

# Department of the Army Historical Summary

Fiscal Year 2018



*CENTER OF MILITARY HISTORY  
UNITED STATES ARMY  
WASHINGTON, D.C.*



# Department of the Army Historical Summary Fiscal Year 2018

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Cover: *A soldier assigned to Headquarters and Headquarters Company, 3d Battalion, 187th Infantry Regiment, 3d Brigade Combat Team, 101st Airborne Division, launches an RQ-11 Raven during a platoon live fire exercise at Fort Campbell, Kentucky, 25 January 2018.*  
(U.S. Army Photo by Capt. Justin Wright)

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DEPARTMENT OF THE ARMY  
HISTORICAL SUMMARY

FISCAL YEAR 2018



# 1

## Introduction

The Army entered fiscal year (FY) 2018 operating on a continuing resolution instead of an approved National Defense Authorization Act. Nevertheless, the service continued working toward a force with the characteristics necessary for success in an increasingly uncertain and complex security environment, one that included the possibility of conflict with an opponent that had similar or even superior high-intensity combined arms capabilities. At the same time, the demand from combatant commands for Army forces remained high, and American soldiers continued to be killed and wounded in action. Senior Army leaders set readiness and modernization as the service's highest priorities. To that end, during FY 2018 they initiated several efforts to improve organizations, processes, and concepts in these two areas.



## 2

# Organization, Management, and Budget

### *Organizational Changes*

As fiscal year (FY) 2018 began, Under Secretary of the Army Ryan D. McCarthy was serving as the acting secretary of the Army. In July 2017, President Donald J. Trump had nominated Mark T. Esper to be the next secretary of the Army, and on 15 November 2017, he was confirmed.



*Secretary of the Army  
Mark T. Esper*

### *Army Futures Command*

In October 2017, the Army established a pilot program of eight cross-functional teams to improve the quality and speed of materiel development activities. The teams were Long Range Precision Fires; Next-Generation Combat Vehicle; Future Vertical Lift; Command, Control, Communications, and Intelligence; Air and Missile Defense; Soldier Lethality; Assured Position, Navigation, and Timing; and Synthetic Training Environment. The teams developed capability documents, informed in appropriate cases by experimentation and technical demonstrations. After approval by senior leaders, the teams rapidly transitioned these capability requirements into the Army's acquisition system. Each team was led by a brigadier general as its director, and each reported directly to the under secretary of the Army and the vice chief of staff of the Army.

Team personnel came from organizations in requirements, acquisition, science and technology, test and evaluation, resourcing, contracting, costing, and acquisition logistics domains. U.S. Army Forces Command (FORSCOM) and Army Service Component Commands, as applicable, also provided personnel. The teams leveraged expertise from industry and academia where appropriate. The organizations providing the personnel used existing positions on their tables of distribution and allowances to staff the teams and continue funding the personnel.

In June 2018, General Order 2018–10 established United States Army Futures Command (AFC), effective 1 July 2018 with full operating capability no later than 1 July 2019. The mission of AFC is to modernize the Army by developing future force requirements, designing future force organizations, and delivering prototype materiel capabilities. Its commanding general is a four-star assignment, making AFC a peer of U.S. Army Materiel Command (AMC), FORSCOM, and U.S. Army Training and Doctrine Command (TRADOC).

The secretary of the Army chose this reorganization for several reasons. The new command will link operational concepts to requirements, acquisition, and fielding. It will bring concepts and requirements definitions together—with engineering and acquisition functions—into one team. Its small and agile headquarters will focus on flexibility, collaboration, and speed, producing a faster cycle of innovation, experimentation, and demonstration. Finally, AFC will enable rapid prototyping and increased operational inputs to the modernization effort.

The AFC commanding general reports through the chief of staff of the Army to the secretary of the Army, and coordinates with the assistant secretary of the Army (acquisition, logistics, and technology) on all matters pertaining to research, development, and acquisition. The principal military deputy to the assistant secretary of the Army (acquisition, logistics, and technology)—now the AFC's director, Combat Systems—also advises the AFC commanding general on all issues pertaining to research, development, acquisition, and contracting.

The cross-functional teams established in 2017 were assigned to AFC. The Army Capabilities Integration Center was transferred from TRADOC to AFC. Also transferred from TRADOC to the new command were the TRADOC Analysis Center and the Capability Development and Integration Directorates, from each center of excellence. In FY 2019, the U.S. Army Research, Development and Engineering Command and the Army Materiel Systems Analysis Activity will move from Army Materiel Command to AFC.





*Army Futures Command Insignia*

All organizations reassigned to AFC will remain at their current locations. The new command is headquartered in Austin, Texas. Placing the headquarters in a major metropolitan area that has innovative industrial and academic institutions will allow close cooperation with civilian organizations, stimulating the innovative technology culture required by the Army's modernization effort.

At the end of FY 2018, AFC comprised a headquarters and three subcommands: Futures and Concepts, Combat Development, and Combat Systems. The Futures and Concepts subcommand identifies and prioritizes capability development needs and opportunities. The Combat Development subcommand conceptualizes and develops solutions for identified needs and opportunities. The Combat Systems subcommand refines, engineers, and produces developed solutions. The command headquarters sets the strategic direction, integrates the Army's modernization enterprise, aligns resources to priorities, and maintains accountability.

### *Army Reform Initiative*

Secretary Esper established the Army Reform Initiative (ARI) in April 2018. His assessment concluded that over the past several years, Headquarters, Department of the Army (HQDA), had grown too

large and assumed too much authority. This increase placed greater burdens on subordinate commands, narrowed the authority of leaders in the field, and unnecessarily delayed the completion of actions. The intent of the ARI is to push authorities and responsibilities down to the lowest level capable of exercising them and place more decision-making authority in commands across the Army. A smaller HQDA will be focused on policy, enterprise-wide priorities, and matters of strategic importance.

The ARI identified HQDA core tasks. It then determined which noncore activities and lower-priority tasks should be eliminated or reduced; which tasks and functions could be moved to subordinate commands; which business processes could be automated; and which processes, procedures, and reports should be modified or eliminated. Army major command headquarters participated in the ARI as well. They used the same identification process to evaluate their relationships with their subordinate commands. They also proposed tasks and functions they believed should be realigned to them from HQDA.

The Office of Business Transformation was the HQDA lead office for the initiative, with support from the staff of the G-8's Army Quadrennial Defense Review office. The director of the Army Staff, in conjunction with the deputy under secretary of the Army, the deputy chief management officer, the administrative assistant to the secretary of the Army, the General Counsel, and the Judge Advocate General, provided oversight to the ARI working group, which consisted of subject matter experts from HQDA, the Army major commands, and the Installation Management Command.

The ARI working group received 690 recommendations from within HQDA and from major commands, and assessed each as providing high value, medium value, or low value, if implemented. It created three categories for recommendations. Category A addressed efficiencies, such as terminating unnecessary processes or realigning where certain tasks should be accomplished. Category B addressed manpower and risk analysis. Category C addressed headquarters structural efficiencies. Category D addressed continuous process improvement and business process reengineering. The working group further characterized each Category A recommendation by tier. Tier 1 recommendations were determined to be sufficiently developed to be included in Army program and budgeting decisions by 1 July 2018. Tier 2 recommendations needed further analysis, but could be ready for an Army senior leader decision by 1 September 2018. Tier 3 recommendations needed more extensive analysis to the extent that they could be included in the Army's next programming and budgeting decision cycle.

The Quadrennial Defense Review office reviewed and assessed more than 400 Category A recommendations, each accompanied by a two-page justification paper with facts and background information including stakeholder views and legal review from the Office of the General Counsel. During FY 2018, more than 160 recommendations were withdrawn, 22 consolidated with similar proposals, and 41 approved or disapproved by the under secretary of the Army and vice chief of staff of the Army. Approximately 120 Category A recommendations remain for adjudication, with completion estimated by the end of March 2019.

### *Review of Required Activities*

As part of efforts to build a more capable and ready force, in April 2018, the secretary of the Army directed HQDA to begin a systematic simplification, reduction, or elimination of required activities at brigade level and below. The reduction focused on requirements that consume the time units might otherwise spend building and sustaining readiness. Furthermore, commanders would have full authority while making prudent risk-informed decisions to simplify, reduce, or eliminate those tasks that are not combat related while ensuring they maintain a positive command environment and uphold Army values. By the end of FY 2018, HQDA eliminated the Travel Risk Planning System, Media Awareness training, and Combating Trafficking in Persons training. Chemical, Biological, Radiological, and Nuclear training, and Counter Improvised Explosive Device training, both as outlined in Army Regulation 350-1, are no longer standalone requirements and now must be incorporated into units' Mission Essential Task training as part of the operational environment. Eliminated nontraining requirements included audits of dining facility headcounts by company commanders; publication of appointment orders for corrosion monitors as an additional duty; and inspection of soldiers' personal vehicles prior to long weekends or holidays.

### *Task Management Tool*

During the previous fiscal year, HQDA activated the Task Management Tool (TMT), a collaborative management program. This system replaced paper-based forms for routing official tasks and actions that require senior management authorizations and signatures. In FY 2018, TMT was expanded across the Army, and unit staffs were provided access authorizations. However,

this change did not achieve the goal of replacing the Department of the Army (DA) Form 5 routing packets, as adaptation to an automated system proved uneven across HQDA. The use of the TMT program did reduce initiation to completion rates by two weeks, eliminated missed due dates by nearly a third, and yielded cost savings.

### *Information Management*

In FY 2018, the Army's chief information officer/G-6 (CIO/G-6) implemented several modernization efforts. The CIO/G-6 is taking over information technology support services for all of HQDA, providing its organizations with a single point of contact for informational technology support and improving cybersecurity. It is working with several Army commands to integrate and standardize computer networks and security throughout the service. As part of this effort, the Army will develop a global design framework for its classified computer system, close and consolidate data centers that manage information technology systems, and transition to improved systems and applications using cloud computing. A modernized Army Knowledge Online portal will provide improved services, information, and training to soldiers. The CIO/G-6 is preparing to launch a pilot system at Fort Gordon, Georgia, to consolidate administration of U.S. Army Intelligence and Security Command's classified and unclassified networks under U.S. Army Cyber Command, and is improving the inventory and management of licensed software used by the Army.

The CIO/G-6 facilitated several improvements in information technology in FY 2018. The Department of Defense (DoD) chief information officer expanded username and password access to government information systems from nongovernment devices, allowing veterans, Army family members, Army students and recruits, and Army Reserve and National Guard soldiers to access DoD and Army systems. Soldiers across the Army now have better options to access required online training. Under the CIO/G-6's guidance, 118 Army installations have adopted Joint Regional Security Stacks technology to protect their computer systems. Additional Army installations and commands, including U.S. Army Reserve Command, are transitioning to the same technology. The Headquarters and Headquarters Company, 2d Security Force Assistance Brigade adopted special technology and equipment to improve communication and information exchanges with coalition partners, and the CIO/G-6 continues to design technology adaptable to the varied missions of security force assistance brigades and other Army units.

In FY 2018, more than 3,200 Army civilians working in information technology participated in training and education to enhance their professional skills. However, after comprehensively reviewing Army networks to identify modernization and cybersecurity needs, the CIO/G-6 recognized that the Army does not have sufficient information technology talent to meet its goals and will need to partner with private industry to improve its data and communications networks. For example, the Army's Logistics Support Activity uses IBM Hybrid Cloud services to manage and secure millions of logistics information transactions per day.

From 25 April to 31 May 2018, the Army G-2 tested a Streamlined Screening and Vetting Pilot (S2VP) using advanced analytic methodologies to identify suitability, security, and counterintelligence concerns regarding military accessions with foreign preference and foreign influence risks. The S2VP used the screening methodology employed by the Pentagon Force Protection Agency, augmented by National Intelligence Agency checks and unique intelligence community databases. The S2VP screened approximately 2,400 lawful permanent residents seeking to enter the Army, and assessed the S2VP process as more effective at identifying foreign influence/preference risks than current policy requirements. The S2VP identified approximately 1,400 applicants who successfully completed the vetting process and present low or negligible risk to the force. The G-2 provided a "by name" list of these individuals and their S2VP results to the DoD Consolidated Adjudication Facility to support an adjudicative decision. The Office of the Under Secretary of Defense (Intelligence) agreed to help assess the identified low-risk candidates by prioritizing their background investigations currently pending with the National Background Investigations Bureau and adjudication.

In August 2018, the Army G-2 met with the Defense Personnel and Security Research Center in preparation for a study related to the S2VP. The objective of the study is to evaluate the effectiveness of the S2VP relative to a Tier 3 background investigation. The center will conduct a nine-month study using a sample size of 800 lawful permanent residents who were screened through the pilot program in early 2018. In December 2018, it will present an interim analysis on approximately 400 individuals in the sample. If the study validates the program, the Office of the Under Secretary of Defense (Intelligence) may use the results of S2VP to adjust foreign national screening and vetting policies.

During FY 2018, the Army continued work on the CASTLE KEEP Special Security Office (SSO) pilot tool. The tool, when complete, will automate the outdated manual SSO processes for the

Sensitive Compartmented Information (SCI) program. CASTLE KEEP will serve as an SSO user interface portal to provide automated workflow services and SCI program reporting, metrics, analysis, and information sharing within the Army SCI community in accordance with DoD Manual 5105.21. The tool will be hosted on the Joint Worldwide Intelligence Communication Systems, or JWICS, network and be cloud compliant, utilizing the Intelligence Community Information Technology Enterprise. During FY 2018, the CASTLE KEEP application migrated from the Amazon Web Service GovCloud instantiation into the Army Commercial Cloud Service Provider (AC2SP) Unclassified (UC2S) environment to support further testing and application maturation. CASTLE KEEP is the first Army tenant application to reside on the newly established AC2SP UC2S environment. Upon completion of initial testing on UC2S, CASTLE KEEP will migrate to the AC2SP Top Secret environment. Once initial migration is completed, CASTLE KEEP will continue to undergo testing. The Army will begin initial pilot fielding with the Army SSO community in FY 2019.

### *Command Accountability and Execution Review Program*

In December 2017, the secretary of the Army established the Command Accountability and Execution Review (CAER) program to optimize the Army's purchasing power and enhance prudent stewardship of its financial resources. This program addressed the recent trend of the service, deobligating an average of 3 to 5 percent of its annual operations and maintenance (O&M) accounts every year—a loss of purchasing power that equates to billions of dollars. These deobligations occurred primarily in three areas: service contracts, supply chain management, and personnel and equipment transportation. The program additionally seeks to ensure that all O&M funding is fully executed to high-priority requirements that directly affect readiness and that the Army is reimbursed for services it provides other government agencies.

Under CAER, each Army command, Army service component command, and direct reporting unit provides to HQDA a monthly and a quarterly assessment of its O&M funding execution. These reviews examine indicators of the organization's fiscal health, share best practices, and evaluate corrective actions taken to improve performance in the areas of deobligation, underexecution, and reimbursement. The assistant secretary of the Army (financial management and comptroller) provided organizations with a CAER template to use in preparing these assessments.



Source: Memo, Vice Chief of Staff and Under Secretary of the Army for See Distribution, 24 April 2018, sub: Establishment of the Command Accountability and Execution Review Program

The under secretary of the Army and the vice chief of staff of the Army chair a monthly review of submitted CAER assessments. Quarterly, the secretary of the Army and the chief of staff of the Army, with the participation of Army four-star leaders, chair a session that provides strategic-level program guidance and direction. At the end of FY 2018, senior Army leaders evaluated the program as successful, as the service ended the year with its lowest unobligated end-of-year balance in four previous fiscal years.

Audit

The DoD inspector general contracted with an independent public accounting firm for the first full audit of the Army's General Fund Financial Statements and related notes. The audit addressed several key questions, such as whether the Army accurately accounts for its property, whether it correctly pays its military and civilian personnel, whether it produces accurate financial transactions, and whether its

financial and property accountability financial systems are secure and reliable. During the audit process, the auditor made more than 5,000 requests to the Army for material, conducted 127 site visits, and tested approximately 18,000 sample items. The Army provided the auditor with tens of thousands of relevant documents.

The audit resulted in a disclaimer of opinion on the Army's FY 2018 General Fund Financial Statements and related notes. This finding means the auditor could not form a complete opinion on the financial statements because it could not obtain sufficient, appropriate evidence to support the reported amounts within the financial statements. In its report, the auditors noted twelve material weaknesses related to Army financial reporting internal controls and three instances of noncompliance with applicable laws and regulations. The assistant secretary of the Army (financial management and comptroller) had expected the firm to issue a disclaimer of opinion and concurred with its findings.

### *HQDA Staff Action Time Standards and Procedures*

By August 2018, the secretary of the Army concluded that he and other senior leaders (the under secretary, the chief of staff, and the vice chief of staff) in HQDA frequently received actions that would require their decisions with little or no time to review and deliberate the issues involved. Therefore, that month he instituted time standards for various staff actions. For all HQDA-initiated actions requiring a decision by him, the under secretary, the chief of staff, or the vice chief of staff, he directed staff to use the 2/3—1/3 rule. Under this rule, two-thirds of the time before the suspense date will be allotted for staff officers' work and one-third for senior leaders' review. All HQDA tasking agencies will set suspense dates in accordance with this rule. An exception to this rule is granted if the action's suspense is in less than thirty days. For these actions, one-half of the time will go to the staff and one-half to senior leaders. Furthermore, the secretary and the chief of staff must be notified immediately upon the initiation of actions with a suspense of less than thirty days.

For reports from HQDA to Congress requiring senior Army leader endorsement, the senior leaders' review period will be a minimum of thirty days. For any action that a senior leader returns, the office of primary responsibility for that action has twenty-four hours, unless otherwise stated, to make the directed adjustments and update the action in the HQDA TMT system. For actions received from the secretary of defense or the deputy secretary of defense, regardless



of suspense date, the principal official handling the matter will immediately inform the Army senior leaders' offices and the director of the Army Staff of the action upon its receipt.

The secretary expressed concern over processes for coordinating actions that reduced time for senior leaders' review. He directed HQDA offices not to overstaff an action with multiple layers inside one office. To maintain visibility, all actions are to be initiated only in TMT. A request for information from the secretary or the chief of staff will be answered within seventy-two hours of receipt. The secretary directed information paper requests not be answered with PowerPoint slides unless absolutely necessary.

### *Budget*

Congress had not approved an FY 2018 budget for the DoD by the end of FY 2017. Instead, for the ninth consecutive time, the Army began a new fiscal year funded by a continuing resolution. The absence of an approved budget continued for 173 days into FY 2018; during this period, there were five continuing resolutions and two federal government shutdowns. Congress, acknowledging the budget challenges presented by the continuing resolutions, granted a one-time relief from Section 8004 limitations, known as the "80/20" rule, which states no more than 20 percent of funding may be obligated in the final two months of the year. The exemption changed the ratio to 75/25. Congress also raised the thresholds for reprogramming approval procedures from \$15 million to \$20 million between budget activities and the transfer of funds across nine Army readiness related requirements with only a thirty-day notification.

In February 2018, passage of the Bipartisan Budget Agreement of 2018 raised the spending limits for defense funding in FY 2018 and FY 2019 above the caps imposed by the Budget Control Act of 2011. On 23 March 2018, the president signed the Consolidated Appropriations Act of 2018, which included the Army's budget for FY 2018. Though it became law nearly six months into the fiscal year, this act provided the Army a budget of \$176.4 billion, nearly 5 percent higher than the requested budget (*Table 1*).

Military personnel appropriations were 99.7 executed by the end of FY 2018. The direct Army civilian pay full-time equivalent execution was 126,900 compared to a budgeted full-time equivalent of 129,900. This difference stemmed from the use of continuing resolutions to fund the service through the second quarter of the fiscal year, as organizations reacted to the fiscal uncertainty by hiring lower than the expected number of personnel during this period.

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,  
FY 2018 (*MILLIONS OF DOLLARS*)

<b>Military Personnel</b>	
Military Personnel, Army	41,534
Military Personnel, Army Reserve	4,805
Military Personnel, Army National Guard	8,379
Medicare-Eligible Retiree Health Care Fund, Army	2,193
Medicare-Eligible Retiree Health Care Fund, Army Reserve	417
Medicare-Eligible Retiree Health Care Fund, Army National Guard	721
<b>Operation and Maintenance</b>	
Operation and Maintenance, Army	38,945
Operation and Maintenance, Army Reserve	2,907
Operation and Maintenance, Army National Guard	7,307
<b>Environmental Restoration</b>	216
<b>Procurement</b>	
Aircraft	4,150
Missiles	2,519
Weapons and Tracked Combat Vehicle	2,424
Ammunition	1,879
Other Procurement	6,469
<b>Test</b>	9,425
<b>Military Construction</b>	
Military Construction, Army	920
Military Construction, Army Reserve	74
Military Construction, Army National Guard	211
<b>Army Family Housing</b>	
Operation	347
Construction	183
Army Working Capital Fund	84
Arlington National Cemetery	71
Base Realignment and Closure	58
Chemical Agents Demilitarization	962
<b>Total</b>	<b>137,198</b>

Numbers may not add because of rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2018 President's Budget Highlights*, May 2017

TABLE 2—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS REQUEST, FY 2018 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	2,635
Military Personnel, Army Reserve	25
Military Personnel, Army National Guard	185
Operation and Maintenance	
Operation and Maintenance, Army	16,126
Operation and Maintenance, Army Reserve	25
Operation and Maintenance, Army National Guard	108
Procurement	
Aircraft	425
Missiles	559
Weapons and Tracked Combat Vehicle	1,191
Ammunition	193
Other Procurement	406
Research, Development, Test, and Evaluation	119
Military Construction, Army	140
Army Working Capital Fund	50
Afghanistan Security Forces Fund	4,938
Counter-ISIS Train and Equip Fund	1,769
Total	28,894

Numbers may not add because of rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2018 President's Budget Highlights*, May 2017

Between 99.5 percent and 100 percent of O&M base budget accounts and 99.9 percent of the overseas contingency operations (OCO) O&M account had been obligated by the end of the fiscal year (*Table 2*). In the FY 2018/2020 procurement appropriations, the Army had a 68.4 percent obligation rate against the 80 percent Office of the Secretary of Defense (OSD) goal in the first year of availability. Two factors contributed to the Army missing this first year goal: the delay in receiving appropriations until March 2018 and concentration on executing the FY 2017/2019 procurement appropriations. For those appropriations, the Army exceeded the second year of availability OSD obligation goal of 90 percent with a 92.5 percent execution rate. The Army executed its expiring-year FY 2016 procurement program at 99.7 percent, with only \$45 million unobligated across five procurement appropriations. The majority of unobligated funds are in the Missile Procurement and the Other Procurement

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,  
FY 2018 (*MILLIONS OF DOLLARS*)

<b>Military Personnel</b>	
Military Personnel, Army	41,628
Military Personnel, Army Reserve	4,715
Military Personnel, Army National Guard	8,264
Medicare-Eligible Retiree Health Care Fund, Army	2,284
Medicare-Eligible Retiree Health Care Fund, Army Reserve	438
Medicare-Eligible Retiree Health Care Fund, Army National Guard	757
<b>Operation and Maintenance</b>	
Operation and Maintenance, Army	38,816
Operation and Maintenance, Army Reserve	2,877
Operation and Maintenance, Army National Guard	7,284
<b>Environmental Restoration</b>	235
<b>Procurement</b>	
Aircraft	5,535
Missiles	3,196
Weapons and Tracked Combat Vehicle	4,391
Ammunition	2,548
Other Procurement	8,298
<b>Research, Development, Test, and Evaluation</b>	10,647
<b>Military Construction</b>	
Military Construction, Army	923
Military Construction, Army Reserve	83
Military Construction, Army National Guard	220
<b>Army Family Housing</b>	
Operation	348
Construction	182
Army Working Capital Fund	200
Arlington National Cemetery	248
Base Realignment and Closure	103
Chemical Agents Demilitarization	961
<b>Total</b>	<b>145,181</b>

Numbers may not add because of rounding.

Source: Consolidated Appropriations Act of 2018; FY 2018 submission from Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

appropriations and cover the contingent liabilities for fixed-price incentive contracts pending Defense Contract Management Agency reconciliation (*Table 3*).

The Army expended 35.2 percent of its FY 2018 research, development, test, and evaluation appropriation against the OSD goal of 55 percent. The Army executed 99.7 percent and obligated 84.1 percent of its expiring year FY 2017 research, development, test and evaluation program against the OSD goals of 100 percent and 90 percent, respectively. The remaining unobligated funds were retained to finance contract adjustments.

All twenty-six projects were awarded in the expiring FY 2014/2018 Military Construction, Army, appropriation. Unobligated funds in the amount of \$1.6 million remain available for contract adjustments and claims through FY 2023. In the current FY 2018/2022 Military Construction, Army, appropriation, twelve of thirty projects were awarded. The remaining eighteen projects were not awarded owing to environmental, site, or solicitation issues, or prior approval reprogramming requirements. They are projected to be awarded in FY 2019. Unobligated funding in the amount of \$828.6 million remains available to award for remaining projects and their planning and design requirements, minor construction projects, contingencies, contract adjustments, claims, and congressional rescissions, as well as for reprogramming to other Active Army construction projects in the event of cost growth.

All twenty projects were awarded in the expiring FY 2014/2018 Military Construction, National Guard, appropriation. Unobligated funds in the amount of \$9.5 million remain available for contract adjustments and claims through FY 2023. In the current FY 2018/2022 appropriation, thirteen of twenty-six projects were awarded. The remaining thirteen are special appropriation hurricane projects, projected to award in FY 2019/2022. Ongoing recovery activities delayed the acquisition process for planning and design. Unobligated funding in the amount of \$592 million remains available to award for remaining projects and their planning and design requirements, minor construction projects, contingencies, contract adjustments, and claims, as well as for reprogramming to other Army National Guard construction projects in the event of cost growth.

All eleven projects were awarded in the expiring FY 2014/2018 Military Construction, Army Reserve, appropriation. Unobligated funds in the amount of \$756,000 remain available for contract adjustments and claims through FY 2023. In the current appropriation for FY 2018/2022, three of five projects were awarded. Design completion requirements and solicitation issues prevented the two

remaining projects from being awarded; they are scheduled for award in FY 2019. Unobligated funding in the amount of \$85 million remains available to award for remaining projects and their planning and design requirements, minor construction projects, contingencies, contract adjustments, and claims, as well as for reprogramming to other Army Reserve construction projects in the event of cost growth.

In the current Family Housing Construction, Army, for FY 2018/2022, one project was awarded at Camp Humphreys in Korea. Projects at Fort Gordon, Georgia, and Natick, Massachusetts, will be awarded in FY 2019. Two projects in Germany and a project at Kwajalein Atoll will be awarded in FY 2020. The Army fully obligated the FY 2018 appropriation for Army Family Housing, Operations.

The Army Working Capital Fund (AWCF) cash account in FY 2018 ended with a balance of \$2.059 billion, \$538.3 million more than the FY 2018 beginning balance. The change in cash is a result of receiving \$232.9 million in direct appropriations and a \$305.4 million net increase in cash from operations. In the aggregate, the cash balance ended above the operating requirement. In FY 2019, Congress directed a \$50 million cash reprogramming (reduction), but the AWCF is still positioned to support all known requirements. The AWCF's Industrial Operations activity received new orders of \$4.8 billion, generating \$4.5 billion of revenue and \$4.7 billion of expenses in FY 2018. New orders were \$630.6 billion above plan and revenue was \$127.1 billion below plan, with expenses ending the fiscal year \$83.9 million under target. The end-of-year carryover was \$700 million above plan. The AWCF's Supply Management activity experienced an increase in customer orders, sales, and hardware contract authority obligations compared to FY 2017 because of increased operational tempo associated with home station training. The totals for customer orders were \$9.2 billion, sales exceeded \$8.7 billion, credit was \$2 billion, and obligations totaled \$8.3 billion. Supply Management's inventory supported 122,000 separate Army managed secondary items and received more than 776,000 supply requisitions in support of combat weapons systems.

In FY 2018, the Army submitted twenty reprogramming packages totaling \$3.5 billion to Congress, a 6.5 percent decrease from FY 2017. The approval rate for these requests was 91.9 percent. Of the twenty packages, nine were executed in September 2018. The uses of these packages included converting infantry brigade combat teams (BCTs) to armored BCTs, providing transportation for equipment and supplies, purchasing network enterprise licenses, improving network security, enhancing audit readiness, improving gun tube production facilities, reestablishing the multiple launch rocket system production

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED OVERSEAS CONTINGENCY OPERATIONS, FY 2018 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	2,683
Military Personnel, Army Reserve	24
Military Personnel, Army National Guard	184
Operation and Maintenance	
Operation and Maintenance, Army	17,352
Operation and Maintenance, Army Reserve	24
Operation and Maintenance, Army National Guard	108
Procurement	
Aircraft	420
Missiles	709
Weapons and Tracked Combat Vehicle	1,191
Ammunition	191
Other Procurement	405
Military Construction, Army	146
Army Working Capital Fund	70
Research, Development, Test, and Evaluation	235
Afghanistan Security Forces Fund	4,666
Counter-ISIS Train and Equip Fund	1,769
Total	30,177

Numbers may not add because of rounding.

Source: Consolidated Appropriations Act of 2018; FY 2018 submission from Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

line, and procuring semitrailers for the European theater. The Army used below-threshold reprogramming authority to fund an additional \$2.1 billion in actions that do not require congressional approval.

The Army executed 99.99 percent of its OCO appropriations (*Table 4*).

The Army's FY 2019 base budget request addressed increasingly dynamic global threats outlined in the National Defense Strategy, aligned with the priorities established by the secretary of defense, and continued the readiness improvements made with the FY 2017 Consolidated Appropriations Act and FY 2018 budget. The request

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,  
FY 2019 (MILLIONS OF DOLLARS)

<b>Military Personnel</b>	
Military Personnel, Army	43,671
Military Personnel, Army Reserve	4,956
Military Personnel, Army National Guard	8,744
Medicare-Eligible Retiree Health Care Fund, Army	2,142
Medicare-Eligible Retiree Health Care Fund, Army Reserve	387
Medicare-Eligible Retiree Health Care Fund, Army National Guard	685
<b>Operation and Maintenance</b>	
Operation and Maintenance, Army	42,009
Operation and Maintenance, Army Reserve	2,917
Operation and Maintenance, Army National Guard	7,399
<b>Environmental Restoration</b>	203
<b>Procurement</b>	
Aircraft	3,783
Missiles	3,356
Weapons and Tracked Combat Vehicle	4,489
Ammunition	2,235
Other Procurement	8,000
<b>Research, Development, Test, and Evaluation</b>	10,159
<b>Military Construction</b>	
Military Construction, Army	1,012
Military Construction, Army Reserve	65
Military Construction, Army National Guard	180
<b>Army Family Housing</b>	
Operation	377
Construction	331
<b>Army Working Capital Fund</b>	159
<b>Arlington National Cemetery</b>	71
<b>Base Realignment and Closure</b>	63
<b>Chemical Agents Demilitarization</b>	994
<b>Total</b>	<b>148,385</b>

Numbers may not add because of rounding. Includes \$5 billion in OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2019 President's Budget Highlights, February 2018*



supports a Regular Army of 487,500, an Army Reserve of 199,500, an Army National Guard of 343,500, and a civilian workforce of 194,803 employees for direct hire in military function positions. The O&M budget will enable the service to continue its focus on rebuilding readiness. The increase in research, development, and acquisition funds, as part of the Army's modernization strategy, is intended to reverse the erosion in technological overmatch against likely opponents. The research, development, testing, and evaluation budget balances upgrades to existing equipment that can be fielded in the next ten years with developing next-generation capabilities for the future fight. The requested military construction appropriations will target the most critical facility needs for the active and the reserve components: replacement of aging facilities that directly support unit readiness such as ranges, training facilities, and maintenance facilities (*Table 5*).

In the FY 2019 OCO request, military personnel accounts primarily fund mobilized reserve component soldiers and active component deployment costs. The OCO O&M request supports Operation FREEDOM'S SENTINEL (Afghanistan); Operation INHERENT RESOLVE (targeted operations against Islamic State in Iraq and the Levant); the EUROPEAN DETERRENCE INITIATIVE; Operation SPARTAN SHIELD (the regionally aligned forces concept with partners in the Arabian Gulf region); and other counterterrorism operations. The research, development, and acquisition accounts fund battle losses, ammunition replenishment, and the enhancement of pre-positioned equipment stocks in Europe. The Counter-ISIS Train and Equip Fund builds key security force capabilities, helps professionalize security forces, and promotes long-term stability of the Middle East region. This account replaces the Iraq Train and Equip Fund and the Syria Train and Equip Fund (*Table 6*).

In August 2018, the president signed the FY 2019 National Defense Authorization Act, and for the first time in nine years the Army began the fiscal year operating on its approved budget instead of a continuing resolution.

TABLE 6—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY  
OPERATIONS REQUEST, FY 2019 (*MILLIONS OF DOLLARS*)

<b>Military Personnel</b>	
Military Personnel, Army	2,929
Military Personnel, Army Reserve	37
Military Personnel, Army National Guard	195
<b>Operation and Maintenance</b>	
Operation and Maintenance, Army	18,211
Operation and Maintenance, Army Reserve	42
Operation and Maintenance, Army National Guard	111
<b>Procurement</b>	
Aircraft	363
Missiles	1,802
Weapons and Tracked Combat Vehicle	1,107
Ammunition	310
Other Procurement	1,382
Research, Development, Test, and Evaluation	325
Military Construction, Army	261
Army Working Capital Fund	7
Afghanistan Security Forces Fund	5,199
Counter-ISIS Train and Equip Fund	1,400
<b>Total</b>	<b>33,681</b>

Numbers may not add because of rounding.

Includes \$5 billion in OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and  
Comptroller), *FY 2019 President's Budget Highlights*, February 2018

# 3

## Personnel

### *Army Strength and Distribution*

When FY 2018 began, the Army expected to grow the force. Missed recruitment goals, a backlog of pending medical separations, and forced retirements because of retention control points, left the Army's end strength slightly lower than the previous year. As of 30 September 2018, the total force stood at 1,000,194 officers, enlisted personnel, and Military Academy cadets. The active component end strength totaled 476,179 personnel: 77,739 commissioned officers; 14,260 warrant officers; 379,605 enlisted soldiers; and 4,575 military academy cadets. This number represented 99.9 percent of the authorized strength of 476,641. Women constituted 15.1 percent of the total active component, and racial and ethnic minorities constituted 44.2 percent.

The Army's reserve components' numbers declined by a larger margin than the Regular Army's in FY 2018. The Army National Guard (ARNG) end strength on 30 September 2018 was 335,204: 36,850 commissioned officers; 8,675 warrant officers; and 289,679 enlisted soldiers. This was down from more than 343,000 the previous fiscal year. However, the FY 2018 tally was only slightly lower than the ARNG's authorized strength of 336,626. Women constituted 17.5 percent of the Guard's force total, and racial and ethnic minorities constituted 31.3 percent. The Army Reserve (USAR) end strength on 30 September 2018 totaled 188,811 personnel: 34,348 commissioned officers; 3,542 warrant officers; and 150,921 enlisted soldiers. This was down from more than 194,000 soldiers in FY 17, and represented 96.6 percent of the USAR's authorized strength of 195,392. Women constituted 23.8 percent of the Army Reserve, and racial and ethnic minorities constituted 48.3 percent.

### *Officers*

The Army exceeded its accession goals for FY 2018, bringing in 10,982 new officers across the three components. The Reserve Officer Training Corps (ROTC) accounted for the largest percentage of new officers with 5,332. Another 64 soldiers commissioned into the Army

Reserve through the ROTC education delay and early commissioning options. The United States Military Academy produced 986 second lieutenants. At the Officer Candidate School (OCS), Fort Benning, Georgia, 239 enlisted soldiers earned a commission while another 1,068 men and women utilized the college option OCS program. The Call to Active Duty program and interservice transfers brought 214 new officers into the Regular Army from the reserve components. The Army National Guard received 562 officers from OCS programs run by the states and 104 from the OCS at Fort Benning. Direct commissions produced another 2,581 officers across the three components, almost all of them in the Army Medical Department, the Chaplain Corps, and the Judge Advocate General Corps.

The service launched the Army Cyber Direct Commission Pilot in late October 2017. The service identified fourteen areas with capability gaps in its cyber operations, ranging from software engineers to field operations specialists. Candidates for direct commission under this program must be U.S. citizens under forty-one years of age, have at least a four-year college degree, be able to obtain a Top Secret security clearance, and meet basic fitness standards for Army service. Once training is completed, candidates will be commissioned as a first lieutenant and are eligible for up to \$65,000 in student loan repayment over the course of their initial three-year term. Training consists of the six-week direct commissioning course at Fort Benning and the twelve-week Cyber Officer Basic Leadership course. In May 2018, the Army commissioned its first two officers under this program.

As part of the effort to increase its end strength, the Army for the first time began offering a bonus payment to college students joining ROTC. The \$5,000 bonus is for college sophomores who are not already cadets. To receive the bonus, they must complete the twenty-eight day summer training program at Fort Knox, Kentucky, and sign their ROTC contract before the start of their junior year.

### *Enlisted Personnel*

The Regular Army missed its annual recruiting goal in FY 2018 for the first time in more than a decade. When the fiscal year began, the Army had a goal of bringing in 80,000 new recruits. Roughly halfway through the year, the goal dropped to 76,500 because of historically high retention rates. Despite the lowered objective, the Army still came up short of its mark, bringing in only 69,972 new soldiers. The Army National Guard and the Army Reserve also missed their recruiting objectives. The former brought in 34,629 new recruits versus the goal of 44,343, while the latter recruited 11,327 new soldiers versus the



*Army recruits participate in a mass oath of enlistment ceremony during the half-time of a basketball game on 19 July 2018 in Phoenix, Arizona.*

goal of 15,600. Several factors contributed to these results. A low unemployment rate and expanded economic growth encouraged some potential recruits to pursue private sector employment. Additionally, studies showed that less than 30 percent of the 17- to 24-year-old demographic met Army standards for psychological, mental, and physical aptitude. Finally, U.S. Army Recruiting Command operated with a shortage of roughly 400 personnel. These factors, when combined with a phone-based and predominantly rural approach to recruitment, contributed to the missed goal.

In FY 2018, the Army developed new incentives designed to encourage noncommissioned officers to volunteer for duty in security force assistance brigades. Instituted in 2016, the prerequisite requiring completion of the noncommissioned officer education system before promotion was suspended for soldiers selected for promotion who joined one of these brigades. Once they return from deployment with the brigade, they attend the necessary course. The lowest enlisted rank in these brigades is paygrade E-5. To increase the available pool of soldiers in this rank, all E-4s selected for promotion who volunteer for these brigades promote to E-5 upon completion of the required training course.

In December 2017, the Army centralized the process for promotion to sergeant and staff sergeant. All soldiers eligible for promotion to these ranks are placed on a service-wide promotion recommendation list, the same process used for the senior noncommissioned officer ranks.

Previously, soldiers in the primary promotion zones for sergeant and staff sergeant required their unit commander's recommendation for promotion. Under the new policy, all soldiers in the primary zone will be added to the E-5 or the E-6 centralized promotion recommendation list and go before a local promotion board. Appearance before a local promotion board is mandatory for all eligible soldiers. If a battalion commander believes a soldier should not appear before the local board, they must explain in writing why the otherwise qualified soldier should not be promoted. Steps are then taken to counsel the affected soldier, up to and including separation from the Army. The intent of this provision is to afford quality soldiers promotion opportunities and, conversely, deny continued service to those who clearly do not show they have the potential for such service. The policy went into effect during the May 2018 promotion month.

### *Civilian Personnel*

At the end of the fiscal year, the Army civilian workforce totaled 267,937 appropriated-fund civilian employees and 27,336 nonappropriated-fund employees. Roughly 13,000 civilian employees are foreign nationals who were directly funded by the U.S. Army; other foreign national employees are indirectly funded by their host nation (*Table 7*).

As in the previous year, Army civilian demographics mirrored or exceeded the representation of the total U.S. labor force in three of the five diversity categories (minority status, disability status, and veteran status). During FY 2018, minorities accounted for 32 percent of the civilian workforce, veterans 50 percent, and disabled persons 11 percent. Females were underrepresented in relation to the total labor force at 36 percent of the Army's civilian population. The median age of Army civilians for FY 2018 was 49, down one year from the previous year, but still seven years higher than that of the U.S. labor force.

The FY 2017 National Defense Authorization Act had established several direct hire authorities. Throughout FY 2018, the Army saw a steady increase in the use of these authorities. As hiring managers and civilian personnel specialists became more familiar with the various procedures, commands leveraged these authorities to target recruitment and minimize hiring lag-time in critical positions.

During FY 2018, the Army continued transitioning civilian employees into the Defense Performance Management and Appraisal Program. By the end of the fiscal year, nearly all Army employees were covered under the new system.

TABLE 7—COMPOSITION OF THE ARMY CIVILIAN WORKFORCE, FY 2018

Direct Hire in Military Function	197,195
National Guard Technicians	26,866
Foreign National Direct Hire In Military Function	6,711
Foreign National Indirect Hire In Military Function	12,999
Direct Hire in Civil Function	23,985
Direct Hire Cemeterial Function	181
Total Nonappropriated Fund Employees	27,336
Total	295,273

Source: Headquarters, Department of the Army G-1

Two short-lived government shutdowns resulted in furloughs of civilian employees during the fiscal year. The first occurred on 20 January 2018 due to a lapse in appropriations. This furlough ended two days later. A second funding gap occurred overnight on 9 February 2018. During this event, government services were minimally disrupted as the president signed a funding bill early the next day. Employees reported for duty that same day.

*Special Topics*

During the fiscal year, the Army worked to reduce the number of nondeployable soldiers in order to boost overall unit readiness. In 2015, the nondeployable rate stood at 15 percent. By the end of FY 2018, the rate reduced to under 7 percent. This reduction enabled the Army to move thousands of soldiers back into units, ensuring they were fully staffed and trained. This effort was related to a Department of Defense (DoD) policy released in February 2018 requiring the administrative separation or retirement of service members who had been in a nondeployable status for twelve consecutive months, or twelve months during an eighteen-month span. Soldiers in nondeployable status due to wounds received in combat who met the criteria for the Purple Heart, were the one exception to the policy. This policy went into effect on 1 October 2018.

In June 2016, the Army Talent Management Task Force began work on modernizing the Officer Personnel Management System, which had not seen comprehensive reform since the Defense Officer Personnel Management Act of 1980. Between June 2016 and December 2017, however, the task force did not have sufficient resources or authorities to complete its mission. Secretary Esper, early in FY 2018, made talent management one of his top priorities. After reinvigorating the task

force, in August 2018 he assigned it two objectives. First, develop a new officer and noncommissioned officer personnel management system based on talent management principles, private sector best practices, and examples from other armies. Second, develop and test talent initiatives. The task force is expected to have eighty personnel by the end of FY 2019. Its work will be aided by the FY 2019 National Defense Authorization Act enacted in August 2018. This legislation provides a number of authorities designed to help the DoD acquire, develop, employ, and retain talent. These authorities include brevet promotions, direct commission of persons with unique skills up to the grade of O-6, and permitting officers to opt out of promotion boards in order to complete certain types of broadening assignments.

The Military Accessions Vital to National Interest (MAVNI) program, implemented in 2009, allowed immigrants with special language and cultural skills to enter military service in exchange for naturalization if they maintained honorable service. The Army has not accepted any new MAVNI applicants since 2016. During FY 2017, the service extended by one year the contracts of MAVNI recruits already in the Army Reserve Delayed Entry Program but who had not yet shipped to their initial entry training to allow time for additional security vetting. In October 2017, the DoD made changes to the program that placed the highest emphasis on security and suitability screening. The department made these changes because some individuals received citizenship before background investigations were complete. As of April 2018, 1,100 MAVNI Army recruits awaited basic training while undergoing security reviews. A July 2018 media report stated upwards of 40 MAVNI recruits, who had not yet shipped for training, were evaluated as security threats and discharged or discharge procedures were initiated against them. Later that month the acting assistant secretary of the Army (manpower and reserve affairs) directed the G-1 to suspend processing of all involuntary separation actions pertaining to members of the Delayed Entry Program and the Delayed Training Program who had been recruited through the MAVNI program. However, because of the increased vetting requirements and multiple class action lawsuits filed against the DoD by members of the MAVNI program, the Army, during the remainder of FY 2018, continued to work on the security protocols necessary to get these individuals shipped to initial military training.

In October 2016, the secretary of the Army, in accordance with DoD policy, had directed no otherwise qualified soldier may be involuntarily separated, discharged, or denied reenlistment on the basis of their gender identity. In June 2017, the secretary of defense delayed the implementation of the accession of transgender



persons and directed a review of the military services' readiness to begin such accessions. In August 2017, the president prohibited accession of transgender persons and the use of DoD funds for sex-reassignment surgery. In September 2017, the secretary of defense established a panel of experts charged with conducting a comprehensive review of military service by transgender individuals, focusing on military readiness, lethality, and unit cohesion, with due regard for budgetary constraints and consistent with applicable law. In February 2018, based on the findings of this panel, the secretary of defense recommended a new policy to the president, which was not implemented during FY 2018 because four federal district courts enjoined it.

Throughout FY 2018, the Army continued its phased launch of the Integrated Personnel and Pay System-Army, which began in FY 2015. The first release interfaced with fifteen separate pay systems used across the Army and built the foundational database of trusted personnel data for future releases. This release also gave soldiers access to the Soldier Record Brief, which will replace the Officer and Enlisted Record Briefs, Department of the Army (DA) Form 2-1, and nine multicomponent reports for human resources professionals. "Release 1" began in FY 2015 and continued through FY 2018. By the end of FY 2018, soldiers in the Regular Army, National Guard, and Army Reserve could view and retrieve their Soldier Record Brief, and leaders and administrators gained access to nine predefined queries on personnel records. "Release 2" will go live in FY 2019.

The FY 2016 National Defense Authorization Act directed implementation of a new blended military retirement system by 1 January 2018. This system replaced the traditional "all or nothing" retirement plan for service members. Under it, soldiers who enter service after 1 January 2018 will automatically contribute part of their pay to a Thrift Savings Plan. This guarantees that service members who do not serve a full twenty years in the military receive some retirement benefits. Those who entered the service prior to 2018—but who had less than twelve years of service—can opt into the system by the end of that calendar year. Any soldier who does not opt in by 31 December 2018 will remain enrolled in the previous retirement system. By the end of FY 2018, the Army had the lowest percentage of enrollment of all the military services, with only 10.5 percent selecting the new system.

In January 2018, the DoD, acting on the recommendation of the commanding general, 82d Airborne Division, revised the rules regarding parachute duty incentive pay, commonly referred to as "jump pay," for the first time since 1950. Jump pay, which is \$150 per



*Retired Capt. Gary M. Rose receives the Medal of Honor  
on 24 October 2017.*

month, is automatically disbursed to those soldiers identified as being on jump status. Previously, to receive this pay, soldiers made at least one parachute jump every three months. Soldiers who did not meet this requirement, even if they made four or more total jumps during the year, were required to pay back the jump pay received during the three-month period in which they did not make a jump. During FY 2016, 780 soldiers did not meet the three-month requirement and paid back a total of \$535,962. Under the revised regulation, soldiers may keep this pay when circumstances, such as combat operations, other deployments, lack of aircraft, or absence from their unit to attend military training, prevent them from making the required number of jumps. For those at risk of losing pay, commanders in the grade of O-5 or above now have the option to waive the requirement for one of the three-month pay periods. The soldier must complete refresher training during the waived period to maintain proficiency.



*Pauline Lyda Wells Conner, the widow of 1st Lt. Garlin M. Conner, and their son, Paul, appear at the White House.*

The appropriate commander, grade O-7 or above, may waive the minimum jump requirement for soldiers who are unable to perform their required jump because they are participating in combat operations or have been operationally deployed. Upon returning from deployment, the paratrooper must complete airborne refresher training and jump within three months to maintain proficiency.

In January 2016, the secretary of defense directed a comprehensive review of all Distinguished Service Cross, Navy Cross, Air Force Cross, and Silver Star Medal recommendations from the wars in Iraq and Afghanistan. This review ensured service members were appropriately recognized for their valor. The Army used a three-phased review process modeled after existing award boards. Of the 784 reviewed nominations, 23 were recommended for upgrade consideration: 10 Distinguished Service Crosses to Medals of Honor, and 13 Silver Stars to Distinguished Service Crosses. During FY 2018, the secretary of the Army approved twelve of the thirteen Silver Star upgrades to the Distinguished Service Cross. The president approved four of the Distinguished Service Cross upgrades to Medals of Honor. At the end of FY 2018, award ceremonies for the twelve Distinguished Service Crosses and four Medals of Honor were expected to occur during FY 2019.

The FY 2017 National Defense Authorization Act directed the review for Distinguished Service Crosses awarded during the Korean and Vietnam wars to Asian Americans and Pacific Islanders to determine if the awards should be upgraded to the Medal of Honor. Human Resources Command considered thirty-five awards and recommended thirteen for upgrades. At the end of FY 2018, those recommendations were under review at various staffing levels within the Department of the Army.

### *Medal of Honor*

On 24 October 2017, the president awarded the Medal of Honor to retired Capt. Gary M. Rose for his action in September 1970 while serving as a sergeant with the 5th Special Forces Group, 1st Special Forces.

On 26 June 2018, the Medal of Honor was posthumously awarded to 1st Lt. Garlin M. Conner for his actions during January 1945 while serving with the 3d Infantry Division. His widow, Pauline Conner, accepted the Medal of Honor on his behalf.

## 4

# Force Development, Training, and Operational Forces

Force development supports Army Campaign Plan objectives through preparation of doctrine, modernization of equipment, and training programs. In FY 2018, the Army's efforts in this area reached an inflection point as previous years' investments began to bear fruit and challenges began to recede. This inflection reflected the continuity of focus on the service's top two priorities: readiness and modernization of the future force.

Articulation of these priorities took the form of a new "Army Vision" released in June 2018. It provided a concept for the future to ensure overmatch against all potential adversaries and remain capable of accomplishing future missions. The new Army Vision stated that the Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multidomain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. Achieving these priorities centered on readiness, modernization, talent management, institutional reforms, doctrinal development, and continued force structure action. The ways in which these priorities would be executed in the future was further detailed in *The Army Strategy*, with expected release in October 2018.

### *Readiness*

Readiness remained the Army leadership's top priority during the year. The service defined it as the ability of soldiers to fight and win decisively on any battlefield, against any adversary, at any time. During FY 2018, Army readiness trend lines improved over FY 2017. By the end of FY 2018, twenty-six brigade combat teams (BCT) and six combat aviation brigades were at the highest state of readiness, as compared to nineteen and three, respectively, in FY 2017. Additionally, nine BCTs were fully ready for combat by the end of FY 2018, compared to just three in February 2017. In September 2018, the service projected 66 percent of the Regular Army will reach its readiness goals within

four years and 33 percent of reserve component units will meet their readiness goals within two years.

Several initiatives contributed to increased readiness. The Army increased the number of training center rotations for reserve component units to four. Units also received additional training opportunities at home station through the Synthetic Training Environment, which incorporates a variety of simulated training systems.

In July 2018, the service announced that beginning in late 2020 a new six-event Army Combat Fitness Test would replace the current three-event Army Physical Fitness Test, introduced in 1980. The new test is designed to ensure soldiers are physically and mentally tough enough to meet the challenges of combat. It is also intended to help reduce preventable injuries, thereby reducing the number of nondeployable soldiers.

The secretary of the Army reduced the time soldiers spent on nonessential training as part of a larger plan to cut administrative requirements that distract from soldiers' core missions. The service consolidated, reduced, or eliminated dozens of required activities, including ending the requirement that soldiers use the Travel Risk Planning System before taking leave and use of reflective belts during physical fitness in dedicated exercise areas.

To better measure units' readiness, the Army began testing a new system, Objective Assessment of Training Proficiency (referred to as Objective T), as part of the Commander's Unit Status Report. This system establishes common readiness standards for similar units and establishes a framework to prioritize and protect unit training. Objective T is based on four foundational components: mission essential task proficiency, weapons system proficiency, collective fire task proficiency, and training days to achieve T-level 1 proficiency. To test the concept, Regular Army units began mock reporting against Objective T during the first quarter of FY 2018, in addition to reporting under the current system. Reserve component units with an assigned mission requiring deployment began mock reporting during the November 2017 cycle, with remaining reserve component units starting during the January 2018 cycle.

### *Doctrine*

To achieve the readiness to fight tomorrow and provide the framework for modernization efforts, the Army continued to develop the Multi-Domain Battle concept. In May 2018, the Army announced that the term "Multi-Domain Battle" would become "Multi-Domain Operations." Army leaders felt the term

“operations” better captured the emerging complexities of modern conflict and the wide range of activities and places involved. The change also resulted from consultation with the other services who are pursuing similar strategies in recognition that future wars will require all services collaborating across all domains. Inspired by the AirLand Battle doctrine of the 1980s, the original Multi-Domain Battle concept was introduced in the 2016 Army Posture Statement. Early in 2017, the Army and the Marine Corps issued a joint white paper on Multi-Domain Battle. In October 2017, the Army released *Multi-Domain Battle: Evolution of Combined Arms for the 21st Century, 2025–2040*. This document sought to guide Army discussions and doctrinal developments. The updated version of Field Manual 3–0, *Operations*, released in October 2017, also incorporated concepts of Multi-Domain Battle.

During FY 2018, the Army began testing its Multi-Domain Operations doctrine through the establishment of the Multi-Domain Task Force (MDTF) pilot program. Under this program, 17th Field Artillery Brigade operated as the MDTF pilot unit. The brigade experimented with a battalion-plus sized multi-domain element that maximized its flexibility and ability to work closely with air, sea, land, cyber, and space assets. One of the key capability gaps tested was the countering of antiaccess/area denial systems, which could enable soldiers to create an opening in one domain that could be exploited by American assets in another domain. The brigade also tested the ability for Army land-based artillery to sink ships at sea. As the MDTF pilot unit, the brigade rotated through the Pacific region as part of the Army’s Pacific Pathways program and tested Multi-Domain Operations doctrine during the 2018 RIM OF THE PACIFIC exercises.

### *Modernization and Future Force*

In FY 2018, the Army established six modernization priorities. First, create a long-range precision fires capability to restore the service’s dominance in range, munitions, and target acquisition. Second, field a next generation combat vehicle to ensure combat formations can fight and win against any foe. Third, acquire vertical lift attack, lift, and reconnaissance platforms that are survivable on current and future battlefields. Fourth, upgrade network hardware, software, and infrastructure so they are useable in environments where the electromagnetic spectrum is denied or degraded. Fifth, develop air and missile defense capabilities to protect combat formations. Sixth, invest in soldier lethality that spans all fundamentals, including improved equipment and weapons for individuals as well as improved

training and simulations that model future battlefields, including combat in megacities.

An Army Directive published in November 2016 provided guidance and procedures for Army open source intelligence (OSINT) activities in accordance with Department of Defense instructions. OSINT is intelligence that is produced from publicly available information and is collected, exploited, and disseminated in a timely manner to an appropriate audience for the purpose of addressing a specific intelligence requirement. This directive applied to the performance of OSINT research, collection, analysis, production, and training by intelligence personnel (military, civilians, and contractors) assigned, attached, detailed to, or supporting Army intelligence organizations with an authorized OSINT mission. This directive also applied to Army National Guard intelligence personnel when operating under Title 10 authorities. Among the topics covered by the directive were: who is authorized to conduct OSINT; conducting these activities in a manner that protects operational security; managing production requirements; the use of government devices; the use of social media; and conducting OSINT in a manner that ensures legality and propriety, and preserves and respects the privacy and civil liberties of U.S. persons.

In accordance with this directive, the U.S. Army Intelligence and Security Command established the Army Open Source Intelligence Office to fulfill its responsibility as the operational proponent for OSINT, including training and equipping all Army OSINT users. The office enables commanders to operationalize OSINT capabilities by providing advice and assistance; managing requirements for data and data sources; training and certifying intelligence professionals in OSINT; validating appropriate technologies; managing access to the DoD enterprise suite of OSINT tools and technology; and ensuring authorized OSINT activities are taking place in accordance with applicable law and policy.

During FY 2018, the deputy chief of staff, G-2, approved the Army Signals Intelligence (SIGINT) strategy. In FY 2017, senior SIGINT officers recognized that this capability was not optimized for large-scale combat operations against a peer threat after years of focusing on counterinsurgency operations. In October 2017, the deputy chief of staff, G-2, directed the U.S. Army Intelligence Center of Excellence to bring together SIGINT subject matter experts representing various organizations across all Army echelons in order to develop a unified, feasible, and long-term SIGINT strategy.

The new strategy increases the Army's ability to collect intelligence against peer adversaries and will provide a firm foundation for successful electronic warfare and cyber operations in a multidomain environment.



There are four lines of effort. The first is organizing and building the Army SIGINT force. The second is training, educating, and managing personnel. The third is equipping the force. The fourth is developing doctrine. The deputy chief of staff, G-2, directed the commanding general, U.S. Army Intelligence and Security Command, to lead the SIGINT Community of Interest in implementing the strategy.

In August 2018, the G-3/5/7 approved a new electronic warfare (EW) strategy for the Army in response to a new DoD EW strategy issued in FY 2017. The objective is to operationalize Army EW capabilities as a force multiplier supporting ground commanders. The strategy enables the paradigm shift to cyberspace electromagnetic activities by addressing EW capabilities and capacities. It has five areas of effort: building the workforce, operations, capability development, educating and training the force, and partnerships.

### *Force Structure*

During FY 2018, the Army continued to improve its force structure to recover from previously directed force structure reductions. The FY 2018 National Defense Authorization Act raised the authorized strength of the Army to 1,026,500, an increase of 8,500. In addition, the Program Objective Memorandum for Fiscal Years 2020/2024 supported the previously approved modest growth in several critical capabilities, to include short-range air defense battalions, multiple-launch rocket system battalions, logistics, and special operations.

During FY 2018, the total number of BCTs remained constant at fifty-eight, with thirty-one in the Regular Army and twenty-seven in the Army National Guard. However, making additional armored BCTs available for deployment to Europe and the Republic of Korea was a major recommendation of the National Commission on the Future of the Army's final report, released in January 2016. As a result, in November 2016, the Army announced it would create a fifteenth armored BCT by converting the 2d Brigade Combat Team, 3d Infantry Division, from an infantry BCT to an armored BCT. The Army completed this conversion during FY 2018.

Provisions in the 2017 National Defense Authorization Act and the FY 2019/2023 Program Objective Memorandum also allowed the Army to program a sixteenth armored BCT to be converted from an infantry BCT, for a total of eleven in the Regular Army and five in the Army National Guard. In September 2018, the Army announced that the 1st Brigade Combat Team, 1st Armored Division, stationed at Fort Bliss, Texas, would convert from a Stryker BCT to an armored BCT. Furthermore, the 2d BCT, 4th Infantry Division, located at Fort

Carson, Colorado, would convert from an infantry BCT to a Stryker BCT. These conversions were scheduled to begin in spring 2019 and spring 2020, respectively. Once complete, these conversions ensure a more balanced distribution between the Army's light and heavy combat units. The thirty-one BCTs in the Regular Army will consist of eleven armored, thirteen infantry, and seven Stryker BCTs. In the Army National Guard, the mix of BCTs will stand at five armored, twenty infantry, and two Stryker.

During FY 2018, the Army continued working on activation of a total of six security force assistance brigades (SFABs), five in the Regular Army and one in the Army National Guard. These brigades will serve as the Army's first permanent unit solely dedicated to advising and assisting partner nations in developing their security force capabilities. The brigades will also help preserve the Army's irregular warfare competency. In October 2017, the first SFAB activated at Fort Benning, Georgia, as Headquarters and Headquarters Company, 1st Security Force Assistance Brigade. Headquarters, United States Army Security Force Assistance Command, was organized at Fort Bragg, North Carolina, in June 2018, with Headquarters and Headquarters Company, 2d Security Force Assistance Brigade, activated a month later at the same post. At Fort Hood, Texas, Headquarters and Headquarters Company, 3d Security Force Assistance Brigade, activated in June 2018.

During FY 2018, the Readiness Enhancement Accounts authorized by the 2017 National Defense Authorization Act, and created in all three Army components, helped raise manning and readiness levels in existing combat units. These accounts provide the Army with additional notional authorizations in specific military occupational specialty fields that can be recruited and resourced in order to protect against hollow formations in critical units (mostly combat units). In particular, the accounts proved helpful for the aforementioned conversions of existing BCTs. For example, they directed the Army to send more 19-Series armor recruits through initial entry training and qualification courses before their destination units began generating demands for soldiers with those skills. Thus, when the new armored BCTs stood up, a sufficient number of soldiers with the appropriate specialties were immediately available for assignment, rather than the typical wait time of more than a year.

In FY 2018, the Bottom-Up Review of military intelligence concluded. In June 2016, the deputy chief of staff, G-2, in coordination with Training and Doctrine Command, began a force structure and capabilities review of military intelligence. The review assessed the health of the military intelligence branch, the capabilities mix

between the intelligence disciplines and echelons, and the effectiveness of current designs in meeting intelligence requirements of ground commanders at all echelons in the year 2025 and beyond. The review concluded there are gaps in capabilities, capacity, technical ability and training at echelons from BCT to Army service component commands. The greatest risks exist in the organizational, materiel, and personnel domains and will require significant near- and long-term investment. Eight major and eleven minor findings will be addressed through *The Army Intelligence Plan 2018–2028*. The most significant review finding, concerning the shortage of intelligence collection and analysis capability at the division and corps echelons, was validated and will compete for resources in the ongoing Total Army Analysis 21–25 process. Other capability gaps are being addressed through discipline-specific deep dives that will result in validated operational strategies and action plans to address specific shortfalls.

### *Stationing*

During spring and summer 2018, the Army adopted procedural changes for major stationing decisions with a goal to optimize readiness, put the force in the best posture for global response, maximize current use of facilities, ensure cost-effectiveness, consider unique factors to meet specific unit requirements, and strengthen the Army's relationship with Congress and their local communities.

There were two lines of effort. First, the Army incorporated metrics for public education, reciprocity of licensure, off-post housing, medical capacity, and intergovernmental support agreements in the scoring model for strategic stationing decisions. This is in addition to the military value analysis, which focuses military value within installations. The inclusion of community support factors in the evaluation of stationing alternatives is in line with Army modernization aimed at building a campus environment between the installation and community partners. Second, the Army incorporated Congressional engagements throughout the decision process for actions concerning major force structure to ensure Congress has visibility during the early development phases. This action recognizes the importance of sustaining a comprehensive, transparent process and communicating the intent of planned force structure changes with interested parties.

### *Training*

During the fiscal year, the Army focused on optimizing its training resources, improving the quality of training assessments, and

enhancing the training, integration, and responsiveness of the reserve component in order to meet its goal: having 66 percent of its combat forces ready to meet war plan requirements between FY 2021 and FY 2023. This resulted in some shifts in the Army's training enterprise. Instead of predeployment mission rehearsal exercises, the capstone for unit training is now free-play exercises against an opposing force in a dynamic, combined-arms environment.

The Army began implementing the Sustainable Readiness Model (SRM) in FY 2017. It replaced the Army Force Generation Model and was fully implemented by the end of FY 2018. Under SRM there are no fixed, progressive cycles for Regular Army units, although reserve component units remain on a five-year cycle. The goal of SRM is to achieve two-thirds combat readiness for global contingencies for the Total Army by 2023 and provide greater flexibility in addressing the needs of combatant commanders. The SRM has three descriptive modules. The first is the Mission module, where units are validated, fully resourced, and available for or assigned to an ordered mission. The second is the Ready module, where units are achieving or sustaining a baseline level of readiness and can respond to contingencies. The third is the Prepare module, where units are rebuilding readiness and not allocated to missions.

During FY 2018, Army leaders used SRM to better shape unit-level training opportunities. One result was increased and optimized BCT rotations to combat training centers. During the year, the Army conducted nineteen training center rotations. Nine were at the National Training Center, Fort Irwin, California, with seven Regular Army and two Army National Guard BCTs. Nine were at the Joint Readiness Training Center, Fort Polk, Louisiana, with seven Regular Army and two Army National Guard BCTs. One Regular Army BCT trained at the Joint Multinational Readiness Center in Hohenfels, Germany. Training during these rotations reflected the emphasis on preparing for a dynamic, combined-arms environment by including the opposing force's use of drones, degraded or denied cyber and electromagnetic environment, chemical attacks, regularly moving command posts, indirect fire, and realistic live fire exercises.

Early in FY 2018, the Army eliminated the position of platoon sergeant at advanced individual training (AIT) courses and replaced those noncommissioned officers with drill sergeants. This change instills greater discipline in new soldiers by providing a continuity of discipline as they complete the second phase of their initial entry training. Beginning in February 2018, qualified AIT platoon sergeants began attending a ten-day conversion course conducted by the Drill Sergeant Academy, Fort Jackson, South Carolina. The conversion

course takes only ten days because all noncommissioned officers selected for AIT platoon sergeant duty completed the first six weeks of the drill sergeant course before beginning their assignment. The conversion course will be discontinued once all qualified AIT platoon sergeants have completed the course and are awarded the drill sergeant designation. Thereafter, graduates of the drill sergeant course will be assigned to fill vacancies in AIT platoons.

The Army decided in FY 2018 to extend one-station unit training for new infantry soldiers from fourteen to twenty-two weeks. (During one-station unit training, recruits stay in the same unit through basic combat training and advanced individual training.) The additional weeks make soldiers more proficient before they depart for their first duty assignment and increase their confidence in their abilities. The new program will include expanded weapons training, increased vehicle-platform familiarization, extensive combative training, a combat-lifesaver certification course, and an increased emphasis on drill and ceremony. The change also includes increased field training during both the daytime and nighttime in squad operations. A pilot class to evaluate the new program began in July 2018. After its completion in December 2018, the Infantry School will revise the program as needed and begin implementation sometime in FY 2019.

### *Operational Forces*

During FY 2018, Army units were active in a variety of global operations and engaged in security assistance missions with multiple foreign partners. In April, the service had more than 180,000 soldiers in more than 140 countries, supporting ten key named operations. Army troops also assisted with disaster relief and border security missions.

### *Afghanistan*

Operation FREEDOM'S SENTINEL in Afghanistan continued to require significant Army support during FY 2018. American forces in Afghanistan have two missions: counterterrorism against the remnants of al-Qaeda, and training, assisting, and advising Afghan security forces. Army casualties for this operation during FY 2018 were eleven deaths and ninety-nine wounded.

During FY 2018, the Army maintained elements of two division headquarters in Afghanistan. The 3d Infantry Division headquarters remained in country until April 2018 when the 101st Airborne



*An Afghan Air Force helicopter passes over Combat Outpost Bazikhel during an Afghan-led clearing operation near Kabul on 16 September 2018.*

Division headquarters replaced it and assumed its mission of serving as the U.S. Forces-Afghanistan's National Support Element. An element of the 36th Infantry Division headquarters (Texas Army National Guard), which had served as the Train, Advise, and Assist Command-South, was replaced by an element of the 40th Infantry Division headquarters (California Army National Guard) in December 2017. Responsibility for the Train, Assist, and Advise Command-South remained with the 40th Infantry Division during FY 2018, when a second headquarters element from the division arrived in Afghanistan in July 2018.

Five augmented BCTs and a security force assistance brigade served in Afghanistan during the fiscal year to provide security force assistance to Afghan forces. The 1st Brigade Combat Team, 1st Armored Division, remained in Afghanistan until October 2017. The 4th Brigade Combat Team (Airborne), 25th Infantry Division, remained in Afghanistan until May 2018 when it was replaced by the 1st Brigade Combat Team, 4th Infantry Division. The 1st Brigade Combat Team, 82d Airborne Division, was succeeded in March 2018 by the 2d Brigade Combat Team, 4th Infantry Division. In February 2018, the 1st Security Force Assistance Brigade arrived in Afghanistan, making it the first such unit to deploy. The 1st Battalion, 28th Infantry



*Soldiers assigned to 5th Battalion, 25th Field Artillery Regiment, provide fire support for Iraqi Security Forces near Al Qaim, Iraq, 7 November 2017 as part of Operation INHERENT RESOLVE.*

Regiment, from the 3d Infantry Division, accompanied the brigade to serve as its security force element.

### *Southwest Asia*

During FY 2018, the Army continued to play a prominent role in Iraq, Syria, and Kuwait. On 30 April 2018, the end of major combat operations against the Islamic State in Iraq and Syria (ISIS) in Iraq was marked by the discontinuation of the Combined Joint Forces Land Component Command (CJFLCC). The most significant operations occurred in the continuing fight against ISIS as part of Operation INHERENT RESOLVE. Control of the remaining land operations was transferred to the Combined Joint Task Force–Operation INHERENT RESOLVE (CJTF–OIR). In addition, the Army maintained forces focused on theaterwide priorities as part of Operation SPARTAN SHIELD. Army casualties for FY 2018 in Operation INHERENT RESOLVE were eleven deaths and eight wounded.

During FY 2018, coalition forces worked with local partners to eliminate the final remnants of ISIS still present in Iraq and Syria. Operation INHERENT RESOLVE, which began in June 2014 in coordination with coalition and partner forces, aimed to defeat ISIS

in designated areas of Iraq and Syria and set conditions for follow-on operations to increase regional stability. The Army primarily provided command-and-control, fires, logistical support, and security force assistance. During a brief operation from 26 October to 3 November 2017, Iraqi Security Forces, supported by coalition assets, liberated the town of Al Qaim, a key border crossing with Syria and ISIS's final stronghold in Iraq. By 16 July 2018, Iraqi Security Forces and the Peshmerga (Kurdish security forces) cleared the final pockets of ISIS in Iraq from their safe havens in the Makhmour Mountains.

In Syria, U.S.-backed Syrian Democratic Forces, with INHERENT RESOLVE coalition support, completed the capture of ISIS's so-called capital of Raqqa along the Euphrates River in Syria by 17 October 2017. After this, the Syrian forces and coalition focused on eliminating remnants of ISIS from Syria in a phased series of actions under the codename Operation ROUNDUP. The operation cleared ISIS from the town of Baghuz in northeastern Syria on 15 May 2018 and from al-Dashishah, Syria, on 20 July. As FY 2018 ended, the Syrian Democratic Forces, with coalition support, were pursuing the last ISIS fighters in Syria located in the Middle Euphrates River Valley's Deir ez-Zor Province, close to the Iraq-Syria border.

During FY 2018, the Army maintained a corps headquarters, a division headquarters, and a BCT in the region to directly support Operation INHERENT RESOLVE. In September 2018, the XVIII Airborne Corps assumed authority of CJTF-OIR from III Corps. In March 2018, the headquarters of the 1st Armored Division relinquished command of the CJFLCC to the 10th Mountain Division headquarters. During its nine-month tour commanding CJFLCC, the division headquarters provided command and control of the coalition troops as they trained, advised, assisted, and provided critical capabilities to the Iraqi Security Forces. In September 2018, the division headquarters returned to Fort Drum, New York, after the CJFLCC mission was transferred to CJTF-OIR. In May 2018, the 3d Brigade Combat Team, 10th Mountain Division, was replaced by the 3d Cavalry Regiment.

The Army also maintained a division headquarters and an armored BCT in Kuwait to support theaterwide commitments as part of Operation SPARTAN SHIELD. In March 2018, the headquarters of the 28th Infantry Division (Pennsylvania Army National Guard) deployed to Kuwait, replacing the 35th Infantry Division headquarters (Kansas Army National Guard). The 3d Brigade Combat Team, 1st Cavalry Division, passed off its role as the theater's armored BCT in November 2017 to the 2d Brigade Combat Team,



1st Armored Division. In addition to these forces, Army logistics and transportation units also served in Central Command areas.

### *U.S. Army South*

U.S. Army South is responsible for Army operations in Central and South America and the Caribbean. The personnel assigned to this command support security cooperation and contingency operations, and fulfill requirements for Title 10 support and combatant command support agent missions for the Department of the Army and the U.S. Southern Command.

Exercises in FY 2018 included: BEYOND THE HORIZON, PANAMAX, TRADEWINDS, FUERZAS ALIADES HUMANITARIUS, and medical readiness exercises. In addition, the National Guard's State Partnership Program involved eighteen U.S. states and twenty-eight partner nations in the region. U.S. National Guard forces conducted numerous continental U.S. engagements as part of a security cooperation effort. The missions of Joint Task Force–BRAVO, stationed at Soto Cano Airbase, Honduras, and its primary unit, the 1st Battalion, 228th Aviation Regiment, include providing helicopter support to counter organized crime, medical readiness training, and disaster relief support. Joint Task Force–GUANTANAMO is supported by the 525th Military Police Battalion and rotational military police units from the Army National Guard and Army Reserve.

### *U.S. Army Africa*

U.S. Army Africa works to build capacity throughout the continent and support joint forces in order to disrupt transnational threats and promote regional stability. During FY 2018, the command and its aligned units participated in numerous training exercises related to security cooperation; logistics and peacekeeping operations; and basic and advanced infantry training. These exercises included: JUSTIFIED ACCORD, SHARED ACCORD, UNITED ACCORD, and FLINTLOCK. Units also served tours as the Combined Joint Task Force–HORN OF AFRICA and its East Africa Response Force, based at Camp Lemonnier in Djibouti.

In August 2018, troops from the 10th Mountain Division completed a second train-and-equip mission for thirty-one soldiers from Somalia's Danab (Lightning) Advanced Infantry Battalion in the capital region of Mogadishu. The fourteen-week training focused on building the logistics network of the Somali National Army, with particular attention paid to instruction on basic preventative maintenance checks

and services. The mission built on the inaugural training conducted in May 2017 by the soldiers from the 101st Airborne Division.

In January 2016, U.S. Army Africa began planning to incorporate a fulltime theater sustainment capability. Previously, U.S. Africa Command was the only combatant command without an assigned theater sustainment command. The U.S. Army Africa staff replicated the functions of a command through memorandums of agreement with the U.S. European Command and the 21st Sustainment Command. Therefore, in FY 2016, the Army tapped the Army Reserve's 79th Sustainment Command, a sustainment support command, to provide this regionally aligned logistics support. On 23 September 2017, the command officially transitioned to a theater sustainment command. During FY 2018, the 79th Sustainment Command began its new mission, aided by the opening of new office space for the command's forward element at Caserma Del Din, Italy, on 11 May 2018.

In October 2017, four American soldiers were killed and two were wounded in western Niger. They were conducting a counterterrorist operation with partner Nigerien forces.

### *Asia-Pacific*

During FY 2018, to deter against North Korean aggression, and to counter China's hegemonic aspirations, the Army stationed nearly 80,000 soldiers in the Asia-Pacific, with an additional 24,000 soldiers deployed there in rotational armored BCTs, aviation units, field artillery units, and chemical, biological, radiological, and nuclear defense capabilities.

To enhance readiness, U.S. Army Pacific continued the Pacific Pathways program. Launched in 2014, Pacific Pathways combines multiple preexisting exercises with partner nations into integrated operations. Each operation is a "Pathway" for enhancing the readiness of participating forces, strengthening relationships with allies, and providing a crisis response option for Pacific Command.

In FY 2018, Pacific Pathways consisted of three iterations. During the first iteration, launched in February 2018, the Hawaii-based 2d Brigade Combat Team, 25th Infantry Division, traveled to Thailand to participate in the COBRA GOLD exercise. They later headed to South Korea for training, followed by the BALIKATAN exercise in the Philippines. The second phase, July to September, witnessed a first for the Army National Guard. The Indiana Army National Guard's 76th Infantry BCT served as the lead brigade for a task force that included the Regular Army's 16th Combat Aviation Brigade from Joint Base Lewis-McChord, Washington, and the 10th Support Group from Okinawa.



*Soldiers from the 76th Infantry Brigade Combat Team, Indiana Army National Guard, participate in Exercise HAMEL, Shoalwater Bay Training Area, Australia.*

This second iteration participated in the HAMEL exercise in Australia, KERIS STRIKE in Malaysia, GARUDA SHIELD in Indonesia, HANUMAN GUARDIAN in Thailand, ULCHI FREEDOM GUARDIAN in South Korea, and ORIENT SHIELD in Japan. Some troops also participated in jungle training in Brunei. The third leg of Pacific Pathways was led by the 3d Brigade Combat Team, 25th Infantry Division, which participated in TIGER BALM and RIM OF THE PACIFIC exercises in Hawaii, VALIANT SHIELD in the Pacific Ocean, and RISING THUNDER in Japan.

In 2004, the United States and the Republic of Korea governments agreed to move all U.S. forces to garrisons south of the Han River, most of which will be relocated to Camp Humphreys, about forty miles south of Seoul on the peninsula's west coast. During FY 2018, the relocation effort continued with construction of new facilities at Camp Humphreys. United States Forces Korea officially dedicated their new headquarters building at Camp Humphreys in June 2018. Preparations continued for the closure of Yongsan Garrison and Camp Red Cloud. Units and headquarters' moves are expected to be completed during FY 2019.

The armored BCT rotation program begun in 2015 for South Korea continued. The 1st Brigade Combat Team, 3d Infantry Division, began

its nine-month rotation in February 2018. It replaced the 2d Brigade Combat Team, 1st Cavalry Division, which returned to Fort Hood.

### *U.S. Army Europe*

U.S. Army Europe's Operation ATLANTIC RESOLVE demonstrates continued U.S. commitment to collective security. It reassures NATO allies and partners of America's dedication to enduring peace and stability in the region following Russia's intervention in Ukraine. For the first time in fifteen years, the U.S. Army Europe conducted a brigade-level armored tactical road march on German roads as part of Exercise COMBINED RESOLVE X in April and May 2018. The goal of COMBINED RESOLVE is to prepare forces in Europe to work together to promote stability and security in the region. COMBINED RESOLVE X involved nearly 3,700 service members from thirteen allied and partner nations participating in exercises at the 7th Army Training Command's Grafenwoehr Training Area. It also served as the assessment exercise for the U.S. Army's Future Concepts and Capabilities, conducted by the U.S. Army Joint Modernization Command from Fort Bliss.

In addition to units permanently stationed in Europe, such as the 2d Cavalry Regiment and the 173d Airborne Brigade Combat Team, regionally aligned and rotational units also support U.S. Army Europe's missions. The headquarters of the 4th Infantry Division supplied a mission command element to oversee the rotational units and provided a division-level command and control capability from February 2015 until February 2018. This mission was then assumed by the headquarters of the 1st Infantry Division. The Army also continued rotating armored BCTs to Europe. During FY 2018, the 2d Brigade Combat Team, 1st Infantry Division, served in Europe until June 2018 when it was replaced by the 1st Brigade Combat Team, 1st Cavalry Division.

The 12th Combat Aviation Brigade is another unit permanently based in Germany, but during FY 2015 it was reorganized from a brigade with seven battalions to one with two battalions as part of the Aviation Restructuring Initiative. The Army, however, concluded in FY 2016 that Operation ATLANTIC RESOLVE requires additional aviation support. Therefore, in FY 2017, it began deploying a reinforced combat aviation brigade from the United States for a nine-month rotation to Europe. In November 2017, the Combat Aviation Brigade, 10th Mountain Division, completed the first such rotation. The Combat Aviation Brigade, 1st Cavalry Division, replaced it and in June 2018 was succeeded by the Combat Aviation Brigade, 4th Infantry Division.



*U.S. Soldiers from the 2d Brigade Combat Team, 1st Infantry Division, drive M1A2 Abrams tanks and other vehicles from the Grafenwoehr Training Area to Hohenfels, Germany, on 23 April 2018, during Exercise COMBINED RESOLVE X.*

The 16th Sustainment Brigade has mission command over the ATLANTIC RESOLVE sustainment task force. The task force is comprised of Regular Army units and Army Reserve and Army National Guard units mobilized for a rotational tour in Europe. The task force supports the rotational combat brigades and other assets in the theater, providing movement control, fuel, water, distribution, ammunition, supply, maintenance, laundry, and postal support.

### *Domestic Operations*

During FY 2018, Army forces were deployed for relief and support operations within the United States. Army troops from all three components assisted with relief efforts in response to natural disasters that struck the United States in late FY 2017 and during FY 2018, including Hurricanes Maria and Irma, and California wildfires.



## 5

# Reserve Components

### *Organizational Structure*

The Army National Guard (ARNG) comprised roughly 39 percent of the Army's overall operational force—up from 34 percent in FY 2017. Structurally, the ARNG was divided into thirteen command and control headquarters: eight divisional, two expeditionary sustainment, and one each for air and missile defense, military police, and theater sustainment. Additionally, the Guard had two special forces groups, one security force assistance brigade (SFAB), twenty-seven brigade combat teams, forty-two multifunctional support brigades, and fifty-six functional support brigades and groups.

The Army National Guard Directorate, located at Arlington Hall, Virginia, reported to the National Guard Bureau and administered the ARNG's programs. The directorate consisted of the Office of the Director, ARNG, and the Army National Guard Readiness Center, which is a field operating agency of the National Guard Bureau. Additionally, staff from the Office of the Chief, National Guard Bureau, provided support to the Army National Guard Directorate in areas such as public affairs, legislative liaison, and contracting.

The U.S. Army Reserve (USAR) is organized under a single general officer with staff responsibilities to the Department of the Army as the chief of Army Reserve and command authority over most Army Reserve soldiers as the commander, U.S. Army Reserve Command (USARC). The chief of Army Reserve is the principal advisor on Army Reserve matters to the secretary of the Army and the chief of staff of the Army. The Office of the Chief of Army Reserve plans, prepares, resources, and manages the force and is responsible for the justification, defense and execution of the personnel, operations and maintenance, and construction budgets. The commanding general of USARC leads the largest three-star command in the Army and is assigned to FORSCOM.

The Army Reserve consists of 2,075 units organized into seven geographic commands and twenty-two functional commands, overseen by USARC. Reservists comprise 78 percent of the total

TABLE 8—ARMY NATIONAL GUARD MOBILIZATION, FY 2018

<i>Operation or Mission</i>	<i>Soldiers Mobilized</i>
Operation EUROPEAN DETERRENCE INITIATIVE (EDI)	80
Kosovo Forces	647
Multinational Force and Observers Sinai	408
Operation ATLANTIC RESOLVE/EUROPEAN REASSURANCE INITIATIVE	2,020
Operation ENDURING FREEDOM (OEF)/OEF–GUANTANAMO/ OEF–HORN OF AFRICA	2,033
Operation FREEDOM’S SENTINEL	2,451
Operation INHERENT RESOLVE	1,840
Operation SPARTAN SHIELD	11,062
Operation GLADIATOR PHOENIX	159
National Capital Region–Integrated Air Defense System	508
Other named operations	289

Army’s sustainment capabilities, providing technical and industry-specific knowledge and expertise among soldiers with fulltime, professional, civilian careers. Additionally, the Army Reserve supplies nearly 20 percent of the Army’s organized units, almost half its total maneuver support, and a quarter of its mobilization base expansion capacity. They also provide a significant percentage of personnel in psychological operations, civil affairs, petroleum operations, field service, mortuary affairs, and chemical units.

*Reserve Component Mobilizations*

During FY 2018, 21,497 soldiers from the Army National Guard were ordered into active federal service (*Table 8*). In FY 2018, approximately 15,000 Army Reserve soldiers were ordered to active duty to support various operations (*Table 9*).

*ARNG State Partnership Program*

In FY 2018, the ARNG continued to provide outreach and training to other nation’s forces, in Europe and around the world, through the State Partnership Program. National Guard units are linked directly with military units of U.S. allies to develop long-term relationships in accordance with U.S. foreign policy objectives. These units conduct regular military-to-military and interagency activities and participate in U.S. and ally-led exercises. Guard units took part



TABLE 9—ARMY RESERVE MOBILIZATION, FY 2018

<i>Operation or Mission</i>	<i>Soldiers Mobilized</i>
Command and Control Chemical, Biological, Radiological, and Nuclear Response Enterprise	150
CONUS Support Base	2,163
Counterdrug/Counternarcotics	5
EUROPEAN DETERRENCE INITIATIVE	584
Hurricane Florence	13
Hurricane Irma	5
Hurricane Maria	1,711
Multinational Force and Observers Sinai	10
OEF TRANS-SAHARA	17
OEF GUANTANAMO	941
OEF HORN OF AFRICA	333
Operation CENTRAL SKIES	91
Operation ENDURING FREEDOM	199
Operation FREEDOM'S SENTINEL	1,137
Operation INHERENT RESOLVE	1,350
Operation JOINT GUARDIAN-KFOR	24
Operation SPARTAN SHIELD	3,685
Theater Security Cooperation NORTHCOM	64
Theater Security Cooperation SOUTHCOM	65
Warrior Transition Unit Support	125

in maneuver and combat-related tasks; security; disaster response and mitigation; crisis management; interagency cooperation; border, port, and aviation security; fellowship-style internships; and combat medical training.

In the fiscal year, there were seventy-seven partnerships, up from seventy-six in FY 2017, in eighty-one nations, covering all six geographic combatant commands. During the year, Guard units worked with the militaries of more than thirty-two countries. These events included activities in both host countries and the United States.

### *Hurricane Relief Operations*

During FY 2018, the ARNG and the Army Reserve provided significant support for hurricane relief operations. The Atlantic hurricane season extends across the end of the fiscal year, and depending on the timing of a storm, Guard and Reserve relief efforts continue into the following fiscal year. Relief efforts for Hurricane Maria began in FY 2017 and continued into FY 2018; and similarly, efforts for Hurricane Florence began in FY 2018 and extended into FY 2019.

On 20 September 2017, Hurricane Maria made landfall in Puerto Rico as a Category 4 hurricane and caused widespread damage to Puerto Rico and the U.S. Virgin Islands. The location of this strike required additional ARNG assets to be sent to the affected areas by ship or air. This—combined with nonoperational airports in the immediate aftermath of the storm, and ships forced to sail from the mainland—stretched the response time into FY 2018. More than 2,800 ARNG soldiers from Puerto Rico and the mainland were on duty by the start of FY 2018. Several ARNG units continued to serve through October 2017 in order to support many Air National Guard units that ferried supplies or transported relief supplies to Puerto Rico and the U.S. Virgin Islands.

Hurricane Florence made landfall on the Carolina coast as a Category 1 hurricane on 14 September and quickly slowed down, causing major flooding and storm damage. All three components provided troops in response, with strength in this effort peaking at 14,000. The state of North Carolina activated more than 3,000 of its National Guard personnel. These were joined by Guard troops from twenty-nine other states and the District of Columbia.

During FY 2018, the Army Reserve—using the Immediate Response Authority established in the National Defense Authorization Act of 2012—contributed to relief operations in the aftermath of Hurricane Maria. More than 2,000 soldiers from the Puerto Rico-based 1st Mission Support Command and other Reserve units in Puerto Rico and the U.S. Virgin Islands responded to local and federal requests for assistance. Placed under the unified command of an Army Reserve brigadier general, they conducted port-opening tasks, road clearance operations, water and fuel distribution, and water purification operations. Company D, 249th Engineer Battalion (Prime Power), provided a critical part of the relief operation by repairing power distribution lines. This company is the only Army unit comprised solely of linemen; it placed an average of ten power poles per day, and repaired more than 52,800 feet of distribution lines, connecting more than 3,500 houses and businesses to the power grid.



*Puerto Rico Army National Guardsmen confer with nuns while distributing essential items to citizens in San Juan, Puerto Rico, 29 December 2017, as part of Hurricane Maria recovery efforts.*

### *Southern Border*

On 5 April 2018, the secretary of defense established the Border Security Support Cell (BSSC) as the focal point and integrator for all requests for assistance, tasking, and information related to Department of Defense (DoD) support to the president's April 4, 2018, memo, "Securing the Southern Border of the United States." The BSSC is the singular interface with the Department of Homeland Security/ Customs and Border Protection regarding their requirements to secure the southern border. Furthermore, BSSC validates requirements and works with the Joint Staff. Additionally, the Army G-3 represents Army equities through the support cell.

In April 2018, the secretary of defense authorized the mobilization of up to 4,000 National Guard personnel to support the Department of Homeland Security (DHS) southern border security mission through 30 September 2018. Operating under the command and control of their respective governors, the National Guard's efforts focused on aviation, engineering, surveillance, communications, vehicle maintenance, and logistical support. The troops did not perform law enforcement activities or interact with migrants or other individuals detained by DHS.

In total, approximately 2,100 National Guard troops were dispatched to the border as part of Operation GUARDIAN SUPPORT, almost all of them from Texas, California, New Mexico, and Arizona. In June 2018, the governors of eleven other states either withdrew their National Guard contributions to the operation or canceled their agreement to deploy elements to the border. They took this step to protest the DHS policy of separating children from their families. In August 2018, the DoD authorized Operation GUARDIAN SUPPORT to continue through the end of FY 2019.

### *Readiness*

Efforts in the reserve components to improve readiness continued during FY 2018. The Army National Guard aimed to reduce the amount of training time needed upon mobilization by select units. To meet this need, the Army launched Army National Guard 4.0, a program requiring high-demand units, such as armored and Stryker BCTs, to receive sixty-three training days or more, culminating in either a combat training center rotation or an overseas exercise.

Launched in 2016, the Army Reserve's Ready Force X program continued during FY 2018 with approximately 30 percent of units participating. The goal of Ready Force X is to build a force of selected units capable of deploying on short notice, rather than building readiness for predictable overseas rotations as had been done for the past fifteen years. Units with high-demand capabilities are identified to create a pool of soldiers who can rapidly deploy, some with as little as thirty days' notice. Examples of these capabilities include petroleum distribution, rail operations, theater-level engineer and aviation operations, civil affairs, medical, and psychological operations.

In order to better train Ready Force X units and increase overall readiness, the Army Reserve continued its Operation COLD STEEL, which had first been conducted in 2017. Operation COLD STEEL II took place in FY 2018 over eleven months with activities at five locations with more than three times the number of soldiers as the first exercise. The 84th Training Command, through Task Force Operation COLD STEEL II, provided oversight of the operation. The 79th Sustainment Command led Task Force COYOTE at Fort Hunter Liggett, California, from October to December 2017. The 416th Engineer led Task Force TRIAD at Fort McCoy, Wisconsin, from February to May 2018. The 377th Sustainment Command headed Task Force BULLION at Fort Knox from March to May 2018. U.S. Army Civil Affairs and Psychological Operations Command led Task Force ULTIMATE and



*An Army Reserve soldier trains to become a convoy protection platform crewmember during Operation COLD STEEL II at Fort McCoy, Wisconsin, on 27 April 2018.*

conducted gunnery operations at Joint Base McGuire-Dix-Lakehurst, New Jersey, from July to August 2018.

The Associated Units Pilot Program began in FY 2016. It is a three-year test of a new concept to increase readiness and responsiveness of the Army as a total force. The program uses the secretary of the Army's authority to associate USAR and ARNG units with Regular Army units for training oversight prior to mobilization. When the secretary of the Army designates associated units, the association relationship modifies administrative control. The Regular Army unit commander is now responsible for approving the associated unit's training program, reviewing its readiness report, assessing its resource requirements, and confirming collective proficiency. Association also helps units from different components train together.

In addition to training with Regular Army units, reserve component units selected for the pilot are provided with additional resources to sustain higher readiness. They have up to fifteen additional days of training each year, and more frequent rotations at combat training centers or other capstone training events based on their type of unit. Regular and reserve component units in an associated relationship will be staffed to ensure sufficient available personnel to execute the

TABLE 10—ASSOCIATED UNIT/PROGRAM UNITS, FY 2018

<i>Brigades Associated with Divisions</i>	
48th Infantry Brigade Combat Team, Georgia ARNG	3d Infantry Division, Fort Stewart, Georgia
81st Brigade Combat Team, Washington ARNG	7th Infantry Division, Joint Base Lewis-McChord
86th Infantry Brigade Combat Team, Vermont ARNG	10th Mountain Division, Fort Drum
3d Brigade Combat Team, 10th Mountain Division, Fort Polk	36th Infantry Division, Texas ARNG
<i>Battalions Associated with Brigades</i>	
1st Battalion, 143d Infantry Regiment, Texas ARNG	173d Airborne Brigade Combat Team, Vicenza, Italy
1st Battalion, 151st Infantry Regiment, Indiana ARNG	2d Brigade Combat Team, 25th Infantry Division, Schofield Barracks
5th Engineer Battalion, Fort Leonard Wood, Missouri	35th Engineer Brigade, Missouri ARNG
<i>Companies Associated with Brigades</i>	
249th Transportation Company, Texas ARNG	1st Cavalry Division Sustainment Brigade, Fort Hood
1245th Transportation Company, Oklahoma ARNG	101st Airborne Division Sustainment Brigade, Fort Campbell, Kentucky
1176th Transportation Company, Tennessee ARNG	36th Engineer Brigade, Fort Hood
2123d Transportation Company, Kentucky ARNG	
840th Engineer Company, Texas ARNG	82d Airborne Division Sustainment Brigade, Fort Bragg
824th Quartermaster Company, USAR	
<i>Supporting SFAB Mission; Not Officially Removed from the Program</i>	
1st Battalion, 28th Infantry Regiment, Fort Benning	48th Infantry Brigade Combat Team, Georgia ARNG
<i>No Longer Participating</i>	
100th Battalion, 442d Infantry Regiment, USAR	3d Brigade Combat Team, 25th Infantry Division, Schofield Barracks



*National Guard soldiers, as part of the Associated Units Pilot Program, train on battery defense, 13 June 2018, at Fort Drum.*

training strategy, exchange assigned personnel to enhance mutual understanding across components, and wear common patches. Associated units will not be required to maintain the exact same modernization levels, but must be compatible to ensure they can train and fight together.

In FY 2018, thirteen reserve component units and eleven Regular Army units from company through division level participated in the program (*Table 10*). Forty-four soldiers participated in a personnel exchange program between the units. Overall, the program has shown positive results and training readiness improvements. The results of the program will be assessed in FY 2019, and a decision will be made as to whether it will continue.

### *Innovation Command*

In January 2018, the Army Reserve's 75th Training Command, headquartered in Houston, Texas, became the 75th Innovation Command. Previously, it conducted mission command training for unit commanders and staff prior to deployments. As an innovation command, its mission is to drive operational innovation, concepts, and capabilities to enhance the readiness and lethality of the future force

by leveraging the unique skills, agility, and private sector connectivity of Army Reserve personnel. The command is in direct support of Army Futures Command, although the details of that relationship are not yet determined.



# 6

## Logistics

### *Initiatives*

The expansion of equipment stores, housed either afloat or ashore, available for U.S. forces in a possible conflict was a major logistics effort in FY 2018. These materials, designated as Army Pre-positioned Stocks, are under the control of U.S. Army Materiel Command, which is the executive agent for the program. It is responsible for the inventory management and equipment modernization planning, while the Army Sustainment Command is responsible for establishing, maintaining, and deploying the items. As part of Operation ATLANTIC RESOLVE the Army had established equipment for the rotational armored brigade combat team (BCT) to use in training, previously known as the European Activity Set (EAS), now referred to as the European Enduring Equipment Set.

To better support a long-term deterrence presence in Europe, the Army expanded the EAS program from a set of training equipment to a full brigade inventory set named APS-2. The long-term plan for APS-2 involves acquiring equipment for a reduced-strength division by the end of FY 2020. The equipment was located at U.S. Army facilities in the Netherlands and Germany, with some items housed at temporary locations in Poland, Romania, Bulgaria, and Lithuania. To improve the firepower of APS-2, expansion and upgrades of the equipment set include new elements: a Fires Brigade Division Artillery, a division headquarters and headquarters battalion, a Multiple Launch Rocket System battalion, a Paladin self-propelled artillery battalion, and a High-Mobility Artillery Rocket System battalion. Additionally, military police and engineer equipment was added to APS-2. Further enhancements are planned to include a sustainment brigade and medical units. Planning and funding will further develop and position a second armored BCT equipment set in APS-2 by the end of FY 2020, which will be temporarily stored in Germany until maintenance facilities in Poland are completed in FY 2021.

In the Pacific, Army logisticians worked with Forces Command and U.S. Army Pacific to support emergency deployment readiness exercises. As part of these exercises, the Army planned and rehearsed



*A M1070 A1 Heavy Equipment Transporter System appears in static display for the ribbon cutting ceremony of the APS-2 site in Zutendaal, Belgium, 21 November 2017.*

a rapid expeditionary deployment in the Indo-Pacific Theater. In Northeast Asia, the Army Staff's G-4 also worked to develop the APS-4 equipment set of pre-positioned material by improving the maintenance standards of pre-positioned vehicles at locations in South Korea and Japan.

During FY 2018, the Army Staff and Army Materiel Command worked to sustain the Army Organic Industrial Base (AOIB), a subset of the larger defense industrial base. The AOIB comprises resource providers, acquisition and sustainment planners, and manufacturing and maintenance performers. In 2018, the Army developed an updated ten-year plan to replace the 2012 AOIB Strategic Plan, focusing on revitalizing the AOIB to ensure synchronization with the service's readiness and modernization priorities.

Although the primary component of the overall defense industrial base is commercial industry, the AOIB also comprises Army-run maintenance depots, manufacturing arsenals, and ammunition plants, which are critical to the overall defense industrial base. The Army has five depots and three manufacturing arsenals to enable the organic industrial base to meet a wide range of requests and challenges. The three manufacturing arsenals are the Pine Bluff Arsenal in Arkansas, the Rock Island Arsenal in Illinois, and the Watervliet Arsenal in New

York. The Watervliet Arsenal is the nation's only large bore cannon production facility and maintains processes for heat treating and rotary forging of large caliber guns. One of the key initiatives of the AOIB was an assessment to determine what production levels the facilities needed to maintain during a peacetime operation tempo, while still allowing them to expand quickly during national emergencies.

During FY 2018, several logistics related Army Regulations (AR) were revised. AR 702–19, *Reliability, Availability, and Maintainability*, was released in May 2018. Released in June 2018 were AR 70–31, *Standards for Technical Reporting*; AR 70–57, *Army Technology Transfer*; AR 70–77, *Program Protection*; and AR 700–142, *Type Classification, Material Release, Fielding and Transfer*. AR 70–1, *Army Acquisition Policy*, was released in August 2018. Revision of AR 56–3, *Management of Army Rail Equipment*, and AR 525–93, *Army Deployment and Redeployment*, were not completed by the end of the fiscal year.

Logistics units worked to improve cost savings and efficiency, and the Army as a whole worked to enhance property accountability to meet congressionally mandated auditing requirements by FY 2018. As part of the ongoing restructuring of BCT strength to increase firepower and readiness, logisticians worked to improve property accountability at the brigade level. In FY 2018, the Army executed 198,000 lateral transfers, getting assets from where they were in excess to where they were needed. In addition, logisticians divested the Army of 475,000 excess pieces of equipment, worth more than \$5.7 billion. Reducing the inventory of unneeded equipment saves the Army more than \$17 million annually in storage costs. Divestiture of equipment achieves two objectives: it frees up material for units with unfulfilled requirements, which negatively impacts their readiness; and it helps units with excesses to become more mobile and deployable. In FY 2018, divested equipment was used to help convert an infantry BCT to an armored BCT, and to equip the first security force assistance brigade.

The authorized stockage list are items specified to be kept on-hand at the unit level. The Army is implementing a program to make its BCTs capable of providing a full thirty days of repair parts in a combat environment. During FY 2018, all armored BCTs and infantry BCTs converted to a common core list that standardizes supply listings for the majority of unit equipment and enables better interoperability with pre-positioned stocks. In addition, the Army is working with the Defense Logistics Agency to have forty-five days of supplies at their forward stockage locations.

Army logistics organizations also worked to address an area of concern among deployed and forward stationed forces: the limited



*Joint Light Tactical Vehicle*

stockpiles of “preferred munitions,” such as the Patriot and the Terminal High Altitude Area Defense systems, Hellfire missiles, and the Excalibur rounds and Precision Guidance Kits used for howitzers. Army logistics personnel worked to increase the preferred munitions inventory, ensuring the Army has enough to conduct two contingency operations simultaneously. Army logisticians, lawmakers, and the industrial base are continuing to increase production and provide additional funding for preferred munitions.

### *Research, Development, and Acquisition*

In FY 2018, the Army continued to modernize its fleet of ground vehicles through the introduction of the Joint Light Tactical Vehicle (JLTV), a family of tactical wheeled vehicles and companion trailers. The JLTV will replace the Army’s fleet of High-Mobility Multipurpose Wheeled Vehicles, and offers better armor protection and mobility. The JLTV engine is rated for nearly 400 horsepower, more than double the horsepower of the High-Mobility Multipurpose Wheeled Vehicles, providing critical additional power in high-altitude areas such as Afghanistan. The JLTV is also built on a V-shaped hull, which is designed to deflect the blast of explosions away from the crew cabin. In FY 2018, full-rate production began and initial fielding schedules were developed. The Army plans to begin fielding



*Armored Multipurpose Vehicle*

the first JLTV-equipped units in 2019, with an approved acquisition objective of 54,599 vehicles.

Another combat system under development is the Armored Multipurpose Vehicle. This vehicle replaces the M113 in BCTs in several roles: general purpose transport, command and control, mortar carrier, and medevac treatment. The first prototype was rolled out on 15 December 2016. During FY 2018, the contractor delivered enough vehicles for the Operational Test Command to begin its evaluations. Full-rate production is scheduled to begin in FY 2022.

The Army completed a major upgrade to the Stryker family of vehicles in FY 2018. In response to a need for increased firepower, a total of eighty-three Strykers were modified with a new turret containing a 30-mm. cannon. These vehicles, the Infantry Carrier Vehicle Dragoon, provide increased armor penetrating capability for units without requiring a new vehicle chassis, which would complicate maintenance efforts.

In October 2017, the Army accepted the first six of the next iteration of the Abrams Main Battle Tank, M1A2 System Enhancement Package Version 3. The Joint Systems Manufacturing Center in Lima, Ohio, and the Anniston Army Depot in Anniston, Alabama, are producing the tank. The System Enhancement Package Version 3 replaces the previous version in production since 2005. The improvements include integration of the Joint Tactical Radio System: Handheld, Manpack,





*Infantry Carrier Vehicle Dragoon*

and Small Form Fit radio; better power generation and distribution systems; the latest version of the AN/VLQ-12 Counter Remote Controlled Improvised Explosive Device Electronic Warfare system; an ammunition data link for programming the M829A4 Advanced Kinetic Energy and the Advanced Multipurpose rounds; an under armor auxiliary power unit; and upgraded armor.

Near the end of FY 2018, the Army began fielding the Squad Designated Marksman Rifle. It is based on the Heckler and Koch G28E-110 Compact Semi-Automatic Sniper System. The new rifle provides infantry, scout, and engineer squads with the capability to fill the 300- to 600-meter range gap outlined in the 2015 U.S. Army Small Arms Capabilities-Based Assessment. The rifle is capable of firing either M80A1 Enhanced Performance Rounds or XM1158 Advanced Armor Piercing Rounds.

The Future Vertical Lift acquisition program—developing a Future Long-Range Assault Aircraft as the successor to the UH-60 Blackhawk helicopter—continues to progress, with two helicopter prototypes under development. The goals of the program are to field a helicopter with a top speed in excess of 230 knots, the capability to operate at high (more than 6,000 feet) and hot (95 degree Fahrenheit) locations, a combat radius of more than 400 kilometers, with a payload of twelve troops or 4,000 pounds of cargo. The V-280 Valor features a tiltrotor design and flew for the first time on 18 June 2018. The Bell-Sikorsky Defiant features two overhead counterrotating propellers, with a “pusher” propeller at the rear. Due to the complex nature of Army aviation systems, in particular the open architecture

software and lengthy flight testing, the program is not planned to reach a contract decision until the late 2020s.

The Army also devoted significant effort to develop an improved digital computer network that would be mobile, secure and easy to operate. The service began fielding the Warfighter Information Network-Tactical (WIN-T) Increment 1 beginning in 2004 and an updated version, WIN-T Increment 2 in 2013. WIN-T Increment 3, a major system improvement, will incorporate advanced tactical network planning, management, monitoring, and defensive measures. Increment 3 is also designed with the flexibility to adapt to future developments in voice, data, internet capabilities, and will incorporate line-of-sight and beyond-line-of-sight satellite communications technology. WIN-T Increment 3 underwent evaluations beginning in October 2016. The test series, in which combat units use the equipment during live exercises and provide the Army with feedback on its operation, was known as Network Integration Evaluation events. Due to evolving threats, the Army halted WIN-T Increment 3 procurement at the end of FY 2018 and is now seeking to develop a lighter, more adaptable system that is more suitable for high-intensity conflicts.

Additive manufacturing, such as the use of 3-D printers, is rapidly becoming a major part of Army logistics and supply operations. A new Center of Excellence for Additive and Advanced Manufacturing was established at the Rock Island Arsenal Joint Manufacturing and Technology Center. Army use of 3-D printers has advanced rapidly, and research is focused on making 3-D printing available for deployed units. The Armament Research, Development and Engineering Center at Picatinny Arsenal, New Jersey, worked to create a rapid fabrication system for additive manufacturing that could operate “on the battlefield” to create parts, specialty tools, and other critical items faster than using conventional supply channels. This system, the Rapid Fabrication via Additive Manufacturing on the Battlefield (R-FAB) consists of 3-D printers inside a two-sided expandable shelter. The shelter protects the equipment during transportation and expands to provide a climate-controlled work area. In FY 2018, the system demonstrated manufacturing capabilities during Pacific Pathways exercises HANUMAN GUARDIAN and ORIENT SHIELD. The Army also made significant advances in using additive manufacturing to “print” a building, with a computer-controlled concrete sprayer depositing layers of concrete to form a barracks hut. Although still experimental, the program has received a U.S. patent number for the concrete mixture, and tests have demonstrated significantly reduced manpower requirements for construction of small buildings.

During FY 2018, a major improvement in sustaining the Army was accomplished through the fielding of the Global Combat Support System–Army Wave 2 system. The Army first began developing the system in 2003 using commercially available software to replace multiple information systems that order and track supplies, maintain accounts on equipment, and monitor unit maintenance. The Wave 1 system, which began fielding in February 2013, improved management by integrating the databases for warehouse inventory control, as well as supply room, motor pool, and property book offices. In Wave 2, the system is further enhanced, and all users are able to operate a single, integrated program, significantly improving transparency and accountability. In addition, the new update improves the visibility of assets being moved from depot, to warehouse, to troops in the field, enabling commanders to better synchronize their flow of resources to meet day-to-day requirements. Wave 2 also upgrades the audit features of the software, and links interfacing with the Army's General Fund Enterprise Business System, making it easier to track spending.

In September 2017, the Army awarded a contract to produce thirty-six Maneuver Support Vessel-Light (MSV-L) landing craft, which replaces the Army fleet of landing craft dating back to the Vietnam War, and significantly improves logistics support and transportation capabilities. Each landing craft is roughly 100 feet in length and can carry one M1 Abrams tank or two Stryker armored vehicles. With a top speed of 18 knots, it is twice as fast as the LCM-8 it is replacing. In FY 2018, the MSV-L successfully met the initial program reviews and test requirements to authorize the production of the full-scale prototype through FY 2019.

In July 2018, the Army terminated the XM25 Counter Defilade Target Engagement system. The XM25 began development in the 1990s and was designed to produce a man-portable grenade launcher system that could fire 25-mm. grenades programmed to explode at a predetermined range. It was hoped this system would allow infantry forces to defeat enemies in trenches or protected by barriers to direct fire. The system was tested and even fielded in several units in Afghanistan, but the XM25 was heavy and had several notable malfunctions, including one that resulted in an injury to the firer. As part of the termination settlement with the XM25's developer, the Army retains the intellectual property rights to the system and related ammunition.

In FY 2018, the Army continued its Strategic Portfolio Analysis and Review (SPAR). It is led by the Office of Deputy Chief of Staff, G-4, in coordination with the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, the G-8, program



executive officers, and Army Materiel Command. The SPAR is a major review of interrelated weapons programs, or portfolios, and consolidates separate review efforts into a larger, more centralized program. Its goal is to assess Army capabilities over a twenty-year period and to identify investment and divestment opportunities to better focus and prioritize modernization funding. SPAR-21 focused on the modernization priorities for FY 2021 to FY 2034. In the shorter term, SPAR efforts will inform the 2019/2023 Program Objective Memorandum.

### *Foreign Military Sales*

The Army's Foreign Military Sales program is part of the Defense Security Assistance program, which transfers defense articles and services to foreign countries and international organizations. The program supports U.S. foreign policy and national security goals by strengthening bilateral defense relationships. Among the Army's prominent transactions in FY 2018 were contracts to provide the following: 64 Patriot Advanced Capability-3 missiles to South Korea; 4 UH-60M Black Hawk helicopters to Latvia; 180 self-propelled M109A5/A6 howitzers to Saudi Arabia; 6,600 TOW 2B antiarmor missiles to Saudi Arabia; upgrades for the AH-64 Apache helicopter for the Netherlands; 12 UH-1Y helicopters to the Czech Republic; and numerous components for the Theater High Altitude Air Defense system for Saudi Arabia.



# 7

## Support Services

### *Installation Management*

The Assistant Chief of Staff for Installation Management (ACSIM) provides policies, programs, and resources for Army installation services and infrastructure. U.S. Army Installation Management Command handles the daily operations of installations around the globe, overseeing multiple services to include fire departments, police, housing, and child care. In FY 2018, ACSIM initiated new plans and projects to improve installation management, including its “Right-Size the Installation Footprint” plan to consolidate or repurpose viable facilities, dispose of unneeded facilities, and reduce the number and cost of leased properties over the next ten years. ACSIM enacted improved inventory methods for nontactical vehicles. Additionally, it is standardizing cyber facilities and systems across multiple Army installations and enhancing cybersecurity. Following site assessments of Fort Sill, Oklahoma, and Fort Leonard Wood, Missouri, ACSIM is revising the Army Mobilization Plan to improve the training and provision of resources needed to support major troop assemblages.

As part of its Installation Management Career Program, ACSIM published a training and professional development plan for Army civilians. ACSIM and the International City-County Management Association launched a City Management Fellowship Program to enable partnerships between active component installations and local governments. ACSIM also established a training and development plan for Army civilian housing management professionals and provided 212 training events for housing managers. Installation Management Command continued efforts to improve customer service by expanding training to employees at all installations and developing its customer service refresher curriculum.

In FY 2018, ACSIM sped up critical property maintenance and repair projects across the Army, using new authority to process seventy requests with a total cost of \$1.44 billion. ACSIM implemented the same information technology system for all Army fire departments to standardize fire and emergency services information and data, and a new operation and maintenance program will extend the life of fire

trucks. The Energy Resilience and Conservation Investment Program secured \$35 million for FY 2019 to improve Army installations' energy and water systems. Fort Stewart and Fort Knox conducted controlled power outages to assess emergency management of critical infrastructure. The Army Pollution Prevention Technology Team continues to remove hazardous materials from the Army inventory. In FY 2018, the team eliminated carcinogens at Corpus Christi Army Depot.

Installation Management Command hosted an Installation Innovation Forum in San Diego to promote partnerships between installations and surrounding communities. In FY 2018, the Army saved \$2.27 million through partnerships with state and local governments, including an arrangement for Anniston Army Depot to accept excess soil from Jacksonville, Florida, offsetting the cost of purchasing soil. ACSIM transferred 1,527 acres of excess property to states and other entities and generated almost \$36.7 million by leasing and selling property from closed or downsized installations.

The Army addressed a number of challenges related to its installations in FY 2018. To address inconsistent communication with Headquarters, Department of the Army, following hurricanes, which affected Army installations, ACSIM and the Army Operations Center implemented standard crisis reporting systems. To assist overseas installations supporting combat operations, ACSIM is developing new infrastructure and property management procedures. The Army continues to clear unexploded ordnance and environmental contaminants at closed or downsized installations to enable reuse of these properties.

### *Housing, Construction, and Infrastructure*

Eight partners of the Residential Communities Initiative, the Army's housing privatization program, renovated 1,483 homes and constructed 246 new homes for Army families. Demolition and consolidation of housing units reduced the Army's housing inventory by 631 units. The Privatization of Army Lodging program, begun in 2009, continued in FY 2018. By the end of the fiscal year, the Army's provider renovated a total of twenty-two hotels and built a total of eleven new hotels. At the close of FY 2018 there were four hotels under construction and one being renovated.

The Army Barracks Management Program began in FY 2018. Its purpose is to improve the quality of life of soldiers in barracks and increase leaders' accountability for daily operations. Under this program, company (or equivalent) leaders oversee barracks

management with support from brigade-level commands and garrisons. Barracks managers use Enterprise Military Housing, a new web-based application, to assign sleeping space and rooms to individual soldiers, track furnishings, and schedule inspections. The Army Barracks Management Program will be fully implemented by July 2019.

The Office of the ACSIM is leading efforts to identify, mitigate, and eliminate potential hazards caused by lead-based paint in Army family housing built before 1978. For FY 2018, the Army included lead hazard testing in its family housing allocations for Europe, Korea, and Japan, in order to identify potential hazards caused by lead-based paint in family housing built before 1978. Following media reports in August 2018 about family members exposed to lead-based paint hazards in Army housing, installations adopted enhanced hazard screening and reporting measures, including soil and water testing. Garrison commanders held town hall meetings to communicate hazard mitigation efforts to soldiers and their families.

During FY 2018, ACSIM oversaw several major multiyear infrastructure projects. Army safety management programs inspected bridges, dams, and railroad tracks on Army installations and worked to improve scheduling and funding of such inspections. After inspectors identified railroad tracks in inoperable condition at several contractor-operated installations, installation management personnel and engineers provided instructions for improving track management and maintenance. ACSIM awarded utilities privatization contracts for upgrades of electrical systems at Joint Base Lewis-McChord, and Fort Jackson; natural gas at Fort Riley, Kansas; and water and wastewater systems at Fort Leonard Wood. Additionally, the Hawaii Infrastructure Readiness Initiative oversees efforts to construct and upgrade critical infrastructure at Army installations across Hawaii, including ammunition storage replacement facilities at West Loch.

### *Public Affairs*

In FY 2018, the Office of Army Engagements moved from the Office of the Director of the Army Staff to Office of the Chief of Public Affairs and became the Office of the Chief of Public Affairs Operations Division with responsibility for synchronizing Army communication across the service. During the fiscal year, the chief of Public Affairs sent a monthly report on Army senior leaders' priorities for use Army-wide. Army news and information was shared on a variety of technology platforms, including the Army.mil Web site (21.8 million visitors) and its associated auxiliary sites, the



*Lt. Gen. Bruce T. Crawford, the Army's chief information officer/G-6, speaks during a "Meet Your Army" event at Midlands Technical College, Columbia, South Carolina, December 2017.*

Army's Facebook page (4,703,406 likes, a 2.2 percent increase over FY 2017), the Army's Twitter account (1,285,848 followers, an 11 percent increase over FY 2017), the Army's Instagram account (1,279,017 followers, a 43 percent increase), the Army's LinkedIn account (650,836 followers, an 11.6 percent increase), and the Army's YouTube account (which gained 19,700 subscribers).

Public Affairs arranged fourteen "Meet Your Army" events, bringing Army leaders to speak to the public and press in communities with little to no Army presence. They also arranged eighteen civic visits between senior Army leaders and executives of veterans and other nongovernmental organizations to build relationships and sustain public support. Additionally, Public Affairs organized seven Army Current Operations Tours in the Washington, D.C., area, bringing together unit leaders to provide comprehensive information about current operations to members of Congress and to other military and civilian leaders. Three hundred twenty-two general officers, Senior Executive Service personnel, appointees, senior enlisted leaders, and executive spouses participated in senior leader communication training sessions and learned about effective communication through the national media.

The Army communicated four key messages in FY 2018: the establishment of AFC to lead the Army's modernization efforts and its headquarters location in Austin; approval of a new Army Combat Fitness test to better connect fitness with combat readiness for all soldiers; the establishment of security force assistance brigades (SFABs) to train and support the forces of allied and partner nations; and the Army's commitment to the safety of soldiers and their families, including provision of the best medical care and environmental hazard mitigation.

### *Legislative Liaison*

In FY 2018, the Office of the Chief, Army Legislative Liaison (OCLL), sought congressional support for Army initiatives including the establishment of AFC, activation of the sixteenth armored brigade combat team, and the creation of SFABs. OCLL emphasized the Army's need for SFABs to train and assist foreign partners, allowing existing brigade combat teams to focus on full-scale combat operations. Congress chose not to place legal restrictions on the creation and maintenance of SFABs. Instead, they increased scrutiny and questioning about plans to increase Army military and civilian personnel numbers in light of the Army's challenges in reaching FY 2018 growth targets. In response, OCLL leveraged Army senior leaders, advocating for funding toward continued Army growth.

### *Chaplain Corps*

The U.S. Army Chaplain Corps provides religious support to the Army and facilitates soldiers' free exercise of religion. The Army Reserve provides about 81 percent of the Chaplain Corps personnel, with the Regular Army and Army National Guard providing the remaining 19 percent.

In FY 2018, addressing a ten-year chaplain recruiting shortage, the Office of the Chief of Chaplains implemented several recruiting initiatives, publishing guidance on recruiting plans through FY 2020 and introducing the Army-wide recruiting of directors of Religious Education. The Office of the Chief of Chaplains coordinated these efforts with U.S. Army Recruiting Command, U.S. Army Training and Doctrine Command, and the Chaplain Center and School. The Chief of Chaplains reinstated the Finders Keepers Program, allowing newly recruited chaplains to serve on the same post as the chaplain who recruited them to the Army. A new Army Chaplain Web site increased viewer activity by 103 percent over the previous Web site. The new



*On 27 June 2018, senior chaplains join the New York Army National Guard for a wreath-laying ceremony in New York City honoring New York Army National Guard Chaplain Father Francis P. Duffy, recipient of the Distinguished Service Cross, for his actions as a member of the National Guard's 165th Infantry in 1918.*

Recruiting and Endorser Relations Directorate participated in the National Conference on Ministry to the Armed Forces. Given the decentralized nature of the Army National Guard recruiting efforts, the Chaplain Corps continues to face challenges recruiting chaplains for the National Guard.

The Chaplain Corps training and leader development programs prioritized building spiritual readiness (resilience and character) among soldiers, deepening chaplains' commitment to religious and military professionalism, and enhancing unit ministry teams' partnerships across the Regular Army, Army Reserve, and National Guard, and with



other military branches, coalitions, and allies in varied operations and environments. Army chaplains participated in discussion forums on Chaplain Corps issues, and a council established under the Chaplain Corps Campaign Plan meets every six weeks. Chaplain Corps personnel account managers at the Pentagon took the first annual account manager training in order to coordinate personnel management and assignments with chaplain personnel managers in other parts of the Army. However, the Chaplain Corps struggles to provide enough training slots for all the chaplains who are required to take certain career training courses.

The Chaplain Corps continued its Strong Bonds Program, training soldiers and their family members in relationship skills and in meeting the challenges of Army family life. With a budget of \$62 million for the program, chaplains held 2,154 Strong Bonds events for 48,747 soldiers and 71,316 family members. The Office of the Chief of Chaplains trained 674 chaplains, religious affairs specialists, and noncommissioned officers to present Strong Bonds courses.

### *Safety*

In FY 2018, accidents caused 112 fatalities within the Army. This number includes twenty-seven on-duty fatalities and eighty-five off-duty fatalities. This total was nine fewer than in FY 2017. Class A accidents (resulting in at least \$2 million of property damage, destruction of an Army aircraft, or a fatal or permanent total disability) decreased from 159 in FY 2017 to 142 in FY 2018.

The Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) identified four safety and occupational health objectives for FY 2018: improving processes to identify and correct workplace hazards; streamlining safety and occupational health policy, regulations, and pamphlets; developing an efficient and modernized information management system; and enhancing the Safety and Occupational Career Program through improved classification and qualification standards and accredited professional certification. In support of these objectives, the U.S. Army Combat Readiness Center worked to eliminate duplicated or conflicting guidance in Army safety publications, developed an upgraded system for accident reporting and tracking to be launched in 2019, and implemented new training programs for safety professionals.

### *Army and Air Force Exchange Service*

The Army and Air Force Exchange Service (AAFES) operated more than 2,700 retail facilities around the world, investing all of

its earnings back into military communities to support services like fitness centers and child care. AAFES employed 35,000 people, more than 85 percent of whom had a military connection, including 6,000 military spouses and more than 1,200 wounded veterans hired since 2010. Overseas exchanges thrived in FY 2018, particularly in the Pacific region. Thirty-five AAFES Pacific exchanges returned more than \$11 million to Pacific military communities. In November 2017, AAFES opened a new \$42.8 million, 300,000 square-foot exchange at Camp Humphreys, South Korea.

In FY 2018, AAFES launched a redesigned employment Web site, [ApplyMyExchange.com](http://ApplyMyExchange.com), allowing people to apply for AAFES positions around the world. The Web site offers specialized application pages for veterans and military spouses. AAFES worked with the Army's Clothing Services Office to eliminate Army Reserve and Army National Guard soldiers' difficulties in purchasing the new Operational Camouflage Pattern Army Combat uniform (required by all soldiers as of October 2019) by selling the uniforms online via [ShopMyExchange.com](http://ShopMyExchange.com).

In FY 2018, the Department of Defense asked Congress to pass legislation expanding AAFES shopping privileges to veterans and DoD civilian employees. The deputy secretary of defense created a task force to develop a business case for the merger of AAFES, the Navy Exchange Service, the Marine Exchange, and the Defense Commissary Agency into a Defense Resale Enterprise and to begin standardizing business practices across these services. The outcome of these actions was not determined by the end of FY 2018.

### *Morale, Welfare, and Recreation*

Army Family and Morale, Welfare, and Recreation (MWR) offers services to enhance the lives of soldiers, families, civilian employees, and military retirees. Services are delivered by 500 MWR headquarters personnel and 33,000 MWR personnel worldwide. MWR runs numerous facilities on Army posts including libraries, dining facilities, movie theaters, fitness centers, swimming pools, bowling alleys, golf courses, child care centers, and youth centers. MWR also provides a broad range of services including arts and crafts programs, vacation lodging, outdoor recreation services, concerts and entertainment, intramural sports and YMCA partnerships, youth sports and fitness programs, tutoring and educational support, parental education and babysitter training, child care fee assistance, automotive maintenance and training, financial services, relocation planning, paperback and audio book deliveries to deployed soldiers in remote locations, military survivor outreach, and employment assistance.

In August 2018, the Government Accountability Office reported that the fees for several DoD MWR programs were too expensive for military families. The report recommended the DoD evaluate and adjust its spending for these programs to lower costs for families. However, the report acknowledged that the Army had improved its MWR spending by covering at least 65 percent of the cost of these programs for FY 2017.



## 8

# Special Functions

### *The Surgeon General*

The 2017 and 2019 National Defense Authorization Acts directed the transfer of funding and control of military medical facilities and selected medical support functions from the service branches to the Defense Health Agency (DHA). Congress intends to establish a single, integrated military healthcare system to improve the medical readiness of the armed forces and lower management costs for the military. The Surgeon General continues to be responsible for setting readiness requirements and ensuring Army medical personnel maintain their clinical knowledge, skills, and abilities. The Army provides medical assets to DHA. In turn, DHA ensures staffing at Army medical facilities is able to support operational requirements. In FY 2018, the Surgeon General began the reorganization and realignment of U.S. Army Medical Command to meet these requirements.

The Army will execute a phased transfer of administrative authority over its medical facilities from U.S. Army Medical Command to DHA. Designated Army medical facilities in the United States will be first to transition to DHA, followed by those located overseas. The first transfer of Fort Bragg's Womack Army Medical Center will occur early in FY 2019.

The secretary of the Army directed the establishment of a Provisional Medical Readiness Command to assist with the transition of the healthcare delivery mission to DHA and support the establishment of Medical Readiness Directorates assigned to provide medical support to the Army. In FY 2020, the secretary of the Army will conduct a performance review of the command and determine whether to retain, modify, or inactivate the organization.

In FY 2018, the Army changed force management policy for uniformed medical personnel assigned to Army hospitals and provisionally attached to operational units to improve readiness reporting and personnel accounting. In peacetime, most Army medical personnel serve in medical treatment facilities (MTF) providing care to soldiers and families. In a time of war, or to meet operational demands, the Army transfers designated medical specialists from MTFs to



*The Surgeon General and Commanding General, U.S. Army Medical Command, Lt. Gen. Nadja West, at the 528th Hospital Center, Fort Hunter Liggett, California, on 6 September 2018.*

identified deployed units under the Professional Filler System. This program provides the assignment flexibility necessary to make the most effective use of these medical specialists.

Prior to FY 2018, the Army accounted for these soldiers using the tables of distribution and allowances of their assigned facilities or organizations instead of the modified tables of organization and equipment of the operational units they would support under the Professional Filler System. This personnel accounting method placed too much emphasis on the positions these soldiers occupied in Army MTFs and reduced the visibility of potential shortages of deployable medical personnel, complicating the Army's ability to anticipate and satisfy operational requirements. To correct this, Army senior leaders directed force managers to account for these soldiers on the modified tables of organization and equipment of the units they were provisionally attached to under the Professional Filler System instead of the tables of distribution and allowances of the MTFs they staffed. These soldiers will be attached to Army hospitals and care facilities but assigned to the operational units they are designated to support.

*Army Audit Agency*

In FY 2018, the Army Audit Agency organized the majority of its workforce into sixteen functional audit teams. The agency also had a professional support staff directorate that provided information technology, workforce management, and resource management support. Approximately sixty employees worked at the agency's operations center at Fort Belvoir, Virginia, and the Pentagon. The remaining employees staffed sixteen field offices; thirteen inside, and three outside the continental United States.

The agency conducts audits on selected programs, organizations, and issues of interest to Army senior leaders as a part of the Army's FY 2018 Internal Audit Plan. In FY 2018, the agency published eighty-eight reports with \$739 million in potential monetary benefits and made more than 300 recommendations to improve Army operations.

During FY 2018, the agency continued to implement its FY 2017/2021 strategic plan. It increased its data analytics capability by investing in data mining and auditing software. The auditor general created process action teams to review: auditor competency, reporting practices, plans to use advanced information technology to create virtual workspaces, and advanced cybertraining programs. The agency also formed an Investment Review Board to assist senior leaders in assigning resources to support mission-critical tasks.

*Army National Military Cemeteries*

The Army National Military Cemeteries (ANMC) provides oversight and expertise for the Army's forty-one cemeteries and Arlington National Cemetery (ANC). In FY 2018, the ANMC employed five Department of the Army civilian employees and ten uniformed military personnel. The ANC employed 176 Department of the Army civilians and 28 military personnel.

On 13 March 2017, the president issued Executive Order 13781. It directed the Office of Management and Budget to propose measures to improve the performance of the executive branch through the elimination of unnecessary agencies and redundant functions. In June 2018, the Office of Management and Budget published the Government Reform and Reorganization Plan. As a part of this plan, they recommend the transfer of select military and veterans cemeteries located on Department of Defense installations to the Veterans Affairs–National Cemetery Administration (VA-NCA). In September, the Army and VA-NCA established a letter of intent to transfer eleven



*A soldier of the 3d Infantry Regiment (The Old Guard) participates in “Flags In” at Arlington National Cemetery on 24 May 2018.*

Army post cemeteries to VA-NCA in accordance with the Office of Management and Budget’s plan.

During FY 2018, ANMC continued to use information and imagery technology to make Army cemeteries more accessible to the public and improve interment process accountability. The ANMC Mapper Project collected aerial imagery and geographic information system data for ten Army cemeteries in support of the ANMC Gravesite Explorer System. This application allows the public to query the ANMC database to access the location, images, and decedent data of a gravesite. The ANMC and ANC also continued development of the Enterprise Interment Scheduling System, an automated workflow application that tracks the interment process, from burial request to final delivery of interment services. The system improves records management and accountability by recording all information and supporting documentation required for eligibility determination and interment processing.

During FY 2018, ANC scheduled 7,020 services, with an average of thirty-three calls per day for scheduling requests, and conducted 6,476 burials along with two interments at the Soldiers’ and Airmen’s Home National Cemetery. In addition to burial services, ANC conducted





*Dredges in Boston Harbor*

44 full honor ceremonies and more than 3,100 public wreath laying ceremonies, as well as 270 other events including the traditional Memorial Day and Veterans Day commemorations.

### *Civil Works*

The U.S. Army Corps of Engineers (USACE) conducts the Army's civil works program. The program has three missions: maintaining navigation along our national waterways and harbors, flood risk management, and ecosystem restoration and environmental protection. Approximately 23,000 civilian employees work to support the civil works program. The Corps operates and maintains 12,000 miles of inland and intercoastal waterways; 13,000 miles of coastal and deep draft navigation channels; 196 lock and dam sites; and is responsible for harbors and waterways in forty states. The Corps is also responsible for maintaining 383 major lakes and reservoirs, and more than 8,500 miles of levees and dikes. Additionally, the Corps conducts comprehensive ecosystem restoration, regulation, and compliance programs.

In FY 2018, USACE worked on dozens of major projects and maintenance efforts. Notable navigations projects included: Boston Harbor deep draft improvements; harbor expansion in Savannah, Georgia; and continued improvements and maintenance of the Olmsted



*Chemical clean up occurs at Aberdeen Proving Ground, Maryland.*

Locks and Dam on the Ohio River. The Corps also executed significant flood and coastal storm damage projects along the Sacramento River, American River, and Santa Anna River in California, and the Raritan River Basin/Green Brook sub-basin in New Jersey.

### *Environmental Protection*

The Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) completed the process to revise the Army's procedures for implementing the National Environmental Policy Act at 32 Code of Federal Regulation Part 651, *Environmental Analysis of Army Actions*. The revision significantly expands the Army's categorical exclusion to reduce the act's costs and timelines while ensuring protection of the environment. The next phase for the revised regulation is the Federal Register publication process.

In FY 2018, the Army spent \$259 million for environmental restoration at active installations and installations closed by the Base Realignment and Closure process. The service continued its progress toward meeting the DoD goal of achieving "response complete" status—a site remedy approved, constructed, and maintained—at 95

percent of sites by the end of FY 2021. In FY 2018, the Army also began an investigation to discover and characterize potential locations where perfluorooctanesulfonic acid and perfluorooctanoic acid were released on Army installations.

### *Energy*

During FY 2018, the Army continued its efforts to improve the energy and water resilience of its installations in accordance with Army Directive 2017-07 (Installation Energy and Water Security Policy), issued in FY 2017. The directive prioritized energy and water security with the objective that installations are capable of sustaining their critical missions for a minimum of fourteen days after interruption of off-site sources. The Office of Energy Initiatives (OEI) is focused on creating “islandable” capability—energy security projects that include onsite generation, storage, and controls. As of the end of FY 2018, OEI’s project pipeline contained twenty-seven projects at eighteen installations, with projects at fourteen of these installations conceived to provide “islandable” capability, providing power in the event of a grid outage. The OEI’s eleven operational projects have a total production capacity of more than 325 megawatts.

During FY 2018, OEI’s significant accomplishments included the successful completion of two projects at Redstone Arsenal, Alabama, and Schofield Barracks, Hawaii. In May 2018, the Army activated a 50-megawatt multifuel power generation plant at Schofield Barracks. The plant is located above the tsunami strike zone and is capable of providing Schofield Barracks, Field Station Kunia, Wheeler Army Airfield, and the local community with secure, resilient energy generation during emergencies. In December 2017, the Army completed installation of a 10-megawatt solar array coupled with a battery energy storage system at Redstone Arsenal. This array is compatible with a potential future microgrid to further enhance energy security. This is the first Army project to incorporate large-scale battery energy storage.

In response to new requirements from the Office of the Secretary of Defense, the Army issued new guidance for completion of installation energy and water plans in July 2018. While this effort originated from a requirement from the Office of the Secretary of Defense for installation planning, the service took this as an opportunity to streamline installation energy and water planning requirements. Currently, installations are required to complete four plans related to energy and water management. This initiative will replace these requirements with a single comprehensive and integrated plan. The initial plans are scheduled to be completed between FY 2019

and FY 2021. Future plans will be coordinated and updated in accordance with an installation's master plan.

### *Provost Marshal General*

Following a successful series of pilots and a thorough accreditation process, in April 2018 the Joint Analytic Real-time Virtual Information Sharing System (JARVISS) received the authority to operate, which permits it to secure Army information and operate as a .mil Web site. The system provides open source threat information in near real time and allows users to report and update incidents as they occur. It will enable commanders and Army antiterrorism personnel to improve their situational awareness of an event and make effective risk-based decisions. The Office of the Provost Marshal General began fielding the system in May of 2018 after completing command-level program manager and administrator training. Fielding will be completed Army-wide by the end of FY 2019.

Development of the Army Law Enforcement Compliance Program and the supporting Automated Assessment Tool concluded in FY 2018 and then proceeded to fielding. The program enables Army law enforcement leadership to use objective performance data—through internal and external assessments—to help ensure continuous quality improvement while identifying requirements and shaping resource allocation.

The Office of the Provost Marshal General initiated a criminal justice information reporting working group to identify and rectify gaps in the Army's policy, resourcing, and reporting to the National Crime Information Center and National Instant Background Check System databases. The objective of this effort is to ensure unauthorized persons are prohibited from purchasing a firearm, and ensure the timely and accurate submission of criminal record data to the Federal Bureau of Investigation databases. The working group identified two legislative proposals: one would add Army deserters to the list of persons prohibited from purchasing or possessing a firearm, and the other would create a separate enumerated article under the Uniform Code of Military Justice (UCMJ) for domestic violence incidents. The National Defense Authorization Act for FY 2019 added Article 128b (Domestic Violence) to the UCMJ, which will be effective 1 January 2019.

During FY 2018, 464 deserters were returned to military control and 433 new warrants were entered into the National Crime Information Center. At the end of the fiscal year, there were 1,090 active warrants for deserters. Seventeen of those were Priority 1 fugitives and remain

on the Army's Most Wanted Fugitive list. Four escaped prisoner/parole violators were apprehended.

### *Legal*

In FY 2018, there were approximately 1,886 judge advocates (JAs) on active duty; 2,632 JAs in the Army Reserve and Army National Guard; and 692 civilian attorneys subject to the qualifying authority of the Judge Advocate General (TJAG). Judge Advocate General Corps (JAGC) personnel supported more than 600 legal offices and deployed task forces in more than thirty countries, including Afghanistan, Iraq, Kuwait, Qatar, Egypt, Honduras, Korea, Kosovo, and a number of countries on the African continent. Diversity in the JAGC continued to increase, with women accounting for nearly 28 percent of all active duty JAs. Minority officers served in the JAGC at a rate higher than the national average of minority practicing attorneys, comprising almost 20 percent of the JAGC's active duty attorney strength.

During FY 2018, the JAGC prepared for the January 2019 implementation of the Military Justice Act of 2016. The act directed significant changes to the UCMJ, making structural alterations that align the courts-martial process more closely with those of federal district courts. TJAG directed the creation of military justice legislation training teams to develop and present a course of instruction to update the members of the corps on these directed changes to the UCMJ. Throughout FY 2018, the teams conducted an aggressive training program to ensure the Army is prepared to administer these reforms. The JAGC also coordinated these pending legal and administrative changes with law enforcement agencies, the Army Corrections Command, the Department of Justice, and other organizations in the DoD.

In April 2018, the JAGC updated and published *The Advocacy Trainer*, a training manual for military justice practitioners. The manual was expanded to include new chapters on *Theory and Theme*, *Hearsay*, and *Trial Visuals*. The trial scenarios provided in the manual are intended to assist installation offices in building training plans that complement the JAGC institutional training program.

In September 2018, the Judge Advocate General signed an updated version of the "Law of War Compliance: Administrative Investigation and Criminal Law Supplement." This document emphasized the importance of conducting thorough and relevant investigations into alleged Law of Armed Conflict violations. TJAG asserted the UCMJ and the Law of War were complimentary, and thorough investigation and the resolution of necessary administrative or criminal action demonstrated the Army's commitment to the rule of law.

At the end of FY 2018, the Army had 545 pending courts-martial cases, 226 of which were referred for trial by courts-martial, with the remainder pending disposition. Data on cases completed in FY 2018 is provided in Tables 11 through 16.

TABLE 11—COURTS-MARTIAL STATISTICS, FY 2018

<i>Type of Court</i>	<i>Arraigned</i>	<i>Tried Completion</i>	<i>Convicted</i>	<i>Acquittals</i>	<i>Rate of Increase (+) or Decrease (-) from FY 2017</i>
General Bad Conduct Discharge (BCD) Special	479	378	315	63	-3.8%
Non-BCD Special	168	124	116	8	-7.5%
	1	0	0	0	-100%
Summary		116	109	7	+3.6%
Overall Rate from Last Report					-3.6%

Source: Office of the Judge Advocate General, U.S. Army, *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018*

TABLE 12—ORGANIZATION OF COURTS, FY 2018

Trials by Military Judge Alone	
General Courts-Martial	292
Special Courts-Martial	110
Trials by Military Judge with Members	
General Courts-Martial	86
Special Courts-Martial	14

Source: Office of the Judge Advocate General, U.S. Army, *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018*

TABLE 13—DISCHARGES APPROVED, FY 2018

<i>General Courts-Martial</i>	
Number of Dishonorable Discharges (+ Dismissals)	105 (+10)
Number of BCD	131
<i>Special Courts-Martial</i>	
Number of Bad Conduct Discharges	66
Source: Office of the Judge Advocate General, U.S. Army, <i>Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018</i>	

TABLE 14—RECORD OF TRIAL RECEIVED FOR REVIEW BY JAG, FY 2018

For Review Under Article 66 – General Courts-Martial	248
For Review Under Article 66 – BCD Special Courts-Martial	66
For Examination Under Article 69 – General Courts-Martial	59
Source: Office of the Judge Advocate General, U.S. Army, <i>Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018</i>	

TABLE 15—APPLICATIONS FOR RELIEF UNDER ARTICLE 69, UCMJ, FY 2018

Total Pending Beginning of Period	71
Received	39
Disposed of	83
Granted	0
Denied	83
No Jurisdiction	0
Withdrawn	0
Total Pending at End of Period	29

Source: Office of the Judge Advocate General, U.S. Army, *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018*

TABLE 16—NONJUDICIAL PUNISHMENTS (NJP), FY 2018

Number of Cases Where NJP Imposed	23,806
Rate per 1,000	49.99

Source: Office of the Judge Advocate General, U.S. Army, *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2018*





## 9

# Conclusion

In fiscal year 2018, the Army's highest priorities were readiness and modernization, as expressed by the Army Vision released in June 2018. These priorities coexisted with a continuing high demand for Army forces to conduct combat operations, provide deterrence, test new concepts, and maintain ties with other armies. During the year, unit readiness improved and steps were taken to ensure this trend line remained in an upward direction for all three components. The activation of the security force assistance brigades ensured brigade combat teams could focus on combined arms training while at the same time the Army could sustain its irregular warfare competency and meet the demand from combatant commands for assisting partner nations in developing their security force capabilities. The failure to meet FY 2018 enlistment recruiting goals in all three components, however, was a matter of great concern for future readiness.

FY 2018 produced the most significant Army institutional reorganization effort since 1973 with the creation of cross-functional teams and then the activation of Army Futures Command. Additionally, the Army Reform Initiative will eliminate redundancy and delegate authorities and resources to the lowest appropriate level of command, allowing for rapid actions and decisions in modernization and other Army enterprises. Guiding the modernization was the continuing refinement of the Multi-Domain Operations concept.

The end of FY 2018 brought with it a change from the recent past as the Army entered FY 2019 operating on an approved budget instead of a continuing resolution. That fiscal stability was welcomed given a global security environment expected to grow more competitive and volatile. Looking ahead, senior Army leaders know successfully navigating this environment will require increased attention to recruiting and managing military and civilian personnel, and supporting their families in FY 2019.



## Bibliographical Note

The primary sources for the Department of the Army Historical Summary are material provided to the Center of Military History by various offices in Headquarters, Department of the Army. Additional primary sources are reports and other documents produced during the fiscal year by HQDA, Army major commands, and the Office of the Secretary of Defense. An unofficial source of value is *Inside the Army*, a weekly newsletter published by InsideDefense.com that covers Army programs, procurement, and policymaking. This summary also utilizes unofficial media articles, most importantly those from *Army Times* and *ARMY* magazine.



## Abbreviations And Acronyms

AAFES	Army and Air Force Exchange Service
AC2SP	Army Commercial Cloud Service Provider
ACSIM	Assistant Chief of Staff for Installation Management
AFC	Army Futures Command
AIT	advanced individual training
AMC	Army Materiel Command
ANC	Arlington National Cemetery
ANMC	Army National Military Cemeteries
AOIB	Army Organic Industrial Base
APS-2	The expanded Army EAS program, now a full brigade inventory set
AR	Army Regulations
ARI	Army Reform Initiative
ARNG	Army National Guard
ASCC	Army Service Component Commands
BCT	brigade combat team
CAER	Command Accountability and Execution Review
CJFLCC	Combined Joint Task Forces-Land Component Command
CJTF-OIR	Combined Joint Task Force-Operation INHERENT RESOLVE
DHA	Defense Health Agency
DoD	Department of Defense
FORSCOM	Forces Command
FY	Fiscal Year
HQDA	Headquarters, Department of the Army
ISIS	Islamic State in Iraq and Syria
JA	Judge Advocate
JAGC	Judge Advocate General Corps
JLTV	Joint Light Tactical Vehicle
MAVNI	Military Accessions Vital to National Interest
MDTF	Multi-Domain Task Force
MTF	medical treatment facilities
MWR	Army Family and Morale, Welfare, and Recreation
NDAA	National Defense Authorization Act
O&M	Operations and Maintenance
Objective T	Objective Assessment of Training Proficiency
OCLL	Office of the Chief, Army Legislative Liaison

OCO	overseas contingency operations
OCS	Officer Candidate School
OEF	Operation ENDURING FREEDOM
OEI	Office of Energy Initiatives
OIR	Operation INHERENT RESOLVE
OSD	Office of the Secretary of Defense
OSINT	open-source intelligence
RA	Regular Army
ROTC	Reserve Officer Training Corps
S2VP	Streamlined Screening and Vetting Pilot
SCI	Sensitive Compartmented Information
SDF	Syrian Democratic Forces
SFAB	Security Forces Assistance Brigade
SIGINT	Army Signals Intelligence
SPAR	Strategic Portfolio Analysis and Review
SRM	Sustainable Readiness Model
SSO	Special Security Office
TJAG	The Judge Advocate General
TMT	Task Management Tool
TRADOC	Training and Doctrine Command
UC2S	AC2SP Unclassified
UCMJ	Uniform Code of Military Justice
USACE	U.S. Army Corps of Engineers
USAR	Army Reserve
USARC	U.S. Army Reserve Command
VA-NCA	Veterans Affairs-National Cemetery Administration
WIN-T	Warfighter Information Network-Tactical

# Headquarters, Department of the Army, Senior Leaders

*(As of 30 September 2018)*



*Mark T. Esper  
Secretary of the Army*



*Ryan D. McCarthy  
Under Secretary of the Army*



*Marshall M. Williams  
Acting Assistant Secretary  
of the Army (Manpower and  
Reserve Affairs)*



*W. Jordan Gillis  
Acting Assistant Secretary  
of the Army (Installations,  
Energy, and Environment)*



*John E. Whitley  
Assistant Secretary of  
the Army (Financial  
Management and  
Comptroller)*





*Bruce D. Jette  
Assistant Secretary of the  
Army (Acquisition, Logistics,  
and Technology)*



*R. D. James  
Assistant Secretary of the  
Army (Civil Works)*



*James E. McPherson  
General Counsel*



*Gerald O'Keefe  
Office of the Administrative  
Assistant*



*General Mark A. Milley  
Chief of Staff of the Army*



*General James C. McConville  
Vice Chief of Staff of the  
Army*



*Lt. Gen. Joseph M. Martin  
Director, Army Staff*



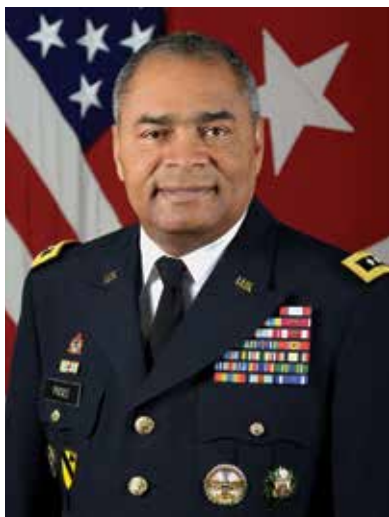
*Lt. Gen. Thomas C.  
Seamands  
Deputy Chief of Staff, G-1*



*Lt. Gen. Scott D. Berrier  
Deputy Chief of Staff, G-2*



*Lt. Gen. Joseph Anderson  
Deputy Chief of Staff,  
G-3/5/7*



*Lt. Gen. Aundre F. Piggee  
Deputy Chief of Staff, G-4*



*Lt. Gen. Bruce T. Crawford  
Deputy Chief of Staff, G-6*



*Lt. Gen. James F.  
Pasquarette  
Deputy Chief of Staff, G-8*



*Lt. Gen. Gwendolyn Bingham  
Assistant Chief of Staff for  
Installation Management*



*Lt. Gen. Nadja Y. West  
The Surgeon General*



*Lt. Gen. Todd T. Semonite  
Chief of Engineers*





*Lt. Gen. Charles N. Pede  
The Judge Advocate General*



*Lt. Gen. Timothy J. Kadavy  
Director, Army National  
Guard*



*Lt. Gen. Charles D. Luckey  
Chief, Army Reserve*



*Lt. Gen. Leslie C. Smith  
The Inspector General*



*Maj. Gen. David P. Glaser  
The Provost Marshal General*



*Maj. Gen. Paul K. Hurley  
Chief of Chaplains*



*Maj. Gen. Brian E. Winski  
Chief, Legislative Liaison*



*Brig. Gen. Omar J. Jones IV  
Chief, Public Affairs*



*Lt. Gen. Edward C. Cardon  
Director, Office of Business  
Transformation*



*Sergeant Major of the Army  
Daniel A. Dailey*





# Department Of The Army Senior Leadership Changes In FY18

## *Army Secretariat*

*Secretary of the Army*, Dr. Mark T. Esper, November 2017–Present

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

*Assistant Secretary*, Dr. Bruce D. Jette, January 2018–Present

*Assistant Secretary (Acting)*, Steffanie B. Easter,  
November 2016–November 2017

*Assistant Secretary (Acting)*, Jeffrey S. White, November 2017–  
January 2018

Assistant Secretary of the Army (Financial Management and Comptroller)

*Assistant Secretary*, John E. Whitley, September 2018–Present

*Assistant Secretary (Acting)*, Michael T. Powers, July 2017–  
September 2018

*Director, Army Budget*, Maj. Gen. Paul A. Chamberlain,  
June 2017–Present

Assistant Secretary of the Army (Installations, Energy, and Environment)

*Assistant Secretary*, Jordan Gillis (acting), October 2017–  
January 2019

Assistant Secretary of the Army (Manpower and Reserve Affairs)

*Assistant Secretary*, Dr. E. Casey Wardynski, 20 March 2018–  
Present

*Principal Deputy*, Marshall M. Williams, March 2018–Present

*Deputy Assistant Secretary for Civilian Personnel*, Paula E.  
Patrick, May 2017–Present

Assistant Secretary of the Army (Civil Works)

*Assistant Secretary*, R.D. James, February 2018–Present

*Principal Deputy*, Ryan A. Fisher, November 2017–Present

Army General Counsel (General Counsel)

*General Counsel of the Army*, James E. McPherson,  
January 2018–Present

*Principal Deputy General Counsel*, Robert J. Sander, July 2018–  
Present

*Deputy General Counsel: Ethics and Fiscal Law*, Shelley P.  
Turner, April 2018–Present

Chief Information Officer/G–6

*Chief Information Officer*, Gregory L. Garcia, September 2018–  
Present

*Director of Architecture, Operations, Networks and Space*,  
Maj. Gen. David T. Isaacson, August 2018–Present

Office of Business Transformation

*Director*, Lt. Gen. Edward C. Cardon, October 2016–July 2018

U.S. Army Headquarters Services

Susan D. Tigner, April 2018–Present

*Army Staff*

Director of the Army Staff (DAS)

Lt. Gen. Gary H. Cheek, July 2015–July 2018

Lt. Gen. Joseph M. Martin, July 2018–Present

Assistant Chief of Staff for Installation Management (ACSIM)

*Assistant Chief of Staff*

Lt. Gen. Kenneth R. Dahl, October 2015–September 2018

Lt. Gen. Bradley A. Becker, September 2018–Present

Deputy Chief of Staff, G–1 (DCS, G–1) (Personnel)

*Technology and Business Architecture Integration*, Terry Watson,  
October 2017–Present

Deputy Chief of Staff, G–2 (DCS, G–2) (Intelligence)

Lt. Gen. Robert P. Ashley Jr., March 2016–October 2017

Lt. Gen. Scott D. Berrier, January 2018–Present

## Deputy Chief of Staff, G-3 (DCS, G-3) (Operations)

*Assistant Deputy Chief of Staff*, Maj. Gen. Charles A. Flynn,  
July 2018–Present

*Operations, Readiness, and Mobilization*, Brig. Gen. Douglas A.  
Simms, June 2018–Present

*Strategy, Plans, and Policy*, Maj. Gen. Christopher P.  
McPadden, November 2017–Present

*Training*, Maj. Gen. Patrick E. Matlock, June 2016–July 2018

*Cyber*, Maj. Gen. Patricia A. Frost, July 2016–May 2018

*Aviation*

Maj. Gen. Frank W. Tate, July 2017–May 2018

Brig. Gen. David Francis, June 2018–Present

## Deputy Chief Of Staff, G-4 (DCS, G-4) (Logistics)

*Assistant Deputy Chief/Operations*, Maj. Gen. John P. Sullivan,  
October 2017–Present

## Deputy Chief Of Staff, G-8 (DCS, G-8) (Programs)

*Deputy Chief of Staff*

Lt. Gen. John M. Murray, August 2015–August 2018

Lt. Gen. James F. Pasquarette, August 2018–Present

*Director, Force Development*

Maj. Gen. John A. George, July 2016–May 2018

Maj. Gen. John C. Ulrich, September 2018–Present

## The Inspector General (TIG)

*The Inspector General*, Lt. Gen. Leslie C. Smith., February 2018–  
Present

*Deputy Inspector General*, Maj. Gen. Donald E. Jackson, April 2018–  
Present

## The Judge Advocate General (TJAG)

*Deputy Judge Advocate General*, Maj. Gen. Stewart W. Risch,  
July 2017–Present



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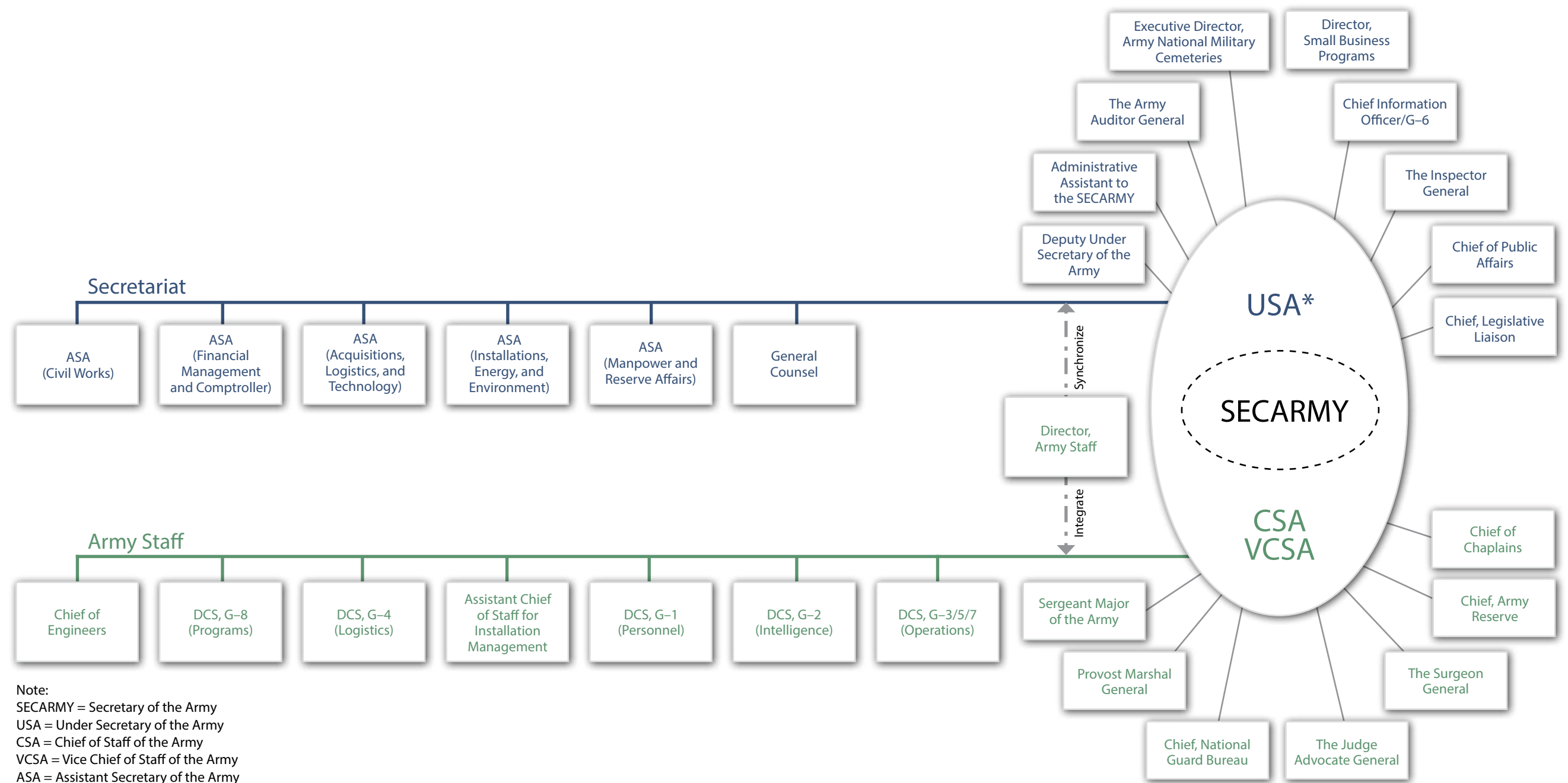


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Appendix—Headquarters, Department of the Army Organization (FY 2018)



Source: Department of the Army, General Orders No. 2012-01 (Assignment of Functions and Responsibilities Within Headquarters, Department of the Army).

\*By law, the Under Secretary of the Army is the Army Chief Management Officer.

