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In June 1775, the Continental Congress directed General George Washington to establish an army. It was an inexperienced force populated by ordinary citizens with an extraordinary goal: to fight tyranny and win freedom for the American colonies. The Continental Army was a motley group of patriots who were going up against the most powerful army in the world at the time. While not as experienced as the British force they fought, the Continental Army was armed with a zealous desire for freedom, a powerful weapon for which the British were unprepared.

Since the Revolution 235 years ago, the U.S. Army has evolved into the world’s most formidable fighting force, but the ideals for which it fights remain the same: freedom from oppression for all. To accomplish its mission, the Army has become an agile, dynamic force that can respond quickly and decisively to eliminate threats, prevail on the battlefield and continue to protect the freedom for which it fought more than two centuries ago.

Profile of the U.S. Army—a reference handbook is published by the Association of the United States Army’s Institute of Land Warfare to describe and define the Army as it is organized today. It is intended to be a user-friendly reference book for people familiar with the Army and an easy-to-read introduction for family members, civilian employees, contractors and future Soldiers.

This Profile takes a top-down approach, first describing the Army’s role as a key element in the national security structure and then flowing into the “why” and “how” of the Army’s organization. Profile also contains information and helpful graphics on the Soldier, the uniform, the Army’s command structure, Army families, installations and the Army’s current operations. For readers wishing to seek more details, each chapter includes a list of relevant websites. Finally, Profile contains a glossary of acronyms and maps illustrating locations of current Army combat corps and divisions, current Army National Guard divisions and brigade combat teams, and projected Army Reserve direct reporting commands.

In addition, Profile is available on the AUSA website (http://www.ausa.org/publications/ilw/ilw_pubs/specialreports/documents/profile2010_web.pdf). A comprehensive weapons directory containing detailed information about Army weapon systems, published by AUSA’s ARMY magazine, is also available (http://www.ausa.org/publications/armymagazine/archive/2009/10). The directory describes all of the Army’s weapon systems including aircraft, artillery, tanks, individual equipment and state-of-the-art technologies used by Soldiers in the warfight.

Profile of the U.S. Army is your guide. We welcome your comments and suggestions on how to make future editions as useful to you as possible. The goal of the Association of the United States Army and the Institute of Land Warfare in publishing this book is to give you a greater understanding and appreciation of the men, women, families, institutions, organizations and constitutional authority that go into creating the world’s greatest army.

GORDON R. SULLIVAN
General, USA Retired
President, AUSA

14 June 2010
Civilian Control

Since colonial times, America’s military has been a product of the American community. Militias, made up of farmers and tradesmen, were called to arms only when needed to meet their towns’ and villages’ security needs. The framers of the Constitution kept this ideal in mind when they set up the U.S. government. Though they put “the common defense” of the nation in the hands of the federal government (states were allowed to maintain militias), they placed that military authority wholly under the civilian control of the President and Congress.

Civilian oversight of the U.S. military is further established in the chain of command. It starts with the President as the Commander in Chief of all U.S. military forces and descends through the Secretary of Defense to the secretaries of the individual services and their under secretaries and assistant secretaries. These individuals, appointed by the President and approved by Congress, direct the armed forces’ non-operational activities and establish policies for their departments. The highest ranking military members in the U.S. government, the Joint Chiefs of Staff, serve only in advisory capacities on matters of military policy.

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

Constitutional Authority

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

- to declare war;
- to raise and maintain armed forces (appropriation of money for the military is limited to terms of two years);
- to make rules for the government and regulation of the armed forces;
- to organize, arm and discipline the militia; and
- to “call forth the Militia to execute the laws of the union, suppress insurrections and repel invasions.”

The Constitution gives the President the role of Commander in Chief of the Armed Forces, including the militia “when called into the actual service of the United States.”
The Constitution’s Third Amendment also covers the military by forbidding the quartering of Soldiers in any house in times of peace without consent of the owner, “nor in time of war, but in a manner to be prescribed by law,” which Congress would have to pass and the President sign.

### 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 down to unit commanders. Only the President and the Secretary of Defense have constitutional authority to order military action and intertheater troop movements.

The Secretary of Defense runs the Department of Defense (DoD), headquartered in the Pentagon (often “Pentagon” and “DoD” are used interchangeably). DoD has the following components:

- Office of the Secretary of Defense (OSD);
- the military departments of the Army, the Navy (including the Marine Corps) and the Air Force;
- the Joint Chiefs of Staff (JCS);
- unified combatant commands; and
- various defense agencies and DoD activities.

### Military Services

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

The Army is the primary land force. Its purpose is to employ dominant landpower to defeat an adversary and to seize, occupy and defend terrain.

The Navy’s mission is to gain and maintain control of vital sea areas and protect sea lanes from surface, subsurface and air threats. Naval forces support the Army by providing sealift and surface and air fire support. The Marine Corps is the Navy’s ground element with a mission to seize or defend advanced bases.

The Air Force’s role is to maintain control of air space and project aerial combat power wherever needed to deter or destroy an adversary’s forces. Aerospace forces support the Army through interdiction, airlift and close air support.

The Coast Guard is part of the Department of Homeland Security, but the Navy takes operational control in time of war or when directed by the President. On an ongoing basis the Coast Guard engages in maritime intercept operations and port and sea lane security.
Military Departments

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

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

Within the DoD organization the service secretaries have a unique relationship with their military service chiefs. In matters concerning the individual military departments, the chiefs fall under the secretaries in the chain of command. In matters of military strategy and doctrine, the chiefs, as members of the Joint Chiefs of Staff, report directly to the Secretary of Defense and the President.

Joint Chiefs of Staff

The Joint Chiefs of Staff comprises the military service chiefs—the Chief of Staff, Army, the Chief of Naval Operations, the Commandant, Marine Corps, and the Chief of Staff, Air Force—plus the Chairman and Vice Chairman. The Chairman of the Joint Chiefs of Staff (CJCS) is appointed by the President from one of the services, is senior to all other officers in the armed forces while holding the office and is the principal military adviser to the President and the Secretary of Defense. The CJCS also is a statutory member of the National Security Council.

The Joint Chiefs have the following key responsibilities:

- to provide for the strategic direction of the armed forces and prepare strategic plans;
Joint Chiefs of Staff

- to assess the capabilities of the armed forces;
- to advise on priorities of requirements, program recommendations and budget proposals;
- to develop doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- to advise and assist the President and the Secretary of Defense on the establishment of combatant commands; and
- to direct the Joint Staff.

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

Neither the Joint Chiefs 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, otherwise called “theater” (i.e., U.S. Central Command, U.S. European Command, U.S. Northern Command, U.S. Pacific Command, U.S. Southern Command, U.S. Africa Command), or by overriding mission or function (i.e., U.S. Joint Forces Command, U.S. Space and Missile Defense Command, U.S. Special Operations Command, U.S. Strategic Command, 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 Chairman of the Joint Chiefs of Staff. Each unified combatant command has a single commander, a four-star Army, Marine or Air Force general or Navy admiral. The chain of command for these commanders goes directly to the Secretary of Defense and up to the President, both of whom have statutory authority to shift forces among combatant commands based on the requirements of particular situations or contingencies.

In addition, the President and the Secretary of Defense can establish “specified combatant commands” with a specific, continuing mission. Specified commands normally comprise forces from only one service with a commander from that service but may also have units and personnel assigned from other services. Currently, DoD has no specified combatant commands.

National Security Strategy

“National security” refers to the protection of the United States from internal and external threats to the country’s territory, population, government or
The President is responsible for developing the National Security Strategy which is shaped by each administration according to the strategic environment the nation faces at the time and how the administration wants to approach the warfight. In May 2010, President Barack Obama put forth his administration’s National Security Strategy. In his opening remarks, President Obama states:

_Even as we end one war in Iraq, our military has been called upon to renew our focus on Afghanistan as part of a commitment to disrupt, dismantle, and defeat al-Qa’ida and its affiliates. This is part of a broad, multinational effort that is right and just, and we will be unwavering in our commitment to the security of our people, allies, and partners. Moreover, as we face multiple threats—from nations, nonstate actors, and failed states—we will maintain the military superiority that has secured our country, and underpinned global security, for decades._

_Yet, as we fight the wars in front of us, we must see the horizon beyond them—a world in which America is strong, more secure, and is able to overcome our challenges while appealing to the aspirations of people around the world. To get there, we must pursue a strategy of national renewal and global leadership—a strategy that rebuilds the foundation of American strength and influence._

_Our Armed Forces will always be a cornerstone of our security, but they must be complemented. Our security also depends upon diplomats who can act in every corner of the world, from grand capitals to dangerous outposts; development experts who can strengthen governance and support human dignity; and intelligence and law enforcement that can unravel plots, strengthen justice systems, and work seamlessly with other countries._

To accomplish this mission, the President established these guiding principles:

- Take care of American troops, military families and veterans by expanding ground forces to meet military needs and improving quality of life; lightening the burdens on troops and their families; and serving veterans by giving them the care they were promised and the benefits they have earned.
- Rebalance defense capabilities for the 21st century by institutionalizing irregular warfare capabilities; preserving air supremacy; maintaining dominance at sea; improve missile defense; maintaining the technological edge and protecting assets in space; and leading international and domestic efforts to ensure the security of cyberspace.
- Reform procurement, acquisition and contracting by realistically estimating program costs, providing budget stability for the programs that are initiated, adequately staffing the government acquisition team and providing disciplined and effective oversight.
- Develop and resource strategies to succeed in the current conflicts in Iraq, Afghanistan and throughout the world by communicating to the American people the full costs of ongoing military operations, moving away from ad hoc funding of long-term commitments through supplementals and including future military costs in the regular budget.
- Strengthen America’s alliances and partnerships by supporting funding to allow the increased training and equipping of foreign militaries to undertake counterterrorism and stability operations.
- Use all elements of American power by harnessing U.S. military, diplomatic, economic, information, legal and moral strength in an integrated and balanced fashion.

**National Military Strategy**

Based on the President’s National Security Strategy, the Department of Defense establishes the National Defense Strategy. The five defense objectives guiding DoD security activities are:

- to defend the homeland;
- to win the long war;
- to promote security;
- to deter conflict; and
- to win the nation’s wars.

Based on these objectives, the Chairman, Joint Chiefs of Staff, in consultation with the Joint Chiefs of Staff and the combatant commanders, prepares the National Military Strategy (NMS). This document
guides all operations and establishes three objectives—Protect, Prevent and Prevail.

**Protect the United States against external attacks and aggression.** This combines actions overseas and at home. The nation’s first line of defense is to counter threats close to their source. The armed forces also secure air, land, sea and space approaches to the United States and assist other government and law enforcement agencies in managing the consequences of an attack or natural disaster on U.S. territory.

**Prevent conflict and surprise attack.** This entails maintaining a strong, well-trained, well-equipped and technologically advanced military and establishing strong alliances and coalitions to deter aggression. The potentially catastrophic impact of an attack against the United States, its allies and its interests may necessitate preemptive actions against adversaries before they can attack.

**Prevail against adversaries.** The U.S. armed forces must have the capabilities to defeat a wide range of adversaries, from states to non-state entities. This shifts the focus from where and with whom a conflict might occur to how an adversary might fight. The armed forces must be sized to defend the U.S. homeland while operating in four forward regions and swiftly defeating adversaries in two overlapping military campaigns.

**National Military Missions**

To carry out the National Military Strategy, the U.S. armed forces are employed for a variety of missions. These include combat operations, peacekeeping operations, homeland security, drug interdiction and humanitarian services.

Currently the United States has committed a large segment of its military forces to fighting the war on terrorism. This includes operations in Afghanistan (Operation Enduring Freedom, or OEF) and Iraq (Operation Iraqi Freedom, or OIF). In addition to combat forces engaged in those two countries, all three military services are providing support forces for the war on terrorism in Southwest Asia, in other theaters such as Europe and the Pacific Rim, and at home stations.

The United States, as an active member of the United Nations (UN) and the North Atlantic Treaty Organization (NATO), is committed to providing
peacekeeping and stabilization forces to troubled regions and countries. These missions, called “operations other than war,” currently include the NATO Kosovo Force, the UN Multinational Force and Observers in the Sinai Peninsula and training of the Iraqi Police Force as part of the Multinational Force–Iraq.

The military is also involved in homeland security missions, including intelligence efforts, border and transportation security, and emergency preparedness and response.

Since 1989 the U.S. military has assisted the Coast Guard, law enforcement agencies and Latin American countries in drug interdiction activities, including aerial reconnaissance and border control.

The U.S. armed forces carry out humanitarian missions at home and abroad. Often these efforts are part of the missions listed above and include medical clinics, food deliveries, construction projects and other nation-building activities. Reserve component units engage in construction and infrastructure-building projects as part of their military exercises, and both active and reserve component units aid nations recovering from natural disasters.

In addition, the National Guard may be mobilized by individual states or the federal government to help with disaster relief or restoring order in the event of natural disasters or civil unrest.

Useful Websites

Air Force
http://www.af.mil

Army
http://www.army.mil

Army National Guard
http://www.arng.army.mil

Coast Guard
http://www.uscg.mil

Department of Defense
http://www.defenselink.mil

Joint Chiefs of Staff
http://www.jcs.mil

Marine Corps
http://www.usmc.mil

Navy
http://www.navy.mil

U.S. Africa Command
http://www.africom.mil

U.S. Central Command
http://www.centcom.mil

U.S. European Command
http://www.eucom.mil

U.S. Joint Forces Command
http://www.jfcom.mil

U.S. Northern Command
http://www.northcom.mil

U.S. Pacific Command
http://www.pacom.mil

U.S. Southern Command
http://www.southcom.mil

U.S. Special Operations Command
http://www.socom.mil

U.S. Transportation Command
http://www.transcom.mil

2 http://www.whitehouse.gov/issues/defense.
Land Component

An American Heritage

The birth of the U.S. Army preceded the birth of the nation. One of the first actions undertaken by the Continental Congress on 14 June 1775—even before that gathering 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, defeated the British in the eight-year War of Independence.

The American Army’s mission and formation have changed little in the 235 years since. Today, the U.S. 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. They belong to and serve their individual states but are called upon by the federal government to supplement the active Army to meet threats against the nation’s security. Another force of trained citizen Soldiers, the Army Reserve, provides further support in times of need. The Army National Guard and Army Reserve are called the reserve component of the U.S. Army. In support of the war on terrorism, the reserve component has played a prominent and important role in the security of the nation, with more than 86,000 Soldiers forward deployed in Iraq, Afghanistan and 18 other countries.

The U.S. Army has accomplished many combat and public service missions through the years. In the 19th century, Soldiers explored America’s frontier and provided protection to U.S. settlers. With its ranks again bolstered by citizen Soldiers in the militias, the Army successfully defended the United States’ borders and ports from foreign attacks, helped preserve the Union in the Civil War and fought expeditionary wars to protect America’s interests in China, the Philippines and Latin America. Through its Corps of Engineers, the Army helped improve river navigation and performed other public works. The Army formed the nation’s first modern weather service, provided the nation’s first airmail service and supervised the building of the Panama Canal.

The practice of keeping a small standing Army to be bolstered with Guard and Reserve Soldiers in times of national need continued through both world wars in the 20th century. The onset of the Cold War altered this balance as the United States maintained a large standing active Army which took up defensive positions in Europe and Asia and handled the bulk of combat in the Korean and Vietnam wars. With the Cold War’s end in 1989, the nation began reducing the size of its armed forces, again relying on the reserve component to fill out the ranks for war (the Persian Gulf War) and operations other than war (peacekeeping missions in Somalia and the Balkans).

Today, the active Army and its reserve component make up one seamless force committed to fighting the war on terrorism. It is a tradition going back 235 years:
career Soldiers and citizen Soldiers serving as brothers (and, now, brothers and sisters) in arms. But the mission has not changed: to defend the United States from attack and to protect her security.

**Mission of the Army**

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

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

Title 10 gives the Army the specific mission of land combat “and such aviation and water transport as may be organic therein.” The law mandates that the Army be organized, trained and equipped for prompt and sustained combat operations and take responsibility for the preparation of land forces “in accordance with integrated joint mobilization plans.” The Army also is responsible for expanding its reserve component to meet the needs of war.

**Department of the Army**

The Department of the Army (DA) is an organization within the Department of Defense (DoD) 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 Department of the Army.

The Secretary of the Army is responsible for all noncombat affairs, including recruiting, organizing, supplying, equipping, training and mobilizing the forces. The Secretary’s staff, known as the Army Secretariat, oversees all these functions.
Chapter 2: Land Component

Chief of Staff, Army

The Chief of Staff, Army (CSA), the highest ranking officer in the U.S. Army, is appointed by the President for a period of four years. The CSA may be reappointed for another four years or the term extended in time of national emergency.

The CSA serves as the senior military adviser to the Secretary of the Army, ensures the Secretary’s policies are carried out and assists the Secretary in presenting and justifying Army policies, plans, programs and budgets to the Secretary of Defense, the President and Congress. The CSA presides over the Army Staff and oversees all Army organizations and commands. In addition, the CSA is a member of the Joint Chiefs of Staff and presents Army capabilities in planning joint forces endeavors.

Sergeant Major of the Army

Established in 1966, the Sergeant Major of the Army (SMA) is the senior enlisted Soldier who serves as the senior enlisted advisor and consultant to the CSA. The SMA provides information on the problems affecting enlisted personnel and proposed solutions to these problems; 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 latter comprising the Army National Guard and the Army Reserve. Today’s Army is a cohesive organization with elements of all three serving together in training, support and combat missions. All Soldiers are obligated to serve eight years in the military; that obligation may be fulfilled through a combination of active, Selected Reserve and Individual Ready Reserve service, described below.

The active Army is the full-time standing Army force. Since 1973 this has been an all-volunteer force used to support forward presence and provide initial forces for rapid deployments worldwide.

The combined operational force of the Army National Guard and the Army Reserve provides a versatile dimension of operational response. 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. In fiscal year 2009, the Department of the Army mobilized more than 46,000 Army National Guard Soldiers in support of combat operations in Iraq, Afghanistan and Kuwait. DA mobilized an additional 5,500 Army National Guard Soldiers for other contingency operations in Bosnia, Kosovo, Sinai and the Horn of Africa. The Army National Guard also mobilized for numerous domestic operations.

Reserve component Soldiers are organized into three categories: Ready Reserve, Standby Reserve and Retired Reserve. The Ready Reserve, the largest category, includes the following elements:

- **Selected Reserve**: Prior to 11 September 2001, the Selected Reserve concentrated on training for possible mobilization and deployment. While they still are required to train with their units one weekend per month and two weeks per year, their role within the Army has changed. Since 9/11, most members of the Selected Reserve have deployed at least once, and many have done so multiple times. Training is still critical, but training focuses primarily on scheduled deployments. The Selected Reserve includes members of the Army National Guard, the Army Reserve, Active Guard and Reserve (Guard Soldiers and Reservists serving on active duty in full-time administrative roles), Military Technicians (Guard Soldiers who are full-time dual-status federal employees in administrative or training roles) and Army Reserve Individual Mobilization Augmentees (IMAs) assigned to active duty units usually for short durations (from one to 12 months). Many members of the Selected Reserve have deployed one or more times to Iraq or Afghanistan and have responded to domestic emergencies. Domestic operations include responses to natural disasters such as Hurricane Katrina, recovery operations in North Dakota after Red River flooding and mobilization to assist with civil efforts such as Operation Jumpstart along the Southwest Border.

- **Individual Ready Reserve (IRR)**: The IRR comprises former members of active or reserve forces completing their statutory eight-year military service obligation. IRR Soldiers are not assigned to units but may voluntarily participate...
in training for pay, promotion and retirement credit. They also form a pool of resources that the DA can call to active duty in times of war or national emergency. Soldiers entering the service through delayed-entry programs (or just waiting for “shipping”) are also members of the IRR while awaiting basic training. Since 11 September 2001, more than 18,000 IRR Soldiers, an unprecedented number, have returned to the Selected Reserve of the Army National Guard.

- **Inactive National Guard (ING):** The ING is an administrative category for Army National Guard Soldiers who still have a military service obligation but also have a personal situation that makes it difficult for them to attend weekend drills and the two-week annual training on a consistent basis. Examples include education requirements, family, employment or extended travel. Placement in the ING is on a discretionary basis for Soldiers awaiting shipment to a basic training class scheduled for more than 120 days out. Soldiers in the ING have no maximum amount of time in the category; however, the Army National Guard’s goal is for Soldiers to spend one year or less in the ING. The ING gives the Adjutants General the flexibility to retain a valued Soldier while giving the Soldier time to resolve personal issues. ING members are normally attached to a National Guard unit for accountability purposes, though they do not train with that unit at regular weekend drills. They may be called to active duty in times of war or national emergency and mobilized with a deploying unit and they may participate in the two-week annual training.

The **Standby Reserve** consists of Soldiers maintaining their military affiliation without being in the Ready Reserve, individuals designated as “key civilian employees” or personnel with a temporary hardship or disability. These individuals are not required to perform training, but because of their specialized skill sets individuals in the Standby Reserve may be mobilized as needed to fill specific manpower needs. Individuals in the Standby Reserve can be placed either on active status, in which they can voluntarily participate in training that counts toward retirement credit and promotion, or placed on inactive status from which they are not authorized to participate in training or be promoted.
The Retired Reserve includes all servicemembers retired from either an active duty or reserve career. Retired Reserve members are categorized according to physical condition and skill sets, and may be called to active duty in times of war or national emergency. Approximately 130 members of the Retired Reserve have been called back into active service since 11 September 2001 or have voluntarily returned. Retirees in professions such as medicine, dentistry and chaplaincy are especially in high demand.

In today’s Army, the Ready Reserve plays significant roles in both support and combat missions and deploys in accordance with the Army Force Generation (ARFORGEN) model described in chapter 3. As Commander in Chief, the President can federalize Army National Guard and Army Reserve units and personnel into active duty in one of three ways: A National Guard call up, which is short term; a partial mobilization that can last up to two years; or a full mobilization that lasts for the duration of the conflict plus six months. Under current law, Congress gives the President the power to order reserve component members to two years of active duty; however, by directive, the Secretary of Defense currently limits mobilizations to 12 months plus 30 days of leave upon demobilization.

**Army National Guard**

The Army National Guard boasts a unique history of dual state and federal missions. This structure is based on traditions dating back to 1636 when the first militia regiments were organized in the Massachusetts Bay Colony. These are the oldest units in the National Guard and predate regular Army units and the signing of the Declaration by 140 years. These militia units are perpetuated today as the 101st Field Artillery, 181st Infantry and 182d Cavalry Regiments and the 101st Engineer Battalion, all of which preserve a direct lineage to the earliest militias. The first citizen Soldiers defended the colonial frontier, fought alongside the British in the French and Indian Wars, and provided the basis for the Continental Army in the Revolutionary War.

The U.S. Constitution further defined the role of the militias, giving to Congress the responsibility to organize, maintain and regulate the state militias and to provide for calling the militia into federal service, while reserving to the states the right to appoint officers in the militia as well as the right to train the militia according to federally established discipline.

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 National Defense Act of 1916 officially designated organized militia forces receiving federal funds as the National Guard.

The dual status of the Army National Guard creates a bureaucratic balancing act. The federal government ensures that the Army National Guard can effectively integrate with the active Army and the Army Reserve in support of federal missions. DoD establishes training and operations requirements for Guard units and recommends to Congress how large the Army National Guard should be. Based on DoD requirements, the National Guard Bureau determines specific force structure allocations to governors of the states and territories. Whether responding to a federal deployment or a governor’s request to counter rising floodwaters in his or her local community, the Army National Guard responds with an effective, trained force.

**National Guard Bureau**

The National Guard Bureau (NGB) administers the federal functions of the Army National Guard and its Air Force counterpart, the Air National Guard. As a staff agency, NGB participates with the Army staff in developing and coordinating programs directly affecting the Army National Guard. 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 50 states, the District of Columbia and the territories of Puerto Rico, Guam and the U.S. Virgin Islands.

The Chief, National Guard Bureau (CNGB) is a four-star general selected from either the Army National Guard or Air National Guard. The President appoints the CNGB to a four-year term. The CNGB is directly assisted in his duties by two lieutenant generals—the Director of the Army National Guard and the Director of the Air National Guard, who have dual roles as primaries on the Army and Air Force service staffs.
NGB is a coordinating body and does not have command and control authority over the individual states, although it does exercise considerable influence. State governors, working through their Adjutants General, are the commanders in chief of their National Guards when not in federal service (Title 10, U.S. Code).

**State Mission**

When Army National Guard units are not under federal control, they report to the governor of their respective state or territory (District of Columbia units report to the Commanding General, District of Columbia National Guard). With the exception of the District of Columbia, each National Guard organization is supervised by the state or territory’s principal advisor to the governor on military matters, the Adjutant General.

When not mobilized for active federal service, 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.

In every state the Army National Guard has quick-reaction forces that serve as the nation’s first line of counterterrorism defense. At the request of the President or a governor, the Army National Guard delivers quick-reaction forces within 24 hours. These forces can help local law enforcement agencies by protecting key sites such as power plants and transportation hubs and by providing security for special events. The Army National Guard uses existing capabilities and units within each state to handle “on call” missions. The Army National Guard has an armory in every congressional district in the United States. Quick-reaction forces are an essential element of national defense, and the Army National Guard performs an essential role in support of that mission. Although not a new concept for the Guard, rapid response has become increasingly important since 11 September 2001.

The Army National Guard recently developed Domestic All-Hazards Response Teams (DARTs). Each DART provides capabilities-based force packages aligned with the Army National Guard’s 10 essential domestic capabilities of command and control, communications, aviation, force protection (including civil support teams), engineering, logistics, maintenance, medical, security and transportation. These response
teams draw upon approximately 50,000 troops east of the Mississippi and 30,000 troops west of the Mississippi serving in a Title 32 status (state control). The response team works within the existing Emergency Management Assistance Compact framework. The DART construct was successfully proven during the 2009 presidential inauguration as the Army National Guard provided more than 8,000 National Guard Soldiers from 14 states, with another 12,500 Soldiers “on call” from eight additional states. The 2009 inauguration was the highest attended presidential inauguration in U.S. history and a great example of the Army National Guard in action and “at the ready.”

Federal Mission

The Army National Guard’s federal mission is to maintain well-trained, well-equipped units available for prompt mobilization during war and to provide assistance during national emergencies, whether natural or manmade disasters. Army National Guard units are also mobilized to perform missions other than war, including humanitarian missions, counter-drug operations and peacekeeping missions.

Title 10 of the U.S. Code requires the National Guard to provide “trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency and at such other times as the national security requires, to fill the needs of the armed forces.” The Army National Guard therefore maintains a full-spectrum capability for combat, combat support and combat service support missions. The Army National Guard has made significant progress in modernizing and converting to an operational force. Total Army Analysis results established an approved force structure allowance of 358,200. During a process of modernization and modularization, the Army National Guard expanded structure to include 114 brigades comprising 28 brigade combat teams (BCTs), 38 functional brigades and 48 multifunctional brigades across the 54 states and territories.

The Army National Guard continues to grow and adapt to fulfill all levels of its dual mission of supporting the warfight while addressing homeland security and homeland defense requirements. The Army has transformed from a division-centric force to a more flexible brigade-centric force and is restructuring to create units that are more stand-alone and alike while enhancing full-spectrum capabilities. Army National Guard BCTs are structured and manned identically to those in the active Army and can be combined with other BCTs or elements of the joint force to facilitate integration, interoperability and compatibility across all branches of the armed forces.

Along with these land forces, the Army National Guard fields eight combat aviation brigades (CABs) augmenting the 11 CABs (growing to 13) provided by the active Army. A CAB design has four variants (heavy, medium, light and expeditionary) and typically has about 2,600 Soldiers including 350 aviators with an assortment of UH-60 Black Hawk utility, CH-47 Chinook cargo, UH-72 Lakota light utility and AH-64 Apache attack helicopters. Of the two variants
of CABs found in the Army National Guard structure, representative units are Maryland’s 29th CAB (Heavy), the aviation brigade for the 29th Infantry Division, and California’s 40th CAB (Expeditionary) for the 40th Infantry Division.

As of May 2010, the Army National Guard has mobilized more than 513,600 Soldiers to perform both state and federal missions since 11 September 2001, and approximately 52,000 troops serve in overseas contingency operations on any given day. Soldiers from the Army National Guard are currently serving in Operation Iraqi Freedom, Operation Enduring Freedom and in other overseas operations. In addition to commitments in Iraq, Afghanistan and other troubled regions around the world, Army National Guard Soldiers are protecting the homeland and performing key missions in support of U.S. Northern Command. They are helping the Department of Homeland Security protect critical infrastructure and respond to any emergency. They are also continuing their service in vital state-directed missions under the command of the governors.

In 2004, the CNGB directed the Army and Air National Guard leadership to create a joint force headquarters (JFHQ) in each state. The JFHQs enable the National Guard to be more responsive to regional combatant commanders and to defend the nation as part of a joint team.

The Army National Guard completed a reorganization of its forces as part of the Army’s transformation to a modular force (see chapter 3, section titled “The Army Modular Force”). In early 2006, Headquarters, Department of the Army, the Army National Guard and the Adjutants General implemented the Army National Guard rebalance plan, a comprehensive transformation and reorganization of Guard force structure. The result is an Army National Guard force that is more flexible, more capable and more rapidly deployable, with enhanced capabilities for state missions and improved command and control within states and territories.

The Army Reserve

George Washington proposed for the nation a federally controlled contingency army that could support the U.S. Army in time of need, but such a force was not created until 1908 with the Medical Reserve Corps. Out of this organization grew today’s Reserve force of well-trained officers and enlisted personnel able to augment and integrate with the active forces. Every military branch has a Reserve element.

The Army Reserve’s mission, under Title 10 of the U.S. Code, is to provide trained and ready Soldiers and units capable of combat support and combat service support during peacetime, contingencies and war. The Army Reserve is a key element of the Army, training with active and Army National Guard units to ensure that the three forces work as a fully integrated team. Among the Army Reserve’s contributions:

- enabling the Army to do more with fewer resources by providing a flexible, well-trained, complementary force that can expand and contract to meet the specific needs and challenges of each new mission;
- training Soldiers at the highest possible level in nearly 200 specific skills to support the Army in any mission;
- maintaining a force that can mobilize rapidly and skillfully at any moment to respond to a crisis or situation, or to defend America’s interests at home and abroad;
- building a stronger Army by drawing on the strength, support and success of America’s diverse backgrounds and communities represented by Soldiers in the Army Reserve;
- anticipating the ever-evolving needs of today’s modern Army and helping it transform into a smaller, faster, stronger force while continuing to protect the nation’s interests;
- keeping the Army mobile, efficient and complete by providing specialized technological and troop support when and where it is needed most;
- implementing the nation’s objectives and supporting national policies while preserving the peace and security and providing for the defense of the United States, its territories, commonwealths and possessions, and any areas occupied by the United States; and
- giving back to the community by providing civil support—such as food, shelter, safe drinking water and medical attention—during emergencies and natural disasters.
Part of the Total Force

To defend our nation’s interests, the country needs a force structure that is both flexible and responsive across all of its elements. The Army Reserve provides combat support and combat service support functions that enable the Army to ramp up its capabilities, protect combat forces and sustain mobilization.

To meet the challenges of the 21st century, the Army has redefined and restructured itself, becoming smaller, lighter and quicker (see chapter 3, “Army Organization”). The Army Reserve is playing a critical role in this transformation, having converted from a strategic reserve to an operational force—from a geographically-based command-and-control structure to a functionally- and operationally-based structure. With more than 200,000 Soldiers available at any time, the Army Reserve provides a highly skilled, flexible force that can support the Army when and where it is needed most across the full spectrum of missions, including peacekeeping, nation-building and civil support.

Reservists’ specialized capabilities and the percentage of the Army’s total force represented by Reserve units illustrate the invaluable role the Reserve plays in manning today’s Army. The Army Reserve contributes 100 percent of the Army’s

- theater engineer commands,
- civil affairs commands,
- training divisions,
- biological detection companies,
- railway units and
- replacement companies.

The Army Reserve contributes more than two-thirds of the Army’s

- medical brigades,
- civil affairs brigades,
- psychological operations groups,
- expeditionary sustainment commands,
- dental companies,
- combat support hospitals,
- watercraft,
- petroleum units and
- mortuary affairs units.

The Army Reserve contributes nearly half of the Army’s

- military police commands,
- information operations groups,
- medical units and
- supply units.

Since 11 September 2001, more than 183,000 Army Reserve Soldiers have been mobilized in support of ongoing operations, including Operation Enduring Freedom in Afghanistan, Operation Iraqi Freedom and Operation Noble Eagle, which is responsible for keeping secure the nation’s airspace and infrastructure.

As America remains a nation at war, the Army Reserve continues to be a cost-effective force. The $8.2 billion Army Reserve appropriation in fiscal year 2009 represented only 4 percent of the total Army budget, yet the Reserve supplies the Army seven to eight brigade-size elements ranging from logistics to security, medical to civil affairs and engineer brigades, on an ongoing basis. Compared to the cost of expanding the full-time force, the small investment in the Army Reserve provides security at home and combats terrorism abroad.

Civilians and Contractors

Not all Army personnel wear uniforms. A large and essential proportion of the Army team is civilian employees and contractors. Currently, the Department of the Army employs more than 250,000 civilians. Department of the Army civilians are authorized under Title 5 of the U.S. Code, “Government Organization and Employees.” In 2006, the Army established the Army Civilian Corps to unify the Army civilian service and embody the commitment of civilians who serve as an integral part of the Army team.

For the most part, DA civilians’ authority is job related, meaning they exercise authority only as it relates to their positions and in regard to their commander’s, supervisor’s or unit’s level in the chain of command. However, as federal employees, their positions are assigned General Service (GS) ranks, which can carry the same authority and status as certain ranks among uniformed personnel. Civilian employees rise in rank by being promoted to jobs of greater responsibility and authority.
Civilian contractors are employees of private companies who work almost exclusively with or for the Army for a set period of time, though the contract may be renewed. Many of these are defense contractors, technicians who work on weapon systems, computer systems or communications systems. However, contractors are used in all aspects of combat support and combat service support missions, too, from administrative and training duties to intelligence and civil affairs. The Army uses contractors for three primary reasons:

- to take advantage of expertise not available among Department of the Army uniformed or civilian personnel;
- to free up Soldiers for other mission-essential duties; and
- to cut costs where commercial companies can deliver services more economically than can the Army by itself.

Civilian employees and civilian contractors have taken over many of the services and jobs once performed by uniformed personnel. They are a critical part of the Army and of the nation’s defense, supplementing officers and enlisted members in every type of mission—from administrative support to combat theater duties—serving alongside uniformed personnel across the full spectrum of military operations and conditions.

Useful Websites

Army
http://www.army.mil

Army Center of Military History
http://www.army.mil/cmh-pg

Army Historical Foundation
http://www.armyhistory.org

Army National Guard
http://www.armng.army.mil

Army Reserve
http://www.usar.army.mil

Army Staff
http://www.army.mil/leaders

Chief of Staff, Army
http://www.army.mil/leaders/csa

Headquarters, Department of the Army
http://www.hqda.army.mil/hqda

Organization
http://www.army.mil/organization

Posture Statement
http://www.army.mil/info/institution/posturestatement

Secretary of the Army
http://www.army.mil/leaders/sa

Sergeant Major of the Army
http://www.army.mil/leaders/sma

Under Secretary of the Army
http://www.army.mil/leaders/usa

Vice Chief of Staff
http://www.army.mil/leaders/vcsa

Vision


2 Ibid.


5 Ibid.

The Full-Spectrum Force

Today the nation is undergoing a historical shift in security concerns, and the Army’s organization and operational strategy have adjusted to meet changing threats. Unlike previous conflicts in which the United States engaged in combat with a known state enemy, the nation now faces threats from small states and non-state organizations engaging in unconventional means of warfare, requiring an agile, adaptable force that can deploy rapidly and defeat a full spectrum of threats. As stated in the 2010 Army Posture Statement:

*For the near future, persistent conflict—protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends—will characterize the global security environment. Security crises will arise unpredictably, vary in intensity and scope, and last for uncertain durations. These challenges will take place in all domains: land, sea, air, space, and cyberspace. Natural disasters and humanitarian emergencies will continue to be frequent and unpredictable, requiring the commitment of Soldiers and resources. In this dynamic environment, the Army will conduct operations that span the spectrum of conflict from humanitarian and civil support to counterinsurgency to general war, often simultaneously.*

To accomplish this complex mission, the Army has focused on restoring balance to the force. After more than eight years of persistent conflict, the Army’s resources have been stretched thin; the current demand for U.S. forces in Iraq and Afghanistan exceeds the sustainable supply and limits the Army’s ability to provide ready forces for other contingencies. In an effort to restore balance, the Army has implemented a plan founded on four imperatives: sustain the Army’s Soldiers, families and civilians; prepare for success in the current conflict; reset returning units (i.e., ensure the unit is refurbished and prepared for future deployment and contingencies); and transform to meet the demands of the 21st century.

Overarching Organization

Army units perform one of three fundamental warfighting missions:

- **Combat units**, such as infantry, armor and fires, are directly involved in the conduct of fighting.
- **Combat support units**, such as chemical, military intelligence, military police and signal, provide operational assistance to combat units.
- **Combat service support units**, such as transportation, medical, quartermaster (supply), ordnance, finance and adjutant general (administration), provide logistical and administrative assistance to the above units.

Supplementing these warfighting elements are the Army’s institutional missions, sometimes referred to as the generating force:
• training and military education;
• recruiting;
• research and development;
• engineering and base support; and
• installation management.

The Army Command Structure

The Army has three types of commands: Army command, Army service component command (ASCC) and direct reporting unit.

Army commands perform many Title 10 functions across multiple disciplines (U.S. Army Training and Doctrine Command; U.S. Army Materiel Command; and U.S. Army Forces Command).

ASCCs are primarily operational organizations that serve as Army components for combatant commands. An ASCC can be designated by the combatant commander as a joint forces land component command or joint task force (Eighth U.S. Army; U.S. Army Europe; U.S. Army Africa; U.S. Army Pacific; U.S. Army North/Fifth Army; U.S. Army South/Sixth Army; U.S. Army Central/Third Army; U.S. Army Space and Missile Defense Command; U.S. Army Special Operations Command; and U.S. Army Installation Management Command).

Direct reporting units consist of one or more units that have institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army (U.S. Army Military District of Washington; U.S. Army Corps of Engineers; U.S. Army Criminal Investigation Command; U.S. Army Intelligence and Security Command; U.S. Army Medical Command; U.S. Army Test and Evaluation Command; U.S. Military Academy; U.S. Army Reserve Command; U.S. Army Acquisition Support Center; U.S. Army Installation Management Command; and U.S. Army Network Enterprise Technology Command/9th Signal Command).

For a complete list and descriptions of the Army commands, ASCCs and direct reporting units, see chapter 8, “Army Command Structure.”

The Army Modular Force

Below the three types of major commands, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps. The Army Modular Force relies on self-contained, full-spectrum units that can be plugged into larger forces, including joint forces, thereby giving the nation the capability of responding quickly and effectively to meet the specific circumstances of a crisis. Flexibility is the hallmark of the Modular Force and its role in current and future operations.

The Army is a brigade-centric force; divisions serve as command-and-control headquarters. The smaller types of units are standardized. For example,
every Heavy Brigade Combat Team (described below)—no matter its home base—generally 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 is determined based on theater requirements, planners can select these modular units depending on their availability in the force generation cycle (see “Army Force Generation,” p. 26). Because all units have the same skill sets, they can be deployed on a time basis, which makes deployments more predictable and more fairly distributed throughout the Army, including the reserve component (RC). What follows is an explanation of the Modular Force structure.
Fire Team and Crew

In the infantry, fire teams comprise four or five Soldiers. Combat units built around armored vehicles or fires units are called crews. These are the Soldiers who operate the vehicles or weapon systems. Teams and crews are the smallest organizational units in the Army.

Squad/Section

A squad in the infantry usually consists of two fire teams, whereas in the armored and artillery elements a squad will refer to the piece of equipment and its crews. Four to 10 Soldiers comprise a squad. A section is usually larger than a squad, but the size of either depends on its function. A noncommissioned officer (NCO), usually a sergeant or staff sergeant, leads a squad or section.

Platoon

In the infantry a platoon usually comprises four squads for a total of 16 to 40 Soldiers, though the size may vary depending on the type and mission of the platoon. Platoons are led by lieutenants, with a staff sergeant or sergeant first class as the second in command.

Company/Battery/Troop

Typically, three to five platoons and a headquarters section form a company, battery or troop—a total of 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, and the traditional cavalry equivalent is called a troop. Company commanders are usually captains, with first sergeants 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 the 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, with a command sergeant major 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-size task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. As part of their esprit de corps and unit identity, battalions are usually the lowest command level to have organizational colors and distinctive unit insignia.

A battalion considered to be a “constituent” to a brigade combat team (BCT, described below) will continue the lineages and honors of the Army’s regimental system. Battalions within the support brigades will also continue the lineages and honors of the regimental system. Each BCT’s special-troops battalion perpetuates the lineages and honors of the BCT's headquarters company.

**Regiment/Group**

“Regiment” is a traditional designation predating the U.S. Army, but it has largely been replaced by the term “brigade.” Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiment being the most familiar. Combat arms units still keep their regiment name for the sake of tradition. For example, the 4th Squadron, 7th Cavalry and the 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army’s most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinate elements but rarely operate as tactical entities.

**Brigade**

The brigade combat team—the basic combined-arms building block of the Army—is a permanent, stand-alone, self-sufficient and standardized tactical force of 3,500–4,000 Soldiers who are organized the way they fight. The BCT has increased intelligence, surveillance and reconnaissance as well as network-enabled battle command capabilities. BCTs perpetuate the lineages and honors of a divisional brigade or separate brigade (details below). Support brigades are organized into five types: combat aviation brigades, fires brigades, battlefield surveillance brigades, combat support brigades (commonly referred to as maneuver enhancement) and sustainment brigades. BCTs fall under one of three current designations: Infantry, Heavy or Stryker, described below.

**Corps and Division**

Corps and divisions feature lieutenant general-commanded and major general-commanded versions, consisting of headquarters of about 1,000 and 300 Soldiers respectively, and 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. The division is a command-and-control headquarters that can receive and control any other brigades from throughout the Army. Any modular brigade combat team 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 normally will 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.

Referred to geographically, the 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.

**Brigade Combat Teams**

The fiscal year 2011 Army budget proposal requests funds to achieve a total of 73 modular brigade combat teams and 230 support brigades. Although the traditional brigades have transitioned into modular BCTs, the Army has decided to retain their designations for the maneuver BCTs. For example, the 2d Brigade, 4th Infantry Division is now called the 2d Brigade Combat Team, 4th Infantry Division.

BCTs fall under one of three current designations: Infantry, Heavy or Stryker.

- **Infantry BCTs** include two infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a logistics support battalion and an organization called the special-troops battalion that combines several functional missions. Select Infantry BCTs will also be airborne qualified.

- **Heavy BCTs** include two armor-mechanized infantry battalions (one using a historic infantry battalion designation and the other a historic armor battalion designation), an armed reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a special-troops battalion, similar to that of the Infantry BCT.

- **Stryker Brigade Combat Teams (SBCTs)** are centered on the Stryker, an eight-wheel-drive armored vehicle. The Stryker comes in several configurations, including infantry carrier, mobile gun system, antitank guided missile, mortar carrier, fire support, medical evacuation, engineer squad, command, reconnaissance and nuclear, biological and chemical reconnaissance. Using these all-terrain, all-conditions and easily transportable vehicles as the basic building block, the Army has created a highly agile, highly lethal force.

Containing about 3,900 Soldiers, an SBCT consists of three infantry battalions (with mobile gun, mortar, forward observer and sniper capabilities), a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support 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 that not only give it the best possible assessment of a battlefield but also allow it to draw on all Army and joint force resources when needed.
Chapter 3: Army Organization

Army Brigade Combat Team Modernization

On 6 April 2009, Secretary of Defense Robert M. Gates directed the Army to replace Future Combat Systems (FCS) with a modernization plan consisting of a number of integrated programs. These programs include spinning out the initial increment of the FCS program to seven infantry brigades in the near term; spin-outs of information and communications networks, unmanned ground and air vehicles and sensors; and an integration effort aimed at follow-on spin-outs to all Army brigades. BCT Modernization includes four elements: modernizing the network over time to take advantage of technology upgrades, while simultaneously expanding it to cover ever-increasing portions of the force; incorporating mine-resistant ambush protected (MRAP) vehicles; rapidly developing and fielding a new Ground Combat Vehicle; and incrementally fielding capability packages that best meet the needs of Soldiers and units.

Brigade Combat Teams in the Field

As stated in the latest Army Posture Statement, the Army is 88 percent complete on the modular conversion process of its brigades; the FY 2011 budget will support the near completion of this process. When the transformation is complete, the active Army plans to have the following field organization:

- 1st Infantry Division, headquartered at Fort Riley, Kansas, with two Heavy BCTs, one Infantry BCT, one combat aviation brigade and one Infantry BCT at Fort Knox, Kentucky.
- 1st Armored Division, headquartered at Fort Bliss, Texas, with two Heavy BCTs, two Infantry BCTs, one combat aviation brigade and two Infantry BCTs in Baumholder, Germany.
- 1st Cavalry Division, headquartered at Fort Hood, Texas, with four Heavy BCTs and one combat aviation brigade.
- 2d Infantry Division, headquartered at Camp Red Cloud, South Korea, with one Heavy BCT at Camp Casey, South Korea, three Stryker Brigade Combat Teams at Joint Base Lewis-McChord, Washington, and one combat aviation brigade at Camp Humphreys, South Korea.
- 3d Infantry Division, headquartered at Fort Stewart, Georgia, with two Heavy BCTs, one Infantry BCT, one Heavy BCT at Fort Benning, Georgia, and one combat aviation brigade at Hunter Army Airfield, Georgia.
- 4th Infantry Division, headquartered at Fort Carson, Colorado, with three Heavy BCTs and one Infantry BCT.
- 10th Mountain Division, headquartered at Fort Drum, New York, with three Infantry BCTs, one Infantry BCT at Fort Polk, Louisiana, and one combat aviation brigade.
- 25th Infantry Division, headquartered at Schofield Barracks, Hawaii, with one Infantry BCT, one Stryker BCT, one combat aviation brigade, one Stryker BCT at Fort Wainwright, Alaska, and one Airborne Infantry Brigade Combat Team at Fort Richardson, Alaska.
- 82d Airborne Division, headquartered at Fort Bragg, North Carolina, with four Airborne Infantry BCTs and one combat aviation brigade.

Unit Symbols

The Army uses DoD Joint symbology to depict its units graphically. The main icon inside the frame identifies the unit’s basic function and can be modified or amplified using alphanumerics or graphics. The following are examples of unit symbols.
• 101st Airborne Division (Air Assault), headquartered at Fort Campbell, Kentucky, with four Air Assault Infantry BCTs and two combat aviation brigades.

• 2d Stryker Cavalry Regiment, headquartered at Vilseck, Germany.

• 3d Armored Cavalry Regiment at Fort Hood, Texas.

• 11th Armored Cavalry Regiment at Fort Irwin, California, currently being reorganized into a multi-component Heavy BCT.

• 173d Airborne Infantry BCT in Vicenza, Italy.

**Army Force Generation**

The Army has implemented a readiness model to manage the force and ensure the ability to support demands for Army forces. The Army Force Generation (ARFORGEN) process creates operational readiness cycles wherein individual units increase their readiness over time, culminating in full mission readiness and availability to deploy. Manning, equipping, re-sourcing and training processes are synchronized to the ARFORGEN process. The goal is to be able to generate forces that will support one operational deployment in three years for the active component and one operational deployment in six years for the reserve component. At lower levels of demand, this model may allow the Army to support one operational deployment in four years for active forces. This model is establishing the basis to bring all units to a full state of readiness—people, equipment and training—before they are scheduled to deploy.

To achieve the readiness progression required by operational readiness cycles, units transition through three ARFORGEN-defined readiness pools:

**Reset/Train:** Units recover from previous deployments, reconstitute, reset equipment, receive new equipment, assign new personnel and train to achieve the required unit capability level necessary to enter the Ready force pool.

**Ready:** Units are assessed as ready to conduct mission preparation and higher-level collective training with other operational headquarters for upcoming missions. These units are also eligible to fill operational surge requirements, if necessary.

**Available:** Units are within their assigned window for potential deployment. Units will be sourced
against operational (Deployed Expeditionary Force Package) or contingency (Contingency Expeditionary Force Package) requirements.

Just as the dynamic nature of the operational environment compelled the Army to mature and refine ARFORGEN into a process of continuous synchronization to better perform sourcing and resourcing activities, the Army has readdressed the role of ARFORGEN within its resourcing processes. ARFORGEN has matured into both a supply- and demand-based model with resources allocated to units on a continuous basis given their assigned missions and latest arrival dates in a theater of operation.

The Army is at a critical stage in the evolution of ARFORGEN; meeting the strategic demand for conventional land forces continues to be a challenge. As a result of the current demand for forces, the ARFORGEN model relies on continuous access to reserve component forces at a level of 50,000 to 75,000 Soldiers mobilized per year. As demand for forces decreases, this reliance on RC forces could be reduced. Decreased demand for forces will also allow the Army to slow down the ARFORGEN cycle, giving units more time between deployments, reducing stress on Soldiers and families and providing more time for units to train for full-spectrum operations. Army initiatives to improve the Reset process, better align Army institutions to support ARFORGEN and increase the available number of units in the ARFORGEN cycle will also contribute to better meeting the demand for forces in a more sustainable manner.7

Budget

The Army operates on money appropriated by Congress as part of the federal budget, using a fiscal year calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2010 began on 1 October 2009 and ends on 30 September 2010.

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 Budget (OMB) and the Department of Defense, the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the President’s Budget submitted to Congress in February. Congress reviews the budget with the intent of providing appropriation acts to the President before the beginning of the next fiscal year on 1 October. However, if no budget agreement is reached by 1 October, Congress passes
Continuing Resolution Acts allowing departments to continue operating within stipulated restrictions.

When the President signs the appropriation acts into law, first the U.S. Treasury, then DoD and next the Army receives the funds. Because the money is provided by appropriation it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five fiscal years. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. However, due to the ongoing operations in Iraq and Afghanistan, the Department of Defense 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 so the Army can continue operations in the time between the end of the last fiscal year (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).

After downward trends in funding through the 1990s—part of the “peace dividend” after the Cold War as the United States reduced the size of its armed forces—defense budgets have been on the rise since the 11 September 2001 terrorist attacks on the United States. For example, the FY 2010 budget request of $533.8 billion is a $20.5 billion dollar increase from the budget enacted for FY 2009, an increase of 4 percent, or 2.1 percent real growth after adjusting for inflation.\(^8\)

**Useful Websites**

**Army**  
http://www.army.mil

**Army Organization**  
http://www.army.mil/info/organization

**Budget of the U.S. Government**  
http://www.gpoaccess.gov/usbudget

**Crests and Unit Patches**  
http://www.tioh.hqda.pentagon.mil

**Operational Terms and Graphics**  
http://www.dtic.mil/doctrine/jel/service_pubs/101_5_1.pdf

**Posture Statement**  
http://www.army.mil/info/institution/posturestatement

**Units and Installations**  
http://www.army.mil/info/organization

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2. Ibid.

3. Ibid.

4. Future Combat Systems (FCS) was an integrated, networked system of systems intended to modernize Army materiel, including new aviation systems and more than 300 other advanced technologies and systems. The directive from Secretary Gates canceled this program. See http://www.defense.gov/releases/release.aspx?releaseid=12763.

5. **2010 Army Posture Statement**.

6. Ibid.


Army Strong

The United States Army is among the best trained, most disciplined and most proficient in the world. That tradition dates to 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 and has been the foundation of America’s armed superiority ever since.

The individual Soldier is the basic building block of all Army organization and operations; the strength of the Army lies not only in numbers but also in these Soldiers. Soldiers develop mental, emotional and physical strength forged through shared values, teamwork, experience and training, embodying the spirit of the latest Army recruiting campaign, “Army Strong.”

Army Oath

Title 10 of the U.S. Code, which establishes the mission and organization of the U.S. Army, governs the enlistment and commissioning of the Army’s Soldiers. All members upon entering the Army must recite an oath, first established by the Continental Congress when it created the Army in 1775. The current oaths, with wording dating to around 1960, follow.

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, _____ [Social Security Account Number], 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 will take this obligation freely, without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter. So help me God.”

Army Values

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

- Loyalty—Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing
in and devoting yourself 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 your 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 final product.

- **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, which results from knowing you have put forth your best effort. The Army is one team, and each Soldier has something to contribute.

- **Selfless Service**—Put the welfare of the nation, the Army and your subordinates before your own. In serving their country, Soldiers are doing duty loyally without thought of recognition or gain. The basic building block of selfless service is the commitment of each team member to go a little further, endure a little longer and look a little closer to see how he or she 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’s right, legally and morally. Integrity is a quality developed by adhering to moral principles. It requires never doing and 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 or adversity (physical or moral). 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 daily standing up for and acting upon the things they know are 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 guides every aspect of their Army lives, from their behavior and attitude to their training and the carrying out of 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.
Rank and Promotions

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

The Army divides rank into three types: commissioned officers, warrant officers and enlisted Soldiers, including 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 is only 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, making up 83.4 percent of the active Army, 88.7 percent of the Army National Guard and 82.5 percent of the Army Reserve. Commissioned officers comprise almost 14 percent of the active Army, 9.2 percent of the Army National Guard and 16 percent of the Army Reserve. Warrant officers make up the rest. The Army is an equal-opportunity employer, recruiting, enlisting, commissioning, promoting and retaining Soldiers wholly on the basis of skills. By intention this provides the Army with a diverse composition of people.

Commissioned Officers

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

- lieutenants and captains are company-grade officers;
- majors, lieutenant colonels and colonels are field-grade officers; and
Rank Insignia

No Insignia
Private (PV2) E-2
Private First Class (PFC) E-3
Specialist (SPC) E-4
Corporal (CPL) E-4
Sergeant (SGT) E-5
Staff Sergeant (SSG) E-6
Sergeant First Class (SFC) E-7
Master Sergeant (MSG) E-8
First Sergeant (1SG) E-8
Sergeant Major (SGM) E-9
Command Sergeant Major (CSM) E-9
Sergeant Major of the Army (SMA) E-9

Second Lieutenant (2LT) O-1
First Lieutenant (1LT) O-2
Captain (CPT) O-3
Major (MAJ) O-4
Lieutenant Colonel (LTC) O-5
Colonel (COL) O-6
Brigadier General (BG) O-7
Major General (MG) O-8
Lieutenant General (LTG) O-9
General (GEN) O-10
General of the Army (GA) O-11

Warrant Officer 1 (WO1)
Chief Warrant Officer 2 (CW2)
Chief Warrant Officer 3 (CW3)
Chief Warrant Officer 4 (CW4)
Chief Warrant Officer 5 (CW5)
• the top five ranks, represented by stars, are general officers.

The Army’s highest rank, General of the Army (five stars), was created in 1944 and conferred on George Marshall, Douglas MacArthur, Dwight Eisenhower and Henry Arnold. Omar Bradley, the last to hold the rank, was appointed in 1950.

Warrant Officers

Warrant officers are highly specialized experts and trainers in specific technologies, activities or skills. They are single-track officers in that they stay within their specialties throughout their careers rather than rising through levels of command or staff duties. Warrant officers earn their warrants from the Secretary of the Army upon completing Warrant Officer Candidate School. When promoted to chief warrant officer two (CW2), warrant officers receive a commission from the President and have the same legal status as commissioned officers, though they maintain their single-track careers.

Enlisted Personnel

Soldiers who enlist in the Army make up the enlisted ranks. They must successfully complete Basic Training, where they learn the Army culture and core skills of a Soldier, and attend Advanced Individual Training (AIT) to learn a specialty. The three lowest pay grades—private, private E-2 and private first class—usually are 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 with E-5s and above—the ascending levels of sergeants. NCOs are sworn to obey the legal orders of their officers, but they also are given 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 often are tasked with teaching lieutenants the basics of being an officer.

The Army’s highest ranking NCO is the Sergeant Major of the Army (SMA), who serves as an adviser
Training

No matter their rank, all personnel (including USMA and ROTC graduates) receive training upon entering the Army. Soldiers also are encouraged to continue both their military education and college degree pursuits as they rise in rank. U.S. Army Training and Doctrine Command (TRADOC) operates an extensive Army school system that provides military specialty training and professional military education. All Soldiers, including those in the Army National Guard and Army Reserve, have access to this education network. Generally, Army training can be categorized as institutional training and unit tactical training.

Institutional Training

- **Initial Entry Training.** This includes Basic Training for enlisted personnel, traditionally known as “boot camp,” a strenuous program in which new recruits learn the organization of the Army, discover the intellectual and physical requirements of being a Soldier and are instilled with the Warrior Ethos: to place the mission first, never accept defeat, never quit and never leave a fallen comrade. Officers similarly undergo such training with OCS, and the lessons—both mental and physical—are part of the curriculum at the Military Academy 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 courses at an Army branch school or unit to learn skills specific to their assigned career (Military Occupational Specialty, or MOS). Officers also attend Basic Courses at an Army branch school. Each career field has specialized training; when a Soldier or officer changes career fields, he or she will “cross-train” by going through another branch school.

- **Professional Military Education.** An ongoing series of courses and schools help develop leadership skills and warfighter knowledge.

To the Army Chief of Staff and as a spokesperson for the whole enlisted force among the command levels of the Army.
among America’s Soldiers. Schools for NCOs include the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy. Officer courses include Command and General Staff College, the Armed Forces Staff College, the Army War College and the National Defense University (including the National War College, the Industrial College of the Armed Forces and the Joint Forces Staff College). Army officers may also attend U.S. Air Force and Navy schools, or be assigned as exchange students at foreign military schools.

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

- **Military Doctrine.** In addition to skills- and knowledge-based coursework, TRADOC helps the Army formulate warfighting and organizational strategies, called “doctrine.” Doctrine is formulated 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 (NTC) at Fort Irwin, California; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany. These training centers offer opportunities to apply unit mission skills against well-trained “opposing forces” posing 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 the 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; or
• to provide combat service support or administration to the Army as a whole.

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, and Soldiers wear them proudly.

**Soldier as a System**

After decades of technological advancements in weaponry, transportation, armor and airborne capabilities, the Army has addressed the modernization of its centerpiece weapon—the Soldier. The initiative, called Soldier as a System, provides all Soldiers, including those in rear echelons, with equipment and training to achieve the following qualities in the full spectrum of military operations in all environments:

- **Lethality**—capability to detect, identify, counter or kill selected targets;
- **Survivability**—effective protective materiel and countermeasures, including self-defense;
- **Mobility**—efficient and effective movement for both mounted and dismounted Soldiers, including reducing an individual Soldier’s load;
- **Sustainability**—reliable and durable equipment and physically and mentally healthy Soldiers;
- **Battle Command Capabilities**—capability to receive and use information that provides a more complete picture of the battlefield and rapid changes in that battlefield.

**Endstrength**

Endstrength is the term used for the total number of people serving in the various components of the Army as authorized in the budget passed by Congress. The FY 2011 budget request for Army endstrength is 547,400 for the active Army, 358,200 for the Army National Guard and 205,000 for the Army Reserve. The Army has also requested a temporary increase of 22,000 troops in the overseas contingency operations portion of the budget. The Army also employs about 250,000 civilians. These numbers represent a 30 percent decrease in the endstrength available to the Army at the end of the Cold War in 1989 (770,000 for the...
active Army, 457,000 for the Army National Guard, 319,000 for the Army Reserve, and 405,000 civilians). As the American government pursued a “peace dividend,” the forces steadily decreased throughout the 1990s, reaching the current levels at the end of the millennium.

**Recruiting and Retention**

As an all-volunteer force the Army must recruit to meet its endstrength, but it seeks only 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 recruitment offices located in almost every community in the nation. Officers enter the Army through the U.S. Military Academy at West Point, the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the ROTC program, operated by the U.S. Army Cadet Command at 273 colleges and universities in the United States. It produces approximately 60 percent of the Army’s second lieutenants. The command also oversees more than 1,645 Junior ROTC units in the nation’s high schools.

Retention is another ongoing effort for the Army, 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 Soldier’s continued satisfaction with his or her career and quality of life as well as the family’s satisfaction with the quality of military life. This includes compensation, single-Soldier and family housing, health care and retirement benefits.
Useful Websites

Army Recruiting
http://www.goarmy.com

Army Reserve Recruiting
http://www.goarmy.com/reserve/nps

Army National Guard Recruiting
http://www.nationalguard.com

Army Schools
http://www.tradoc.army.mil/schools.htm

Careers in the Military
http://www.careersinthemilitary.com

Center for Army Lessons Learned
http://usacac.army.mil/cac2/call

Civilian Jobs
http://cpol.army.mil

Crests and Unit Patches
http://www.tioh.hqda.pentagon.mil

Enlisted Management
https://www.hrc.army.mil/site/active/enlist/enlist.htm

Enlisted Selections and Promotions
https://www.hrc.army.mil/site/active/select/Enlisted.htm

Installation Management Agency
http://www.imcom.army.mil/hq/

Officer Management

Officer Selection and Promotions
https://www.hrc.army.mil/site/Active/Select/ofwoprom.htm

Protocol
http://www.apd.army.mil/pdffiles/p600_60.pdf

Rank Insignia

ROTC
http://www.goarmy.com/rotc

Song

Symbols
http://www.army.mil/symbols

Units and Installations
http://www.army.mil/info/organization

U.S. Military Academy
http://www.usma.edu

Warrant Officer Career Management
http://www.army.mil/info/armylife/careermanagement/warrantofficers

Warrant Officer Recruiting
http://www.usarec.army.mil/hq/warrant

Warrant Officer Selection and Promotions
http://www.army.mil/info/armylife/careermanagement/warrantofficers


The Uniform

The Army Uniform

The Army uniform is standardized dress that makes it easy to identify a Soldier. Soldiers wear different uniforms depending on where they are or the duty they are performing. The Army issues the following uniforms:

The Army Combat Uniform

The Army Combat Uniform (ACU) consists of a jacket, trousers, patrol cap, moisture-wicking t-shirt and Army Combat Boot (Temperate and Hot Weather) or the Mountain Combat Boot for rugged terrain. The ACU features the Universal Camouflage Pattern (UCP), commonly called ACUPAT or ARPAT, which blends green, tan and gray in a pixilated pattern to work effectively in urban environments. In February 2010, the Army announced it is fielding a new pattern for the ACU called MultiCam for Soldiers serving in Afghanistan. The change was prompted by Soldiers’ complaints about the effectiveness of the UCP in Afghanistan’s mountain terrain. The new pattern’s complex, curved elements are shaped to maintain concealment by effectively managing scale and contrast at long and close range.

Soldiers deploying in late August 2010 will be the first to receive the new camouflage uniform, while Soldiers already in theater will receive them in the fall. The MultiCam uniforms are fire resistant and include several design changes that make them more durable and easy to wear.

The black beret is the normal headgear for the ACU, but there is a matching patrol cap that can be worn at the commander’s discretion.

The Army Green Service Uniform

The Army Green Service Uniform is a versatile ensemble of parts that can be worn in various combinations to make either a Class A or Class B uniform. These uniforms may be worn throughout the year for a wide variety of occasions, either on or off duty, during travel or at private or official informal social gatherings.

The Class A uniform consists of the Army green coat and trousers or skirt, worn with either a short- or long-sleeve shirt and a black necktie. This uniform is used for special occasions such as graduations, promotion boards, promotion ceremonies and other special events put on by the military. It may also be worn to civilian functions such as weddings or religious services. The Army green coat is a single-breasted, peaked-lapel coat with four buttons. Matching green trousers are straight-legged and without cuffs. Trousers have side and hip pockets; the left hip pocket has a buttonhole tab and button.

The Class B uniform omits the coat. The tie can also be omitted if the short-sleeve shirt is worn. The Class B uniform is what Soldiers wear when they are not working in a field environment.
Army Combat Uniform (ACU)

1. Shoulder sleeve insignia—former wartime service
2. American flag patch—The flag is reversed to give the impression of flying in the breeze as the Soldier moves forward.
3. Name tape
4. Enlisted: distinctive unit insignia
   Officers: rank
5. Rank
6. Special skill badges
7. Permanent tabs (President’s Hundred, Ranger, Sapper, Special Forces)
8. Temporary tabs (Airborne, Honor Guard, Mountain, Pershing)
9. Current unit shoulder sleeve insignia
10. The MultiCam pattern is worn by deployed Soldiers in Afghanistan.
Army Service Uniform (ASU)

1. A stripe on the sleeve and trouser leg indicates an officer or noncommissioned officer
2. Overseas service bar
3. Combat service identification badge
4. Name plate
5. Unit awards
6. Regimental distinctive insignia
7. Rank (officer)
   Enlisted rank is worn on the sleeve.
8. Blue infantry cord
   Worn by Soldiers in infantry or airborne infantry units
9. U.S. insignia
10. Embroidered oak leaves (indicate a general or field grade officer)
11. Branch Insignia
12. Combat and special skill badges
13. Campaign and service medal ribbons
14. Identification Badge

Source: Army Regulation 600-1, Wear and Appearance of Army Uniforms and Insignia; PEO Soldier photographs
1. Black stripe
   Identifies an officer; also present on outside seam of trouser leg from waist to ankle

2. Name plate

3. Regimental distinctive insignia

4. Shoulder sleeve insignia—former wartime service

5. Rank (officer)

6. U.S. insignia

7. Branch insignia

8. Skill badges

9. Campaign and service medal ribbons

**Army Class A Green Service Uniform (Female)**

*Source: Army Regulation 670–1, Wear and Appearance of Army Uniforms and Insignia; PEO Soldier photographs*
Chapter 5: The Uniform

**Army Class A Green Service Uniform (Male)**

1. **Overseas service bars** indicate how long a Soldier has been on duty outside the continental United States during periods of conflict or operation. Each horizontal bar worn on the right sleeve represents six months’ overseas service.

2. **Name plate**

3. **Unit awards**

4. **Blue infantry cord**
   Worn by Soldiers in infantry or airborne infantry units

5. **U.S. insignia**

6. **Branch insignia**

7. **Leader identification insignia** (green cloth loop) under distinctive unit insignia

8. **Fourragère**—an award given to a military unit. When a Soldier leaves the unit he relinquishes the fourragère. A similar gold cord or aiguillette indicates the Soldier is an aide.

9. **Combat and special skill badges**

10. **Campaign and service medal ribbons**

11. **Current unit insignia**

12. **Special skill and marksmanship badges**
    A total of five combat, skill or marksmanship badges may be worn at one time.

13. **Rank (enlisted)**

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

Source: Army Regulation 670–1, Wear and Appearance of Army Uniforms and Insignia; PEO Soldier photographs
Badges and Tabs

- Air Assault
- Astronaut
- Aviation
- Aviator
- Combat Action
- Diver
- Driver & Mechanic
- Flight Surgeon
- Combat Infantry
- Expert Infantryman
- Combat Medical
- Expert Field Medical
- Nuclear
- Explosive Ordnance
- Parachutist
- Pathfinder
- Physical Fitness
- Distinguished Pistol Shot
- Ranger
- Distinguished Rifleman
- Rigger
- Sapper
- Special Forces
- Expert Weapons Qualification
- Office of the Secretary of Defense
- Office of the Joint Chiefs of Staff
- Army Staff
- Guard, Tomb of the Unknown Soldier
- Recruiter
- Career Counselor
- Drill Sergeant
- Freefall Parachutist
- Sharpshooter Weapons Qualification
- Marksman Weapons Qualification
The black beret is worn with both the Class A and Class B uniforms. Other authorized headgear, such as organizational berets and drill sergeant hats, may also be worn with Class A and Class B uniforms.

The replacement for the Army Green Service Uniform, the Army Service Uniform (described below), was introduced in late 2007. The wear-out date for the Army Green Service Uniform is the fourth quarter of FY 2014.

The Army Service Uniform

The Army Service Uniform (ASU) is a traditional uniform that fully embodies the imperatives of utility, simplicity and quality. The ASU presents a distinctive appearance that readily identifies a Soldier to the American public. Army blue, green and white Service Uniforms have been streamlined to one blue uniform as part of an evolutionary process to reduce the number of Army dress uniforms. Army Blue as a uniform color traces its origins back to the National Blue of the U.S. flag and was first mandated for wear by Soldiers in the Continental Army of 1779.

The ASU provides a basic set of components that allow Soldiers to dress from the lowest end to the highest end of service uniforms with little variation required. The ASU eliminates the need for numerous sets of green Class A uniforms, dress blue uniforms and, for some, dress white uniforms. Streamlining various dress uniforms into one ASU reduces the burden on Soldiers in the same manner that the ACU did for the field utility uniform.

The ASU includes a coat and low-waist trousers for male Soldiers, a coat, slacks and skirt for female Soldiers. The fabric of the ASU consists of 55 percent wool and 45 percent polyester blend, which is heavier and more wrinkle-resistant than the present commercially available blue uniform. The new ASU coat has an athletic cut to improve fit and appearance, and includes improved heavier and wrinkle-resistant short- and long-sleeved white shirts with permanent military creases and shoulder loops.

The primary headgear for the ASU is the beret. Officers and enlisted Soldiers will be required to have both the service cap and the beret by the mandatory possession date. Commanders have the discretion to determine if corporals and above wear either the service cap or the beret. The current black accessories, such as the windbreaker, all-weather coat, overcoat and sweaters, may be worn with the ASU.
### Unit Citations
The gold-boardered unit citations are worn on the right side of the Army Service Uniform and Army Green Class A Uniform.

<table>
<thead>
<tr>
<th>Award</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presidential Unit Citation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Joint Meritorious Unit Award</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Valorous Unit Award</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Meritorious Unit Commendation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Army Superior Unit Award</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Philippine Republic Presidential Unit Citation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Republic of Korea Presidential Unit Citation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Vietnam Presidential Unit Citation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Republic of Vietnam Gallantry Cross Unit Citation</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Republic of Vietnam Civil Actions Unit Citation</td>
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</tbody>
</table>

### Individual Awards and Decorations
The Army uses military awards and decorations (i.e., medals and ribbons) to recognize servicemembers' excellence and to motivate them to higher levels of performance. A ribbon can represent a campaign in which the Soldier took part, such as the global war on terrorism or Kosovo, or it can represent a medal the Soldier was awarded, such as the Medal of Honor or Silver Star. These ribbons are worn, arranged in order of precedence, on the left side of the Army Service Uniform and Army Green Class A Uniform.

<table>
<thead>
<tr>
<th>Award</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legion of Merit</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Distinguished Flying Cross</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Soldier’s Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Meritorious Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Air Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Joint Service Commendation Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>POW Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Good Conduct Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
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<tr>
<td>Army Reserve Components Achievement Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Antarctica Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Armed Forces Expeditionary Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Vietnam Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Global War on Terrorism Expeditionary Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Global War on Terrorism Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Korean Defense Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Armed Forces Reserve Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Army Sea Duty Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Armed Forces Reserve Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>NCO Professional Development Ribbon</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Army Service Ribbon</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Inter-American Defense Board Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>NATO Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Republic of Vietnam Campaign Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Kuwait Liberation Medal (Kingdom of Saudi Arabia)</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Kuwait Liberation Medal (Government of Kuwait)</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>Republic of Korea War Service Medal</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
</tbody>
</table>

### United Nations Ribbons
Effective 13 October 1995, those awarded these medals may wear—in the same position as the United Nations medal—the first medal and ribbon for which they qualify. Subsequent awards in a different mission will be denoted by a bronze service star. Not more than one United Nations ribbon may be worn.

<table>
<thead>
<tr>
<th>Award</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Nations Observer Group in India and Pakistan</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Mission for the Referendum in Western Sahara</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Mission in Cambodia</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Mission in Haiti</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Operations in Somalia</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Protection Force in Yugoslavia</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Transitional Authority in Cambodia</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Security Forces, Hollandia</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
<tr>
<td>United Nations Iraq/Kuwait Observation Group</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
</tr>
</tbody>
</table>
In addition to the clothing changes, the ASU will allow Soldiers to wear the new Combat Service Identification Badge (CSIB) to honor the heritage and traditions of combat service. The CSIB replicates the shoulder sleeve insignia-former wartime service on the ACU. In addition, the green leaders tab is not authorized for wear on the ASU.

The blue ASU was introduced to military clothing sales stores in the fourth quarter of FY 2007. The Army will introduce the ASU into Soldiers’ clothing bags at Initial Entry Training in the fourth quarter of FY 2010. The mandatory possession date for the ASU for all Soldiers is the fourth quarter of FY 2014.

**Useful Websites**

*Army Ribbons – Order of Precedence*

*Army Service Uniform Information*
http://www.army.mil/asu

*Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia*

*Uniform Symbols and Insignia*
The Army on Point

On the Front Lines
The American Soldier is a public service worker. At any given moment, service workers—emergency medical technicians, firefighters, police officers—can be called to a neighborhood to protect and aid the public, putting their own personal safety on the line. The difference between Soldiers and other service workers is the size of the neighborhood.

The Soldier is the first and last defense of the United States, and as such is at the forward point of national security. Those points span the globe, with more than 250,000 Soldiers serving in nearly 80 countries as of 14 June 2010.

Permanent Overseas Basing
The United States Army calls a variety of places home as it stations its Soldiers around the world. Although the Department of Defense is moving some forward-based units from overseas installations to U.S. bases, the Army has maintained a large, steady presence in Europe and the Pacific Rim since World War II.

Europe
Germany surrendered on 8 May 1945, ending the European campaign of World War II. From that day forward the United States assumed the duty of administration and control in a portion of the divided German nation. The intent of the United States was to accomplish a cleanup mission and come home, but due to events unfolding in the Cold War, U.S. forces stayed in Europe.

The primary mechanism through which U.S. troops are stationed in Europe is the North Atlantic Treaty Organization (NATO). Formed in 1949 to create a united front against threatened Soviet aggression, NATO provided security and safeguarded its members’ freedom while the continent recovered from the devastation of World War II. The level of cooperation among the member nations’ armed forces created an environment that also led to trusting cooperation among the different governments, giving Western Europe an unprecedented period of sustained peace for the past 60 years. With the 1989 fall of the Berlin Wall and the lifting of the Iron Curtain at the end of the Cold War, several Eastern European countries joined NATO, which now boasts 28 members. Though NATO was established to deter Soviet aggression, it also has engaged in other military operations, including countering various terrorist groups in Europe and interceding in potentially destabilizing conflicts in the Balkans, Africa and the Middle East. The U.S. Army assigns forces specifically for NATO in Belgium, France, Germany, Great Britain, Iceland, Italy, The Netherlands, Norway, Poland, Portugal, Spain and Turkey.

U.S. Army Europe (USAREUR) is the Army service component command of U.S. European Command. Headquartered in Germany, USAREUR and its subordinate
U.S. Army Global Commitments
(as of 15 June 2010)

AC – Active Component
CONUS – Continental United States
GTMO – Guantánamo Bay (Cuba)
HOA – Horn of Africa
JTF – Joint Task Force
KFOR – Kosovo Peacekeeping Force
MFO – Multinational Force & Observers
OEF – Operation Enduring Freedom
OIF – Operation Iraqi Freedom
UOR – Operation Unified Response
RC – Reserve Component
SPT – Support
USAREUR – U.S. Army Europe

AC Stationed Overseas: 102,260
AC Stationed Stateside: 458,610

250,960 Soldiers deployed/forward stationed in nearly 80 countries overseas.
(Includes AC stationed overseas)
Army Personnel Strength

<table>
<thead>
<tr>
<th>Component</th>
<th>Reserve component authorized for mobilization/on current orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Component</td>
<td>560,870</td>
</tr>
<tr>
<td>Reserve Component</td>
<td></td>
</tr>
<tr>
<td>Army Reserve</td>
<td>207,750</td>
</tr>
<tr>
<td>Army National Guard</td>
<td>362,000</td>
</tr>
<tr>
<td>Total</td>
<td>1,130,620</td>
</tr>
</tbody>
</table>
commands provide expeditionary force capabilities in support of NATO and coalition partnership missions, the war on terrorism, security cooperation activities and theater logistics support. On any given day, 20 percent of USAREUR’s Soldiers may be deployed to more than 20 countries both within and outside its area of responsibility.

**Japan**

After the Japanese surrender in August 1945 brought World War II to an end, the U.S. Army remained in Japan as an occupation force. The United States has used bases in Japan to maintain a forward presence in Asia and remain engaged in the region.

Located at Camp Zama on Honshu, Japan’s largest island, U.S. Army Japan (USARJ) is the Army service component command of U.S. Forces Japan (USFJ) and a major subordinate command of U.S. Army Pacific. USARJ is responsible for conducting bilateral relations between the United States and Japan, providing regional logistics and furthering the mutual defense of Japan. USARJ also provides a forward base for military contingencies in Asia.

**South Korea**

Though a cease-fire was declared along the 38th Parallel some 57 years ago, the Korean War has never been officially ended. A standoff still exists, and while the Cold War is over, the threat that North Korea poses to Northeast Asian peace and stability is not. North Korean nuclear weapons and missile technology—in addition to its large conventional army and special operations forces—prevent security in this region.

Elements of the U.S. Army have remained in South Korea since the Armistice was signed in 1953. At any given time, approximately 18,000 American Soldiers are stationed in South Korea. Currently, the mission of the United States Forces in Korea (USFK) is to support the United Nations Command and the Republic of Korea (ROK) in the patrolling of the Demilitarized Zone along the 38th Parallel. USFK also coordinates military assistance to the Republic of Korea.

USFK is leading a new era of “normalcy” for servicemembers, families, civilians and contractors serving in the Republic of Korea that furthers U.S. vital national interests in the Pacific Region while implementing the Army’s imperative of Sustaining Our Force. USFK is seeking to fundamentally change assignments in Korea by establishing a long-term, normal force presence at U.S. main operating bases across the peninsula. Executing an unprecedented re-stationing plan, USFK is setting the stage for possible future three-year accompanied tours and two-year unaccompanied tours in South Korea—as in other locations outside the continental United States. Ultimately, stationing servicemembers with their families in Korea provides greater opportunities for theater engagement, reassures friends and allies of America’s long-term commitment to peace and stability in the Pacific Region and strategically postures U.S. forces to secure the national interests, even beyond a future peace treaty with North Korea.
Qatar

The Middle East has been a volatile region since the breakup of the Ottoman Empire in World War I. The United States, along with other nations, has tried to create stability and security for the region over the past several decades, often involving U.S. military forces. Today, the primary focus of the war on terrorism is against groups such as al Qaeda, based in the Middle East.

Given the high amount of U.S. Army troop movement through the region, the Army has established Camp As-Sayliyah in Doha, Qatar, a small country bordering Saudi Arabia in the Persian Gulf. Camp As-Sayliyah’s mission is to conduct reception, staging, onward movement and integration of forces in the region. It also holds prepositioned combat stock, such as M1A1 Abrams tanks, M2 Bradley fighting vehicles and other armored vehicles, artillery and engineering equipment.

Worldwide Operations

In addition to permanent basing of Soldiers overseas, the U.S. Army takes part in a variety of long-term operations around the world. These missions include combating or deterring threats to the homeland, going to the source of those threats if necessary; providing peacekeeping and stabilization forces in regions racked by war; and providing humanitarian and nation-building assistance. As of 14 June 2010, 250,960 Soldiers were serving in nearly 80 nations worldwide. The following operations and task forces are ongoing.

Afghanistan and Elsewhere: Operation Enduring Freedom

In response to the 11 September 2001 terrorist attacks on the U.S. homeland, Operation Enduring Freedom (OEF) launched on 7 October 2001 with the mission to destroy terrorist training camps and the al Qaeda infrastructure within Afghanistan. OEF was responsible for the capture of al Qaeda leaders and for making clear to Taliban leaders that harboring terrorists is unacceptable in the global neighborhood. OEF also provides humanitarian supplies to the Afghan people affected by the Taliban regime. In addition to the reintegration of Afghanistan into the international community, the long-term goals of OEF include the worldwide end of terrorism and the deterrence of state
sponsorship of terrorism. U.S. forces have deployed to locations from eastern Africa to the Philippines under OEF.

**Cuba: Joint Task Force Guantánamo**

Joint Task Force Guantánamo (JTF-GTMO) conducts detention and interrogation operations to collect and exploit intelligence in support of the war on terrorism. Soldiers at the U.S. base in Cuba coordinate and implement detainee screening operations and support law enforcement and crime investigations.

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

CJTF-HOA comprises servicemembers from each military branch of the U.S. armed forces, civilian employees and representatives of coalition and partner countries. The Combined Joint Operating Area (CJOA) consists of Sudan, Ethiopia, Eritrea, Djibouti, Somalia, Kenya and Seychelles. (CJTF-HOA is not currently conducting activities within Eritrea and Somalia.) Outside the CJOA, CJTF-HOA is operating in Liberia, Rwanda, Uganda, Tanzania, Mauritius and Comoros.

CJTF-HOA was established at Camp Lejeune, North Carolina, on 19 October 2002 and is now located in Camp Lemonnier in Djibouti City, Djibouti. CJTF-HOA has supported development in the CJOA by building numerous schools, clinics and hospitals and conducting medical civil action and veterinary civil action projects.

**Haiti: Operation Unified Response (OUR)**

By dawn of the day following the 12 January 2010 earthquake in Haiti, elements of the Department of Defense had arrived to provide humanitarian assistance and disaster relief to the ravaged Caribbean nation. By 14 January U.S. Southern Command (USSOUTHCOM) had established Joint Task Force-Haiti in support of Operation Unified Response, the international relief effort led by the U.S. Agency for International Development. At the peak of the crisis, more than 22,000 U.S. military personnel were involved in the largest disaster response mission in modern U.S. military history.

OUR came to an end on 1 June 2010, but U.S. military involvement continues with New Horizons-Haiti, a USSOUTHCOM-sponsored humanitarian and civic assistance exercise. From June
to September 2010, nearly 500 servicemembers from the reserve components of all services will deploy for short periods of time to provide construction and medical services.

**Honduras: Joint Task Force Bravo**

Established in 1984, Joint Task Force Bravo is the headquarters for U.S. forces and exercise activities at Soto Cano Air Base, Honduras. Under U.S. Southern Command, JTF-Bravo’s mission is to:

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

**Iraq: Operation Iraqi Freedom**

On 20 March 2003, the United States led an invasion of Iraq with a multinational coalition composed of U.S. and United Kingdom troops supported by smaller contingents from Australia, Denmark, Poland and other nations. Since 1 May 2003, when President George W. Bush declared the end of major military operations in Iraq, the United States has remained in this ongoing conflict as a military presence to train the Iraqi army, help protect the elected government from insurgents, rebuild infrastructure destroyed in Operation Desert Storm and Operation Iraqi Freedom (OIF), provide humanitarian aid to Iraqi civilians, and help restore and maintain the economy in Iraq.

On 1 January 2010, Multinational Forces Iraq was replaced by U.S. Forces Iraq as part of the ongoing drawdown of American forces from Iraq; by August 2010, fewer than 55,000 troops will remain.

**Kosovo: Multinational Task Force East/Operation Joint Guardian**

U.S. forces, as part of NATO’s Multinational Task Force East (MNTF[E]), have been leading a peacekeeping operation in Kosovo since June 1999 in support of wider international efforts to build peace and stability in Kosovo. The NATO-led Kosovo Force (KFOR) deployed in the wake of a 78-day air campaign in March 1999 to halt and reverse the humanitarian catastrophe that was then unfolding. KFOR conducts patrols, observation points and roving checkpoints in the MNTF(E) sector to interdict contraband and help the Kosovo Police Service reduce crime. Today, KFOR continues to contribute toward further development of a stable, democratic, multi-ethnic and peaceful Kosovo.
Sinai Peninsula: Multinational Force and Observers

Multinational Force and Observers (MFO) is an organization of 12 countries: Australia, Canada, Colombia, Czech Republic, Republic of Fiji Islands, France, Hungary, Italy, New Zealand, Norway, the United States and Uruguay; the U.S. Army provides the single largest contingent to the MFO. The operation, which began on 25 April 1982, supervises the Egyptian-Israeli Treaty of Peace and aims to prevent violations of the treaty’s terms. MFO’s duties include the operation of checkpoints, reconnaissance patrols and observation posts along the international boundary separating Egypt and Israel on the Sinai Peninsula. MFO also ensures freedom of travel through the Strait of Tiran. Contingents in the MFO rotate in and out of the Sinai using a system of progressive personnel changeover, with the exception of the U.S. Infantry Battalion, which rotates as a unit.

United States: Operation Noble Eagle

In direct response to the terrorist attacks on the World Trade Center and the Pentagon, President George W. Bush on 15 September 2001 authorized a mobilization of reserve forces for homeland defense and civil support missions. Known as Operation Noble Eagle, it allows the Secretary of Defense to call up to one million Reserve Soldiers, Airmen, Sailors, Marines and Coast Guard members for up to two years of active duty.

Useful Websites

Afghanistan

Africa
http://www.setaf.army.mil

Alaska
http://www.usarak.army.mil

Army
http://www.army.mil

Bosnia
http://www.tfeagle.army.mil

Egypt

Eighth U.S. Army
http://8tharmy.korea.army.mil

Hawaii
http://www.25idl.army.mil

Horn of Africa
http://www.hoa.africom.mil

Iraq
http://www.usf-iraq.com

Italy
http://www.usag.vicenza.army.mil/sites/local

Japan
http://www.usarj.army.mil

Korea
http://www.usfk.mil

Kosovo
http://www.nato.int/kfor

Kuwait
http://www.kuwait.army.mil

Multinational Force and Observers
http://www.mfo.org

NATO
http://www.usanato.army.mil

Qatar
http://www-qa.arcent.army.mil

Saudi Arabia
http://www.arcent.army.mil

South America
https://www.arsouth.army.mil

Units and Installations
http://www.army.mil/info/organization

U.S. Army Central (USARCENT)
http://www.arcent.army.mil

U.S. Army Europe (USAREUR)
http://www.hqusareur.army.mil

U.S. Army North (USARNO)
http://www.armnorth.army.mil

U.S. Army Pacific (USARPAC)
http://www.usarpac.army.mil

U.S. Army South (USARSO)
http://www.usarso.army.mil

Heroes at Home

Army families have been the unsung heroes of every American conflict since the War of Independence. Though the primary concern of Soldiers in the field has been to accomplish the mission at hand, their thoughts always turn back to their families at home. Those thoughts have pushed them forward one more day, even against overwhelming odds.

More than half of American Soldiers (58 percent) are married. As of January 2010, Soldiers have 854,000 dependent family members, of whom 548,000 are children. Enjoying a lifestyle most families would consider normal is almost impossible for the Army family because of the Soldier’s duties. Deployments, relocations, promotions and training exercises can sometimes place extreme stress on the Army family. When the family is stressed, it impacts the Soldier’s overall readiness.

Family well-being is a double-sided issue. On the one hand, the Army strives to create secure environments, wellness programs and many lifestyle opportunities for families. On the other hand, families must have and use all the tools necessary to prepare for and withstand deployments and other interruptive mission duties and, afterward, try to resume a normal routine.

The Army Family Covenant

To show appreciation for Army families, in October 2007 senior Army leaders signed the Army Family Covenant, a pledge to support Army families while their Soldiers defend the nation. The Army Family Covenant states:

- We recognize the commitment and increasing sacrifices that our families are making every day.
- We recognize the strength of our Soldiers comes from the strength of their families.
- We are committed to providing Soldiers and families a quality of life that is commensurate with their service.
- We are committed to providing our families a strong, supportive environment where they can thrive.
- We are committed to building a partnership with Army families that enhances their strength and resilience.
- We are committed to improving family readiness by:
  - standardizing and funding existing family programs and services;
  - increasing accessibility and quality of health care;
  - improving Soldier and family housing; ensuring excellence in schools, youth services and child care; and
  - expanding education and employment opportunities for family members.
The Army Community Covenant

On 17 April 2008, the first official signing of the Army Community Covenant took place at Fort Benning, Georgia. The Army Community Covenant is a formal commitment of support by states and local communities to Soldiers—active, Guard and Reserve—and their families. It is designed to develop and foster effective state and community partnerships with the Army, working to improve Soldier and family quality of life while at their current duty stations and as they transfer from state to state. The Army Community Covenant is tailored at the local level, with leaders at both local and state levels participating in covenant signings recognizing the strength of Army Soldiers and their families and the support of their local community. The Army Community Covenant states:

Together, we are committed to building strong communities.

We, the community, recognize . . .
• the commitment Soldiers and families are making every day;
• the strength of Soldiers comes from the strength of their families;
• the strength of families is supported by the strength of the community;
• the strength of the community comes from the support of employers, educators, civic and business leaders and its citizens.

We, the community, are committed to . . .
• building partnerships that support the strength, resilience and readiness of Soldiers and their families;
• assisting in the implementation of the Army Family Covenant.

There are hundreds of organizations, individuals and programs around the country that continually support our men and women in uniform; the Army Community Covenant is the means to acknowledge this great support and share it with the rest of the country through its website so that all who want to support Soldiers and their families can see what has been and continues to be done.

Family Readiness

The Army must be combat-ready at all times. Maintaining Army-wide combat readiness starts with the Soldier, who must be physically fit, well-trained in warrior skills and mentally tough. To be mentally tough, a Soldier must focus solely on the mission. If a Soldier is concerned about his or her family’s well-being, that disrupts mission focus and jeopardizes Army-wide combat readiness.

Studies conducted by the Walter Reed Institute and other researchers have shown that family problems lead to troubled Soldiers and poor military performance, whether in field training exercises or actual combat. No commander would want his or her
flank covered by a Soldier who is worried about the family back home.

Just as it provides its Soldiers with the best equipment possible, the Army does as much as it can to maintain combat readiness through family readiness, too. Family readiness means that Soldiers deploy knowing they have done everything in their power to protect and care for their families during the separation.

One of the largest stressors for Army families is deployment. Though some deployments come with just 48 hours’ notice, many deployments are set and announced months in advance to give Soldiers and families time to prepare. Even with adequate preparation time, deployment—whether days long or more than a year, to friendly countries or hostile combat environments—is a difficult time for families. In addition to deployments for real-world missions, Soldiers deploy on field training exercises that can last for weeks.

The number of times an individual Soldier is deployed varies with the nature of his or her unit. Certain support units may deploy 20 to 30 times a year, some combat units may deploy for a year at a time, and other units may deploy only for short-term exercises once a year.

Returning home from a deployment or extended training exercise also can be stressful for both the Soldier and the family. Soldiers and families cannot expect to be separated for so long and have everything return immediately to normal once the family is together again. Sometimes a gradual reintegration is necessary. Families who have been fully prepared before deployment are likely to reintegrate more smoothly.

**Morale, Welfare and Recreation**

The U.S. Army Family and Morale, Welfare and Recreation Command (FMWRC), formerly known as the U.S. Army Community and Family Support Center (CFSC), is the Army’s headquarters for Family and Morale, Welfare and Recreation (MWR) programs. Morale, Welfare and Recreation is an official Army network of support and leisure services designed to enhance the lives of Soldiers, their families, civilian employees and military retirees. MWR operates a wide variety of recreation facilities on military installations: clubs, recreation centers, golf courses, libraries, auto hobby shops, arts and crafts

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**Deployment Checklist**

**Things to do before deployment:**
- Check Identification Card expiration dates
- Inform family on how to contact you in case of emergency
- Set up child care contingencies
- Inform next of kin of rights, benefits and assistance available
- Fix problems with cars and household appliances
- Give family tour of house (e.g., fuse box, water heater) and base (e.g., Army Community Center)
- Arrange separate checking and/or savings accounts
- Set up Army and Air Force Exchange Service (AAFES) Deferred Payment Plan
- Set up family budget

**Things to have before deployment:**
- Powers of attorney (legal and medical)
- Updated Emergency Data Card (DD93)
- Medical, shot and dental records of entire family (including pets)
- Marriage certificate
- Birth certificates and adoption papers of entire family
- Wills and living wills
- Citizenship/naturalization papers
- Divorce papers
- Death certificates
- Discharge papers
- Passports, visas
- Copies of orders
- Leave and earnings statements
- List of next of kin, personal lawyer, trusted friends (with phone numbers and addresses)
- Real estate documents (leases, mortgages, deeds, etc.)
- List of credit cards, installment contracts and loans with account numbers
- Allotments
- Federal and state tax returns
- Car title and registration
- Servicemembers’ Group Life Insurance (SGLI) and other insurance
centers, sports and fitness centers, bowling alleys, theaters, shooting ranges, marinas and outdoor recreation rentals.

Supplementing these facilities, MWR also provides recreation services, such as crafts classes, fitness classes, sports leagues, and group tour and travel programs. In addition, MWR runs several lodging locations around the world, from campsites and wilderness cabins to resorts at Walt Disney World in Florida and Waikiki Beach, Hawaii.

**Army Integrated Family Services Network**

The Army Integrated Family Support Network (AIFSN) is designed to deliver information, tools and resources to geographically dispersed Soldiers and their families by harnessing military and civilian resources already in place. The network is made up of Garrison Army Community Service, Child and Youth Services, Guard Family Assistance Centers, Reserve Readiness Centers and civilian community agencies.

**Army Community Service**

The Army has several programs to help families navigate the intersection of their military and civilian lives. Many of these programs fall under the umbrella of the Army Community Service (ACS) Centers found on each Army installation. These centers provide one-on-one help and support to Army families in a variety of areas, including family relations with the unit command, integration into the Army community, deployment readiness, family members with disabilities, employment assistance, family advocacy, financial counseling, relocation and volunteering.

**Army Family Action Plan**

The Army Family Action Plan (AFAP) is a “grassroots” program originally developed by Army spouses to give Soldiers and family members a means to identify gaps in services and programs and make recommendations to the Army’s leadership. Some of AFAP’s many successes include an increase in Servicemembers’ Group Life Insurance from $50,000 to $200,000, the institutionalization of Family Readiness Groups (FRGs) and establishment of the Army Family Team Building (AFTB) and Better Opportunities for Single Soldiers (BOSS) programs.

**Army Family Team Building**

AFTB reflects the understanding that strong families are a bulwark for strong Soldiers. Developed and led by volunteers, AFTB trains spouses and family members to become self-sufficient and knowledgeable about the resources available to them and to encourage them to become leaders within their communities. AFTB currently has 221 active programs worldwide with more than 20,000 volunteers and paid staff, all dedicated to “connecting families to the Army...one class at a time.”
Deployment Readiness

Resilient, prepared and knowledgeable Army families are better able to manage the stresses of deployment and therefore enhance unit readiness. The ACS Deployment Readiness program provides Soldiers and families with the tools and skills to help them prepare for deployment. An important resource for all Army families is the Family Readiness Group. An FRG is a command-sponsored organization of family members, volunteers and Soldiers who join together to provide mutual support and a communication network among the families, the chain of command and the community. The virtual Family Readiness Group (vFRG) web system provides all of the functionality of a traditional FRG in an ad hoc and online setting to meet the needs of geographically dispersed units and families across all components of the Army.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is a mandatory enrollment program for family members—children and adults—with any physical, emotional, developmental or intellectual disorder that requires special treatment, therapy, education, training or counseling. The program works with military and civilian resources to provide education, medical and personnel support services to member families, helping find local programs and support services as needed. EFMP works hand in hand with state programs and medical facilities.

Employment Readiness

The Army acknowledges that employment for family members is made all the more difficult by frequent moves and the pressures of deployments and other mission duties. ACS therefore has built an Employment Readiness program to help military family members find work. The Employment Readiness portion of ACS can help military families by providing reliable résumé services, employment bulletin boards and training to improve job-seeking skills.

Army Spouse Employment Program

The perception of a spouse’s quality of life—including financial well-being and the ability to realize personal and professional goals—is a major factor in the retention of high-quality military personnel. The Army launched the Army Spouse Employment
Partnership (ASEP) in October 2003 with support from 13 Fortune 500 companies and two military agencies, all of whom pledged their best efforts to increase employment and career opportunities for Army spouses. Currently there are 31 ASEP Partners from the private sector and the federal government with a database of more than 50,000 job listings. The Army launched the Military Spouse Job Search in 2005 through the Department of Labor’s America’s Job Bank. This service provides free access to a résumé and job-listing database for spouses and military-friendly employers, the ability to track spouse hires and the capability to sort jobs by state.

Family Advocacy

Family Advocacy is dedicated to spousal and child abuse prevention within the military family. It is based on a strong network of education, prompt reporting, investigation, intervention and treatment of the victims of domestic violence. In addition to helping cope with domestic violence, Family Advocacy provides family relationship services, including classes on marriage enrichment, couples communication skills, anger management, crisis intervention, stress management, life after divorce and other relationship issues.

Financial Readiness

The average Soldier earns 2.4 percent less than his or her civilian counterpart. Without proper money management, this can cause financial hardships. ACS is ready at all times to advise on any monetary issues that may arise for Soldiers and their families. ACS also offers financial readiness conferences and advice on how to balance checkbooks, save money and live on a limited budget.

Relocation Readiness

Relocation is always stressful for families and children, who have to give up everything familiar and move to a new place. Relocation Readiness services help reduce stress as much as possible and prepare families by providing extensive coverage on the following topics:

- housing;
- changing schools;
- regional information;
- the move itself;
- youth centers;
- financial assistance for the move; and
- area navigation tools.

Volunteering

Volunteers are found throughout the Soldier community, and they often play an integral role in the overall Army mission. Throughout American history, volunteers have served as Minutemen, medics, seamstresses and friends to families of fallen Soldiers. Today, ACS’s Army Volunteer Corps can arrange many volunteering opportunities for military families and friends. Many Army and family programs rely heavily on the dedicated volunteers who give so much of their time. Without volunteers, many of the programs might not exist or would be greatly curtailed.

U.S. Army Wounded Warrior Program

The U.S. Army Wounded Warrior Program (AW2), which embodies the Warrior Ethos “we will never leave a fallen comrade,” was initially established in April 2004 as the Disabled Soldier Support System (DS3). AW2 responds to the needs of the most severely wounded, injured or ill Soldiers returning from Operation Iraqi Freedom and Operation Enduring Freedom. AW2 frequently communicates with Soldiers and their families to proactively address and mitigate issues they encounter.

AW2 provides unique services to the most severely wounded, including:

- helping wounded Soldiers remain in the Army by educating them on their options and assisting them in the application process;
- helping with future career plans and employment opportunities beyond their Army careers;
- supporting them with a staff of subject-matter experts proficient in nonmedical benefits for wounded Soldiers;
- helping Soldiers obtain full Veterans Administration and Army benefits;
- helping Soldiers and their families get healthcare after retiring from the Army;
- helping Soldiers get financial counseling to buy a house;
- helping Soldiers put food on the table for Thanksgiving; and
helping Soldiers receive the awards they earned (e.g., Purple Heart Award).

To be considered an AW2 Soldier, he or she must:

• suffer from injuries or illnesses incurred after 10 September 2001, in support of the war on terrorism; and

• receive or be expected to receive a 30 percent disability rating for one or more injuries by the Physical Disability Evaluation System in categories such as:
  ◦ loss of limb;
  ◦ spinal cord injury/paralysis;
  ◦ permanent disfigurement;
  ◦ severe burns;
  ◦ traumatic brain injury;
  ◦ post-traumatic stress disorder; or
  ◦ fatal/incurable disease.

Many Soldiers who have experienced a severe wound, injury or illness choose to stay in the Army on active duty or in the reserve component. To date, most Soldiers who have requested to continue in the Army have been able to do so. AW2 Soldier Family Management Specialists assist wounded Soldiers interested in pursuing the Continuation on Active Duty (COAD)/Continuation on Active Reserve (COAR) process every step of the way. To be eligible, a Soldier must meet at least one of the following criteria:

• has served 15–20 years of service for COAD or 15–20 qualifying years of service for non-regular retirement for COAR;

• is qualified in a critical skill or shortage Military Occupational Specialty (MOS);

• has a disability as a result of combat or terrorism.

### Warrior Transition Units

The U.S. Army established 32 Warrior Transition Units (WTUs) in February 2007 to oversee the care of injured Soldiers requiring six months or more of medical care. In addition to a combat arms squad leader, WTU Soldiers are assigned a primary care manager and a nurse case manager to ensure that Soldiers receive timely and appropriate medical treatment and deal with paperwork problems.

### Soldier and Family Assistance Centers

The Army’s Soldier and Family Assistance Centers (SFACs) became operational in January 2008 to cater directly to the needs of injured Soldiers and their families. SFAC sites provide access to entitlement and benefits counseling, military personnel services, educational services, transition and employment assistance, as well as other counseling and referral services. There are currently 33 SFACs.

### Wounded Soldier and Family Hotline

The Army’s Wounded Soldier and Family 1-800 Hotline Call Center operates 24 hours a day, seven
days a week, to help resolve medical issues and to provide an information channel of medically related issues directly to senior Army leadership so they can improve how the Army serves the medical needs of Soldiers and their families. The Wounded Soldier and Family Hotline can be reached at 800-984-8523.

**Army Long-Term Family Case Management (ALTFCM)**

ALTFCM, a service provided by the Casualty and Mortuary Affairs Operations Center, provides the families of fallen Soldiers long-term personalized assistance and guidance in the months and years ahead. Support coordinators can provide information about benefit concerns, service records, support programs and more.

**Traumatic Servicemembers’ Group Life Insurance**

Traumatic Servicemembers’ Group Life Insurance (TSGLI) helps severely injured Soldiers and their families by providing a one-time payment to help cover the unforeseen financial needs that may occur following injury and medical evacuation. The amount varies depending on the injury. TSGLI is bundled with Servicemembers’ Group Life Insurance (SGLI); an additional $1 has been added to the Soldier’s SGLI premium to cover TSGLI.

**Army Emergency Relief**

Army Emergency Relief (AER) is the Army’s own emergency financial assistance organization. For Soldiers and their families who meet certain criteria, AER provides emergency funds through grants and loans to help pay for rent, mortgages, utilities, food, car repairs, auto insurance and emergency travel expenses. AER also offers education assistance programs for Soldiers’ children (including college-bound students) and spouses.

**Military OneSource**

For Army families, Military OneSource and its Army component, Army OneSource, are among the most useful avenues to help and information. Military OneSource provides 24-hour, toll-free information and referral services to active and mobilized
reserve component Soldiers, deployed civilians and their families. Military OneSource also provides help in a variety of other areas including:

- parenting and child care;
- education;
- retirement;
- disabilities;
- emotional well-being; and
- addiction and recovery.

Military OneSource is designed to help Soldiers and their families deal with life’s little—and sometimes not so little—issues. They are available every hour of every day of the year with master’s-level consultants on the phone, in person or online. Contact: 1-800-342-9647 (international callers should visit www.militaryonesource.com for country-specific instructions).

**Better Opportunities for Single Soldiers**

Recognizing that single Soldiers need community support services geared especially to them, the Army started Better Opportunities for Single Soldiers (BOSS) to serve as the collective voice for single Soldiers through the chain of command. BOSS has three key components: well-being, community service and recreation/leisure activities. An elected committee or council of Soldier representatives from installation units operate the BOSS program; the command sergeant major approves the committee members, who serve for one year. Upon being elected or appointed, BOSS representatives are placed on additional duty orders and are expected to be at all BOSS meetings when the unit mission does not dictate otherwise.

Committee members coordinate single-Soldier activities and events that fall within two key components of the program: community service and recreation/leisure activities. They also gather input on well-being issues, input which is worked to resolution at the lowest command level. Empowered with this responsibility, single Soldiers feel more respected and bonded into the Army. Soldiers see that their voices count and they are heard on issues that affect their well-being. Currently, the Army has 48 BOSS programs within the continental United States (CONUS) and 47 overseas.

**Useful Websites**

- **AUSA**
  http://www.ausa.org

- **AUSA’s Your Soldier, Your Army: A Parents’ Guide by Vicki Cody**
  http://www.ausa.org/publications/ilw/ilw_pubs/specialreports/Pages/5R_CodyBook.aspx

- **AUSA Family Programs**
  http://www.ausa.org/resources/familyprograms/

- **Armed Services YMCA**
  http://www.asymca.org

- **Army Air Force Exchange Service (AAFES)**
  http://www.aafes.com

- **Army Community Covenant**
  http://www.army.mil/community

- **Army Emergency Relief**
  http://www.aerhq.org

- **Army Entertainment**
  http://www.armymwr.com/recreation/entertainment

- **Army Families Online**
  http://www.armyfamiliesonline.org

- **Army Family Advocacy Program (AFAP)**
  http://www.usarec.army.mil/hq/HRD/FAP

- **Army Family Team Building**
  https://www.myarmyonesource.com/FamilyProgramsandServices/FamilyPrograms/ArmyFamilyTeamBuilding

- **Army Long-Term Family Case Management**
  http://www.altfcm.army.mil

- **Army National Guard Family Resources**
  http://www.armg.army.mil/familyservices

- **Army Reserve Family Programs Online**
  http://www.arfp.org/skins/ARFP/home.aspx

- **Army Wives**
  http://armywives.com

- **Army Wounded Warrior Program**
  https://www.aw2.army.mil

- **Better Opportunities for Single Soldiers**
  http://www.armymwr.com/portal/recreation/single

- **Child and Youth Services**
  http://www.armymwr.com/family/childandyouth/
Useful Websites (continued)

Commissaries
http://www.commissaries.com

Community Service
http://www.myarmyonesource.com

Department of Defense Education Activity
http://www.dodea.edu

Deployment Readiness
http://www.myarmyonesource.com

eCYBERMISSION
http://www.army.mil/features/ecybermission

Exceptional Family Members Program
https://www.myarmyonesource.com/F

Facilities and Housing Directorate
http://www.hqda.army.mil/acsim(fd/default.shtml

Family Action Plan
http://www.myarmyonesource.com

Force Stabilization
https://www.unitmanning.army.mil

HOOAH 4 Health
http://www.hooah4health.com

Housing (AKO)
https://onestop.army.mil

Installation Management Agency
http://www.ima.army.mil

Legal Services
http://www.jagcnet.army.mil/Legal

Libraries
http://www.libraries.army.mil

Lodging
http://www.armymwr.com/portal/travel/lodging

Military Child Education Coalition
http://www.militarychild.org

Military Homefront
http://www.militaryhomefront.dod.mil

Military Impacted School Association (MISA)
http://www.militaryimpactedschoolsassociation.org

Military OneSource
http://www.militaryonesource.com

Military Spouse Job Search
http://jobsearch.spouse.military.com

Morale, Welfare and Recreation (MWR)
http://www.armymwr.com

MWR Family Page
http://www.armymwr.com/family/default.aspx

My Army One Source
http://www.myarmyonesource.com

National Military Family Association
http://www.militaryfamily.org

Recreation Centers
http://www.armymwr.com/recleisure

Red Cross
http://www.redcross.org

Relocation Readiness
http://www.myarmyonesource.com

Soldier Support Institute
http://www.ssi.army.mil

TRICARE
http://www.tricare.osd.mil

USO
http://www.uso.org

Volunteering
http://www.myarmyonesource.com
Army Command Structure

The Army command structure identifies three types of headquarters: Army command, Army service component command (ASCC) and direct reporting unit (DRU) (for more information, see chapter 3, “Army Organization”).

Army Commands

U.S. Army Forces Command (FORSCOM)

Headquarters: Fort McPherson, Georgia

Website: http://www.forscom.army.mil

Mission: FORSCOM trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces. It provides relevant and ready landpower to combatant commanders worldwide in defense of the nation at home and abroad. FORSCOM is responsible for the readiness of more than 75 percent of the Army’s force structure and 87 percent of its combat power.

Activities: FORSCOM is the Army’s largest major command and the Army component to U.S. Joint Forces Command (JFCOM). As such, it commands or provides training readiness oversight to the bulk of the Army’s operational force. FORSCOM Soldiers and units are deployed to more than 30 nations, executing overseas contingency operations, conducting stability operations in Iraq and South America and securing peace in Afghanistan and the Balkans.

As JFCOM’s Army component, FORSCOM is the global land force provider, maintaining global visibility of conventional land forces and developing force recommendations for operational uses of Army assets worldwide. FORSCOM also supports JFCOM’s transformation, force provider and joint training missions and ensures that JFCOM’s joint integration, interoperability and doctrine development requirements are supported.

Using the Army Force Generation process, FORSCOM tailors the resources and training of its units to meet the specific and constantly changing requirements of combatant commanders and, when directed, of U.S. civil authorities. Those requirements range from preparing Soldiers to fight on the battlefields of Afghanistan and Iraq to providing relief to disaster victims.

The active component of FORSCOM includes three Army corps: I Corps at Joint Base Lewis-McChord, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM also has eight divisions, multiple brigade combat teams and a full range of other combat, combat support and combat service support units.

First U.S. Army at Fort Gillem, Georgia, reports to FORSCOM. It is responsible for the training, mobilization and deployment support for reserve component units
in FORSCOM. It executes missions within the continental United States and Puerto Rico.

Army Reserve units contribute to FORSCOM’s combat power by providing support specialties such as medical, civil affairs, public affairs, transportation, maintenance and supply. The Army National Guard, when mobilized, provides FORSCOM a balanced force of eight National Guard combat divisions, 34 separate brigades and extensive support units.

FORSCOM prepares current and future Soldiers and leaders to execute Army doctrine across the full spectrum of warfare at its combat training centers (CTCs). Those training centers include the Battle Command Training Program at Fort Leavenworth, Kansas; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the National Training Center (NTC) at Fort Irwin, California. They present training scenarios constantly updated to reflect changing battlefield conditions and to incorporate lessons learned. Soldiers are presented with complex, cross-cultural challenges by large numbers of role players who act as combatants and foreign citizens. NTC and JRTC have urban combat landscapes and cave and tunnel complexes to simulate current and potential wartime environments.

FORSCOM remains at the point of the effort to transform the Army into a more deployable and maneuverable lethal force. This shift to a modular
force design increases the number of units available to support regional combatant commanders. It will expand the available force pool and mandate a standard set of force structures organized and equipped to be interchangeable. The capabilities of the new brigade-level formations—armor, infantry, airborne, air assault and Stryker—ensure greater flexibility and enhance FORSCOM’s ability to deploy trained and ready forces quickly. U.S. Army Forces Command is “Freedom’s Guardian.”

U.S. Army Materiel Command (AMC)

Headquarters: Redstone Arsenal, Alabama

Website: http://www.amc.army.mil/

Mission: The U.S. Army Materiel Command is the Army’s premier provider of materiel readiness—technology, acquisition support, materiel development, logistics power projection, and sustainment—to the total force, across the spectrum of joint military operations. If a Soldier shoots it, drives it, flies it, wears it, communicates with it or eats it, AMC provides it.

Activities: AMC operates the research, development and engineering centers; Army Research Laboratory; depots; arsenals; ammunition plants; and other facilities; and maintains the Army’s prepositioned stocks, both on land and afloat. The command also operates a network of Army field support brigades, battalions and logistics support elements which identify and resolve equipment and maintenance problems, as well as materiel readiness issues for combatant commands.

To develop, buy and maintain materiel for the Army, AMC also works closely with Program Executive Officers, the Army Acquisition Executive, industry and academia, the other services, and other government agencies. AMC also handles the majority of the Army’s contracting including contracting services for deployed units and installation-level services, supplies and common-use information technology hardware and software.

AMC handles diverse missions that reach far beyond the Army. For example, AMC manages the multi-billion dollar business of selling Army equipment and services to friends and allies of the United States and negotiates and implements agreements for co-production of U.S. weapons systems by foreign nations. AMC also includes global surface transportation experts who provide the warfighter with a single surface deployment/distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.

AMC impacts or has a presence in 49 states and 127 countries with a workforce of more than 67,000 dedicated military and civilian employees. The 2005 Base Realignment and Closure decision relocated the AMC headquarters from Fort Belvoir, Va. to Redstone Arsenal, Ala.
Personnel began relocating to Redstone in 2006 and the command will be completely relocated by the summer of 2011.

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

Headquarters: Fort Monroe, Virginia

Website: http://www.tradoc.army.mil/

Mission: TRADOC develops the Army’s Soldier and civilian leaders, and designs, develops and integrates capabilities, concepts and doctrine in order to build a campaign-capable, expeditionary and versatile Army in support of joint warfighting commanders through Army Force Generation and the Army’s human capital core enterprise.

Activities: TRADOC operates 32 schools and centers at 16 Army installations. TRADOC schools conduct more than 1,600 courses, of which more than 300 are language courses. The command’s training requirements have increased from more than 520,000 students in fiscal year (FY) 2008 to more than 600,000 in FY 2009.

To shape both today’s Army and the future combat force, TRADOC:

- recruits and trains Soldiers, the centerpiece of the Army. TRADOC builds the Army on a solid foundation of quality people by transforming recruits into Soldiers who are physically tough and mentally adaptive and live the Warrior Ethos. Soldiers are the Army’s ultimate asymmetric advantage and cannot be matched by any adversaries, current or future.
- develops adaptive leaders. TRADOC trains leaders for certainty and educates them for uncertainty. Leader development produces innovative, flexible, culturally astute professionals expert in the art and science of the profession of arms and able to quickly adapt to the wide-ranging conditions of full-spectrum operations.
- designs today’s Army modular force and the future combat force. TRADOC identifies and integrates comprehensive solutions for the Army modular force, both today’s and tomorrow’s.
- maximizes institutional learning and adaptation. As an integral component of an innovative generating force, TRADOC shapes and links it seamlessly to the operating force to maximize Army learning and adaptation.

Army Service Component Commands (ASCCs)

ASCCs are primarily operational organizations that serve as Army components for combatant commands. An ASCC can be designated by the combatant commander as a joint forces land component command or joint task force.
U.S. Army Africa (USARAF)  
Headquarters: Vicenza, Italy  
Website: http://www.usaraf.army.mil/  
Mission: In December 2008, Southern European Task Force (SETAF) officially assumed duties as the Army component headquarters for U.S. Africa Command (AFRICOM). U.S. Army Africa enables full-spectrum operations while conducting sustained security engagement with African land forces to promote security, stability and peace. As directed, it deploys a contingency headquarters in support of crisis response. USARAF concentrates its strategy and efforts on helping African states build capable and professional militaries that are subordinate to civilian authority, respect human rights and adhere to the rule of law. It is assisting the United States’ African partners in building capacities to counter transnational threats from violent extremist organizations; to stem illicit trafficking in humans, narcotics and weapons; to support peacekeeping operations; and to address the consequences of humanitarian disasters—whether man-made or natural—that cause loss of life and displace populations.*  
Activities: USARAF is heavily involved in the professional development of African land forces, which remain the dominant military force in most African states. USARAF’s goal is to help transform its partners’ land forces into contributors to peace and stability, with the capabilities and capacities required to accomplish their missions in support of legitimate authority. USARAF continues to forge cooperative relationships and enduring partnerships that contribute to self-sustaining African security capacity. Key to USARAF’s success is collaborating with both military and nonmilitary partners. USARAF is fostering new partnerships and enhancing existing ones, to include partnerships with other U.S. government agencies.

In 2009, USARAF sponsored Operation Natural Fire, the largest exercise on the African continent. The operation improved interoperability and helped build African partner capacity to respond to complex humanitarian emergencies. The region jointly exercised contingency plans designed to address a global health threat of pandemic influenza. Approximately 550 U.S. personnel and 650 soldiers from Burundi, Kenya, Rwanda, Tanzania and Uganda participated.

Eighth U.S. Army (EUSA)  
Headquarters: Yongsan (Seoul), Korea  
Website: http://8tharmy.korea.army.mil  
Mission: EUSA, as an ASCC, supports maintaining the Korean War Armistice (signed in 1953) and deterrence of North Korean aggression against the Republic of Korea (ROK) by providing forces and executing ASCC responsibilities for joint and combined forces. If deterrence should fail, EUSA would conduct Army Forces (ARFOR) noncombatant evacuation operations and force generation and sustainment operations to support the United Nations Command/Combined Forces Command campaign plan. On order, EUSA conducts ARFOR redeployment operations.  
Activities: EUSA, the face of the United States military on the Korean Peninsula, is the ASCC to U.S. Forces Korea (USFK) and is in charge of U.S. Army forces throughout Korea. The military command structure in Korea is unique among U.S. commands—nowhere else in the world is the United States in such a combined command. The United States and South Korea—under the ROK-U.S. Mutual Defense Treaty of 1954—are committed to assisting each other in the event of an attack. Through the Combined Forces Command (CFC) that was established in 1978, they are jointly responsible for South Korea’s defense planning. In addition, the United States leads the United Nations Command (UNC), established in 1950 by the United Nations Security Council. The UNC oversees the armistice that ended the 1950–1953 Korean War and supervises the two transportation corridors that cross the demilitarized zone—the most heavily armed border in the world. The U.S. four-star commander leads both the UNC and the CFC.

EUSA is transforming with the rest of the Army into modular, brigade-centric organizations while consolidating its footprint on the Korean Peninsula. In addition, USFK is leading a new era of “normalcy” for servicemembers, families, civilians and contractors serving in the ROK by establishing a long-term, normal force presence at U.S. main operating bases across the peninsula. USFK is setting the stage for three-year accompanied tours and two-year unaccompanied tours in South Korea—as in other locations outside the continental United States. Now serving
under the conditions set by the 1953 armistice treaty, EUSA is “ready to fight tonight.”

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

**Headquarters**: Heidelberg, Germany

**Website**: http://www.hqusareur.army.mil

**Mission**: U.S. Army Europe trains and leads Army forces in support of United States European Command and Headquarters, Department of the Army requirements. Forward stationed in Germany, Italy, Belgium, The Netherlands and Luxembourg, USAREUR conducts multinational training events with European and NATO nations to develop and strengthen partnerships.

**Activities**: USAREUR executes its mission in support of three combatant commanders (U.S. European Command, U.S. Central Command and U.S. Africa Command) across three continents. USAREUR focuses on the core mission requirements of:

- **training and preparing full-spectrum capable forces for global employment.** Approximately 30 percent of USAREUR forces are deployed to Afghanistan and/or Iraq at any given time. With a force mix of infantry, airborne infantry and armor plus enabling commands such as logistics, signal and intelligence, USAREUR’s capabilities can be tailored for responses ranging from humanitarian support to combat operations.

- **strengthening alliances and building partner capacity through synchronized Theater Security Cooperation (TSC) activities.** USAREUR conducts on average 100 TSC events each year with the goal of strengthening partnerships and increasing interoperability. Events range from large-scale exercises with multiple countries to attendance at military schools. Strong partnerships contribute to increases in International Security Assistance Force (ISAF) coalition forces in Afghanistan; currently, 86 percent of forces in ISAF are from European nations.

- **providing Army service component command and Title 10 support, Army support to other services, executive agent delegations, and lead service responsibilities, as required.** USAREUR provides a diverse range of services as directed by law, including providing computer network and logistics support to sustaining military communities and enforcing host nation and U.S. customs laws.

- **continually seeking to improve the readiness and quality of life of Soldiers, Army families and Army civilians by sustaining and fulfilling Army Family Covenant objectives.** USAREUR is in the midst of rebasing its forces to six enduring locations where it is renovating existing or building new housing and community facilities. USAREUR also provides valuable programs for the Army’s families and youth to
ease the stress of deployments. USAREUR is committed to providing a quality of life for Soldiers, families and civilians commensurate with the service they provide to the nation.

- **providing the Commander, U.S. European Command with a deployable contingency command post and headquarters capable of short-notice deployment to fulfill emerging joint task force headquarters requirements.** USAREUR headquarters is currently developing this capability through an aggressive training plan with both U.S. and NATO headquarters. This capability will provide a rapidly deployable command and control structure that can respond to a broad range of crises.

**U.S. Army Pacific (USARPAC)**

**Headquarters:** Fort Shafter, Hawaii

**Website:** http://www.usarpac.army.mil

**Mission:** USARPAC is the ASCC of U.S. Pacific Command (USPACOM), providing trained and ready forces to the USPACOM commander in support of regional stability and security operations that ensure successful crisis response or decisive victory. The USARPAC area of responsibility covers more than half of the earth’s surface. While USARPAC’s primary focus is the Asia-Pacific region, many USARPAC Soldiers are currently deployed to Iraq and Afghanistan. In addition, USPACOM has designated the USARPAC commander as the Joint Task Force Homeland Defense (JTF-HD) commander charged with defending against terrorist attacks in the Pacific. JTF-HD executes Land Domain operations to defeat terrorist threats to the homeland, and, when requested/validated, conducts Defense Support of Civil Authorities (DSCA) operations for all hazards including responding to and recovering from natural or man-made disasters. USARPAC also oversees, evaluates and supports the Army National Guard in Hawaii, Alaska and Guam and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska.

**Activities:** On an average day in 2010, for example, USARPAC has more than 10,000 Soldiers deployed and conducting training and operations. These include operations in Iraq and Afghanistan in support of the war on terrorism, counterterrorism operations in the Philippines and numerous Theater Security Cooperation Program exercises throughout the Pacific region.

**U.S. Army North (USARNORTH)/Fifth Army Headquarters:** Fort Sam Houston, Texas

**Website:** http://www.arnorth.army.mil

**Mission:** USARNORTH/5th Army became fully operational on 11 September 2003, with an area of responsibility (AOR) covering the United States, Mexico and Canada. USARNORTH conducts homeland defense and civil support operations and, as the ASCC to U.S. Northern Command (USNORTHCOM), theater security cooperation activities to protect the American people and their way of life. On order, USARNORTH commands and controls deployed forces as a joint task force or joint force land component command.

As the ASCC to USNORTHCOM, U.S. Army North provides the USNORTHCOM commander with a single point of contact for all land domain security challenges across the AOR. In the event of an attack, USARNORTH can assume tactical control for defending Army personnel and installations within the USNORTHCOM AOR. USARNORTH has no assigned forces—it is assigned forces when needed.

**Activities:** USARNORTH manages the training and oversight of Joint Task Force-Civil Support (JTF-CS)—a standing joint task force comprising civilian and contract personnel and active and Reserve members from the Army, Navy, Air Force, Marine Corps and Coast Guard, and Army and Air National Guard members. Established in October 1999, JTF-CS is focused on chemical, biological, radiological, nuclear or high-yield explosive (CBRNE) consequence management planning and preparedness, and command and control of DoD forces during weapons-of-mass-destruction incidents. The commander of USARNORTH serves as the joint force land component commander and has operational control of JTF-CS. USARNORTH also administers DoD’s “Defense Support to Civil Authorities” course to train military personnel (for their civilian support role in response to attacks or disasters) and civilians (to assist them in obtaining a better understanding of DoD).
As the lead Army organization in homeland defense, one of USARNORTH’s most important responsibilities is to develop partnerships with international, federal, state and local authorities. To maintain robust relationships, USARNORTH assigns and oversees dedicated Defense Coordinating Officers (DCOs) who serve as liaisons between DoD and state and federal authorities in emergencies.

USARNORTH also participates in various exercises with joint, civilian and international participants, in line with the Army’s goal to “train like we fight.”

U.S. Army South (USARSO)/Sixth Army
Headquarters: Fort Sam Houston, Texas
Website: http://www.usarso.army.mil
Mission: USARSO is the ASCC of U.S. Southern Command (USSOUTHCOM) in Miami, Florida. As such, USARSO executes all Army operations within USSOUTHCOM’s area of responsibility. As part of the Army’s command restructuring, USARSO reports directly to Headquarters, Department of the Army; in conjunction with its designation as USARSO/6th Army it is a deployable headquarters unit. Building regional cooperative security is the major theme guiding USARSO's activities. In implementing the USSOUTHCOM combatant commander’s strategy, USARSO contributes to increasing cooperation throughout Central and South America and the Caribbean by planning and executing multilateral exercises fostering military-to-military engagement. USARSO relies heavily on Army National Guard and Army Reserve forces to execute a security cooperation program of humanitarian and civic assistance exercises and activities throughout the region. In addition, USARSO supports military groups at U.S. embassies in the region.

Activities: As part of a larger Army transformation in response to the demands of post-9/11 operations worldwide, U.S. Army South became U.S. Army South/Sixth Army on 16 July 2008, a change that expanded its size and capabilities to include an operational command post that could serve as the nucleus of a joint task force (JTF) or joint forces land component command (JFLCC) headquarters anywhere in the USSOUTHCOM AOR. While USARSO received an exception to policy from the Army Chief of Staff to retain its distinctive Spanish galleon insignia, its colors were merged with 6th Army’s to mark the new, combined lineage of two historic organizations—one that played a pivotal role in the security of the Panama Canal and the broader region of Latin America and the Caribbean, and one that fought a series of famous battles in the Pacific theater of the Second World War.

July 2008 also marked the successful conclusion of an operation for which Army South had planned since 2003, when a reconnaissance plane carrying three U.S. defense contractors—Marc Gonsalves, Thomas Howes and Keith Stansell—crashed in Colombia and the three men were taken prisoner by the Revolutionary Armed Forces of Colombia. They were rescued on 2 July in a daring operation by the Colombian military and taken to Fort Sam Houston, Texas, where USARSO led their reintegration.

USARSO’s operations, exercises and community activities are critical for improving both the U.S. image and the U.S. Army’s freedom of maneuver in Central and South America and the Caribbean. By showcasing the Army as a positive, progressive force for change in the Americas, the United States can demonstrate a commitment to regional security and development. Although this is not the traditional role of the Army, the exposure will pay dividends as Soldiers deployed in the Americas gain valuable experience and skills that can be applied elsewhere, including in the context of stability operations.

U.S. Army Central (USARCENT)/Third Army
Headquarters: Fort McPherson, Georgia
Website: http://www.arcent.army.mil/
Mission: USARCENT/3d Army serves as the ASCC to U.S. Central Command (USCENTCOM), with an area of responsibility stretching from the central Asian states to the Horn of Africa. USARCENT also has a forward element at Camp Arifjan, Kuwait, serving as the coalition forces land component command. The USARCENT AOR encompasses an area of approximately 6.5 million square miles consisting of 27 countries populated by more than 650 million people speaking 12 major languages and representing
seven major religions. Within this strategically important region lie the historical crossroads of three continents, the majority of the world’s oil and natural gas reserves and the primary maritime link between Europe and Asia. Resources, differing geography, religious influences and historical conflict have shaped this region for centuries and continue to do so today.

Activities: USARCENT maintains a continued forward presence, conducts joint and coalition exercises throughout the region, provides humanitarian assistance when needed, develops close partnerships with responsible nations, assists in demining efforts and provides support to other military service components. USARCENT is prepared to rapidly respond by developing and executing war plans and contingency missions as required. This strategy provides the President with a wide range of options to deter aggression and coercion from a forward-presence posture, and to decisively defeat any adversary across the full spectrum of conflict if deterrence fails.

Due to the Base Realignment and Closure Act of 2005, Third Army will move from its current location on Fort McPherson, Georgia, to Shaw Air Force Base in Sumter, South Carolina. This move is currently in progress and will be completed by 15 September 2011. Army Soldiers and their families, Army civilians and contract personnel will move seamlessly. Third Army will continue all ongoing functions supporting persistent conflicts and the defense of the nation.

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

Headquarters: Arlington, Virginia
Website: http://www.smdc.army.mil/
Mission: SMDC/Army Strategic Command (ARSTRAT):
- conducts space and missile defense operations;
- provides planning, integration, control and coordination of Army forces and capabilities in support of U.S. Strategic Command (USSTRATCOM) missions;
- serves as the proponent for space and ground-based midcourse defense;
- is the Army operational integrator for global missile defense; conducts mission-related
research, development and acquisition in support of Army Title 10 responsibilities; and

• serves as the focal point for desired characteristics and capabilities in support of USSTRATCOM missions.

Activities: SMDC is the ASCC of USSTRATCOM, with responsibilities that include space operations, information operations, global strike, integrated missile defense and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR).

The 1st Space Brigade in Colorado Springs, Colorado, conducts space operations to enable delivery of decisive combat power. Part of 1st Space Brigade is the 1st Satellite Control Battalion that provides assured communications for command and control, critical intelligence, video teleconferences and logistics. The battalion’s Theater Missile Warning Company operates joint tactical ground stations (JTAGS) that provide deployed U.S. forces worldwide early warning of missile launches. The battalion’s Army Space Support Company provides capabilities, expertise and products in support of the warfighter in the planning and execution of the full spectrum of military operations.

The 100th Missile Defense Brigade, Colorado Army National Guard, oversees the ground-based midcourse defense (GMD) system. The 49th Missile Defense Battalion, supported by the Alaska Army National Guard, operates the GMD fire control network, provides positive operational control over the interceptors at Fort Greely, Alaska, and ensures protective security to the systems deployed there.

SMDC manages the Army’s astronauts in the NASA Astronaut Detachment at Johnson Space Center in Houston, Texas. SMDC is also the Army proponent for space operations officers. The TRADOC System Manager Ground-based Midcourse Defense (TSM GMD) in Arlington and in Huntsville, Alabama, integrates and manages GMD user activities within the Army.

The Technical Center (TC) in Huntsville is the research and development element of the command. The TC performs directed energy, space and missile defense research and development and works with the Missile Defense Agency to develop missile defense technologies for the nation. It also is the command’s lead organization and executing agent for developmental and operational test and evaluation at the following test facilities:

• The High Energy Laser Systems Test Facility (HELSTF) at White Sands Missile Range, New Mexico, serves as a national center for high-energy laser research, development, testing and evaluation and is the only laser facility capable of placing continuous wave megawatt laser light on a variety of targets.

• The U.S. Army Kwajalein Atoll/Ronald Reagan Ballistic Missile Defense Test Site, featuring a unique geographical location in the central
Pacific and an unmatched suite of radars, instrumentation and test support facilities, offers extensive flexibility for ballistic missile testing and space-object tracking.

- The Future Warfare Center (FWC), with operations in Huntsville, Colorado Springs and Arlington, develops the Army’s space and missile defense doctrine and concepts, validates requirements and ensures their Army-wide integration. The FWC rapidly moves innovations for space, missile defense, C4ISR and information operations to the warfighter through prototype development, experimentation, war games, analytical assessments, and model and simulation development. Additional services provided by the FWC include management of high-performance computer centers, threat scenario design, command and control engineering and Advanced Concept Technology Demonstration (ACTD) management.

- The Technical Interoperability and Matrix Center (TIMC) in Huntsville integrates technical and operational requirements with materiel developers, improves interoperability for joint and coalition warfighters, and advances space and integrated air and missile defense. TIMC also oversees colocated employees.

U.S. Army Special Operations Command (USASOC)

**Headquarters:** Fort Bragg, North Carolina

**Website:** [http://www.soc.mil/](http://www.soc.mil/)

**Mission:** USASOC is the ASCC of U.S. Special Operations Command (USSOCOM). It organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army special operations forces (SOF) to successfully conduct worldwide special operations across the range of military missions in support of regional combatant commanders, U.S. ambassadors and other agencies as directed. USASOC develops unique special operations doctrine, tactics, techniques, procedures and materiel in coordination with the U.S. Army Training and Doctrine Command, the U.S. Army Materiel Command and USSOCOM.

**Activities:** Army special operations forces comprise Special Forces (SF), Rangers, civil affairs (CA), special operations aviation (SOA), psychological operations (PSYOP) and headquarters units. Special Forces Command exercises command and control over five active Special Forces groups and training oversight of two Army National Guard SF groups.

- **75th Ranger Regiment.** Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. Rangers conduct a wide range of diverse operations including airborne and air assaults, mounted infiltrations behind enemy lines, complex urban raids and rescue operations. Rangers can infiltrate by land, by sea or by air.

- **160th Special Operations Aviation Regiment (Airborne) (SOAR[A]).** The 160th SOAR is a unique unit providing support to SOF worldwide with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.

- **U.S. Army Special Operations Support Command (Airborne).** This command provides the command and control organization for signal, support and materiel management. It also maintains a dedicated, regionally oriented coordination and liaison base to provide combat and health services and communications planning in support of all Army SOF units.

- **U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the twofold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this organization conducts training courses for SF, CA, PSYOP and foreign officers, as well as training for survival, evasion, resistance and escape. It also is responsible for developing doctrine and new equipment for Army SOF.

U.S. Army Surface Deployment and Distribution Command (SDDC)

**Headquarters:** Scott Air Force Base, Illinois

**Website:** [http://www.sddc.army.mil/](http://www.sddc.army.mil/)

**Mission:** SDDC provides global surface deployment command and control and distribution operations to meet national security objectives in peace and war. SDDC is the armed forces’ single surface deployment and distribution provider for adaptive and flexible
solutions that deliver capability and sustainment on time.

Activities: SDDC is the ASCC of U.S. Transportation Command (USTRANSCOM) and a major subordinate command of Army Materiel Command. SDDC’s major subordinate commands include:

- the 597th Transportation Group, Southport, North Carolina, responsible for the command’s port terminal units in the United States, Central and South America, and the Caribbean;
- the 598th Transportation Group, Rotterdam, The Netherlands, managing European ports and supporting U.S. European Command and U.S. Central Command; and

SDDC units also operate throughout the U.S. Central Command area of responsibility.

Direct Reporting Units

Direct reporting units consist of one or more units with institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army.

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

Headquarters: Fort Lesley J. McNair, Washington, D.C.

Website: http://www.mdw.army.mil

Mission: MDW implements contingency plans in response to crisis, disaster or other security requirements in the National Capital Region. MDW serves as the core element of the colocated Joint Force Headquarters National Capital Region, which activates a joint task force under command of the MDW commander in times of need. In addition, MDW provides a variety of specialized support missions, including personal-property shipping for the region, rotary-wing airlift and operation of the Arlington National Cemetery. MDW conducts official ceremonies, locally and worldwide, on behalf of the nation’s civilian and military leaders. If the ceremonies involve sister services, they may be planned and executed through the joint headquarters/task force arrangement under U.S. Northern Command. The MDW commander is senior mission commander for Army installations from Fort A. P. Hill, Virginia, to Fort Hamilton, New York, and is convening authority for courts-martial for Army personnel assigned to the capital region.

Activities: MDW is the home of the Army’s official ceremonial units, the 3d U.S. Infantry (The Old Guard) and The U.S. Army Band, “Pershing’s Own.” Soldiers of these units represent the Army and the nation thousands of times each year, from graveside military honors and wreath ceremonies at the Tomb of the Unknowns to state-visit arrival and departure ceremonies, state funerals and presidential inaugurations. The Old Guard has major homeland defense responsibilities, providing the most immediate land force component available to the region during crisis. Both The Old Guard and the Band went operational on 11 September 2001 when the Pentagon was attacked, as did other elements of MDW, notably the 12th Aviation Brigade and the MDW Engineer Company, which performs collapsed-building search-and-rescue operations.

Companies of The Old Guard occasionally deploy in support of Combined Joint Task Force–Horn of Africa to help prevent the region from becoming a seedbed of terrorism. Old Guard Soldiers provide force protection for troops in the region as they carry out civil affairs missions such as building schools, medical clinics and other facilities for citizens of these countries. The command’s community outreach efforts attract visitors and area residents alike to such events as Twilight Tattoo and Spirit of America, band concerts and recitals, parades and sporting contests. MDW produces the Army Ten-Miler every October in conjunction with the Association of the United States Army’s Annual Meeting, and in the meeting’s opening ceremony dramatically portrays the Army spirit with a small taste of what audiences see in MDW’s Spirit of America arena production.

U.S. Army Corps of Engineers (USACE)

Headquarters: Washington, D.C.

Website: http://www.usace.army.mil/

Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peacetime and in the war on terrorism.
Activities: USACE’s military program includes construction of Army and Air Force facilities, base realignment and closure activities, installation support, military-contingency support, environmental restoration, strategic mobility and international activities in nine divisions in the United States and 41 subordinate districts throughout the United States, Asia and Europe. USACE provides real estate acquisition, management and disposal for the Army and Air Force. The command’s civil works program includes navigation, flood control, environmental protection, disaster response, hydropower, recreation and other missions.

The USACE research and development community provides support to military operations and civil disaster relief operations with an array of technical products and services as well as reachback to the laboratories through a teleengineering operations center. USACE supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation’s primary engineering agency.

USACE Soldiers and civilians are directly supporting operations in Iraq, including completing construction on more than 4,700 projects valued at $7.5 billion. These projects include public works and water and sewer projects directly benefitting more than five million people, medical facilities that provide treatment for millions of people a year, more than 1,100 school projects serving hundreds of thousands of children, and hundreds of roads, railroads, aviation, port, border posts, entry facilities, courthouses and fire stations. Some 321 projects are currently underway at a construction cost of $1.3 billion.

USACE personnel are also in Afghanistan, working to reform the security sector and military construction for coalition forces. Mid- to long-range plans involve capacity building, including building roads, clinics and schools and developing water and power infrastructure in conjunction with the United States Agency for International Development (USAID).

In the United States and its territories, USACE has repeatedly demonstrated an impressive capability for supporting emergency responses to floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydro-power projects comprising 24 percent of all U.S. hydro-power capacity, operates 383 major flood control reservoirs, and has emplaced more than 8,500 miles of flood-control levees. USACE’s maintenance of navigation channels for America’s harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to federal agencies, to state and local governments and to friendly nations, USACE continues its tradition of service to the United States and the Army.
U.S. Army Criminal Investigation Command (CID)

**Headquarters:** Fort Belvoir, Virginia

**Website:** http://www.cid.army.mil/

**Mission:** CID investigates felony violations of the Uniform Code of Military Justice (UCMJ) and other criminal provisions of the U.S. Code in which the Army has an interest. The command supports field commanders and communities in solving major felony-level crimes and also provides protective services for senior Department of Defense and Army leaders.

**Activities:** As the Army’s primary provider of criminal investigations, CID operates a forensic laboratory, criminal records repository, major procurement fraud unit and computer crimes unit. It solves crimes, assesses the potential for crime and prevents felony crimes against the Army and its Soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services and war crimes investigations. Using modern investigative techniques, equipment and systems, CID handles criminal activity at every level of the Army throughout the world. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a U.S. attorney as appropriate.

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

**Headquarters:** Fort Belvoir, Virginia

**Website:** http://www.inscom.army.mil/

**Mission:** INSCOM conducts dominant intelligence, security and information operations for military commanders and national decisionmakers. Charged to provide the warfighter with the seamless intelligence needed to understand the battlefield and focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. These include intelligence preparation of the battlefield, analysis of situation development, signals intelligence analysis,
measurements and signatures intelligence, imagery intelligence, human intelligence, and science and technology intelligence production and dissemination.

In addition, INSCOM has major responsibilities in the areas of counterintelligence and force protection, electronic and information warfare, and support to force modernization and training.

**Activities**: INSCOM is a global command with ten major subordinate commands that tailor their support to the specific needs of different theaters. These commands and a variety of smaller units focus primarily on a single intelligence discipline or function. They are available in a reinforcing role, enabling any combatant commander to use INSCOM’s full range of unique capabilities. INSCOM’s units support Army missions worldwide and are stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support INSCOM’s mission.

**U.S. Army Medical Command (MEDCOM)**

**Headquarters**: Fort Sam Houston, Texas

**Website**: http://www.armymedicine.army.mil

**Mission**: MEDCOM provides direction and planning for the Army health care services in conjunction with the Office of The Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. The mission has three components:

- **Project and sustain**—ensure that deploying military forces are in a state of optimal health and fitness and equipped to protect themselves from disease and injury.
- **Train, equip and deploy**—ensure that deploying medical units are capable of supporting the medical requirements of the deployed forces under any contingency.
- **Manage and promote health**—provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

**Activities**: MEDCOM is led by the Army Surgeon General, who has the dual responsibility of advising the Army’s leaders on health matters (the Surgeon General’s job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. MEDCOM includes the Army’s fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire Department of Defense. The command also provides trained medical specialists to the Army’s combat medical units, which are assigned directly to combatant commanders.

Soldiers are not the only ones who benefit from the work of Army medicine. The American people benefit from the way MEDCOM enhances the Army’s ability to defend the nation and its vital interests. American civilians also reap benefits from Army medical research, training and professional care. Army medical research has played a major role in the progress of public health and medical science. Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army. Army medical Soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

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

**Headquarters**: Alexandria, Virginia

**Website**: http://www.atec.army.mil

**Mission**: ATEC plans, conducts and integrates developmental testing, independent operational testing, independent evaluations and assessments to provide essential information to Soldiers and to acquisition decisionmakers supporting the American warfighter. ATEC’s 11,000 military, civilian and contract employees—highly skilled test officers, engineers, scientists, technicians, researchers and evaluators—are involved in more than 1,100 tests daily. ATEC is responsible for making sure the Army sends its Soldiers to war with weapon systems that work.

**Activities**: On 1 October 1999, the Operational Test and Evaluation Command (OPTEC) was redesignated ATEC. Central to the consolidation was ATEC’s assumption of overall responsibility for all Army developmental and operational testing. The Test and
Evaluation Command became a major subordinate command of ATEC and was redesignated the U.S. Army Developmental Test Command (DTC), with DTC headquarters remaining at Aberdeen Proving Ground, Maryland. Also, the Test and Experimentation Command was redesignated the U.S. Army Operational Test Command (OTC), with headquarters remaining at Fort Hood, Texas. The third ATEC subordinate command that was redesignated encompassed both the Operational Evaluation Command and the Evaluation Analysis Center, which were combined to form the new U.S. Army Evaluation Center (AEC), completing the earlier decision to move developmental and operational evaluation into a single, integrated command.

ATEC rigorously tests items of every description, from individual weapons to the National Missile Defense ground-based midcourse defense systems. ATEC’s staff designs and uses highly accurate and precise instrumentation to test sophisticated military systems under controlled conditions at testing facilities located around the country. Newly assigned personnel quickly become involved in important projects, working closely with a wide range of the command’s professional workforce as well as specialists from other government agencies and industries.

U.S. Military Academy (USMA)

Headquarters: West Point, New York

Website: http://www.usma.edu/

Mission: To educate, train and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of duty, honor, country and prepared for a career of professional excellence and service to the nation as an officer in the United States Army.

Activities: Since its founding two centuries ago, the Military Academy has accomplished its mission by developing cadets in four critical areas: intellectual, physical, military and moral-ethical—a four-year process called the “West Point Experience.” Specific developmental goals are addressed through several fully coordinated and integrated programs.

A challenging academic program that consists of a core of 31 courses provides a balanced education in the arts and sciences. This core curriculum establishes the foundation for elective courses that permit cadets to explore in greater depth a field of study or an optional major. All cadets receive a Bachelor of Science degree, designed specifically to meet the intellectual requirements of a commissioned officer in today’s Army.

Admission is open to all young men and women and is extremely competitive. Candidates must receive a nomination from a member of Congress or from the Department of the Army. They are then evaluated on their academic, physical and leadership potential. Those candidates who are fully qualified receive appointments to the Academy.

From the day of its founding on 16 March 1802, the Military Academy has grown in size and stature, and it remains committed to the task of producing commissioned leaders of character for America’s Army. Today, the Academy graduates more than 900 new officers annually, which represents approximately 25 percent of the new lieutenants required by the Army each year. The student body, or Corps of Cadets, numbers 4,000, of whom approximately 15 percent are women.

U.S. Army Reserve Command (USARC)

Headquarters: Fort McPherson, Georgia

Website: http://www.armyreserve.army.mil

Mission: The Army Reserve’s mission, under Title 10 of the U.S. Code, is to provide trained and ready Soldiers and units with the critical combat service support and combat support capabilities necessary to support national strategy during peacetime, contingencies and war. The Army Reserve is a key element in the Army multicomponent unit force, training with active and Army National Guard units to ensure that all components work as a fully integrated team.

Activities: The Army Reserve carries out its mission by:

- enabling the Army to do more with fewer resources, by providing a flexible, well-trained, complementary force that can expand and contract to meet the specific needs and challenges of each new mission;
• training Soldiers at the highest possible level in one of nearly 200 specific skills to support the Army on any air, land or sea mission;
• maintaining a force that can mobilize rapidly and skillfully at any moment to respond to a crisis or situation, or to defend America’s interests at home and abroad;
• building a stronger Army by drawing on the strength, support and success of all the diverse backgrounds and communities across America represented by the Soldiers in the Army Reserve;
• anticipating the ever-evolving needs of today’s modern Army and helping it transform into a smaller, faster, stronger force while continuing to protect the nation’s interests.
• implementing national objectives;
• keeping the Army mobile, efficient and complete by providing specialized technological and troop support when and where it is needed most;
• supporting national policies;
• preserving the peace and security and providing for the defense of the United States, its territories, commonwealths and possessions, and any areas occupied by the United States;
• overcoming aggressive acts from nations and terrorist groups that imperil the peace and security of the United States; and
• giving back to the community by providing civil support, i.e., food, shelter, safe drinking water and medical attention to civilians during emergencies and natural disasters.

U.S. Army Acquisition Support Center (USAASC)
Headquarters: Fort Belvoir, Virginia
Website: http://asc.army.mil/
Mission: USAASC manages all aspects of the Army’s acquisition career management programs and policies. The center also provides budget, manpower, personnel and force structure support to program executive officers, acquisition commands and the Army Contracting Agency. The ultimate goal is to provide the Army Acquisition Corps (AAC) with the tools to provide Soldiers with the right products at the right time, the right place and the right price.
Activities: USAASC maintains subject-matter expertise in acquisition career management and in acquisition-related matters in policy interpretation, resource requirements, personnel issues and various other Army Acquisition Corps and acquisition, logistics and technology (AL&T) workforce strategic topics.

The USAASC staff provides support ranging from key Army leadership to the Program Executive Offices (PEOs) and Acquisition Commands to individual workforce members, regardless of location. It strives to ensure professional development opportunities
for its workforce through training, education and broadening experiences. The USAASC workforce is prepared to operate in a dynamic environment using leading-edge concepts and technologies.

Strong ties to the warfighter are key to effectively meeting the Army’s needs. USAASC is working to overcome misperceptions and develop a mutual understanding and a cohesive relationship with the operational Army. Army acquisition plays a critical role in protecting the United States and its fighting forces.

USAASC is a multifunctional agency whose initiatives are to:

- provide oversight of the AAC and the AL&T workforce;
- communicate the mission and vision of the AAC;
- provide major command support to PEOs in the areas of resource management, human resource management and force structure;
- plan, program and oversee/execute career management activities for the AL&T workforce (e.g., policies, training, opportunities, etc.); and
- provide to the Army Acquisition Executive, the Director of Acquisition Career Management, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) staff and the Army acquisition community policy, guidance and support and services regarding acquisition issues and initiatives.

**U.S. Army Installation Management Command (IMCOM)**

**Headquarters:** Arlington, Virginia

**Website:** http://www.imcom.army.mil/hq

**Mission:** IMCOM was activated in October 2006 to provide the Army the installation capabilities and services to support expeditionary operations in a time of persistent conflict and to provide a quality of life for Soldiers and families commensurate with their service. IMCOM comprises three organizations—the former Installation Management Agency, the former Community and Family Support Center and the former Army Environmental Center—now unified under a single command.
**Activities:** In March 2010 IMCOM published its Campaign Plan—a comprehensive effort to provide the facilities, programs and services required to support Army readiness, sustain the all-volunteer force and provide the infrastructure for current and future mission requirements. To accomplish its mission, IMCOM has established six priorities:

- **Soldier and family readiness.** Soldiers, families and civilians will be able to meet the challenges of deployment and the Army Force Generation process through proper training, responsive services and communities of excellence.

- **Soldier and family well-being.** Soldiers, families and civilians will be confident that they are being cared for and that their physical, emotional and spiritual needs are enriched by quality programs, infrastructure and support.

- **Leader and workforce development.** IMCOM will have a multiskilled workforce comprising military and civilian leaders and personnel with the knowledge, capabilities, skills and opportunities to successfully and innovatively accomplish the installation management mission.

- **Installation readiness.** Installations will be platforms of readiness supporting current and future requirements through regular modernization and new construction of facilities and infrastructure to maintain efficient and sustainable operations and to enable the provision of effective services to Soldiers, families and civilians.

- **Safety.** All Soldiers, families and civilians will consciously employ risk reduction measures to foster a safe working and living environment, instilling a sense of safety both on- and off-duty while promoting leader and individual accountability.

- **Energy efficiency and security.** IMCOM will maintain energy- and water-efficient installations by holding users accountable, modernizing facilities, installing new technologies and leveraging partnerships that will provide an increased level of energy security leading to sustainable and resilient infrastructure and mission assurance.

**U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9thSC[A])**

**Headquarters:** Fort Huachuca, Arizona

**Website:** [http://www.army.mil/netcom](http://www.army.mil/netcom)

**Mission:** NETCOM/9thSC(A) is made up of nearly 16,000 Soldiers and civilians who are on point around the world, enabling battle command and ensuring information dominance to the warfighter. The leadership within the command has the responsibility to ensure unity of effort throughout the global network to assure the delivery of network-centric capabilities in all phases of operations.
Activities: Warfare in the information age is exponentially more complex than it was a decade ago. The primary use of the network is no longer just to conduct command and control (C2) of forces. The network now permeates every aspect and every phase of combat operations and is an integral component of enabling battle command systems. The network and its enabling technologies provide increased agility to the commander in the exercise of C2 and execution of warfighting functions.

To support agility in combat power, LandWarNet (LWN)—the Army’s portion of the global information grid—itself must be agile. It must be able to quickly adapt to the demands of modular Army operations in both conventional and irregular warfare.

LWN is the only system in the Army inventory that is used by every Soldier and Department of the Army civilian every day to accomplish their missions. LWN is critical in conducting operations throughout the Army, ranging from commanders conducting daily operations via video teleconferencing, to deployed Soldiers and civilians using e-mail to stay connected to home, accessing and maintaining pay and personnel records, and ordering parts and logging equipment usage and maintenance activity.

NETCOM/9thSC(A) will use the Global Network Enterprise Construct (GNEC) to deliver a global network enterprise from the desktop to the foxhole, to gain resource efficiencies through single common standards and configurations. The Global Network Enterprise will provide Soldiers a single identity from home station to the area of responsibility and back, to ensure the warfighter can access information as needed from anywhere, anytime, while protecting the network and information from any adversary. To that end, the command will focus on the GNEC principle objectives and the deployment of Network Service Centers (NSCs) to:

- operationalize the LandWarNet to enable global warfighting capability;
- dramatically improve the network defense posture;
- realize economies and efficiencies while improving effectiveness;
- enable Army interoperability and collaborations with mission partners; and
- evolve the NSC concept using the full capabilities of area processing centers, theater network operations and security centers, and fixed regional hub nodes.

NETCOM’s Soldiers, side-by-side with Army civilians and contractors, are on point for the nation around the globe. The physical, mental, spiritual and material well-being of the force is the linchpin to mission success.

Army Installations

The Army operates bases, camps, posts, stations and other installations worldwide. At each location, the Army is, effectively, running a city with such municipal services as street maintenance, utilities and sewage. Installations also have family programs and audiovisual and base communication services. In addition, the Army must run environmental protection services for installations and maintain security—“force protection”—for the property, the equipment, Army civilians, Soldiers and their families. Army installations’ primary purpose is to provide a place where Soldiers train, mobilize and deploy to fight and to support the forces once they have deployed.

The Army has designated three essential tasks for installations:

• to serve as deployment platforms with capabilities to resupply forward-based and in-theater forces quickly and efficiently;

• to adjust their support functions to meet the needs of the Army; and

• to support the well-being of all Soldiers and their families.

The last includes Army Community Service, reserve component family programs and a network of support services that directly impact Soldier readiness and retention and help families adapt to military life and all phases of mobilization, deployment and demobilization.

The U.S. Army posts below are categorized by state or country and list, when available, the nearest community, the post’s website, the commercial phone number and the Defense Switched Network (DSN) phone number for the main operator or Public Affairs Office (calls to the DSN number must be made from a DSN phone).

United States

Alabama

Anniston Army Depot
Anniston
http://www.anad.army.mil/
256-235-7501 (DSN: 571-1110)

Redstone Arsenal
Huntsville
http://www.garrison.redstone.army.mil/
256-876-2151 (DSN: 746-0011)

Fort Rucker
Daleville
http://www.rucker.army.mil
334-255-1110 (DSN: 558-1110)
### Alaska

**Fort Richardson/Camp Carroll/Camp Denali**  
Anchorage  
http://www.usarak.army.mil/  
907-384-1110 (DSN: 317-384-1110)

**Fort Wainwright**  
Fairbanks  
http://www.wainwright.army.mil/  
907-353-1110 (DSN: 317-353-1110)

### Arizona

**Camp Navajo**  
Bellemont  
http://www.campnavajo.com/  
928-773-3238 (DSN: 773-3238)

**Yuma Proving Ground**  
Yuma  
http://www.yuma.army.mil/  
928-328-2151 (DSN: 899-2151)

**Fort Huachuca**  
Sierra Vista  
http://www.huachuca.army.mil/  
520-538-7111 (DSN: 821-7111)

### Arkansas

**Camp Robinson**  
North Little Rock  
http://www.arguard.org/  
501-212-5100 (DSN: 962-5100)

**Pine Bluff Arsenal**  
Pine Bluff  
http://www.pba.army.mil/  
870-540-3000 (DSN: 966-3000)

### California

**Camp Parks U.S. Army Combat Support Training Center/Camp Parks**  
Dublin  
http://www.liggett.army.mil/sites/local/  
925-875-4650

**Camp Roberts**  
Paso Robles  
http://www.calguard.ca.gov/cprbts/  
805-238-3100 (DSN: 949-8000)

**Camp San Luis Obispo**  
San Luis Obispo  
http://www.calguard.ca.gov/cslo/Pages/default.aspx  
916-854-3304

**Fort Hunter Liggett**  
King City  
http://www.liggett.army.mil/  
831-386-2506 (DSN: 686-2506)

**Los Alamitos Army Airfield**  
Los Alamitos  
http://www.calguard.ca.gov/sli/Pages/default.aspx  
562-795-2571 (DSN: 972-2571)

**Presidio of Monterey**  
Monterey  
http://www.army.mil/info/organization/presidio/  
831-242-5119 (DSN: 768-5104)

**Sierra Army Depot**  
Herlong  
http://www.sierra.army.mil/Public/  
530-827-4343 (DSN: 855-4343)
## Colorado

<table>
<thead>
<tr>
<th>Army Installation</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Carson</td>
<td>Colorado Springs</td>
<td>Colorado</td>
</tr>
<tr>
<td>Rocky Mountain Arsenal</td>
<td>Commerce City</td>
<td>Colorado</td>
</tr>
</tbody>
</table>

- **Fort Carson**
  - Colorado Springs
  - 719-526-5811 (DSN: 691-5811)

- **Rocky Mountain Arsenal**
  - Commerce City
  - 303-289-0300 (DSN: 749-2300)

## Pueblo Chemical Depot

- Pueblo
- 719-549-4135 (DSN: 749-4135)

## District of Columbia

<table>
<thead>
<tr>
<th>Army Installation</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Lesley J. McNair (part of the Fort Myer Military Community)</td>
<td>Washington</td>
<td>District of Columbia</td>
</tr>
<tr>
<td>Walter Reed Army Medical Center</td>
<td>Washington</td>
<td>District of Columbia</td>
</tr>
</tbody>
</table>

- **Fort Lesley J. McNair**
  - [http://www.fmmc.army.mil](http://www.fmmc.army.mil)
  - 202-685-3720 (DSN: 325-3720)

- **Walter Reed Army Medical Center**
  - [http://www.wramc.army.mil](http://www.wramc.army.mil)
  - 202-782-3501 (DSN: 662-3501)

## Florida

<table>
<thead>
<tr>
<th>Army Installation</th>
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<tbody>
<tr>
<td>Camp Blanding</td>
<td>Starke</td>
<td>Florida</td>
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</tbody>
</table>

- **Camp Blanding**
  - Starke
  - 904-682-3421 (DSN: 822-3421)

## Georgia

<table>
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<tr>
<th>Army Installation</th>
<th>City</th>
<th>State</th>
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<tbody>
<tr>
<td>Fort Benning</td>
<td>Columbus</td>
<td>Georgia</td>
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<tr>
<td>Fort Gillem</td>
<td>Forest Park</td>
<td>Georgia</td>
</tr>
<tr>
<td>Fort Gordon</td>
<td>Augusta</td>
<td>Georgia</td>
</tr>
<tr>
<td>Fort Stewart/Hunter Army Airfield</td>
<td>Hinesville</td>
<td>Georgia</td>
</tr>
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</table>

- **Fort Benning**
  - 706-545-2011 (DSN: 835-2011)

- **Fort Gillem**
  - [http://www.mcpherson.army.mil/Fort_Gillem.htm](http://www.mcpherson.army.mil/Fort_Gillem.htm)
  - 404-469-5000 (DSN: 797-5000)

- **Fort Gordon**
  - 706-791-0110 (DSN: 780-0110)

- **Fort Stewart/Hunter Army Airfield**
  - 912-767-1411 (DSN: 870-1110)

## Hawaii

<table>
<thead>
<tr>
<th>Army Installation</th>
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<tbody>
<tr>
<td>Fort Shafter</td>
<td>Honolulu</td>
<td>Hawaii</td>
</tr>
<tr>
<td>Schofield Barracks</td>
<td>Honolulu</td>
<td>Hawaii</td>
</tr>
</tbody>
</table>

- **Fort Shafter**
  - 808-449-7110 (DSN: 315-449-7110)

- **Schofield Barracks**
  - [http://www.25idl.army.mil](http://www.25idl.army.mil)
  - 808-449-7110 (DSN: 315-449-7110)
<table>
<thead>
<tr>
<th>State</th>
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<th>Website</th>
<th>Phone/DSN</th>
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<tbody>
<tr>
<td></td>
<td>Fort Campbell</td>
<td>Hopkinsville</td>
<td><a href="http://www.campbell.army.mil/">http://www.campbell.army.mil/</a></td>
<td>270-798-2151 (DSN: 635-1110)</td>
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<tr>
<td>State</td>
<td>Location</td>
<td>Address</td>
<td>Phone number</td>
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<td></td>
</tr>
<tr>
<td>Maine</td>
<td>Camp Keyes</td>
<td>Augusta</td>
<td><a href="http://www.me.ngb.army.mil/">http://www.me.ngb.army.mil/</a> 207-430-2151 (DSN: 626-4519)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fort Detrick</td>
<td>Frederick</td>
<td><a href="http://www.detrick.army.mil/">http://www.detrick.army.mil/</a> 301-619-8000 (DSN: 343-8000)</td>
<td></td>
</tr>
</tbody>
</table>
**Minnesota**

**Camp Ripley**  
Little Falls  
http://www.dma.state.mn.us/cpripley/INDEX.HTM  
320-616-2699 (DSN: 871-3122)

**Mississippi**

**Camp Shelby**  
Hattiesburg  
http://www.ngms.state.ms.us/campshelby/  

**Waterways Experiment Station**  
Vicksburg  
http://www.wes.army.mil/Welcome.html  
601-634-3111 (601) 634-2502

**Missouri**

**Fort Leonard Wood**  
Waynesville  
http://www.wood.army.mil/  
573-563-5034 (DSN: 596-0131)

**Nebraska**

**Camp Ashland**  
Ashland  
http://www.neguard.com/  
402-309-7600 (DSN: 279-7600)

**New Hampshire**

**Cold Regions Research and Engineering Laboratory**  
Hanover  
http://www.crrel.usace.army.mil/  
603-646-4100 (DSN: 220-4100)

**New Jersey**

**Fort Dix**  
Wrightstown  
http://www.dix.army.mil/  
609-562-1011 (DSN: 944-1011)

**Fort Monmouth**  
Long Branch  
https://www2.monmouth.army.mil/usagfmima/sites/local/  
732-532-9000 (DSN: 992-9110)

**Picatinny Arsenal**  
Picatinny  
973-724-4021 (DSN: 880-4021)
### New Mexico

**White Sands Missile Range**  
Las Cruces  
http://www.wsmr.army.mil/  
575-678-2121 (DSN: 258-2121)

### New York

<table>
<thead>
<tr>
<th><strong>Camp Smith</strong></th>
<th><strong>U.S. Military Academy</strong></th>
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<tbody>
<tr>
<td>Cortlandt Manor</td>
<td>West Point</td>
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<tr>
<td><a href="http://www.dmna.state.ny.us-rental/cp-smith.html">http://www.dmna.state.ny.us-rental/cp-smith.html</a></td>
<td><a href="http://www.usma.edu/">http://www.usma.edu/</a></td>
</tr>
<tr>
<td>914-788-7406 (DSN: 489-4500)</td>
<td>845-938-4011 (DSN: 688-1110)</td>
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<table>
<thead>
<tr>
<th><strong>Fort Drum</strong></th>
<th><strong>Watervliet Arsenal</strong></th>
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<tr>
<td>Watertown</td>
<td>Albany</td>
</tr>
<tr>
<td>315-772-6011 (DSN: 772-6011)</td>
<td>518-266-5111 (DSN: 374-5111)</td>
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<tr>
<th><strong>Fort Hamilton</strong></th>
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<tr>
<td>Brooklyn</td>
<td>West Point</td>
</tr>
<tr>
<td>718-630-4101 (DSN: 232-4101)</td>
<td>845-938-4011 (DSN: 688-1110)</td>
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### North Carolina

**Fort Bragg**  
Fayetteville  
http://www.bragg.army.mil/  
910-396-0011 (DSN: 236-0011)

### North Dakota

**Camp G. C. Grafton**  
Devils Lake  
http://www.ngd.army.mil/  
701-333-2000 (DSN: 422-0200)

### Ohio

**Camp Perry**  
Port Clinton  
614-336-7000

### Oklahoma

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<tr>
<th><strong>Camp Gruber</strong></th>
<th><strong>Fort Sill</strong></th>
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<tr>
<td>Muskogee</td>
<td>Lawton</td>
</tr>
<tr>
<td>918-549-6001 (DSN: 628-6001)</td>
<td>580-442-4500 (DSN: 639-8111)</td>
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</table>
McAlester Army Ammunition Plant
McAlester
918-420-6591 (DSN: 956-6591)

Oregon

Umatilla Chemical Depot
Hermiston
541-564-5312

Pennsylvania

Carlisle Barracks
Carlisle
http://carlislebarracks.carlisle.army.mil/sites/local/
717-258-1856 (DSN: 242-3131)

Letterkenny Army Depot
Chambersburg
http://www.letterkenny.army.mil/
717-267-8111 (DSN: 570-8111)

Puerto Rico

Fort Buchanan
San Juan
http://www.buchanan.army.mil/
787-707-3400 (DSN: 740-3400)

South Carolina

Fort Jackson
Columbia
http://www.jackson.army.mil/
803-751-1110 (DSN: 734-1110)

Texas

Biggs Army Airfield
El Paso
https://www.bliss.army.mil/biggs/
915-568-8088 (DSN: 978-8088)

Camp Swift
Bastrop
512-782-7114

Corpus Christi Army Depot
Corpus Christi
http://www.ccad.army.mil/default1.htm
361-961-3627 (DSN: 861-3627)

Fort Bliss
El Paso
http://www.bliss.army.mil/
915-568-2121 (DSN: 978-2121)
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<tbody>
<tr>
<td><strong>Fort Sam Houston</strong></td>
<td>San Antonio</td>
<td><a href="http://www.samhouston.army.mil">http://www.samhouston.army.mil</a></td>
<td>210-221-1211 (DSN: 471-1211)</td>
</tr>
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</table>
West Virginia

Camp Dawson
Kingwood
http://www.wv.ngb.army.mil/dawson/
304-791-4387 (DSN: 623-4387)

Wisconsin

Fort McCoy
Sparta
http://www.mccoy.army.mil/
608-388-2222 (DSN: 280-1110)

Wyoming

Camp Guernsey
Guernsey
https://www.wy.ngb.army.mil/guernsey/
307-836-7786 (DSN: 344-7786)

Overseas

The commercial phone numbers below include, in order:

- the international access code from the United States (011);
- the country code, which must be dialed when calling from overseas;
- the city code (the zero in parenthesis is NOT dialed when calling from outside the country, but is used when calling within the country); and
- the customer phone number.

Belgium

Chievres Air Base
Chievres
http://www.garrisonchievres.eur.army.mil
011-32-(0)68-27-5111 (DSN: 314-371-110)

Supreme Headquarters Allied Powers Europe (SHAPE)
Mons
http://www.nato.int/shape/
011-32-(0)65-44-7111 (DSN: 314-423-7111)

Germany

Army operator for Germany: 011-49-(0)7274-58-113

U.S. Army Garrison Ansbach
http://www.ansbach.army.mil

U.S. Army Garrison Bamberg
http://www.bamberg.army.mil

U.S. Army Garrison Baumholder
http://www.baumholder.army.mil

Combat Maneuver Training Center
Hohenfels
http://www.jmrc.hqjmtc.army.mil/
Chapter 9: Army Installations

Germersheim Army Depot
http://www.bw.eur.army.mil

U.S. Army Garrison Grafenwoehr
http://www.grafenwoehr.army.mil/

U.S. Army Garrison Heidelberg
Heidelberg
http://www.bw.eur.army.mil

Illesheim
http://www.ansbach.army.mil/sites/local/

U.S. Army Garrison Kaiserslautern
http://www.kaiserslautern.army.mil

Landstuhl Regional Medical Center
Landstuhl

Italy

U.S. Army Garrison Livorno
Camp Darby
http://www.usag.livorno.army.mil/
011-39-(0)50-54-7111 (DSN: 633-7111)

Vicenza
http://www.usag.vicenza.army.mil/
011-39-(0)444-71-113 (DSN: 314-634-7113)

Japan

Camp Zama
Tokyo
http://www.usarj.army.mil/
011-81-46-407-4866 (DSN: 263-4866)

Korea

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

U.S. Army Garrison Humphreys
Pyongtaek
http://humphreys.korea.army.mil/

U.S. Army Garrison Daegu
Daegu
http://daegu.korea.army.mil/

U.S. Army Garrison Red Cloud
Uijongbu
http://redcloud.korea.army.mil/

U.S. Army Garrison Yongsan
Seoul
http://yongsan.korea.army.mil/

Kuwait

Camp Buehring
https://campbuehring.army.mil/
The Netherlands

U.S. Army Garrison Schinnen
http://www.usagschinnen.eur.army.mil
011-31-(0)46-443-7199 (DSN: 360-1110)

Qatar

Camp As-Sayliyah
http://www-qa.arcent.army.mil
011-(0)974-460-9869 (DSN: 318-432-2210)
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1LT</td>
<td>First lieutenant</td>
</tr>
<tr>
<td>1SG</td>
<td>First sergeant</td>
</tr>
<tr>
<td>2LT</td>
<td>Second lieutenant</td>
</tr>
<tr>
<td>AA</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>AAC</td>
<td>Army Acquisition Corps</td>
</tr>
<tr>
<td>AAFES</td>
<td>Army and Air Force Exchange Service</td>
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<tr>
<td>AAG</td>
<td>Army Auditor General</td>
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<tr>
<td>AAR</td>
<td>After-action review</td>
</tr>
<tr>
<td>ABCS</td>
<td>Army Battle Command System</td>
</tr>
<tr>
<td>ABN</td>
<td>Airborne</td>
</tr>
<tr>
<td>AC</td>
<td>Active component</td>
</tr>
<tr>
<td>ACR</td>
<td>Armored cavalry regiment</td>
</tr>
<tr>
<td>AC/RC</td>
<td>Active component/reserve component</td>
</tr>
<tr>
<td>ACS</td>
<td>Assistant Chief of Staff; Army Community Service</td>
</tr>
<tr>
<td>ACSIM</td>
<td>Assistant Chief of Staff, Installation Management</td>
</tr>
<tr>
<td>ACTD</td>
<td>Advanced Concept Technology Demonstration</td>
</tr>
<tr>
<td>ACU</td>
<td>Army Combat Uniform</td>
</tr>
<tr>
<td>ACUPAT</td>
<td>Universal Camouflage Pattern</td>
</tr>
<tr>
<td>AD</td>
<td>Armored division; active duty; air defense</td>
</tr>
<tr>
<td>ADA</td>
<td>Air defense artillery</td>
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<tr>
<td>ADDS</td>
<td>Army data distribution system</td>
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<tr>
<td>ADL</td>
<td>Advanced Distributive Learning</td>
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<tr>
<td>AEC</td>
<td>Army Evaluation Center</td>
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<td>AER</td>
<td>Army Emergency Relief</td>
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<tr>
<td>AFAP</td>
<td>Army Family Action Plan; Army Family Advocacy Program</td>
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<tr>
<td>AFATDS</td>
<td>Advanced Field Artillery Tactical Data System</td>
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<tr>
<td>AFRICOM</td>
<td>U.S. Africa Command</td>
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<tr>
<td>AFTB</td>
<td>Army Family Team Building</td>
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<tr>
<td>AIFSN</td>
<td>Army Integrated Family Support Network</td>
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<tr>
<td>AIT</td>
<td>Advanced Individual Training</td>
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<tr>
<td>AL&amp;T</td>
<td>Acquisition, logistics and technology</td>
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<tr>
<td>ALTFCM</td>
<td>Army Long-Term Family Case Management</td>
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<td>AMC</td>
<td>Army Materiel Command</td>
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<tr>
<td>AMD</td>
<td>Air and missile defense</td>
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<tr>
<td>AOR</td>
<td>Area of responsibility</td>
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<tr>
<td>AOT</td>
<td>Assignment-oriented training</td>
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<td>APS</td>
<td>Army prepositioned stocks; afloat prepositioning ships</td>
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<td>AR</td>
<td>Army Regulation</td>
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<td>ARCENT</td>
<td>Army Central Command</td>
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<td>ARFORGEN</td>
<td>Army Force Generation</td>
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<td>ARH</td>
<td>Armed reconnaissance helicopter</td>
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<td>ARNG</td>
<td>Army National Guard</td>
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<td>Universal Camouflage Pattern</td>
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<td>ARSTRAT</td>
<td>Army Strategic Command</td>
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<td>ASA(AL&amp;T)</td>
<td>Assistant Secretary of the Army for Acquisition, Logistics and Technology</td>
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<tr>
<td>ASA(CW)</td>
<td>Assistant Secretary of the Army for Civil Works</td>
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<tr>
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<td>Assistant Secretary of the Army for Financial Management and Comptroller</td>
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<td>Assistant Secretary of the Army for Installations and Environment</td>
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<td>ASA(M&amp;RA)</td>
<td>Assistant Secretary of the Army for Manpower and Reserve Affairs</td>
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<td>ASCC</td>
<td>Army service component command</td>
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<td>ASEF</td>
<td>Army Spouse Employment Partnership</td>
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<td>ASU</td>
<td>Army Service Uniform</td>
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<td>ATEC</td>
<td>Army Test and Evaluation Command</td>
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<td>ATRRS</td>
<td>Army training requirements and resource system</td>
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<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>--------------</td>
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<tr>
<td>AW2</td>
<td>Army Wounded Warrior program</td>
</tr>
<tr>
<td>AWACS</td>
<td>Airborne Warning and Control System</td>
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<tr>
<td>BA</td>
<td>Budget activity</td>
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<tr>
<td>BAH</td>
<td>Basic Allowance for Housing</td>
</tr>
<tr>
<td>BAS</td>
<td>Basic Allowance for Subsistence</td>
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<tr>
<td>BCT</td>
<td>Brigade combat team</td>
</tr>
<tr>
<td>BDA</td>
<td>Battle damage assessment</td>
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<tr>
<td>BDU</td>
<td>Battle Dress Uniform</td>
</tr>
<tr>
<td>BG</td>
<td>Brigadier general (one star)</td>
</tr>
<tr>
<td>BLIN</td>
<td>Budget line item number</td>
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<td>BLOS</td>
<td>Beyond-line-of-sight</td>
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<td>BMD</td>
<td>Ballistic missile defense</td>
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<tr>
<td>BNCOC</td>
<td>Basic NCO Course</td>
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<tr>
<td>BOS</td>
<td>Battlefield operating system</td>
</tr>
<tr>
<td>BOSS</td>
<td>Better Opportunities for Single Soldiers</td>
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<tr>
<td>BRAC</td>
<td>Base realignment and closure</td>
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<tr>
<td>C2</td>
<td>Command and control</td>
</tr>
<tr>
<td>C2I</td>
<td>Command, control and intelligence</td>
</tr>
<tr>
<td>C3</td>
<td>Command, control and communications</td>
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<tr>
<td>C3D2</td>
<td>Camouflage, cover, concealment, deception and denial</td>
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<tr>
<td>C4ISR</td>
<td>Command, control, communications, computers, intelligence, surveillance and reconnaissance</td>
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<td>CA</td>
<td>Civil affairs</td>
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<td>CAB</td>
<td>Combat aviation brigade</td>
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<tr>
<td>CALL</td>
<td>Center for Army Lessons Learned</td>
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<td>CAOC</td>
<td>Combined air operations center</td>
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<tr>
<td>CAR</td>
<td>Chief, Army Reserve</td>
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<tr>
<td>CAS</td>
<td>Close air support</td>
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<tr>
<td>CAS3</td>
<td>Combined Arms and Services Staff School</td>
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<td>CBM</td>
<td>Confidence-building measure</td>
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<td>CBP</td>
<td>(U.S.) Customs and Border Patrol</td>
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<tr>
<td>CBRNE</td>
<td>Chemical, biological, radiological, nuclear or high-yield explosive</td>
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<tr>
<td>CCC</td>
<td>Captains’ career course</td>
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<tr>
<td>CCH</td>
<td>Chief of Chaplains</td>
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<td>CDC</td>
<td>Child development center</td>
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<td>CENTCOM</td>
<td>(U.S.) Central Command</td>
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<tr>
<td>CFC</td>
<td>Combined Forces Command</td>
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<tr>
<td>CFLCC</td>
<td>Coalition forces land component command</td>
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<tr>
<td>CFSC</td>
<td>(U.S. Army) Community and Family Support Center</td>
</tr>
<tr>
<td>CGSC</td>
<td>Command and General Staff College</td>
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<tr>
<td>CGSOC</td>
<td>Command and General Staff Officers Course</td>
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<tr>
<td>CID</td>
<td>(U.S. Army) Criminal Investigation Command</td>
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<tr>
<td>CIO/G-6</td>
<td>Chief Information Officer</td>
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<tr>
<td>CJCS</td>
<td>Chairman, Joint Chiefs of Staff</td>
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<tr>
<td>CJFLCC</td>
<td>Combined joint force land component command</td>
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<tr>
<td>CJOA</td>
<td>Combined Joint Operating Area</td>
</tr>
<tr>
<td>CJTF</td>
<td>Combined joint task force</td>
</tr>
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<td>CLL</td>
<td>Chief, Legislative Liaison</td>
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<td>CLU</td>
<td>Command launch unit</td>
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<tr>
<td>CMO</td>
<td>Civil-military operations</td>
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<td>CMTC</td>
<td>Combat Maneuver Training Center</td>
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<tr>
<td>CNGB</td>
<td>Chief, National Guard Bureau</td>
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<tr>
<td>COAD</td>
<td>Continuation on Active Duty</td>
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<td>COAR</td>
<td>Continuation on Active Reserve</td>
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<tr>
<td>COIN</td>
<td>Counterinsurgency</td>
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<td>COL</td>
<td>Colonel</td>
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<td>COMCAM</td>
<td>Combat camera</td>
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<tr>
<td>COMEUR</td>
<td>Commander, U.S. European Command</td>
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<tr>
<td>CONOPS</td>
<td>Concept of operations</td>
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<tr>
<td>CONUS</td>
<td>Continental United States</td>
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<tr>
<td>COSIS</td>
<td>Care of supplies in storage</td>
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<tr>
<td>COTS</td>
<td>Commercial off the shelf</td>
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<tr>
<td>CPA</td>
<td>Chief, Public Affairs</td>
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<tr>
<td>CPL</td>
<td>Corporal</td>
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<tr>
<td>CPT</td>
<td>Captain</td>
</tr>
<tr>
<td>CSA</td>
<td>Chief of Staff, Army</td>
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<tr>
<td>CSIB</td>
<td>Combat service identification badge</td>
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<tr>
<td>CSM</td>
<td>Command sergeant major</td>
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<tr>
<td>CT</td>
<td>Counterterrorism</td>
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<tr>
<td>CTC</td>
<td>Combat training center</td>
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<tr>
<td>CTG</td>
<td>Command training guidance</td>
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<tr>
<td>CV</td>
<td>Commander’s vehicle</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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</tr>
<tr>
<td>CW2</td>
<td>Chief Warrant Officer 2</td>
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<tr>
<td>CW3</td>
<td>Chief Warrant Officer 3</td>
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<tr>
<td>CW4</td>
<td>Chief Warrant Officer 4</td>
</tr>
<tr>
<td>CW5</td>
<td>Chief Warrant Officer</td>
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<td>DA</td>
<td>Department of the Army</td>
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<tr>
<td>DARPA</td>
<td>Defense Advanced Research Projects Agency</td>
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<tr>
<td>DART</td>
<td>Domestic All-Hazards Response Team</td>
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<tr>
<td>DAS</td>
<td>Director, Army Staff</td>
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<tr>
<td>DCO</td>
<td>Defense Coordinating Officer</td>
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<tr>
<td>DCS</td>
<td>Deputy Chief of Staff</td>
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<tr>
<td>DeCA</td>
<td>Defense Commissary Agency</td>
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<tr>
<td>DEP</td>
<td>Delayed entry program</td>
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<tr>
<td>DHS</td>
<td>Department of Homeland Security</td>
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<tr>
<td>DIA</td>
<td>Defense Intelligence Agency</td>
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<tr>
<td>DISCOM</td>
<td>Division support command</td>
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<tr>
<td>DEERS</td>
<td>Defense Enrollment Eligibility Reporting System</td>
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<td>DFAS</td>
<td>Defense Finance and Accounting Service</td>
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<tr>
<td>DIVARTY</td>
<td>Division artillery</td>
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<tr>
<td>DMZ</td>
<td>Demilitarized zone</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DOTLMS</td>
<td>Doctrine, Organization, Training, Leader Development, Materiel, Soldier</td>
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<tr>
<td>DRU</td>
<td>Direct reporting unit</td>
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<tr>
<td>DS3</td>
<td>Disabled Soldier Support System</td>
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<td>DSCA</td>
<td>Defense Support of Civil Authorities</td>
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<td>DSCS</td>
<td>Defense Satellite Communication System</td>
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<td>DSN</td>
<td>Defense Switched Network</td>
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<td>DSS/OPM</td>
<td>Defense Security Service/Office of Personnel Management</td>
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<td>DTC</td>
<td>(U.S. Army) Developmental Test Command</td>
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<tr>
<td>DUSA</td>
<td>Deputy Under Secretary of the Army</td>
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<tr>
<td>DUSA (OR)</td>
<td>Deputy Under Secretary of the Army for Operations Research</td>
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<tr>
<td>E-1</td>
<td>Private</td>
</tr>
<tr>
<td>E-2</td>
<td>Private (PV2)</td>
</tr>
<tr>
<td>E-3</td>
<td>Private first class (PFC)</td>
</tr>
<tr>
<td>E-4</td>
<td>Specialist (SPC) or corporal (CPL)</td>
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<tr>
<td>E-5</td>
<td>Sergeant (SGT)</td>
</tr>
<tr>
<td>E-6</td>
<td>Staff sergeant (SSG)</td>
</tr>
<tr>
<td>E-7</td>
<td>Sergeant first class (SFC)</td>
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<tr>
<td>E-8</td>
<td>Master sergeant (MSG) or first sergeant (1SG)</td>
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<tr>
<td>E-9</td>
<td>Sergeant major (SGM), command sergeant major (CSM) or Sergeant Major of the Army (SMA)</td>
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<tr>
<td>ECM</td>
<td>Electronic countermeasures</td>
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<tr>
<td>EETAF</td>
<td>Eastern European Task Force</td>
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<tr>
<td>EFMP</td>
<td>Exceptional Family Member</td>
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<tr>
<td>EOD</td>
<td>Explosive ordnance disposal</td>
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<tr>
<td>ER/MP</td>
<td>Extended range/multipurpose</td>
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<tr>
<td>ES2</td>
<td>Every Soldier is a Sensor</td>
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<td>ESB</td>
<td>Enhanced separate brigade</td>
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<tr>
<td>ESV</td>
<td>Engineer squad vehicle</td>
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<td>ETAC</td>
<td>Enlisted tactical air control</td>
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<td>EUCOM</td>
<td>(U.S.) European Command</td>
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<td>Eighth U.S. Army</td>
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<tr>
<td>FA</td>
<td>Field artillery</td>
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<tr>
<td>FAC</td>
<td>Forward air controller</td>
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<td>FCR</td>
<td>Fire control radar</td>
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<td>Future Combat Systems</td>
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<td>Fire direction center</td>
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<td>Field force engineering</td>
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<td>FHIF</td>
<td>Family Housing Improvement Fund</td>
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<td>FHP</td>
<td>Flying hour program</td>
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<td>FHTV</td>
<td>Family of heavy tactical vehicles</td>
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<td>FLO</td>
<td>Army Family Liaison Office</td>
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<td>FM</td>
<td>Field Manual</td>
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<td>FMEAP</td>
<td>Family Member Employment Assistance Program</td>
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<td>FMTV</td>
<td>Family of medium tactical vehicles</td>
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<td>FMWRC</td>
<td>(U.S. Army) Family and Morale, Welfare and Recreation Command</td>
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<td>FO</td>
<td>Forward observer</td>
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<td>FORSCOM</td>
<td>(U.S. Army) Forces Command</td>
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<td>FoS</td>
<td>Family of systems</td>
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<tr>
<td>FR</td>
<td>Flame-resistant</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
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<tr>
<td>FR ACU</td>
<td>Flame-resistant Army Combat Uniform</td>
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<td>FRG</td>
<td>Family Readiness Group</td>
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<td>FRS</td>
<td>Forward repair system</td>
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<td>FSA</td>
<td>Force structure allowance</td>
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<td>FSC</td>
<td>First Sergeants’ Course</td>
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<td>FSV</td>
<td>Fire support vehicle</td>
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<td>FUDS</td>
<td>Formerly used defense sites</td>
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<td>FWC</td>
<td>Future Warfare Center</td>
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<td>G-1</td>
<td>Personnel (Army Staff)</td>
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<td>G-2</td>
<td>Intelligence (Army Staff)</td>
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<tr>
<td>G-3/5/7</td>
<td>Operations and Plans (Army Staff)</td>
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<td>G-6</td>
<td>Information (Army Staff)</td>
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<td>G-8</td>
<td>Programming, Materiel Integration and Management (Army Staff)</td>
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<tr>
<td>GBI</td>
<td>Ground-based interceptor</td>
</tr>
<tr>
<td>GC</td>
<td>General Counsel</td>
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<tr>
<td>GCCS-A</td>
<td>Global Command and Control System-Army</td>
</tr>
<tr>
<td>GEN</td>
<td>General (four stars)</td>
</tr>
<tr>
<td>GFAC</td>
<td>Ground forward air controller</td>
</tr>
<tr>
<td>GFAP</td>
<td>General Framework Agreement for Peace (Dayton Accord)</td>
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<tr>
<td>GFE</td>
<td>Government-furnished equipment</td>
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<td>GIG</td>
<td>Global information grid</td>
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<tr>
<td>GMD</td>
<td>Ground-based midcourse defense</td>
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<td>GMLRS</td>
<td>Guided multiple launch rocket system</td>
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<tr>
<td>GMV</td>
<td>Ground mobility vehicle</td>
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<tr>
<td>GNEC</td>
<td>Global Network Enterprise Construct</td>
</tr>
<tr>
<td>GOTS</td>
<td>Government off the shelf</td>
</tr>
<tr>
<td>GS</td>
<td>General Service</td>
</tr>
<tr>
<td>GTMO</td>
<td>Joint Task Force Guantánamo</td>
</tr>
<tr>
<td>GWOT</td>
<td>Global War on Terrorism</td>
</tr>
<tr>
<td>HA</td>
<td>Humanitarian assistance</td>
</tr>
<tr>
<td>HE</td>
<td>High explosive</td>
</tr>
<tr>
<td>HELSTF</td>
<td>High Energy Laser Systems Test Facility</td>
</tr>
<tr>
<td>HEMTT</td>
<td>Heavy expanded mobility tactical truck</td>
</tr>
<tr>
<td>HLS</td>
<td>Homeland security</td>
</tr>
<tr>
<td>HMMWV</td>
<td>High-mobility multipurpose wheeled vehicle (Humvee)</td>
</tr>
<tr>
<td>HQDA</td>
<td>Headquarters, Department of the Army</td>
</tr>
<tr>
<td>HOA</td>
<td>Horn of Africa</td>
</tr>
<tr>
<td>HRAP</td>
<td>Hometown Recruiter Assistance Program</td>
</tr>
<tr>
<td>HRC</td>
<td>Human Resources Command</td>
</tr>
<tr>
<td>HST</td>
<td>Home-station training</td>
</tr>
<tr>
<td>HUMINT</td>
<td>Human intelligence</td>
</tr>
<tr>
<td>ICS</td>
<td>Integrated computer system</td>
</tr>
<tr>
<td>ICV</td>
<td>Infantry carrier vehicle</td>
</tr>
<tr>
<td>ID</td>
<td>Infantry division; identification</td>
</tr>
<tr>
<td>IED</td>
<td>Improvised explosive device</td>
</tr>
<tr>
<td>IET</td>
<td>Initial entry training</td>
</tr>
<tr>
<td>IF</td>
<td>Indirect fires</td>
</tr>
<tr>
<td>IFOR</td>
<td>Implementation Force</td>
</tr>
<tr>
<td>IG</td>
<td>Inspector General</td>
</tr>
<tr>
<td>ILE</td>
<td>Intermediate-level education</td>
</tr>
<tr>
<td>IMA</td>
<td>Individual mobilization augmentee</td>
</tr>
<tr>
<td>IMCOM</td>
<td>(U.S. Army) Installation Management Command</td>
</tr>
<tr>
<td>ING</td>
<td>Inactive National Guard</td>
</tr>
<tr>
<td>INSOM</td>
<td>(U.S. Army) Intelligence and Security Command</td>
</tr>
<tr>
<td>IO</td>
<td>Information officer; information operations</td>
</tr>
<tr>
<td>IOC</td>
<td>Initial operational capability</td>
</tr>
<tr>
<td>IR</td>
<td>Infrared</td>
</tr>
<tr>
<td>IRR</td>
<td>Individual Ready Reserve</td>
</tr>
<tr>
<td>IRR</td>
<td>Individual Ready Reserve</td>
</tr>
<tr>
<td>ISAF</td>
<td>International Security Assistance Force</td>
</tr>
<tr>
<td>ISR</td>
<td>Intelligence, surveillance and reconnaissance</td>
</tr>
<tr>
<td>IT</td>
<td>Information technology</td>
</tr>
<tr>
<td>J-1</td>
<td>Manpower and Personnel (Joint Staff)</td>
</tr>
<tr>
<td>J-2</td>
<td>Intelligence (Joint Staff)</td>
</tr>
<tr>
<td>J-3</td>
<td>Operations (Joint Staff)</td>
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<td>J-4</td>
<td>Logistics (Joint Staff)</td>
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<td>J-5</td>
<td>Strategic Plans and Policy (Joint Staff)</td>
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<tr>
<td>J-6</td>
<td>Command, Control, Communications and Computer Systems (Joint Staff)</td>
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<tr>
<td>J-7</td>
<td>Operational Plans and Interoperability (Joint Staff)</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Definition</td>
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<tr>
<td>--------------</td>
<td>---------------------------------------------------------------------------</td>
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<tr>
<td>J-8</td>
<td>Force Structure, Resources and Assessment (Joint Staff)</td>
</tr>
<tr>
<td>JAG</td>
<td>Judge Advocate General</td>
</tr>
<tr>
<td>JAGC</td>
<td>Joint air ground center</td>
</tr>
<tr>
<td>JCIDS</td>
<td>Joint capabilities integration development system</td>
</tr>
<tr>
<td>JCS</td>
<td>Joint Chiefs of Staff</td>
</tr>
<tr>
<td>JFCOM</td>
<td>(U.S.) Joint Forces Command</td>
</tr>
<tr>
<td>JFHQ</td>
<td>Joint force headquarters</td>
</tr>
<tr>
<td>JFLCC</td>
<td>Joint force land-component command</td>
</tr>
<tr>
<td>JMD</td>
<td>Joint manning document</td>
</tr>
<tr>
<td>JNTC</td>
<td>Joint national training capability</td>
</tr>
<tr>
<td>JPO</td>
<td>Joint program office</td>
</tr>
<tr>
<td>JOC</td>
<td>Joint observer controller</td>
</tr>
<tr>
<td>JROC</td>
<td>Joint Requirements Oversight Council</td>
</tr>
<tr>
<td>JRTC</td>
<td>Joint Readiness Training Center</td>
</tr>
<tr>
<td>JSOTF</td>
<td>Joint special operations task force</td>
</tr>
<tr>
<td>JSTARS</td>
<td>Joint Surveillance Target Attack Radar System</td>
</tr>
<tr>
<td>JTAGS</td>
<td>Joint Tactical Ground Station</td>
</tr>
<tr>
<td>JTF</td>
<td>Joint task force</td>
</tr>
<tr>
<td>JTF-CS</td>
<td>Joint Task Force-Civil Support</td>
</tr>
<tr>
<td>JTF-HD</td>
<td>Joint Task Force Homeland Defense</td>
</tr>
<tr>
<td>JTRS-GMR</td>
<td>Joint tactical radio system ground mobile radio</td>
</tr>
<tr>
<td>JWO</td>
<td>Joint warfare officer</td>
</tr>
<tr>
<td>KIA</td>
<td>Killed in action</td>
</tr>
<tr>
<td>KFOR</td>
<td>Kosovo Force</td>
</tr>
<tr>
<td>LAW</td>
<td>Light antitank weapon</td>
</tr>
<tr>
<td>LCC</td>
<td>Land component commander</td>
</tr>
<tr>
<td>LHS</td>
<td>Load-handling system</td>
</tr>
<tr>
<td>LIC</td>
<td>Low-intensity conflict</td>
</tr>
<tr>
<td>LMTV</td>
<td>Light medium tactical vehicle</td>
</tr>
<tr>
<td>LOC</td>
<td>Lines of communication</td>
</tr>
<tr>
<td>LT</td>
<td>Lieutenant</td>
</tr>
<tr>
<td>LTC</td>
<td>Lieutenant colonel</td>
</tr>
<tr>
<td>LTG</td>
<td>Lieutenant general (three stars)</td>
</tr>
<tr>
<td>LUH</td>
<td>Light utility helicopter</td>
</tr>
<tr>
<td>MACOM</td>
<td>Major Army command</td>
</tr>
<tr>
<td>MAJ</td>
<td>Major</td>
</tr>
<tr>
<td>MAV</td>
<td>Micro-air vehicle</td>
</tr>
<tr>
<td>MC</td>
<td>Mortar carrier</td>
</tr>
<tr>
<td>MCO</td>
<td>Major combat operation</td>
</tr>
<tr>
<td>MCS</td>
<td>Maneuver control system</td>
</tr>
<tr>
<td>MDMP</td>
<td>Military decision making process</td>
</tr>
<tr>
<td>MDW</td>
<td>Military District of Washington</td>
</tr>
<tr>
<td>MEADS</td>
<td>Medium extended air defense system</td>
</tr>
<tr>
<td>MEDCOM</td>
<td>(U.S. Army) Medical Command</td>
</tr>
<tr>
<td>MEDRETE</td>
<td>Medical Readiness Training Exercise</td>
</tr>
<tr>
<td>METL</td>
<td>Mission-essential task list</td>
</tr>
<tr>
<td>METT-TC</td>
<td>Mission, enemy, terrain and weather, time, troops available and civilian</td>
</tr>
<tr>
<td>MEV</td>
<td>Medical evacuation vehicle</td>
</tr>
<tr>
<td>MFO</td>
<td>Multinational Force and Observers</td>
</tr>
<tr>
<td>MFOM</td>
<td>MLRS family of munitions</td>
</tr>
<tr>
<td>MG</td>
<td>Major general (two stars)</td>
</tr>
<tr>
<td>MGS</td>
<td>Mobile gun system</td>
</tr>
<tr>
<td>MI</td>
<td>Military Intelligence</td>
</tr>
<tr>
<td>MIA</td>
<td>Missing in action</td>
</tr>
<tr>
<td>MILCON</td>
<td>Military construction</td>
</tr>
<tr>
<td>MILPER</td>
<td>Military personnel</td>
</tr>
<tr>
<td>MILSTAR</td>
<td>Military strategic/tactical relay</td>
</tr>
<tr>
<td>MLRS</td>
<td>Multiple launch rocket system</td>
</tr>
<tr>
<td>MNTF(E)</td>
<td>Multinational Task Force East</td>
</tr>
<tr>
<td>MOOTW</td>
<td>Military operations other than war</td>
</tr>
<tr>
<td>MOS</td>
<td>Military Occupational Specialty</td>
</tr>
<tr>
<td>MOT&amp;E</td>
<td>Multiservice operational test and evaluation</td>
</tr>
<tr>
<td>MOUT</td>
<td>Military operations in urban terrain</td>
</tr>
<tr>
<td>MP</td>
<td>Military Police</td>
</tr>
<tr>
<td>MQS</td>
<td>Military Qualification Standards</td>
</tr>
<tr>
<td>MRAP</td>
<td>Mine-resistant ambush protected</td>
</tr>
<tr>
<td>MRE</td>
<td>Meal ready to eat; mission rehearsal exercise</td>
</tr>
<tr>
<td>MSG</td>
<td>Master sergeant</td>
</tr>
<tr>
<td>MTOE</td>
<td>Modified Table of Organization and Equipment</td>
</tr>
<tr>
<td>MTP</td>
<td>Mission training plan</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
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<td>--------------</td>
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</tr>
<tr>
<td>MTS</td>
<td>Movement tracking system</td>
</tr>
<tr>
<td>MTV</td>
<td>Medium tactical vehicle</td>
</tr>
<tr>
<td>MTW</td>
<td>Major theater of war</td>
</tr>
<tr>
<td>MWR</td>
<td>Morale, Welfare and Recreation</td>
</tr>
<tr>
<td>MY</td>
<td>Man year</td>
</tr>
<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
</tr>
<tr>
<td>NBC</td>
<td>Nuclear, biological and chemical</td>
</tr>
<tr>
<td>NBCRV</td>
<td>NBC reconnaissance vehicle</td>
</tr>
<tr>
<td>NCO</td>
<td>Noncommissioned officer</td>
</tr>
<tr>
<td>NCOES</td>
<td>Noncommissioned Officer Education System</td>
</tr>
<tr>
<td>NEO</td>
<td>Noncombatant evacuation operation</td>
</tr>
<tr>
<td>NETCOM/9thSC(A)</td>
<td>Network Enterprise Technology Command/9th Signal Command (Army)</td>
</tr>
<tr>
<td>NGB</td>
<td>National Guard Bureau</td>
</tr>
<tr>
<td>NGO</td>
<td>Nongovernmental organization</td>
</tr>
<tr>
<td>NLOS-LS</td>
<td>Non-line-of-sight launch system</td>
</tr>
<tr>
<td>NMD</td>
<td>National missile defense</td>
</tr>
<tr>
<td>NMS</td>
<td>National Military Strategy</td>
</tr>
<tr>
<td>NRO</td>
<td>National Reconnaissance Office</td>
</tr>
<tr>
<td>NSA</td>
<td>National Security Agency</td>
</tr>
<tr>
<td>NSC</td>
<td>Network Service Centers</td>
</tr>
<tr>
<td>NSPS</td>
<td>National Security Personnel System</td>
</tr>
<tr>
<td>NTC</td>
<td>National Training Center</td>
</tr>
<tr>
<td>NVG</td>
<td>Night-vision goggle</td>
</tr>
<tr>
<td>O-1</td>
<td>Second lieutenant (2LT)</td>
</tr>
<tr>
<td>O-2</td>
<td>First lieutenant (1LT)</td>
</tr>
<tr>
<td>O-3</td>
<td>Captain (CPT)</td>
</tr>
<tr>
<td>O-4</td>
<td>Major (MAJ)</td>
</tr>
<tr>
<td>O-5</td>
<td>Lieutenant colonel (LTC)</td>
</tr>
<tr>
<td>O-6</td>
<td>Colonel (COL)</td>
</tr>
<tr>
<td>O-7</td>
<td>Brigadier general (BG)</td>
</tr>
<tr>
<td>O-8</td>
<td>Major general (MG)</td>
</tr>
<tr>
<td>O-9</td>
<td>Lieutenant general (LTG)</td>
</tr>
<tr>
<td>O-10</td>
<td>General (GEN)</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operation and maintenance</td>
</tr>
<tr>
<td>OAC</td>
<td>Officer advanced course</td>
</tr>
<tr>
<td>OAS</td>
<td>Organization of American States; officer accession students</td>
</tr>
<tr>
<td>OCAR</td>
<td>Office of the Chief, Army Reserve</td>
</tr>
<tr>
<td>OCO</td>
<td>Overseas contingency operations</td>
</tr>
<tr>
<td>OCONUS</td>
<td>Outside the continental United States</td>
</tr>
<tr>
<td>OCS</td>
<td>Officer Candidate School</td>
</tr>
<tr>
<td>OEF</td>
<td>Operation Enduring Freedom</td>
</tr>
<tr>
<td>OES</td>
<td>Officer Education System</td>
</tr>
<tr>
<td>OIF</td>
<td>Operation Iraqi Freedom</td>
</tr>
<tr>
<td>OJE</td>
<td>Operation Joint Endeavor</td>
</tr>
<tr>
<td>OJT</td>
<td>On-the-job training</td>
</tr>
<tr>
<td>OMB</td>
<td>Office of Management and Budget</td>
</tr>
<tr>
<td>OP</td>
<td>Observation post</td>
</tr>
<tr>
<td>OPFOR</td>
<td>Opposing force</td>
</tr>
<tr>
<td>OPMS</td>
<td>Officer Personnel Management System</td>
</tr>
<tr>
<td>OPTEC</td>
<td>Operational Test and Evaluation Command</td>
</tr>
<tr>
<td>OPTEMPO</td>
<td>Operating tempo</td>
</tr>
<tr>
<td>OR</td>
<td>Operational readiness</td>
</tr>
<tr>
<td>OSD</td>
<td>Office of the Secretary of Defense</td>
</tr>
<tr>
<td>OSINT</td>
<td>Open source intelligence</td>
</tr>
<tr>
<td>OTC</td>
<td>(U.S. Army) Operational Test Command</td>
</tr>
<tr>
<td>OTRA</td>
<td>Other than Regular Army</td>
</tr>
<tr>
<td>OUR</td>
<td>Operation Unified Response</td>
</tr>
<tr>
<td>PACOM</td>
<td>(U.S.) Pacific Command</td>
</tr>
<tr>
<td>PAO</td>
<td>Public affairs officer</td>
</tr>
<tr>
<td>PCS</td>
<td>Permanent change of station</td>
</tr>
<tr>
<td>PDOS</td>
<td>Professional Development of Officers Study</td>
</tr>
<tr>
<td>PDW</td>
<td>Personal defense weapon</td>
</tr>
<tr>
<td>PEO</td>
<td>Program Executive Office</td>
</tr>
<tr>
<td>PFC</td>
<td>Private first class</td>
</tr>
<tr>
<td>PGM</td>
<td>Precision-guided munitions</td>
</tr>
<tr>
<td>PGMM</td>
<td>Precision-guided mortar munitions</td>
</tr>
<tr>
<td>PKO</td>
<td>Peacekeeping operation</td>
</tr>
<tr>
<td>PKSOI</td>
<td>U.S. Army Peacekeeping and Stability Operations Institute</td>
</tr>
<tr>
<td>PLDC</td>
<td>Primary leadership development course</td>
</tr>
<tr>
<td>PME</td>
<td>Professional military education</td>
</tr>
<tr>
<td>POI</td>
<td>Program of instruction</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
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</tr>
<tr>
<td>POW</td>
<td>Prisoner of war</td>
</tr>
<tr>
<td>PPB</td>
<td>Planning, programming and budgeting</td>
</tr>
<tr>
<td>PSO</td>
<td>Peace support operations</td>
</tr>
<tr>
<td>PSYOP</td>
<td>Psychological operations</td>
</tr>
<tr>
<td>PV2</td>
<td>Private (E-2)</td>
</tr>
<tr>
<td>PVT</td>
<td>Private (E-1)</td>
</tr>
<tr>
<td>QDR</td>
<td>Quadrennial Defense Review</td>
</tr>
<tr>
<td>R</td>
<td>Refuel and rearm</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and development</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Rest and recuperation; resource and referral</td>
</tr>
<tr>
<td>RC</td>
<td>Reserve component</td>
</tr>
<tr>
<td>RDA</td>
<td>Research, development and acquisition</td>
</tr>
<tr>
<td>RDT&amp;E</td>
<td>Research, development, test and evaluation</td>
</tr>
<tr>
<td>RFF</td>
<td>Request for forces</td>
</tr>
<tr>
<td>RFI</td>
<td>Rapid Fielding Initiative</td>
</tr>
<tr>
<td>ROE</td>
<td>Rules of engagement</td>
</tr>
<tr>
<td>ROK</td>
<td>Republic of Korea (South Korea)</td>
</tr>
<tr>
<td>ROTC</td>
<td>Reserve Officer Training Corps</td>
</tr>
<tr>
<td>RPG</td>
<td>Rocket-propelled grenade</td>
</tr>
<tr>
<td>RSOI</td>
<td>Reception, staging, onward movement and integration</td>
</tr>
<tr>
<td>RSTA</td>
<td>Reconnaissance, surveillance and target acquisition</td>
</tr>
<tr>
<td>RV</td>
<td>Reconnaissance vehicle</td>
</tr>
<tr>
<td>S&amp;T</td>
<td>Science and technology</td>
</tr>
<tr>
<td>SA</td>
<td>Secretary of the Army; situational awareness</td>
</tr>
<tr>
<td>SABDU</td>
<td>Small and Disadvantaged Business Utilization Office</td>
</tr>
<tr>
<td>SAMS</td>
<td>School for Advanced Military Studies</td>
</tr>
<tr>
<td>SAR</td>
<td>Search and rescue</td>
</tr>
<tr>
<td>SASO</td>
<td>Stability and support operation (see SASO)</td>
</tr>
<tr>
<td>SAW</td>
<td>Squad automatic weapon; Senior Army workforce</td>
</tr>
<tr>
<td>SBCT</td>
<td>Stryker Brigade Combat Team</td>
</tr>
<tr>
<td>SDDC</td>
<td>(U.S. Army) Surface Deployment and Distribution Command</td>
</tr>
<tr>
<td>SEP</td>
<td>Safety enhancement program</td>
</tr>
<tr>
<td>SETAF</td>
<td>Southern European Task Force</td>
</tr>
<tr>
<td>SF</td>
<td>Special Forces</td>
</tr>
<tr>
<td>SFAC</td>
<td>Soldier and Family Assistance Center</td>
</tr>
<tr>
<td>SFC</td>
<td>Sergeant first class</td>
</tr>
<tr>
<td>SFOR</td>
<td>Stabilization Force</td>
</tr>
<tr>
<td>SGLI</td>
<td>Servicemembers’ Group Life Insurance</td>
</tr>
<tr>
<td>SGM</td>
<td>Sergeant major</td>
</tr>
<tr>
<td>SGT</td>
<td>Sergeant</td>
</tr>
<tr>
<td>SIMEX</td>
<td>Simulation exercise</td>
</tr>
<tr>
<td>SMA</td>
<td>Sergeant Major of the Army</td>
</tr>
<tr>
<td>SMDC</td>
<td>(U.S. Army) Space and Missile Defense Command</td>
</tr>
<tr>
<td>SMI</td>
<td>Soldier-machine interface</td>
</tr>
<tr>
<td>SNS</td>
<td>Sniper night sight</td>
</tr>
<tr>
<td>SOA</td>
<td>Special operations aviation</td>
</tr>
<tr>
<td>SOAR</td>
<td>Special operations aviation regiment</td>
</tr>
<tr>
<td>SOF</td>
<td>Special operations forces</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard operating procedure</td>
</tr>
<tr>
<td>SoSCOE</td>
<td>System-of-systems common operating environment</td>
</tr>
<tr>
<td>SOSO</td>
<td>Stability operation and support operation (see SASO)</td>
</tr>
<tr>
<td>SPC</td>
<td>Specialist</td>
</tr>
<tr>
<td>SRM</td>
<td>Sustainment, restoration and modernization</td>
</tr>
<tr>
<td>SRP</td>
<td>Soldier readiness processing</td>
</tr>
<tr>
<td>SSC</td>
<td>Small-scale contingency</td>
</tr>
<tr>
<td>SSD</td>
<td>System development and demonstration</td>
</tr>
<tr>
<td>SSG</td>
<td>Staff sergeant</td>
</tr>
<tr>
<td>STX</td>
<td>Situational training exercises</td>
</tr>
<tr>
<td>TACMS</td>
<td>Tactical missile system</td>
</tr>
<tr>
<td>TADS</td>
<td>Tactical air defense system; target acquisition designation sight</td>
</tr>
<tr>
<td>TAPS</td>
<td>Tragedy Assistance Program for Survivors</td>
</tr>
<tr>
<td>TASS</td>
<td>Total Army School System</td>
</tr>
<tr>
<td>TC</td>
<td>Technical center</td>
</tr>
<tr>
<td>TDA</td>
<td>Table of Distribution and Allowances</td>
</tr>
<tr>
<td>TDY</td>
<td>Temporary duty</td>
</tr>
<tr>
<td>TF</td>
<td>Task force</td>
</tr>
<tr>
<td>TFE</td>
<td>Task Force Eagle</td>
</tr>
<tr>
<td>TIG</td>
<td>The Inspector General</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>TIMC</td>
<td>Technical Interoperability and Matrix Center</td>
</tr>
<tr>
<td>TJAG</td>
<td>The Judge Advocate General</td>
</tr>
<tr>
<td>TMD</td>
<td>Theater missile defense</td>
</tr>
<tr>
<td>TOA</td>
<td>Transfer of authority; Total Obligational Authority</td>
</tr>
<tr>
<td>TOC</td>
<td>Tactical operations center</td>
</tr>
<tr>
<td>TOE</td>
<td>Table of Organization and Equipment</td>
</tr>
<tr>
<td>TOT</td>
<td>Time on target</td>
</tr>
<tr>
<td>TP</td>
<td>Target practice</td>
</tr>
<tr>
<td>TPU</td>
<td>Troop program unit</td>
</tr>
<tr>
<td>TRADOC</td>
<td>(U.S. Army) Training and Doctrine Command</td>
</tr>
<tr>
<td>TRC</td>
<td>Training readiness code</td>
</tr>
<tr>
<td>TRICARE</td>
<td>Department of Defense triple-option health care program</td>
</tr>
<tr>
<td>TSC</td>
<td>Theater Security Cooperation</td>
</tr>
<tr>
<td>TSG</td>
<td>The Surgeon General</td>
</tr>
<tr>
<td>TSGLI</td>
<td>Traumatic Servicemembers’ Group Life Insurance</td>
</tr>
<tr>
<td>TSM GMD</td>
<td>TRADOC System Manager Ground-based Midcourse Defense</td>
</tr>
<tr>
<td>TTHS</td>
<td>Trainees, transients, holdees and students</td>
</tr>
<tr>
<td>TTP</td>
<td>Tactics, techniques and procedures</td>
</tr>
<tr>
<td>TUAV</td>
<td>Tactical unmanned aerial vehicle</td>
</tr>
<tr>
<td>UA</td>
<td>Unit of action</td>
</tr>
<tr>
<td>UAS</td>
<td>Unmanned aircraft system</td>
</tr>
<tr>
<td>UAV</td>
<td>Unmanned aerial vehicle</td>
</tr>
<tr>
<td>UCAR</td>
<td>Unmanned combat armed rotorcraft</td>
</tr>
<tr>
<td>UCMJ</td>
<td>Uniform Code of Military Justice</td>
</tr>
<tr>
<td>UCP</td>
<td>Universal Camouflage Pattern</td>
</tr>
<tr>
<td>UE</td>
<td>Unit of employment</td>
</tr>
<tr>
<td>UGV</td>
<td>Unmanned ground vehicle</td>
</tr>
<tr>
<td>UIC</td>
<td>Unit identification code</td>
</tr>
<tr>
<td>UID</td>
<td>Unique identification</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNC</td>
<td>United Nations Command</td>
</tr>
<tr>
<td>USA</td>
<td>U.S. Army</td>
</tr>
<tr>
<td>USAAC</td>
<td>U.S. Army Accessions Command</td>
</tr>
<tr>
<td>USAASC</td>
<td>U.S. Army Acquisition Support Center</td>
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<tr>
<td>USACAPOC</td>
<td>U.S. Army Civil Affairs and Psychological Operations Command</td>
</tr>
<tr>
<td>USACE</td>
<td>U.S. Army Corps of Engineers</td>
</tr>
<tr>
<td>USAID</td>
<td>U.S. Agency for International Development</td>
</tr>
<tr>
<td>USARAF</td>
<td>U.S. Army Africa</td>
</tr>
<tr>
<td>USARC</td>
<td>U.S. Army Reserve Command</td>
</tr>
<tr>
<td>USARCENT</td>
<td>U.S. Army Central/Third Army</td>
</tr>
<tr>
<td>USAREUR</td>
<td>U.S. Army Europe</td>
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<tr>
<td>USARJ</td>
<td>U.S. Army Japan</td>
</tr>
<tr>
<td>USARNORTH</td>
<td>U.S. Army North/Fifth Army</td>
</tr>
<tr>
<td>USARPAC</td>
<td>U.S. Army Pacific</td>
</tr>
<tr>
<td>USARSO</td>
<td>U.S. Army South/Sixth Army</td>
</tr>
<tr>
<td>USASMA</td>
<td>U.S. Army Sergeants Major</td>
</tr>
<tr>
<td>USASOC</td>
<td>U.S. Army Special Operations Command</td>
</tr>
<tr>
<td>USC</td>
<td>U.S. Code</td>
</tr>
<tr>
<td>USCENTCOM</td>
<td>U.S. Central Command</td>
</tr>
<tr>
<td>USEUCOM</td>
<td>U.S. European Command</td>
</tr>
<tr>
<td>USFJ</td>
<td>U.S. Forces Japan</td>
</tr>
<tr>
<td>USFK</td>
<td>U.S. Forces Korea</td>
</tr>
<tr>
<td>USMA</td>
<td>U.S. Military Academy</td>
</tr>
<tr>
<td>USNORTHCOM</td>
<td>U.S. Northern Command</td>
</tr>
<tr>
<td>USPACOM</td>
<td>U.S. Pacific Command</td>
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<tr>
<td>USSOCOM</td>
<td>U.S. Special Operations Command</td>
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<tr>
<td>USSOUTHCOM</td>
<td>U.S. Southern Command</td>
</tr>
<tr>
<td>USTRANSCOM</td>
<td>U.S. Transportation Command</td>
</tr>
<tr>
<td>UW</td>
<td>Unconventional warfare</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Affairs</td>
</tr>
<tr>
<td>VCSA</td>
<td>Vice Chief of Staff, Army</td>
</tr>
<tr>
<td>vFRG</td>
<td>Virtual Family Readiness Group</td>
</tr>
<tr>
<td>WMD</td>
<td>Weapons of mass destruction</td>
</tr>
<tr>
<td>WO</td>
<td>Warrant officer</td>
</tr>
<tr>
<td>WTCV</td>
<td>Weapons and tracked combat vehicles</td>
</tr>
<tr>
<td>WTU</td>
<td>Warrior Transition Unit</td>
</tr>
<tr>
<td>YTG</td>
<td>Yearly training guidance</td>
</tr>
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</table>

Profile of the U.S. Army 2010
U.S. Army Combat Corps and Divisions

As of March 2010
U.S. Army National Guard Divisions and Brigade Combat Teams

As of March 2010

Division Headquarters
Infantry Brigade Combat Team
Heavy Brigade Combat Team
Cavalry Brigade Combat Team
U.S. Army Reserve Operational and Functional Commands

As of March 2010

1. 1st Mission Support Command
   Fort Buchanan, PR
2. 3d Medical Command
   Fort Gillem, GA
3. 4th Expeditionary Support Command
   San Antonio, TX
4. 7th Civil Support Command
   Schwaningen, Germany
5. 9th Mission Support Command
   Hondo, TX
6. 11th Theater Aviation Command
   Fort Knox, KY
7. 63d Regional Support Command
   Moffett Field, CA
8. 70th Training Division (Functional Training)
   Fort Knox, KY
9. 75th Training Division (Battle Command)
   Ellington Field, TX
10. 78th Training Command (Operations)
    Fort Dix, NJ
11. 79th Sustainment Support Command
    Fort Knox, KY
12. 80th Training Command (Total Army School System)
    Richmond, VA
13. 81st Regional Support Command
    Fort Jackson, SC
14. 84th Training Command (Leader Readiness)
    Fort Knox, KY
15. 85th U.S. Army Reserve Support Command (West)
    Arlington Heights, IL
16. 86th Training Brigade (Operations)*
    Fort McCoy, WI
17. 87th U.S. Army Reserve Support Command (East)
    Birmingham, AL
18. 88th Regional Support Command
    Fort McCoy, WI
19. 91st Training Brigade (Operations)
    Fort Sill, OK
20. 94th Training Division (Force Sustainment)
    Fort Lee, VA
21. 95th Training Division (Initial Entry Training)
    Oklahoma City, OK
22. 98th Training Division (Initial Entry Training)
    Rochester, NY
23. 99th Regional Support Command
    Fort Dix, NJ
24. 100th Training Division (Operational Support)
    Louisville, KY
25. 102d Training Division (Maneuver Support)
    Fort Lewis, WA
26. 103d Expeditionary Support Command
    Danville, VA
27. 104th Training Division (Leader Training)
    Naples MAC/AF (Joint Base)
28. 108th Training Command
    Fort Buchanan, PR
29. 111th Signal Command (Theater)
    Fort Shafter, HI
30. 116th Expeditionary Support Command
    Fort McCoy, WI
31. 117th Training Command
    Fort Shafter, HI
32. 119th Training Command
    Fort Costulla, NM
33. 335th Signal Command (Theater)
    East Point, GA
34. 364th Expeditionary Sustainment Command
    Salt Lake City, UT
35. 377th Theater Support Command
    New Orleans, LA
36. 412th Theater Engineer Command
    Vicksburg, MS
37. 416th Theater Engineer Command
    Dayton, OH
38. 451st Expeditionary Sustainment Command**
    Wash., DC
39. 807th Medical Command
    Salt Lake City, UT
40. Army Reserve Support Command
    Birmingham, AL
41. Army Reserve Medical Command
    Flint, MI
42. Deployment Support Command
    Birmingham, AL
43. Military Intelligence Readiness Command
    Fort Belvoir, VA
44. U.S. Army Civil Affairs and Psychological Operations Command
    Fort Bragg, NC
45. U.S. Army Reserve Joint Special Troops Support Command
    Salt Lake City, UT
46. U.S. Army Reserve Support Command
    Fort Sam Houston, TX
47. U.S. Army Reserve Support Command
    Fort Jackson, SC
48. U.S. Army Reserve Support Command
    Fort McPherson, GA
49. U.S. Army Reserve Support Command
    Fort Bliss, TX
50. U.S. Army Reserve Support Command
    Fort Hood, TX

* Will be activated FY 2010
** Will be activated FY 2011