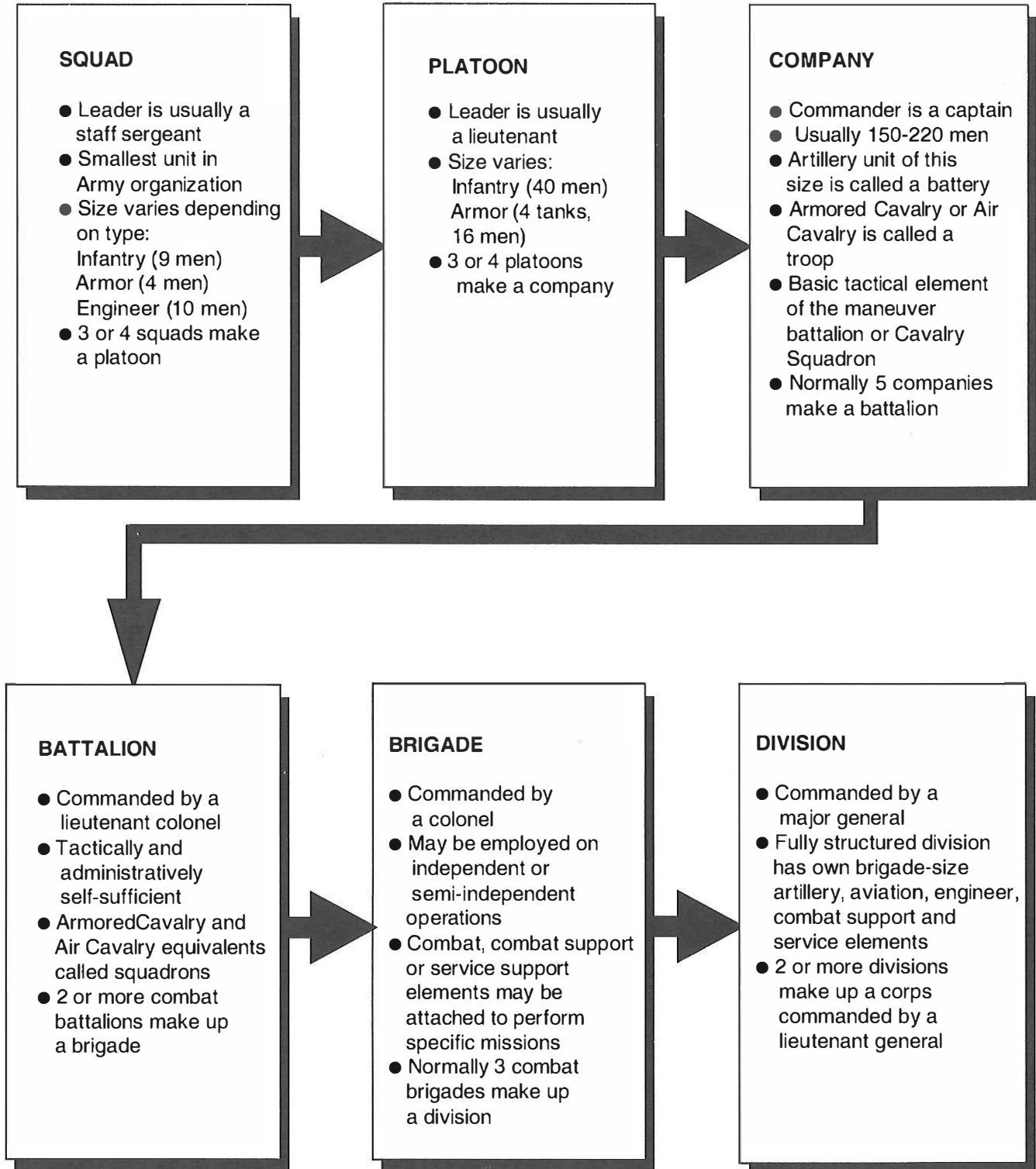
United States European Command
United States Pacific Command
***United States Forces Korea**
United States Southern Command

*subordinate unified command of U.S. Pacific Command

Additionally, Army personnel are presently serving in the following overseas commands: United Nations Command, 18 NATO Commands, Security Assistance Organizations in 57 foreign nations, 86 Defense attache offices, and various other offices stemming from treaties and executive agreements with individual nations or blocs.

ARMY COMBAT ORGANIZATIONS

Army organizations are inherently built around people and the tasks they must perform. Major combat organizations are composed of smaller groups of forces as shown here.













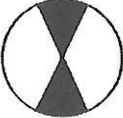













ARMY DIVISIONS

The Army's principal maneuver unit is the division. A division is backed up by non-divisional combat and combat support elements bringing the strength of a division "slice" to approximately 48,000 soldiers.

The Total Army today consists of 24 divisions. In the active Army there are 14 divisions: two forward deployed in Europe, one in Korea, one in Hawaii, and 10 in the Continental United States. The remaining 10 divisions in the Total Army are Army National Guard divisions.

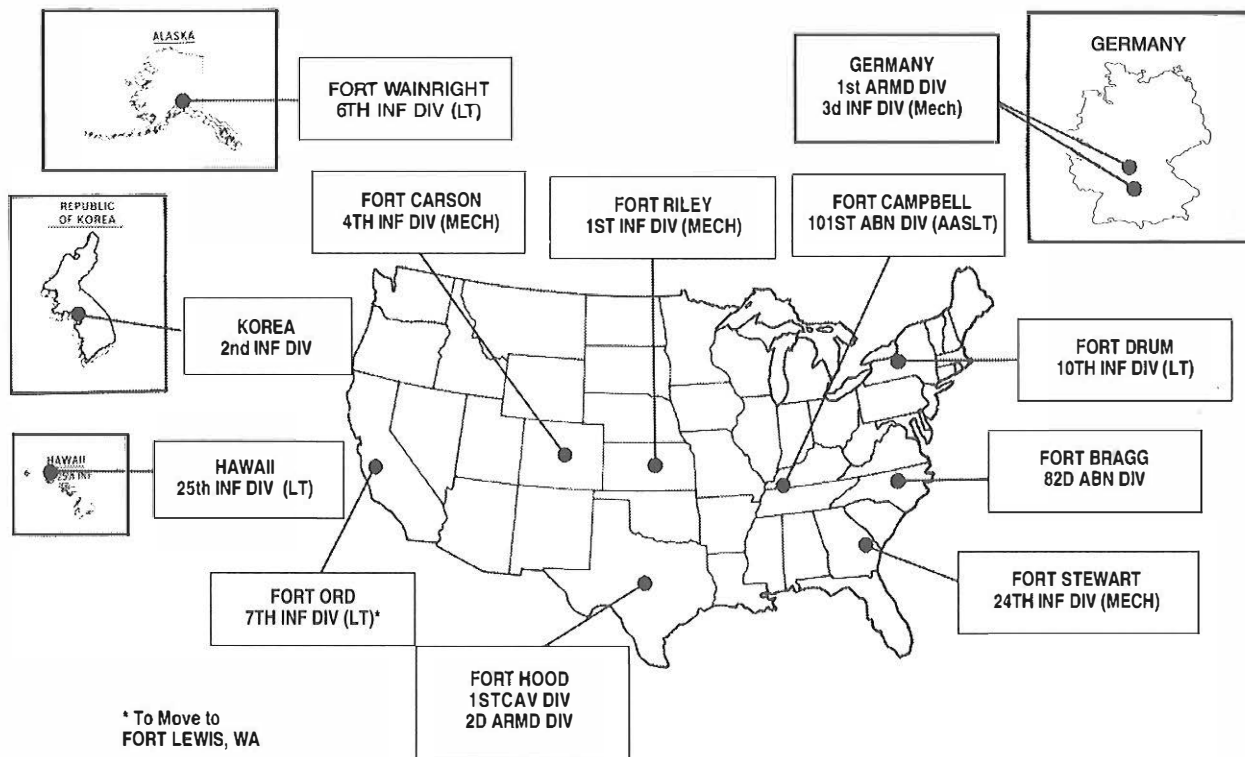
The Divisions of the Total Army (as of January 1993)

	Active Army				Army National Guard	
Mechanized Infantry	 1st INFANTRY DIVISION	 3rd INFANTRY DIVISION	 4th INFANTRY DIVISION	 24th INFANTRY DIVISION	 35th INFANTRY DIVISION	 40th INFANTRY DIVISION
Armored	 1st CAVALRY DIVISION	 1st ARMORED DIVISION	 2nd ARMORED DIVISION	 49th ARMORED DIVISION	 50th ARMORED DIVISION	
Light Infantry	 6th INFANTRY DIVISION	 7th INFANTRY DIVISION	 10th MOUNTAIN DIVISION	 25th INFANTRY DIVISION	 29th INFANTRY DIVISION	
Infantry	 2nd INFANTRY DIVISION	 26th INFANTRY DIVISION	 28th INFANTRY DIVISION	 34th INFANTRY DIVISION	 38th INFANTRY DIVISION	 42nd INFANTRY DIVISION
Airborne (82d) Air Assault (101st)	 82nd AIRBORNE DIVISION	 101st AIRBORNE DIVISION				

(NOTE: The JCS Base Force Plan would reduce the Total Army to 20 divisions: 12 active divisions, six National Guard divisions, and two cadre divisions by the end of FY 1995, and further changes are possible.)

ACTIVE ARMY DIVISION LOCATIONS

(as of January 1993)



RESERVE COMPONENT DIVISIONS

ARMY NATIONAL GUARD

26th Infantry Division
 28th Infantry Division
 29th Infantry Division (Light)
 34th Infantry Division (Mech)
 35th Infantry Division (Mech)
 38th Infantry Division
 40th Infantry Division (Mech)
 42d Infantry Division
 49th Armored Division
 50th Armored Division

HEADQUARTERS

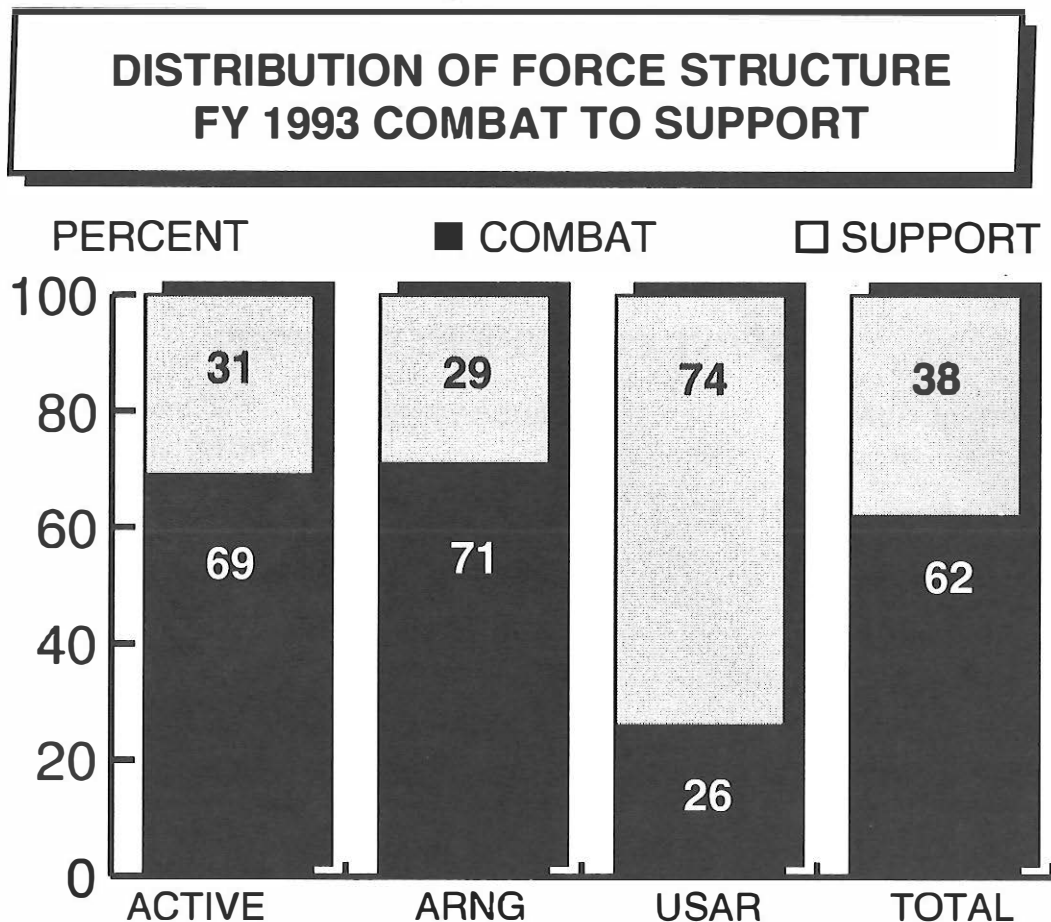
MA
 PA
 VA
 MN
 KS
 IN
 CA
 NY
 TX
 NJ

NOTE: In addition, five Army National Guard brigades and one Army Reserve brigade are assigned to active Army divisions as "roundout" brigades, and two Guard brigades as "roundup" brigades. Upon mobilization, the "roundout" brigades will comprise the third maneuver brigade of their respective divisions. The "roundup" brigades are to be utilized as reinforcements for their respective divisions.

RESERVE COMPONENT SUPPORT STRUCTURE

The active Army relies on the reserve components to augment its wartime organization. The Army's reserve combat divisions reside in the Army National Guard, as indicated by the 10 National Guard divisions depicted on page 18. To expand the Army's training base in a major emergency, the Army Reserve is responsible for the activation of up to 12 training divisions.

A significant part of the Total Army's support structure resides in the reserve components. All of the Army's heavy helicopter units, chemical brigades, water supply battalions and rail battalions are in the Army National Guard or Army Reserve. Thirty-six of thirty-seven civil affairs units are in the Army Reserve; more than three-fourths of the Army's hospital units, medical groups, chemical battalions and petroleum support battalions are in the reserve components. To further emphasize the importance of the reserve components, consider that about 650 Army Reserve and 400 Army National Guard units and elements were activated for Operations Desert Shield and Desert Storm.



SPECIAL OPERATIONS FORCES

U.S. Army special operations forces (SOF) are an integral part of the total defense capability of our nation. They provide versatile military capabilities that are essential not only in the unconventional or terrorist arenas, but are effective in performing special missions across a wide range of conflict situations.

Special operations functions are diverse, to include:

- unconventional warfare
- foreign internal defense
- direct action
- special reconnaissance
- counterterrorism
- psychological operations
- civil affairs

The Army Special Operations Command is located at Fort Bragg, North Carolina. It comes under the control of the Commander-in-Chief (CINC) of the U.S. Special Operations Command, a unified command with headquarters at MacDill Air Force Base, Florida.

Special operations units are highly trained to perform unique missions. They played significant roles in Operations Just Cause in Panama and Desert Storm in the Persian Gulf.

The Army SOF consists of both active and reserve component forces. The major force elements are:

- a Ranger regiment (elite light infantry);
- a Special Operations Aviation regiment;
- a Special Forces command with nine Special Forces groups of which two are Army Reserve and two Army National Guard; a signal battalion; a support battalion and two chemical detachments;
- a Civil Affairs and Psychological Operations Command which includes one active duty civil affairs battalion; plus three civil affairs commands, nine civil affairs brigades, and 24 civil affairs battalions, all in the Army Reserve;
- the Special Warfare Center and School.

Budgeting and funding for special operations forces is unique in that operating funds are not contained in the Army budget. Funds are provided through the Department of Defense and the Commander-in-Chief of the Special Operations Command under a separate major force program and are, therefore, independent of service cuts. Other requirements, including base operations, are still covered in the Army budget.

OTHER ARMY FORCES

The combat units of the Army include the 24 active and reserve divisions as well as special forces and the various types of separate combat units, such as armored cavalry regiments and separate brigades, and combat support units which support the divisions. Additional combat service support units provide the logistical, communications, medical, transportation, supply, maintenance and other types of support essential to the conduct of combat operations.

In addition to these combat, support and service units, there is also a large backup structure which performs vital functions and provides support over the entire range of Army activities. This incorporates a large number of both military and civilian personnel including:

- the headquarters of the Department of the Army and all 12 major command head quarters, plus other headquarters not designated as tactical;
- the entire Army training base and the Army School System;
- health care across the Army;
- transportation services;
- supply and maintenance (including Army depots and arsenals);
- recruiting and personnel management;
- research and development (including Army laboratories and test ranges);
- engineer activities;
- base support activities (at Army posts, camps and stations); and
- communications.

Many of these functions at the various installations can be visualized as what is needed for the support of a small city, i.e., health care, law enforcement, sanitation, utilities and infrastructure planning and maintenance. Other functions are primarily military in nature.

For each tactical soldier, the Army backup structure includes about two soldiers or civilians in support. The point to be made is that the support of the U.S. Army involves large numbers of people and organizations which make up a significant and important part of the Total Army.

PART III

ARMY FUNCTIONS AND BUDGET

This section relates the functions performed by the Army to the Army budget process.

MAJOR FUNCTIONS OF THE ARMY

(from Title 10, U.S. Code)

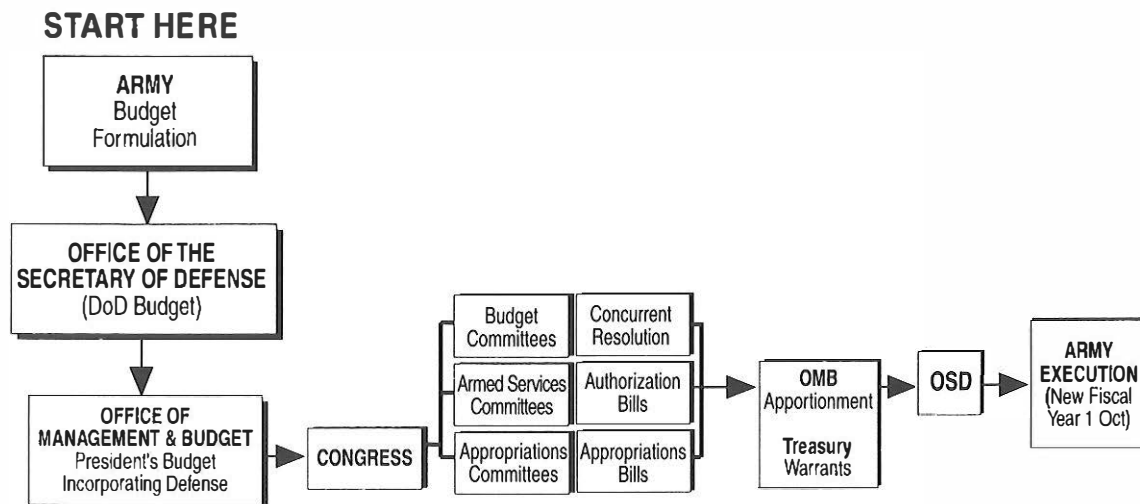
The Army provides land forces necessary for the effective prosecution of war and for military operations short of war.

Some of the major functions of the Army are to:

- organize, train, and equip forces for the conduct of **prompt and sustained combat operations on land**, to defeat enemy land forces and to seize, occupy, and defend land areas;
- provide forces for **appropriate air and missile defense and space control operations**;
- develop **airborne doctrine, procedures, and equipment** that are common to the Army and Marine Corps;
- provide Army forces for **joint amphibious, airborne, and space operations**;
- provide forces for **special operations**; and
- provide forces for **humanitarian assistance and disaster relief** at home and abroad.

THE ARMY BUDGET PROCESS

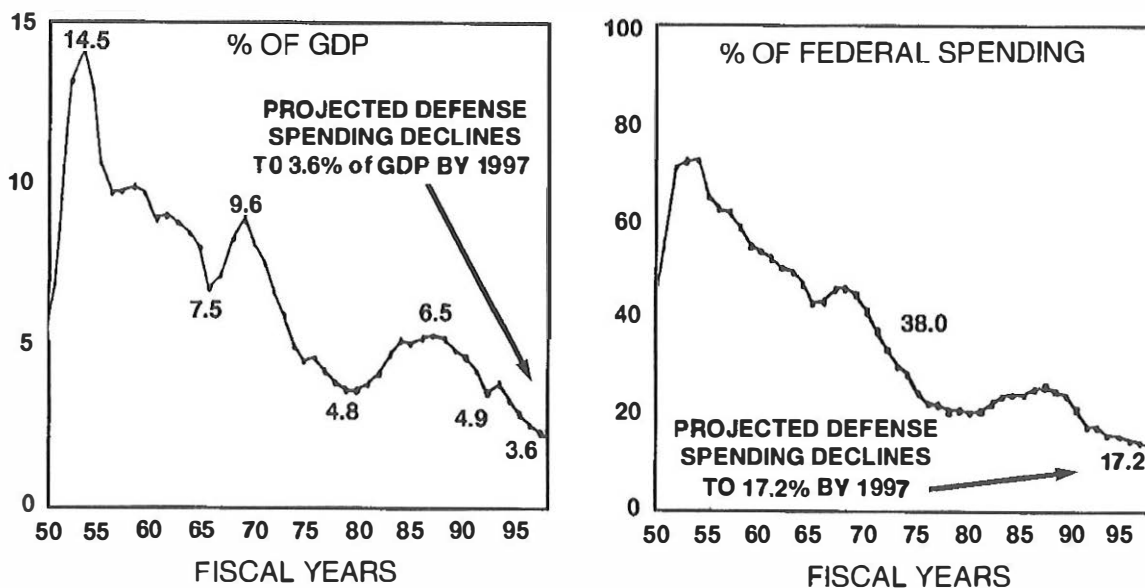
The size of the Army, what the Army does and what the Army buys depends on authorization and funding which comes from Congress. A schematic of the Executive and Congressional budget process follows:



DEFENSE BUDGET TRENDS

To put the Army budget in context it is necessary to appreciate defense budget trends. This is illustrated in the next two charts. From 1950, projected to 1997, are defense spending as (1) percent of gross domestic product and (2) percent of total federal spending.

DEFENSE BUDGET TRENDS SINCE 1950



The national defense budget as enacted for FY 1993, totalled \$274.4 billion in budget authority or 19.2 percent of the total federal budget. That portion pertaining to the Department of Defense (i.e., the Pentagon budget) was \$260.0 billion. The rest (some \$14.4 billion) is applied to the Department of Energy and other small defense-related items.

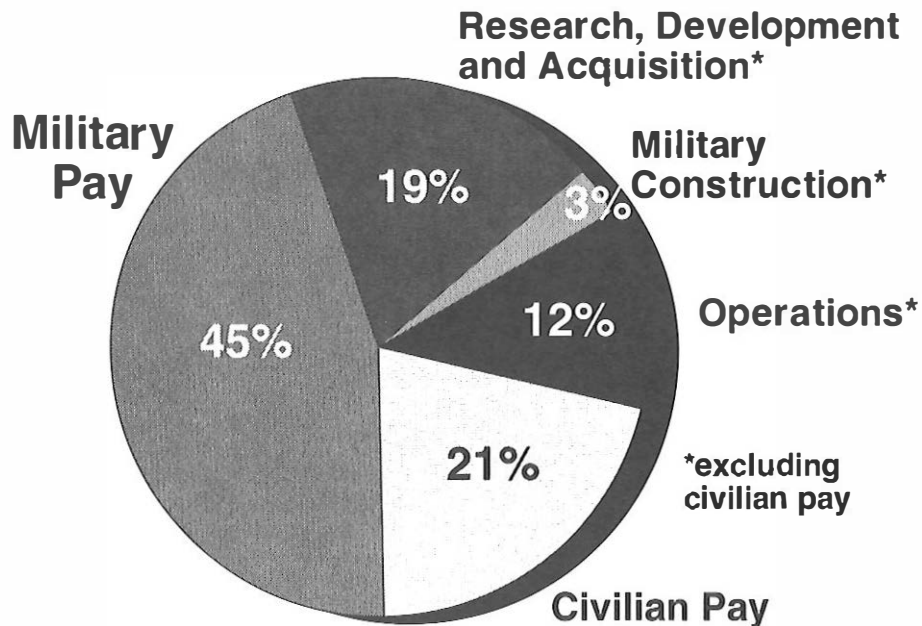
THE ARMY BUDGET FOR FISCAL YEAR 1993

The approved Army budget for FY 1993 was \$63.9 billion in budget authority, or about 24.6 percent of the Department of Defense budget. It is broken out as follows:

Military Personnel	\$ 28.7 billion
Operations and Maintenance	19.4
Research, Development and Acquisition (includes procurement of military weapons and hardware)	13.0
Military Construction and Family Housing	<u>2.8</u>
	\$ 63.9 billion

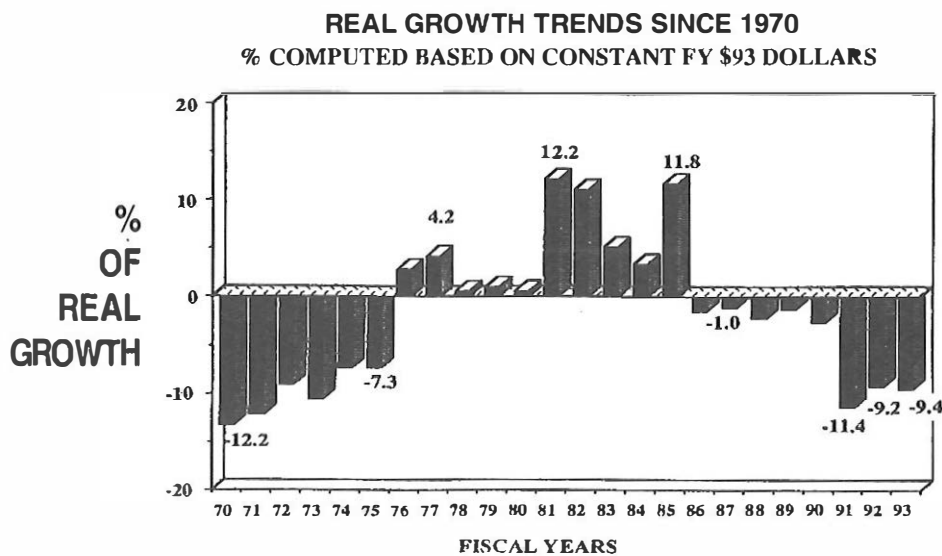
HOW THE ARMY BUDGET IS ALLOCATED

About two-thirds of the Army budget goes for the pay of people, when both military and civilian pay are added together. The program balance is shown on the next chart. This same balance remains fairly constant through the projected FY 1997 Program. Thus, any additional near-term savings must come from the other one-third of the budget.



ARMY BUDGET TRENDS

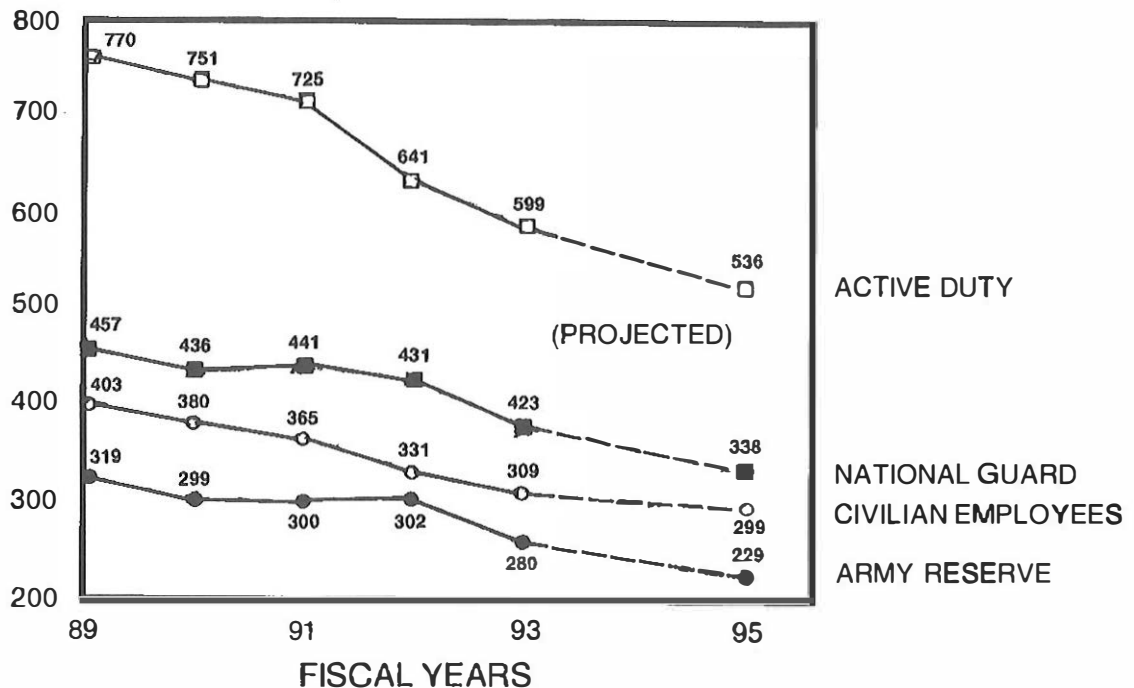
The Army budget reflects the same general trend lines as the overall defense budget. Real growth trends over time are shown on the next chart. This illustrates the lack of consistency in the budget. It should be noted that Army's real buying power has been declining since FY 1985.



MANNING THE ARMY

The Total Army includes the active military, the reserve components (both Army Reserve and Army National Guard) and the Army's civilian employees. Personnel strengths in each of these categories from the end of FY 1989 and projected to FY 1995 are reflected in the following chart.

ARMY PERSONNEL STRENGTH (1989 THRU 1995 - IN THOUSANDS)



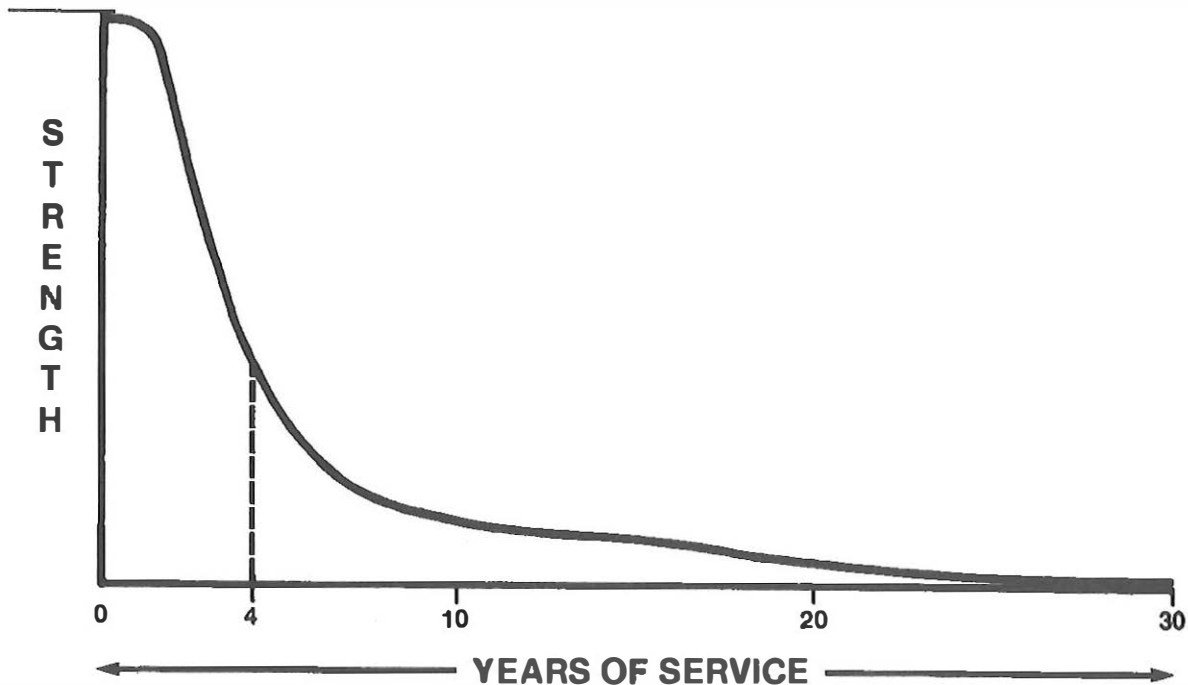
- FY 1993 numbers are based on the FY 1993 defense budget as enacted by Congress.
- FY 1995 numbers are projected from the DoD Base Force Plan and could easily change.

Some significant statistics for the active force:

- 11.2 percent are women.
- Over 40 percent have four years' service or less.
- About 74 percent of officers and 56+ percent of enlisted personnel are married, averaging about 2.5 dependents per family.
- 36.7 percent of the Army is minority content (28.7 percent black)

ARMY PERSONNEL DISTRIBUTION CURVE

As noted earlier, 40 percent of all personnel have four years or less of service. As a result, the personnel distribution curve is very broad at the lower end of the scale, has a constant turnover, and requires a continuing replacement flow. Despite decreasing Army strengths, continued recruiting is required, although at a reduced level from previous years.



RECRUITING A QUALITY FORCE

The continuous recruiting of quality soldiers is vital to a well-trained and ready force. There are two obvious reasons for this. Quality input is essential to provide the high technology skills of modern forces as well as the nucleus for selecting and growing future Army leaders.

The quality goals for recruiting enlisted personnel require that more than 95 percent of new soldiers are high school graduates and over two-thirds are in the upper half of mental category test scores. The Army is currently meeting or exceeding these goals.

Failure to recruit sufficient numbers of quality soldiers would have serious negative implications over time. In addition to aging the force and causing stagnation, it would cut off the flow from which future noncommissioned officers are selected and trained.

To maintain an adequate input of quality personnel, active recruiting and advertising programs are needed to contact the quality young men and women required.

TRAINING THE ARMY

The first priority of every commander at every level in the U. S. Army is training. Training prepares soldiers, leaders and units to fight and win in battle.

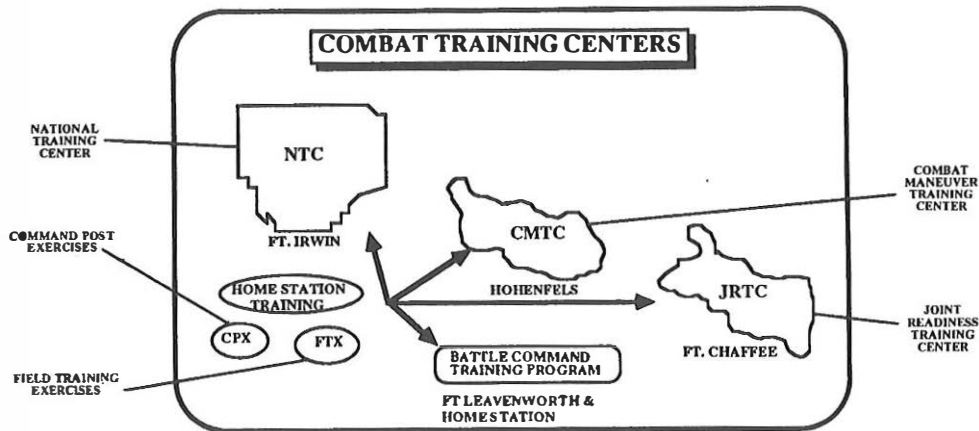
Army training can be described as **institutional** (training centers and the schoolhouse) and **unit training**. These are further identified as follows:

- **Institutional Training**

- **Initial Entry Training** (Basic Combat Training for all soldiers, followed by Advanced Individual Training in a unit or in one of many Army schools)
- **Noncommissioned Officer Education System** (includes the Primary Leadership Development Course, the Basic Noncommissioned Officer Course, the Advanced NCO Course and the Sergeants Major Academy)
- **Officer Training** (precommission training via the Reserve Officer Training Corps, Officer Candidate School or the U.S. Military Academy; followed by attendance at the Basic Course and later an Advanced Course at one of two dozen Army Branch Schools; senior level schooling at the Command and General Staff College, the Armed Forces Staff College, Army War College or National Defense University)

- **Unit Training**

- Training at home station
- Training at one of the COMBAT TRAINING CENTERS under realistic battle conditions. Both active and reserve component combat units are trained at the centers.



- Participation in JCS-directed exercises. Army units are involved in more than 50 such exercises each year. Reserve component personnel actively participate.

EQUIPPING AND MODERNIZING THE ARMY

To be an effective fighting force, the Army must be provided with the latest weapons and equipment, designed to meet the requirements of the modern battlefield.

One of the most visible changes in the Army over the past decade has been the integration of modern equipment with its attendant improvement in the Army's ability to execute warfighting doctrine.

Major new weapon systems fielded by the Army during the past 10 years include:

Abrams Tank	Stinger Air Defense Missile
Bradley Fighting Vehicle	AH64 Apache Attack Helicopter
Multiple Launch Rocket System	UH60 Black Hawk Helicopter
Hellfire Missile (Air-to-Ground)	OH58D Kiowa Warrior Scout Helicopter
Avenger Air Defense System	Patriot Air Defense Missile System

All of these weapon systems performed exceptionally well in their deployment in Southwest Asia during Operation Desert Storm.

The reserve components receive resources commensurate with their responsibilities. New equipment is provided to both the active and reserve components according to the philosophy that the first to fight are the first to be equipped.

The pace of equipment modernization is tied to funding levels. The Army's procurement budgets for equipment have dropped from \$14.9 billion in 1988 to \$7.5 billion appropriated for FY 1993. The current reductions in Army funding have clearly reduced the Army's modernization momentum.

MODERNIZATION PRIORITIES

- **COMANCHE** — Light scout-attack helicopter, now under development, once fielded will perform the missions of three aging current scout and attack helicopters.
- **ABRAMS TANK** — To maintain a technology edge now enjoyed by the M1 and M1A1 Abrams tanks, improvements are being pursued to upgrade them to the M1A2 version.
- **ARMY TACTICAL MISSILE SYSTEM** — Now in production, this long-range precision missile system was used most effectively in Operation Desert Storm.
- **JAVELIN ANTITANK MISSILE** — A man-portable antitank weapon used by infantrymen to destroy enemy tanks to a range of about 2200 yards (2000 meters), currently under development.
- **APACHE LONGBOW** — This targeting radar will greatly increase the all-weather, day-night capabilities of attack helicopters to accurately employ the Hellfire missiles.
- **ARMORED GUN SYSTEM** — Essentially a light tank to provide direct fire support for airborne, air assault and light infantry forces where main battle tank deployment is not feasible.

DEPLOYING AND SUSTAINING THE ARMY

For the Army to fulfill its role in the national security strategy, we must be able to get our forces where they are needed, when they are needed. We must have the means to sustain and support those forces for as long as they are needed. Key factors in deploying and sustaining the Army are:

- **a ready, well-trained force in being;**
- **available reserve component forces and a capable civilian workforce;**
- **sufficient air- and sealift;**
- **war reserve stocks;**
- **prepositioned materiel afloat;**
- **industrial base preparedness.**

Army strategic mobility requirements are defined as those necessary to close one light and two armored divisions anywhere in the world in 30 days and a five-division corps within 75 days. Adequate airlift and sealift are vital if this capability is to be achieved.

Airlift needs will be met eventually by the C-17 Airlifter just getting into production.

The major shortfall is in strategic sealift capability along with improved strategic port facilities and better installation-to-port infrastructure. The outline of sealift needs is spelled out in a Defense Department study which proposes an additional 20 large, medium speed, roll-on/roll-off ships and more roll-on/roll-off ships to be added to the ready reserve fleet.

LOGISTICAL BASE

The operational and tactical support forces are supported and sustained by a substantial logistical base in the United States. It —

- provides for normal supply, maintenance, transportation and services during peacetime operations and expanded support during emergencies or wartime;
- provides continued research and development to modernize the Army and to develop and produce the weapons and equipment necessary to maintain operational capability.

PART IV

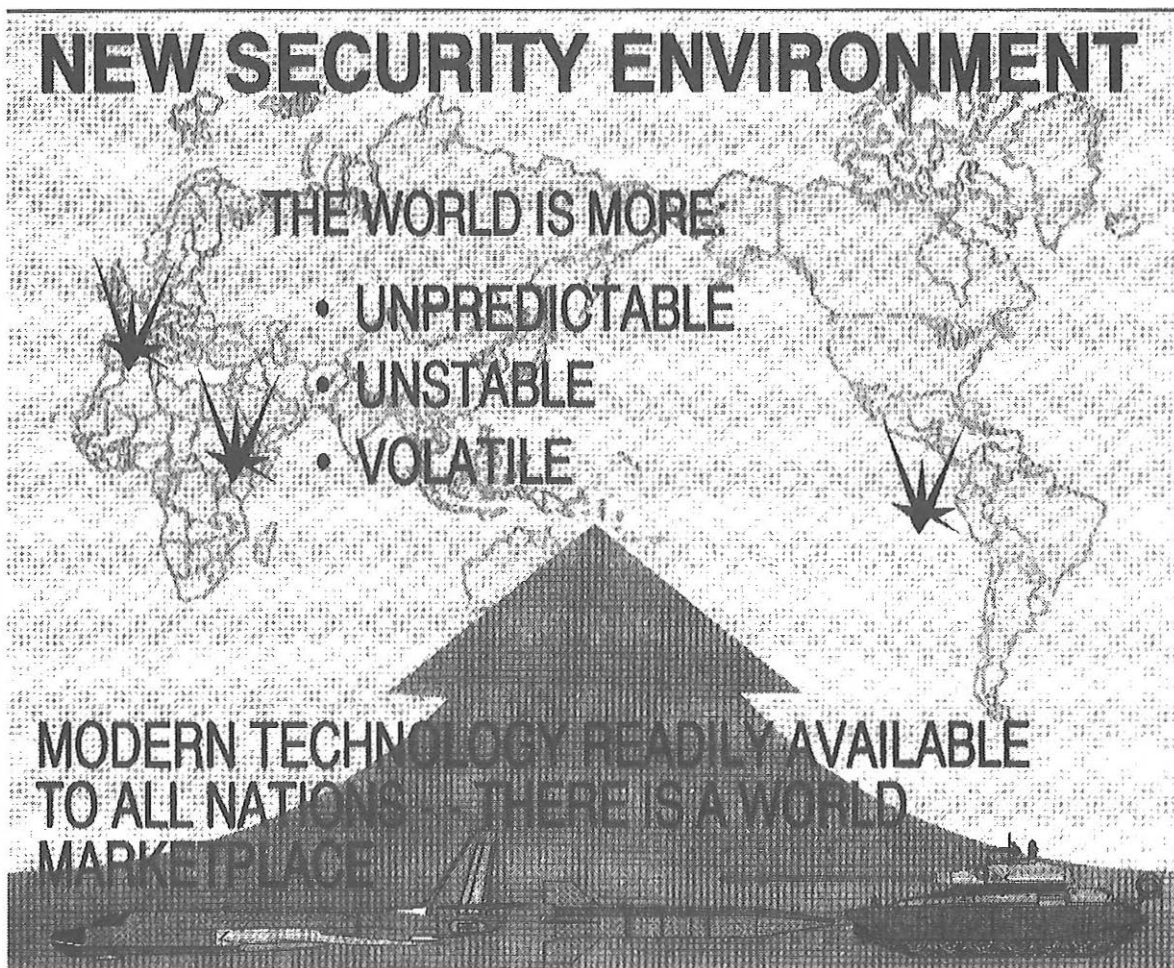
THE ARMY OF THE 1990s

This section discusses where the Army is going and how it plans to get there.

A NEW SECURITY ENVIRONMENT

The world security environment has changed significantly during the past three years:

- breakup of the Warsaw Pact;
- dissolution of the Soviet Union;
- rekindling of historic ethnic disagreements;
- emergence of new economic powers;
- major reductions and new orientations in NATO;
- U.S. fiscal constraints/personnel reductions;
- proliferation of available technology to anyone with the money.





The National Military Strategy was developed in response to the global security changes. The new strategy places emphasis on:

- regional conflicts and crisis response;
- power projection;
- joint operations.

The National Military Strategy focuses the nation's employment of armed forces to secure the objectives of National Policy by the application of force or the threat of force.

The new military success criterion requires U.S. forces to apply decisive force to **WIN SWIFTLY with MINIMUM CASUALTIES**

ARMY STRATEGIC ROLES

The Army provides:

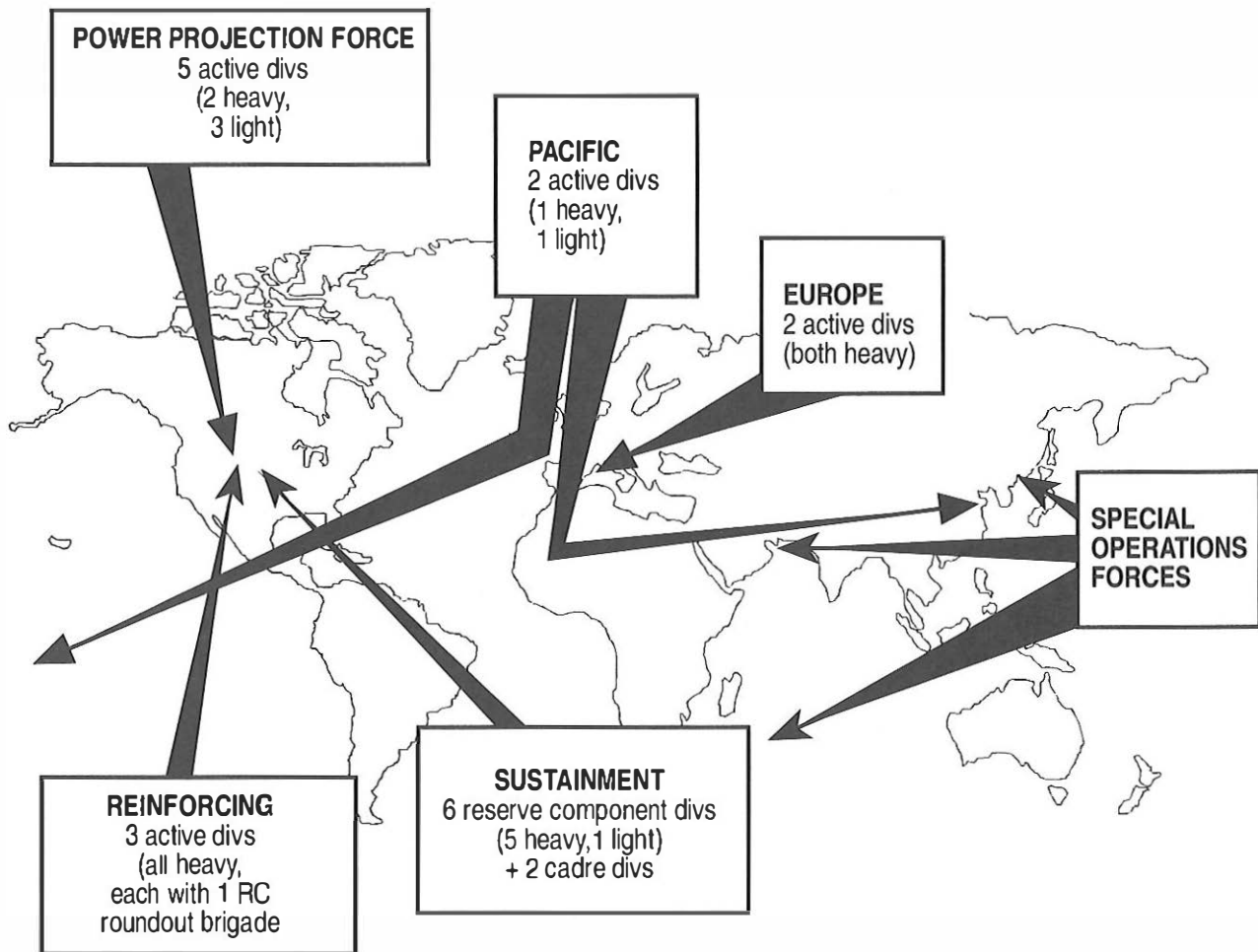
- **a rapidly deployable force** capable of deterring aggression and fighting worldwide;
- combat-ready ground **forces for crisis response**, sustained land combat and other immediate requirements;
- **forward presence forces** strategically positioned to support friendly nations through peacekeeping, security assistance and army-to-army initiatives;
- active and reserve component **forces capable of rapid expansion** to meet myriad contingencies;
- forces for **disaster relief** and **emergency assistance** and aid in **interdiction of illicit drug traffic**.

LIVING WITH CHANGE

The Army itself is undergoing some of its most dramatic changes in more than a half-century. To meet the demands of the new security environment, the Army's focus has changed from engagement in a major war in Europe to ensuring the capability to protect vital U.S. national interests against unpredictable regional contingencies worldwide.

Even now, the Army is smaller than its Cold War predecessor. The new Army Base Force is designed as the minimum force necessary to deal with two simultaneous regional crises which may threaten American interests. The Base Force reduces the Cold War Army of 28 divisions to one of 18 divisions (plus two cadre divisions). By 1995, the Army Base Force is expected to look like this:

The 1995 Base Force

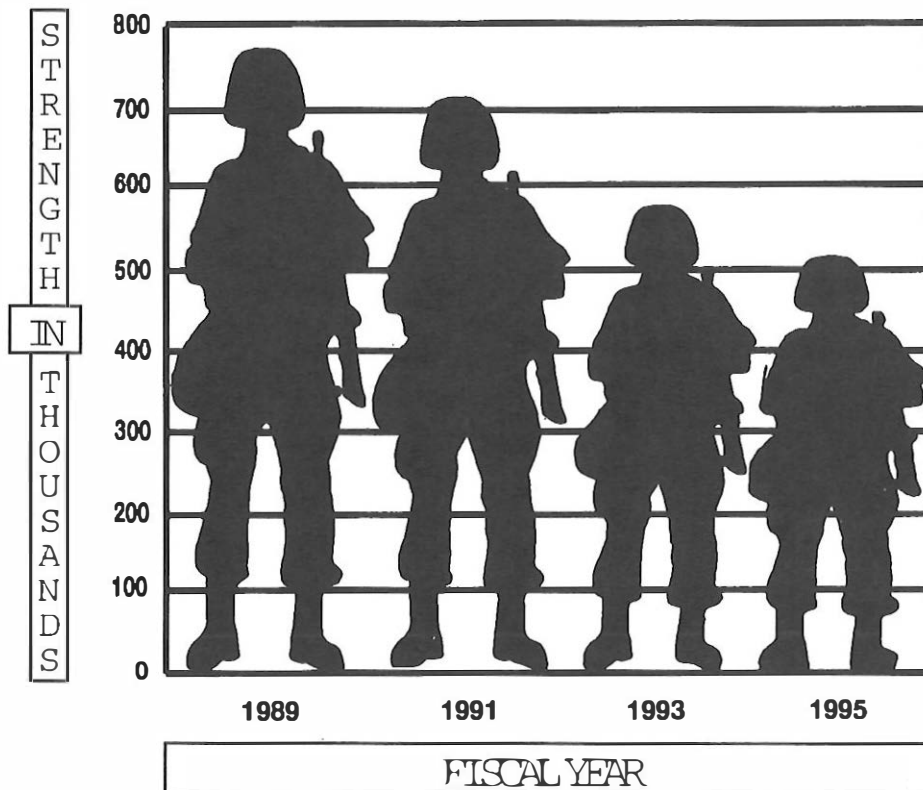


DRAWDOWN STATUS REPORT

The Army will support the National Military Strategy with the 1995 Army Base Force. The new Army Base Force reduces the Cold War Army of five corps and 28 divisions to one of four regionally-focused corps and 18 divisions (plus two cadre divisions). As of January 1993, one corps headquarters and four active divisions have already been eliminated from the force structure. They are: the 5th and 8th Infantry Divisions (Mechanized), the 3rd Armored Division, and the 9th Infantry Division (Motorized). Planned reductions to the reserve components are being studied by Congress. Army civilian employee strength will be reduced concurrently with the active and reserve components.

In addition to these reductions in the force structure, the Base Force requires major cuts in the personnel strength of the Army. From its 1989 active duty end strength of 781,000 soldiers, the Army was down to 641,000 at the beginning of fiscal 1993 (October 1, 1992). The Army Transition Plan takes active duty strength down to 599,000 by the end of FY 1993 and to 535,000 by 1995.

The illustration below graphically portrays the reduced size of the Army as it makes the transition from a Cold War Army to the Base Force Army.



At the beginning of FY 1993, Army National Guard strength stood at 431,000; Army Reserve at 302,000; and Army civilian employees at 331,000. By the end of FY 1995, Army planners expect to trim civilian employees to about 299,000. The end strength of the reserve components is still in a state of flux.

REDUCING PERSONNEL STRENGTH

Cutting back Army strength in a planned way, while maintaining both balance and quality, is a major challenge. Some of the tools being used to achieve the 33 percent cut in the active force include:

- reducing input by cutting accessions to a minimum level that maintains long-term sustainment of the force;
- normal attrition, administrative actions and tightened reenlistment standards;
- voluntary separation, providing generous incentives to encourage people to leave the Army voluntarily;
- maximum retirement of those eligible, either voluntarily or by action of selective retirement boards;
- reduction in force — the last resort; this may be avoided, depending on the number who volunteer for separation and the total number that must eventually be cut.

TAKING CARE OF SOLDIERS

In a concerted effort to preclude having to force soldiers to leave the Army involuntarily, Congress and the Defense Department have provided a program of monetary incentives for soldiers who elect to curtail their military careers on a voluntary basis. The two options of this plan are called the Voluntary Separation Incentive and the Special Separation Benefit. Both require the soldier to have between six and twenty years' service and to have served five continuous years immediately prior to separation; both may be limited by the Army Secretary; and both plans end October 1, 1995.

Here's how the two options are computed for a staff sergeant (E-6) with eight years' service:

Voluntary Separation Incentive

\$18,115.20	annual base pay
x 2.5	percent
\$ 452.88	
x 8	years served
\$ 3,623.04	annual payment
x 16	(2x years served)
\$57,968.64	total annuity (paid over 16 years)

Special Separation Benefit

\$18,115.20	annual base pay
x 15	percent
\$ 2,717.28	
x 8	years served
\$21,738.24	one-time lump sum (on separation)

CLOSING ARMY BASES

Concurrent with the reduction of people and units, there is the need to make major adjustments to the Army's physical plant. As a result, hundreds of Army posts — at home and overseas — will be either closed or drastically changed over the next few years. The latest effort to alter the basing plan actually started in 1988 when the Defense Secretary's Commission on Base Closures and Realignment was chartered to study the military base structure and make closure recommendations. Since then, four lists of military bases to be closed or realigned have been released.

Some of the Army facilities closed or being closed include:

Major Army Posts

Cameron Station, VA
Presidio San Francisco, CA
Fort Sheridan, IL
Fort Ord, CA
Fort Benjamin Harrison, IN
Fort Devens, MA

Army Ammunition Plants

Alabama AAP, AL
Indiana AAP, IN
Kansas AAP, KS
Longhorn AAP, TX
Louisiana AAP, LA
Mississippi AAP, MS
Scranton AAP, PA
Sunflower AAP, KS

Miscellaneous Facilities

Fort Douglas, UT
Fort Wingate, NM
Fort Des Moines, IA
New Orleans Terminal, LA
Kapalama, HI
Hamilton Airfield, CA
Jefferson Proving Ground, IN
Cape St. George, FL
Bennett ANG, CO
Army Reserve, Gaithersburg, MD
Three Nike Sites:

- Philadelphia, PA
- Kansas City, MO
- Aberdeen, MD

Depots

Coosa River Storage, AL
Navajo AD, AZ
Lexington AD, KY
Pontiac Storage, MI
Tacony AD, PA

THE ARMY OF THE FUTURE

Though much smaller than the Army of the 1980s, the future Army will capitalize on the potential of technology to improve its capabilities in critical areas such as information management, lethality, battlefield mobility and protection of the individual soldier.

America's Army of the 1990s and the 21st century will be significantly different from the Cold War Army. It will be a smaller, contingency oriented, power projection Army. It must be organized, trained and equipped to provide forces for employment by Joint Force commanders in support of our national objectives and interests. In war, this translates to prompt and sustained combat on land, culminating in decisive victory with minimum friendly casualties.

Combat operations will almost always be in coordination with other services and will be conducted in conjunction with the efforts of other U.S. national agencies, frequently as part of a multinational operation. The strategic mobility support provided by the Navy and Air Force continues to be vital to the Army's ability to project and sustain fighting forces in distant theaters.

In past decades, our Army was a forward deployed Army that focused primarily on the defense of Western Europe. However, America's Army of the future is a force projection Army, capable of rapidly deploying a variety of forces to all corners of the globe irrespective of the environment. It is a Total Force, consisting of National Guard, Reserve and active forces, military and civilian.

In operations other than war, the versatility of America's Army makes it uniquely qualified to support national and international interests, both abroad and at home. Following civil disturbances and national disasters, the Army can move with speed and vast capabilities to directly assist local, state and national authorities.

Providing medical support to the sick and injured, feeding thousands of people whose homes have been destroyed, containing the spread of disease, assisting local governments to begin cleanup and repairs, and providing security are examples of how America's Army can employ its battlefield skills and help in times of national need.

The Army will continue to support America's friends and allies through nation, security and humanitarian assistance, and to protect American citizens and interests through forward presence and crisis response.

In summary, the Army of the future will continue to provide the United States with the finest land force in the world, capable of winning on any battlefield, and with the versatility to apply its organizational skills and operational capabilities in support of operations other than war. Despite its decreased size, America's Army must remain a trained and ready force, capable of decisive victory. Our nation will ask no more, and America's Army can deliver no less.

PART V



























APPENDICES

- A. Officer & Enlisted Rank Insignia**
- B. Major U.S. Army Installations
by Congressional District**
- C. Army Demographics**

APPENDIX A

OFFICER & ENLISTED RANK INSIGNIA

ARMY INSIGNIA OF RANK/PAY GRADE

Officer	Enlisted
	
<p>GENERAL OF THE ARMY</p>	<p>SERGEANT MAJOR OF THE ARMY/E-9</p>
	
<p>GENERAL/O-10</p>	<p>COMMAND SERGEANT MAJOR/E-9</p>
	
<p>LIEUTENANT GENERAL/O-9</p>	<p>SERGEANT MAJOR/E-9</p>
	
<p>MAJOR GENERAL O-8</p>	<p>FIRST SERGEANT/E-8</p>
	
<p>BRIGADIER GENERAL O-7</p>	<p>MASTER SERGEANT/E-8</p>
	
<p>COLONEL/O-6</p>	<p>SERGEANT FIRST CLASS/E-7</p>
	
<p>LIEUTENANT COLONEL/O-5 (SILVER)</p>	<p>STAFF SERGEANT/E-6</p>
	
<p>MAJOR/O-4 (GOLD)</p>	<p>SERGEANT/E-5</p>
	
<p>CAPTAIN/O-3</p>	<p>CORPORAL/E-4</p>
	
<p>FIRST LIEUTENANT O-2 (SILVER)</p>	<p>SPECIALIST/E-4</p>
	
<p>SECOND LIEUTENANT O-1 (GOLD)</p>	<p>PRIVATE FIRST CLASS / E-3</p>
	
<p>NO INSIGNIA</p>	<p>PRIVATE / E-2</p>
	
<p>NO INSIGNIA</p>	<p>PRIVATE / E-1</p>

WARRANT OFFICERS

<p>CHIEF WARRANT OFFICER (W-5)</p> 	<p>CHIEF WARRANT OFFICER (W-4)</p> 	<p>CHIEF WARRANT OFFICER (W-3)</p> 	<p>CHIEF WARRANT OFFICER (W-2)</p> 	<p>WARRANT OFFICER (W-1)</p> 
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APPENDIX B
MAJOR U.S. ARMY INSTALLATIONS
BY CONGRESSIONAL DISTRICT

(with active-duty population of 300 or more)
(as of November 1992)

ALABAMA

Fort McClellan, Anniston (3)
Redstone Arsenal, Huntsville (5)
Fort Rucker, Ozark (2)

ALASKA

Fort Greenly, Delta Junction (AL)
Fort Richardson, Anchorage (AL)
Fort Wainwright, Fairbanks (AL)

ARIZONA

Fort Huachuca, Sierra Vista (5)
Yuma Proving Ground, Yuma (2)

CALIFORNIA

Fort Hunter Liggett, Monterey (17)
Fort Irwin, San Bernadino (40)
Fort Ord, Monterey (17)
Presidio, Monterey (17)
Presidio of San Francisco (8)
Sierra Army Depot, Herlong (2)

COLORADO

Fort Carson, Colorado Springs (5)
Fitzsimons Army Medical Center, Aurora (6)

GEORGIA

Fort Benning, Columbus (2)
and Auburn, AL (3)
Fort Gillem, Atlanta (3)
Fort Gordon, Augusta (10)
Hunter Army Airfield, Savannah (1)
Fort McPherson, Atlanta (5)
Fort Stewart, Hinesville (1)

HAWAII

Schofield Barracks, Honolulu (2)
Fort Shafter, Honolulu (1)
Tripler Hospital, Honolulu (1)

ILLINOIS

Fort Sheridan, Highland Park (10)

INDIANA

Fort Benjamin Harrison, Indianapolis (10)

KANSAS

Fort Leavenworth, Leavenworth (2)
Fort Riley, Junction City (2)

MAJOR U.S. ARMY INSTALLATIONS BY CONGRESSIONAL DISTRICT

(continued)

KENTUCKY

Fort Campbell, Hopkinsville (1)
and Clarksville, TN (7,8)
Fort Knox, Louisville (2)

LOUISIANA

Fort Polk, Leesville (6)

MARYLAND

Aberdeen Proving Ground, Aberdeen (2)
Fort Detrick, Frederick (6)
Edgewood Arsenal, Aberdeen (2)
Fort George G. Meade, Laurel (5)
Fort Ritchie, Hagerstown (6)
and Blue Ridge Summit, PA (19)

MASSACHUSETTS

Fort Devens, Ayer (5)

MISSOURI

Fort Leonard Wood, Rolla (4)

NEW JERSEY

Fort Dix, Wrightstown (3)
Fort Monmouth, Redbank (12)

NEW MEXICO

White Sands Missile Range, Las Cruces (2)

NEW YORK

Fort Drum, Watertown (24)
Fort Hamilton, Brooklyn (11)
Seneca Army Depot, Geneva (27,31)
Fort Totten, Queens (6)
U.S. Military Academy, West Point (19)

NORTH CAROLINA

Fort Bragg, Fayetteville (7)

OKLAHOMA

Fort Sill, Lawton (4)

PENNSYLVANIA

Carlisle Barracks, Carlisle (19)
New Cumberland Army Depot, Harrisburg (19)

SOUTH CAROLINA

Fort Jackson, Columbia (2)

**MAJOR U.S. ARMY INSTALLATIONS BY
CONGRESSIONAL DISTRICT**

(continued)

TEXAS

Fort Bliss, El Paso (16)
Fort Hood, Killeen (11)
Fort Sam Houston, San Antonio (20)

VIRGINIA

Fort A.P. Hill, Bowling Green (7)
Fort Belvoir, Fairfax (8)
Cameron Station, Alexandria (8)
Fort Eustis, Newport News (1)
Fort Lee, Petersburg (4)
Fort Monroe, Hampton (1)
Pentagon, Arlington (8)
Fort Myer, Arlington (8)
Fort Pickett, Blackstone (4)
Vint Hill Communications and Electronics
Support Activity, Warrenton (10)

WASHINGTON

Fort Lewis, Tacoma (9)

DISTRICT OF COLUMBIA*

Fort Lesley J. McNair, Washington, D.C. (AL)
Walter Reed Army Medical Center, Washington DC
(AL)

NOTES: Number in parentheses indicates Congressional District(s) where installation is located.

(AL) indicates At Large Congressional District.

*The District of Columbia has one nonvoting delegate to Congress.

APPENDIX C

ARMY DEMOGRAPHICS

(1 January 1992)

	Number	% of Total
Active duty personnel	691,140	100.0
Women	78,063	11.3
Black	198,638	28.7
Other minority	60,998	8.0
Officers (includes warrants)	101,771	100.0
Women	12,257	12.1
Black	11,413	11.2
Other minority	5,680	6.0
Enlisted	585,078	100.0
Women	65,806	11.2
Black	187,225	32.0
Other minority	55,318	9.0

Officer Grades	Number	Enlisted Ranks	Number
WO/W1-5	14,681	PVT/E-1	25,778
2LT/01	9,089	PVT/E-2	35,314
1LT/02	12,284	PFC/E-3	75,682
CPT/03	32,425	CPL/SPEC/E-4	184,699
MAJ/04	17,740	SGT/E-5	112,783
LTC/05	10,513	SSG/E-6	83,262
COL/06	4,664	SFC/E-7	50,879
GO/07-010	375	FSG/MSG/E-8	12,571
		CSM/SGM/E-9	4,110

ARMY FAMILIES

Married	%	Family Members	Number
Officers	79	Spouses	405,924
Enlisted	56	Children	614,381
		Other dependents	5,140
		Total	1,025,446

Where Family Members Live	Number
CONUS (including Alaska & Hawaii)	819,069
U.S. Territories	1,030
Foreign countries	205,347

ARMY DEMOGRAPHICS WHERE SOLDIERS SERVE

State	Personnel	State	Personnel
Alabama	12,985	Montana	9
Alaska	9,849	Nebraska	81
Arizona	6,331	Nevada	23
Arkansas	1,235	New Hampshire	18
California	26,909	New Jersey	5,354
Colorado	19,988	New Mexico	1,144
Connecticut	64	New York	14,015
Delaware	53	North Carolina	42,271
Florida	2,434	North Dakota	23
Georgia	47,154	Ohio	937
Hawaii	18,876	Oklahoma	14,114
Idaho	42	Oregon	297
Illinois	2,068	Pennsylvania	1,865
Indiana	2,365	Rhode Island	88
Iowa	196	South Carolina	9,708
Kansas	20,414	South Dakota	30
Kentucky	37,959	Tennessee	576
Louisiana	15,740	Texas	57,790
Maine	226	Utah	813
Maryland	10,609	Vermont	28
Massachusetts	4,664	Virginia	28,675
Michigan	680	Washington	18,878
Minnesota	384	Washington, D.C.	5,353
Mississippi	282	West Virginia	250
Missouri	9,640	Wisconsin	337
		Wyoming	12
		Total United States	453,836

WHERE SOLDIERS SERVE OVERSEAS

(as of June 30, 1992)

Europe

Country	Personnel
Austria	37
Belgium	2,255
Bulgaria	2
Cyprus	2
Czechoslovakia	2
Denmark	8
Finland	6
France	19
Germany	122,128
Greece	62
Hungary	4
Iceland	2
Ireland	2
Italy	3,752
Luxembourg	2
Netherlands	643
Norway	33
Poland	7
Portugal	47
Romania	5
Spain	18
Sweden	1
Switzerland	3
Turkey	756
United Kingdom	136
Yugoslavia	2
Total Europe	129,934

East Asia and Pacific

Australia	9
Burma	3
China	6
Hong Kong	6
Indonesia	7
Japan	1,929
Korea (South)	27,232
Laos	14
Malaysia	10
New Zealand	1
Philippines	37
Singapore	17
Thailand	102
Vietnam	1
Total East Asia and Pacific	29,374

WHERE SOLDIERS SERVE OVERSEAS (continued)

North Africa, Near East and South Asia

Country	Personnel
Algeria	1
Bahrain	24
Bangladesh	2
Diego Garcia	5
Egypt	481
India	3
Israel	34
Jordan	10
Kuwait	298
Lebanon	1
Maldives	4
Morocco	9
Nepal	2
Oman	2
Pakistan	9
Saudi Arabia	2,160
Syria	3
Tunisia	9
United Arab Emirates	29
Western Sahara	3
Yemen	2
Total North Africa, Near East, South Asia	3,091

Sub-Saharan Africa

Angola	2
Botswana	3
Cameroon	2
Chad	3
Congo	2
Djibouti	2
Ivory Coast	4
Kenya	7
Liberia	1
Madagascar	26
Malawi	2
Niger	3
Nigeria	1
Senegal	1
Somalia	1
South Africa	21
Sudan	4
Zaire	4
Zimbabwe	3
Total Sub-Saharan Africa	92

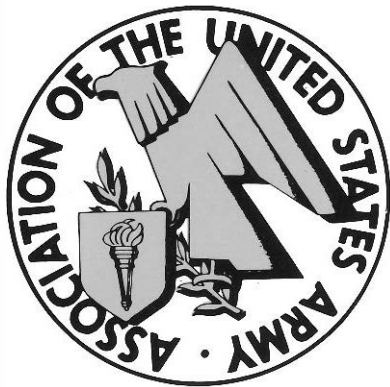
WHERE SOLDIERS SERVE OVERSEAS (continued)

Russia-Eurasia

Country	Personnel
Russia	7
Total Russia-Eurasia	7

Western Hemisphere

Argentina	4
Bahamas	22
Barbados	4
Belize	5
Bermuda	1
Bolivia	322
Brazil	10
Canada	95
Chile	4
Colombia	23
Costa Rica	4
Cuba (Guantanamo)	189
Dominican Republic	3
Ecuador	7
El Salvador	51
Guatemala	10
Haiti	3
Honduras	850
Mexico	7
Netherlands Antilles	1
Nicaragua	4
Panama	7,542
Paraguay	4
Peru	7
Suriname	3
Uruguay	5
Venezuela	12
Total Western Hemisphere	9,192



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