



# Department of the Army Historical Summary

Fiscal Year 2019



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

# Department of the Army Historical Summary Fiscal Year 2019

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Cover: Sgt. Malcom Watson, section chief, Troop B, Field Artillery Squadron, 2d Cavalry Regiment, directs his section during table XII certifications in the Grafenwoehr Training Area, Germany, 29 January 2019.  
(U.S. Army photo by 1st Lt. Vanessa Sotelo)

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DEPARTMENT OF THE ARMY  
HISTORICAL SUMMARY

FISCAL YEAR 2019



# 1 Introduction

For the first time in ten years, the Army entered the new fiscal year (FY) operating on an approved budget instead of a continuing resolution. This new fiscal stability was welcome in a competitive and volatile global security environment. The implementation of the Army Vision, released in June 2018, continued in accordance with the *Army Strategy* released at the start of FY 2019. 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, they continued several efforts begun in earlier years to improve organizations, processes, and concepts in these two areas, and initiated other improvements during FY 2019.



## 2 Organization, Management, and Budget

### *Organizational Changes*

During fiscal year (FY) 2019, the president nominated Secretary of the Army Mark T. Esper to be secretary of defense, and nominated the chief of staff of the Army, General Mark A. Milley, to be chairman of the Joint Chiefs of Staff. The president nominated Under Secretary of the Army Ryan D. McCarthy to succeed Esper. After being confirmed by the Senate, McCarthy was sworn in as secretary on 30 September 2019. The president nominated the vice chief of staff of the Army, General James C. McConville, to succeed General Milley. After being confirmed by the Senate, General McConville was sworn in as chief of staff of the Army on 9 August 2019.

Headquarters, Department of the Army (HQDA), General Orders 2019–01, published in May 2019, revised a number of HQDA functions and responsibilities. The secretary of the Army was given specific authority to prescribe the relationships of each office in the



*Secretary of the Army  
Ryan D. McCarthy*



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

Secretariat and the Army Staff. Additional responsibilities given to the chief of staff included acting as the secretary of the Army's executive agent to supervise Army major commands, Army service component commands, and direct reporting units in the execution of approved plans and recommendations. An additional responsibility assigned to the vice chief of staff was assisting the chief of staff in the execution of missions and functions related to manpower and personnel; operations and plans; requirements and programs; command, control, and communications; installations and facilities; medical care; military construction; force protection and law enforcement; modernization; readiness; and acquisition and logistics.

The revision added a statement that the primary purpose of the Secretariat and the Army Staff is to support the secretary and the chief of staff in exercising their duties and responsibilities; supporting the service's war fighting units; and supporting the service's soldiers, civilian employees, and their families. The revision directed the Secretariat and the Army Staff—in providing that support—to give the view of commanders in the field particular weight and primacy in all issues facing the Army. The Secretariat is responsible for developing and recommending policies and programs, typically published in Army directives, and overseeing their implementation. The Army Staff is responsible for providing military advice to the Secretariat regarding policies and programs, and it is charged with planning policies and programs, supervising their execution, and reporting their performance and progress. After being removed from the Secretariat in the 2017 revision, the director of Small Business Programs returned to the Secretariat in the 2019 revision. The 2019 revision removed the chief, National Guard Bureau, from the Army Staff and added the director, Army National Guard, to the Army Staff.

The Army Reform Initiative (ARI) dictated two major changes in installation management organization during FY 2019. In March 2019, U.S. Army Installation Management Command, formally a direct reporting unit to HQDA, was realigned as a major subordinate command of U.S. Army Materiel Command (AMC). This realignment consolidated base operations and other similar support functions under one command and leveraged the Army's existing expertise in logistics, sustainment, and services. Additionally, the secretary of the Army restructured oversight of installation resource programming and budgeting by assigning the AMC commanding general as a cochair with the assistant secretary of the army (installations, energy and environment) (ASA (IE&E)) for the installation management resource programming process.

In September 2019, HQDA's assistant chief of staff for installation management was redesignated as the deputy chief of staff, G-9.

The change from assistant to deputy chief of staff better aligns the position's title with its corresponding three-star rank, with functions and responsibilities transferred to the G-9. The G-9 portfolio includes housing; military construction and infrastructure investment; facility sustainment, restoration, and modernization; child care; energy and water security; resilience and sustainability; installation environmental management and stewardship; and other installation related concerns. The G-9 serves as principal military adviser to the ASA IE&E, and advises the assistant secretary of the Army (manpower and reserve affairs) (ASA M&RA) on soldier and family readiness support.

In October 2018, the Army began steps to reassign two major organizations from the U.S. Army Medical Command (MEDCOM). The U.S. Army Medical Research and Materiel Command (MRMC) was redesignated in June 2019 as the U.S. Army Medical Research and Development Command. It will be realigned to the AMC in early FY 2020. In early FY 2020, MRMC's materiel assets will become the U.S. Army Medical Logistics Command under AMC. MRMC's medical research, development, and acquisition elements will be transferred to U.S. Army Futures Command (AFC) in FY 2020. The U.S. Army Medical Department Center and School was redesignated as the U.S. Army Medical Center of Excellence in mid-September 2019, and will be realigned from MEDCOM to the U.S. Army Training and Doctrine Command (TRADOC) in early October 2019.

AFC, established in FY 2018, reached full operating capability in July 2019. The command's mission is to modernize the Army by developing future force requirements, designing future force organizations, and delivering prototype materiel capabilities. As part of reaching full operating capability, two organizations realigned under AFC. In December 2018, the U.S. Army Capabilities Integration Center was redesignated as the U.S. Army Futures and Concepts Center and realigned from TRADOC to AFC. U.S. Army Research, Development, and Engineering Command was redesignated as the U.S. Army Combat Capabilities Development Command and transferred from AMC to AFC in February 2019. Additionally, in December 2018, the U.S. Army Reserve Headquarters, 75th Training Command, was redesignated the U.S. Army Reserve 75th Innovation Command. The command will remain part of the Army Reserve. Its mission is to leverage the skills, agility, and private sector connectivity of the Army Reserve in direct support to AFC.

The U.S. Army Rapid Capabilities Office was created in 2016 to expedite the delivery of critical combat materiel capabilities, as identified by combatant commands, to soldiers by quickly developing,



acquiring, and prototyping equipment. In December 2018, the office became the U.S. Army Rapid Capabilities and Critical Technologies Office in a shift of its mission. It now concentrates on emerging critical technologies that do not fall under program executive offices or AFC cross-functional teams and fields them as quickly as possible.

In December 2018, the under secretary of the Army approved the U.S. Army Logistics Innovation Agency reform plan. The plan renamed the organization as the U.S. Army Logistics Enterprise Support Agency (LESA) but did not change its status as field operating agency under the Office of the Deputy Chief of Staff, G-4. The LESA has three primary functions: (1) improve readiness by synchronizing efforts to ensure that Class V (ammunition) and Class VII (general equipment) supplies are auditable; (2) synchronize efforts to operationalize logistics data and analysis within enterprise decision support capabilities such as the Army Leader Dashboard; and (3) synchronize efforts to ensure business processes are standardized, auditable, and integrated across domains to improve the effectiveness and efficiency of defense business systems.

In May 2019, the U.S. Army Marketing and Research Group, a field operating agency of the ASA M&RA responsible for conducting the service's national-level marketing and advertising program, was redesignated as the Office of the Chief, Army Enterprise Marketing. Furthermore, it was reassigned as a field operating agency of the deputy chief of staff, G-1, and relocated from Arlington, Virginia, to Chicago, Illinois. In 2018, the Army Audit Agency (AAA) found the U.S. Army Marketing and Research Group did not sufficiently oversee the performance of its primary contractor and the products included in its three main marketing and advertising contracts. The Army chose a new advertising contractor whose main office is in Chicago. Moving the Office of the Chief, Army Enterprise Marketing, to that city will improve contractor coordination and oversight. The new office is expected to reach full operational status by February 2020. Its missions are to coordinate the Army's national marketing and advertising strategy, develop and maintain relationships with the marketing and advertising industry, and develop marketing expertise and talent within the Army to support the Regular Army, Army National Guard, and Army Reserve.

In October 2018, the U.S. Army Marketing and Engagement Brigade was discontinued as a direct reporting unit to the ASA M&RA and was reassigned as a subordinate element of TRADOC. That command then assigned the brigade to U.S. Army Recruiting Command. The brigade's major elements are the U.S. Army Parachute Team, the U.S. Army Accessions Mission Support Battalion, and the U.S. Army Marksmanship Unit. Its mission is to influence the

American people to join the Army by enhancing and conducting recruiting operations through direct engagements and demonstrating elite army skills and exhibits. This realignment is expected to enable a more effective, integrated, and synchronized use of accession resources.

In November 2018, the secretary of the Army directed the establishment of pilots to explore different alignment structures of the U.S. Civilian Human Resources Agency (CHRA) and Civilian Personnel Advisory Centers (CPAC). Two options tested included: placing a CPAC under a U.S. Army Installation Management Command garrison and a CPAC under an Army command. In accordance with this guidance, CHRA established a pilot at the U.S. Military Academy and another at Fort Campbell, Kentucky. The original end date of the pilots was 20 September 2019, but this was extended to 1 March 2020.

In FY 2019, HQDA established the U.S. Army Strategic Support Element as part of the U.S. Army Office of Technology and Operations, G-3, at Fort Belvoir, Virginia. The element analyzes vulnerabilities in Army operations and acquisitions to provide analysis and recommendations to support the service's senior leaders' decision-making process.

As part of the ARI, TRADOC proposed, and HQDA agreed, that the U.S. Army Center of Military History (CMH), a field operating agency under the Office of the Administrative Assistant to the Secretary of the Army (OAA), be moved to TRADOC. During this realignment, The Institute of Heraldry transferred out of CMH and remained a subordinate element of OAA. CMH was to move under TRADOC as a subordinate organization reporting directly to the command's deputy commanding general. During FY 2019, TRADOC and CMH made preparations for this change, which will be effective on 1 October 2019.

### *Management*

The ARI began in April 2018 after Secretary Esper determined that HQDA had become too large and assumed too much authority. This increase placed greater burdens on subordinate commands, narrowed the authority of leaders in the field, and imposed unnecessary delays in 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 focus on policy, enterprisewide priorities, and matters of strategic importance.

The ARI identified HQDA core tasks. It then determined noncore activities and lower-priority tasks to reduce or eliminate; tasks and functions to move to subordinate commands; business

processes to automate; and processes, procedures, and reports to modify or eliminate. Army major command headquarters participated in the ARI as well. They used the same identification process to evaluate their relationships with subordinate commands. The commands also proposed realigning tasks and functions to them from HQDA.

The ARI working group received 690 recommendations from HQDA and major commands, and assessed each as providing high value, medium value, or low value if implemented. It created categories for the 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 Army's Office of Business Transformation was the HQDA lead office for the initiative. During FY 2019, the office reviewed and oversaw the completion of the first set of changes under ARI across all four categories.

As part of the Army's effort to reduce manual processes, the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA FM&C) Robotic Process Automation program completed sixteen automation projects in FY 2019. These automations produced time savings of 25,132 hours annually. They also improved financial management accuracy and compliance, while resolving and providing insights into enterprisewide challenges, to include unliquidated obligations and unmatched transactions.

In June 2019, the Office of Management and Budget and the National Archives and Records Administration (NARA) issued a memorandum directing federal agencies to transition recordkeeping to fully electronic formats that comply with all records management laws and regulations. By 2022, agencies will manage all temporary and permanent records in electronic format and with appropriate metadata.

Additionally, agencies will develop plans to close agency-operated storage facilities for temporary paper records and transfer those records by 31 December 2022 to either federal records centers operated by NARA or commercial storage facilities. After 31 December 2022, NARA will no longer accept new transfers of permanent or temporary paper records. It will continue to store paper records until their scheduled disposition.

The Records Management and Declassification Agency, a subordinate element of OAA, engaged the AAA to conduct a comprehensive review of Army records management policy, procedures, and

plans. This review supports the Army's efforts to meet the Office of Management and Budget's June 2019 directive that federal agencies transition their recordkeeping to a fully electronic format by the end of 2022. During FY 2019, the Records Management and Declassification Agency reviewed 5.9 million pages of permanent, historical records for automatic declassification.

### *Information Management*

In June 2019, the HQDA chief information officer/deputy chief of staff G-6 (CIO/G-6) issued a memorandum providing guidance to ensure mission-essential records are retained while unnecessary items are eliminated, thereby reducing data storage costs. The memorandum facilitates removal—from computer hard drives, local shared network drives, or cloud-provided solutions—of documents and information with no legal, fiscal, operational, historical, or business value to an organization. The guidance did not apply to the email of political appointees, general officers, Senior Executive Service members, or Schedule C personnel whose email is subject to automatic archiving. This guidance remains in effect until the Army fields an automated records management process.

An August 2019 Army Directive established a policy for issuing government-owned portable electronic devices such as phones and tablets. It set the number of devices available for issue to general officers, Senior Executive Service members, and unit commanders down to the company echelon. In response to this policy, by the end of FY 2019 the Army suspended 3,323 devices, disconnected 2,747 devices, and placed 1,092 devices on lower-cost service plans for a total annualized savings of \$3.5 million.

Homeland Security Presidential Directive 12 mandates all federal agencies migrate to the Personal Identity Verification (PIV) authentication credential to allow network access interoperability across the government. The Department of Defense (DoD) chief information officer directed the military services to comply no later than 1 May 2020. By the end of FY 2019, 82 percent of the Army's 1.4 million users utilized PIV-enabled Common Access Cards. The HQDA CIO/G-6 is working with U.S. Army Cyber Command to address the remaining users, believed to be soldiers who do not regularly access a military network.

On 29 September 2019, the Army replaced the Army Knowledge Online (AKO) Web portal with AKO 2.0. The new portal allows users to continue to access AKO content and files while providing a cloud-ready virtualized infrastructure platform for future migration. The

Program Executive Officer for Enterprise Information Systems will decommission the AKO portal by the end of December 2019.

During FY 2019, HQDA migrated 130 of 142 critical enterprise applications to a Microsoft Azure Cloud environment. The Army currently pays the Joint Service Provider, a field operating agency of the Defense Information Systems Agency, \$19 million per year to house critical HQDA enterprise applications in a legacy Pentagon data center. In 2018, the CIO/G-6 took on the HQDA legacy network as a cloud pathfinder with the intent of reducing operational risks to critical enterprise applications and data. The G-6 expects to completely decommission the HQDA legacy Secret IP Router Network and Nonclassified IP Router Network by December 2019.

In February 2016, the deputy secretary of defense directed the DoD to transition to Microsoft Windows 10. The intent of this change was to strengthen the department's cybersecurity posture while concurrently streamlining the information technology operating environment. In FY 2019, the Army completed this transition.

The Army published revisions of two information management regulations during FY 2019. The revision of Army Regulation 25-1, *Army Information Technology*, updated responsibilities; added new DoD information network lifecycle replacement planning rates and activities; established the Migration Implementation and Review Council; updated Army enterprise architecture processes, and provided new servicewide strategic planning policy guidance for standard lifecycle replacement of information technology assets. The revision of Army Regulation 25-2, *Army Cybersecurity*, assigned responsibilities and prescribes policies for the Army cybersecurity program in accordance with DoD instructions; integrated cybersecurity into system lifecycles; implemented a standard and integrated change management process for Army information technology.

### *Audits*

The DoD inspector general completed a review of the quality control system in the Army Internal Review Program for the three-year period ending 31 December 2018. Quality control encompasses the program's organizational structure, the policies adopted, and procedures established to provide it with reasonable assurance of conformity with the December 2011 version of the Government Auditing Standards issued by the U.S. Government Accountability Office. The program received a "pass with deficiencies" rating. Previously, it received a "fail" rating in FY 2017. The Office of the ASA (FM&C)

concurred with the inspector general's findings and began working to implement the report's recommendations.

A new Army internal review program, hosted on a SharePoint Web site, replaced the program's AKO Web site. The Office of the ASA (FM&C) developed a new internal review standard operating procedures document for use by internal review offices and established a repository of auditing templates. In April 2019, it began collaborating with the AAA's Data Analytics Cell to provide military pay, civilian pay, and government purchase card datasets to internal review offices in support of audits and financial audit readiness sample testing.

The Army opened FY 2019 with the development of 464 Corrective Action Plans (CAP) or Memoranda for Record in response to the 429 notice of findings and recommendations (NFR) received from the previous year's audit of its financial statements. This effort focused on four key areas for FY 2019: asset assurance (valuation, existence, and completeness); information technology general controls; universe of transactions; and fund balance with the Treasury. The service began the fiscal year manually tracking these remediation actions. By the end of FY 2019 it automated its CAP management process in an Army-owned SharePoint site and transitioned to utilizing the Office of the Secretary of Defense (OSD) NFR database for CAP development, implementation, validation, and reporting. These changes allow the Office of the ASA (FM&C) to move corrective action development and tracking down to the specific responsible organizations.

The audit of the Army General Fund financial statements for FY 2018 and FY 2019 by an independent public accounting firm resulted in a disclaimer of opinion. The firm could not obtain sufficient appropriate audit evidence to support the reported amounts within the General Fund financial statements. As a result, it could not conclude whether the financial statements and related notes were presented fairly in accordance with generally accepted accounting principles. The audit found twelve material weaknesses related to the Army's internal controls over financial reporting. The Office of the ASA (FM&C) concurred with the firm's findings.

### *Budget*

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 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. The operation and maintenance budget enables 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, test, and evaluation budget balances upgrades to existing equipment to be fielded in the next ten years with developing next-generation capabilities for the future fight. The requested military construction appropriations targets the most critical facility needs for the active and reserve components: replacement of aging facilities that directly support unit readiness such as ranges, training facilities, and maintenance facilities (see *Table 1.*)

In the FY 2019 Overseas Contingency Operations (OCO) request, military personnel accounts primarily fund mobilized reserve component soldiers and active component deployment costs. The OCO operation and maintenance request supported Operation FREEDOM's SENTINEL (Afghanistan), Operation INHERENT RESOLVE (targeted operations against the Islamic State in Iraq and Syria), 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 replacement of 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 (see *Table 2.*)

In August 2018, the president signed the FY 2019 National Defense Authorization Act, and for the first time in nine years the service began the fiscal year operating on its approved budget instead of a continuing resolution. Congress enacted an Army budget \$2.2 billion lower than the amount the service requested, but it was \$1.4 billion more than the executed amount in FY 2018.

On 15 February 2019, the president declared a national emergency concerning the southern border of the United States and invoked four statutory authorities: Title 10, U.S. Code § 12302, authorizing the secretary of defense to order up to one million members of the Ready Reserve to active duty service for up to twenty-four months; Title 10, U.S. Code § 2808, authorizing the secretary of defense to direct military construction funding to support the use of the armed forces in a national emergency; Title 10, U.S. Code § 284, authorizing the military to construct fences and roads and install lighting to block drug-smuggling

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,  
FY 2019 (*MILLIONS OF DOLLARS*)

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

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.



TABLE 2—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY  
OPERATIONS REQUEST, FY 2019 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	2,929
Military Personnel, Army Reserve	37
Military Personnel, Army National Guard	195
Operation and Maintenance	
Operation and Maintenance, Army	18,211
Operation and Maintenance, Army Reserve	42
Operation and Maintenance, Army National Guard	111
Procurement	
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
Total	33,681

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.

corridors across international boundaries of the United States; and Title 10, U.S. Code § 9705, authorizing the secretary of the treasury to provide money from the Treasury Forfeiture Fund to other agencies for use in connection with law enforcement activities of any federal agency.

Under these authorities, the Army undertook several southwest border missions during FY 2019. The first was Operation SECURE LINE, in which active duty military personnel supported U.S. Customs and Border Protection. The Army spent approximately \$98.2 million on this mission. The second was Operation GUARDIAN SHIELD, in which Army National Guard soldiers mobilized under Title 32 status. The service spent \$193 million on this mission, of which \$172 million was reprogrammed from the Regular Army's military personnel

appropriation and \$21 million came from the humanitarian assistance supplemental appropriation.

The U.S. Army Corps of Engineers conducted southwest border barrier construction operations. Construction at six locations, costing \$2.5 billion, was funded by a transfer into the Army's FY 2019 Operations and Maintenance, Army, account in accordance with the Title 10, U.S. Code § 284, authority from the Drug Interdiction and Counterdrug Activities, Defense, appropriation. Since these funds transferred into the Operations and Maintenance, Army, account, the legal one-year appropriation timeframe expired at the end of FY 2019. The secretary of defense approved southwest border construction projects under Title 10, U.S. Code § 2808, authority in the amount of \$3.6 billion—funds taken from the services' military construction appropriations. The Army's share of this diversion was \$918 million.

The Army Budget Office conducted a midyear review in order to optimize resources. The office analyzed command budget execution, collected unfinanced requirements (UFRs), and developed options. The initial UFR list included 309 requirements totaling \$6.1 billion. The review resulted in the approval of thirty-four of the UFRs totaling \$910.4 million. Internal budget adjustments and reprogramming actions funded these requirements. Among these UFRs was \$75.8 million for U.S. Army Forces Command's (FORSCOM) southwest border support actions.

In FY 2019 the service continued the “night court” review of programs and spending. The review canceled or downsized programs not contributing to the six modernization priorities: long-range precision fires, next-generation combat vehicle, Future Vertical Lift, Army network, air and missile defense, and soldier lethality. The funds freed by the review were then applied to modernization. This process redirected \$10 billion in the FY 2021/25 program objective memorandum.

In FY 2019, the Army submitted twenty-five reprogramming packages, totaling \$3.68 billion, to Congress—a 2.2 percent increase from the \$3.6 billion submitted in FY 2018. As of the end of FY 2019, Congress approved twenty-four of these requests. The Army reprogrammed an additional \$1.85 billion in actions falling below the amount requiring congressional approval.

The service executed 99.7 percent of military personnel appropriations by the end of FY 2019, as well as 99.7 percent of the operation and maintenance appropriations in the base budget. It executed 99.9 percent of its OCO operation and maintenance appropriation.

The research, development, and acquisition FY 2018/20 procurement appropriations finished its second year of availability

with a 92 percent obligation rate, 2 percent ahead of the OSD goal. The FY 2019/21 procurement appropriations achieved a 75 percent obligation rate against the 80 percent OSD goal in the first year of availability. The Army executed its FY 2017/19 expiring procurement appropriations at 99.3 percent, leaving \$141 million unobligated across five procurement appropriations. It expended 41.3 percent of its current FY 2019 research, development, test, and evaluation appropriation, against the 55 percent OSD goal. The Army also obligated 99.7 percent of its expiring year research, development, test, and evaluation appropriation.

In the FY 2019/23 military construction, Army, appropriations, the service awarded nine of twenty-four projects in the base budget and one of the eight OCO projects. The DoD diverted some of this funding for the remaining projects to southwest border barrier construction. In some cases, the bids received for the remaining projects exceeded the program amounts. The service awarded all seventeen projects in the expiring military construction, Army, appropriations. In the FY 2019/23 military construction, Army National Guard, appropriations, the service awarded nine of ten projects. Six projects received awards from expiring military construction, Army National Guard, appropriations. Two of three projects came from the FY 2019/23 military construction, Army Reserve, appropriations. All eight projects received awards from expiring Army Reserve, appropriations.

In the FY 2019/23 family housing construction appropriation, one project at Fort McCoy, Wisconsin, was awarded, and Increment 3 of a construction project at Camp Humphreys, Korea, was awarded. In the expiring family housing construction appropriation, the service awarded two projects, one at Rock Island Arsenal, Illinois, and one at Camp Walker, Korea. In accordance with the Consolidated Appropriations Act of 2018, \$6 million was rescinded from the Camp Walker project, but was mitigated by the use of bid savings. The family housing operations appropriation used 99.8 percent of executable funds.

The Army Working Capital Fund consists of two activity groups, supply management and industrial operations. The first group buys and manages spare and repair parts for sale to its customers, primarily Army operating units. The second group provides the Army's organic industrial capability. Unlike profit-oriented commercial businesses, the working capital fund's goal is to break even over the long term by returning any monetary gains to appropriated fund customers through lower rates or collecting any monetary losses from customers through higher rates. The Army Working Capital Fund ended FY 2019 with a cash balance of \$1.894 billion, \$164.6 million less than the year's beginning balance. This result was within the operating requirement

range. Tables 3 and 4 present the total obligational authorities for base budgets and OCO for FY 2019.

The FY 2020 budget request supports a total force of 480,000 soldiers in the Regular Army, 336,000 in the Army National Guard, 189,500 in the Army Reserve, and a civilian workforce of 194,934. The Army plans to conduct twenty-five combat training center rotations in FY 2020 and increase initial entry training for infantry soldiers from fourteen to twenty-two weeks. The request will fund increases to field artillery, air defense, intelligence, and engineer force structure.

When compared to the FY 2019 enacted appropriations, the FY 2020 base budget for research, development, test, and evaluation increased even as procurement amounts decreased. A decrease in legacy system procurement and increased investment in modernization priorities contributed to this change. With the FY 2020 request, the Army aligned its science and technology funding to identify, develop, and demonstrate technology options in support of the six modernization priorities.

The FY 2020 OCO request will cover the personnel costs associated with deploying active and mobilized reserve component soldiers. It supports Operation FREEDOM'S SENTINEL, Operation INHERENT RESOLVE, Operation SPARTAN SHIELD, and the EUROPEAN DETERRENCE INITIATIVE. It will fund replacements for equipment lost in combat, ammunition replenishment, and the enhancement of pre-positioned equipment stocks in Europe. This funding also will provide assistance to security forces in Afghanistan and the Middle East region. Tables 5 and 6 present the total requests for base budgets and OCO for FY 2020.

Although the beginning of FY 2019 interrupted the long-running trend of entering a fiscal year operating on a continuing resolution instead of an approved budget, that trend resumed at the end of FY 2019. The Army began FY 2020 under a continuing resolution, set to expire on 21 November 2019, which provided funding allocations pegged to FY 2019 enacted levels. As usual, operating under a continuing resolution placed restrictions on new starts, expansion of ongoing programs, production rate increases, and the ability to reprogram funds.

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,  
FY 2019 (*MILLIONS OF DOLLARS*)

<b>Military Personnel</b>	
Military Personnel, Army	42,690
Military Personnel, Army Reserve	4,837
Military Personnel, Army National Guard	8,601
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	40,792
Operation and Maintenance, Army Reserve	2,787
Operation and Maintenance, Army National Guard	7,131
<b>Environmental Restoration</b>	236
<b>Procurement</b>	
Aircraft	4,300
Missiles	3,145
Weapons and Tracked Combat Vehicle	4,486
Ammunition	2,276
Other Procurement	7,853
<b>Research, Development, Test, and Evaluation</b>	11,075
<b>Military Construction</b>	
Military Construction, Army	1,146
Military Construction, Army Reserve	88
Military Construction, Army National Guard	212
<b>Army Family Housing</b>	
Operation	377
Construction	331
<b>Army Working Capital Fund</b>	258
<b>Arlington National Cemetery</b>	114
<b>Base Realignment and Closure</b>	63
<b>Chemical Agents Demilitarization</b>	994
<b>Total</b>	<b>147,005</b>

Numbers may not add because of rounding. Includes \$600 million in OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2020 President's Budget Highlights*, March 2019.

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED OVERSEAS  
CONTINGENCY OPERATIONS, FY 2019 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	2,929
Military Personnel, Army Reserve	37
Military Personnel, Army National Guard	195
Operation and Maintenance	
Operation and Maintenance, Army	17,949
Operation and Maintenance, Army Reserve	42
Operation and Maintenance, Army National Guard	111
Procurement	
Aircraft	347
Missiles	1,730
Weapons and Tracked Combat Vehicle	1,102
Ammunition	299
Other Procurement	1,355
Research, Development, Test, and Evaluation	301
Military Construction, Army	192
Army Working Capital Fund	7
Afghanistan Security Forces Fund	4,920
Counter-ISIS Train and Equip Fund	1,352
Total	32,868

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 2020 President's Budget Highlights*, March 2019.

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,  
FY 2020 (*MILLIONS OF DOLLARS*)

<b>Military Personnel</b>	
Military Personnel, Army	43,347
Military Personnel, Army Reserve	4,965
Military Personnel, Army National Guard	8,808
Medicare-Eligible Retiree Health Care Fund, Army	2,186
Medicare-Eligible Retiree Health Care Fund, Army Reserve	395
Medicare-Eligible Retiree Health Care Fund, Army National Guard	704
<b>Operation and Maintenance</b>	
Operation and Maintenance, Army	42,012
Operation and Maintenance, Army Reserve	3,029
Operation and Maintenance, Army National Guard	7,629
<b>Environmental Restoration</b>	208
<b>Procurement</b>	
Aircraft	3,696
Missiles	3,208
Weapons and Tracked Combat Vehicle	4,716
Ammunition	2,695
Other Procurement	7,451
<b>Research, Development, Test, and Evaluation</b>	12,193
<b>Military Construction</b>	
Military Construction, Army	1,454
Military Construction, Army Reserve	61
Military Construction, Army National Guard	211
<b>Army Family Housing</b>	
Operation	358
Construction	141
<b>Army Working Capital Fund</b>	90
<b>Arlington National Cemetery</b>	71
<b>Base Realignment and Closure</b>	66
<b>Chemical Agents Demilitarization</b>	985
<b>Total</b>	<b>150,687</b>

Numbers may not add because of rounding. Includes \$31.4 billion in OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2020 President's Budget Highlights*, February 2019

TABLE 6—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS REQUEST, FY 2020 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	2,743
Military Personnel, Army Reserve	35
Military Personnel, Army National Guard	203
Operation and Maintenance	
Operation and Maintenance, Army	18,773
Operation and Maintenance, Army Reserve	38
Operation and Maintenance, Army National Guard	83
Procurement	
Aircraft	382
Missiles	1,438
Weapons and Tracked Combat Vehicle	353
Ammunition	149
Other Procurement	1,131
Research, Development, Test, and Evaluation	204
Military Construction, Regular Army	189
Army Working Capital Fund	20
Afghanistan Security Forces Fund	4,804
Counter-ISIS Train and Equip Fund	1,045
Total	31,590

Numbers may not add because of rounding. Includes \$31.48 billion in OCO funding for base purposes and does not include \$9.2 billion in emergency funding  
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2020 President's Budget Highlights*, February 2019.





## **3** **Personnel**

### *Army Strength and Distribution*

As of 30 September 2019, the Total Force stood at 1,010,633 soldiers. The active component end strength totaled 483,941 personnel: 78,128 commissioned officers, 14,282 warrant officers, 387,001 enlisted soldiers, and 4,530 military cadets. These numbers put the Regular Army (RA) at 5,941 soldiers above its FY 2019 end-strength goal. The Army National Guard (ARNG) and Army Reserve (USAR) also increased their numbers during fiscal year (FY) 2019. The ARNG's end strength was 335,973 (36,984 commissioned officers, 8,804 warrant officers, and 290,185 enlisted soldiers). This was lower than the FY 2019 authorized ARNG end strength of 343,500 but higher than the ARNG's end-strength goal of 335,500. The USAR finished the fiscal year 1,469 soldiers above its goal with 190,719 personnel (14,210 commissioned officers, 94 warrant officers, and 152,203 enlisted soldiers). Women constituted 15 percent of the RA force structure, 18 percent of the ARNG, and 24 percent of the USAR. Racial and ethnic minorities constituted 42 percent of the RA, 30 percent of the ARNG, and 46 percent of the USAR.

### *Officers*

The Army exceeded its officer accession goal of 10,410 in FY 2019. In total, the Army brought in 12,130 new officers across the Total Force. As expected, accessions through the Reserve Officer Training Corps (ROTC) accounted for the largest contingent of new officers. ROTC commissions totaled 5,605 (2,456 RA, 2,429 ARNG, and 720 USAR). The ROTC education delay and early commissioning options produced another 30 RA officers. In addition to these numbers, 972 officers commissioned through the United States Military Academy (USMA) at West Point. Another 328 (183 RA and 145 USAR) commissioned through in-service Officer Candidate School (OCS), and 1,248 utilized the college option OCS (1,070 RA and 178 USAR). The Call to Active Duty program and interservice transfers brought 267 new officers into the RA from the reserve components. In the

ARNG, an additional 562 officers entered through state-based OCS, and 104 through federal OCS.

During the fiscal year, seven RA and twenty-seven ARNG direct commissions entered into the basic branches. The Judge Advocate General's Corps (JAGC) received 147 RA, 91 USAR, and 95 ARNG direct commissions. The Army Medical Department received 958 RA, 1,063 USAR, and 471 ARNG direct commissions. The Chaplain Corps received 140 RA, 99 USAR, and 50 ARNG direct commissions.

The Army initiated the Battalion Commander Assessment Program (BCAP) pilot in FY 2019. The BCAP offers a new way to assess an officer's fitness for battalion command. Officers on the Lieutenant Colonel Centralized List will be invited to attend the program. The BCAP consists of a series of cognitive, noncognitive, physical, verbal, and written assessments. The results of these assessments, combined with the officer's standing on the Lieutenant Colonel Centralized List, will be used to develop a new order of merit list. During the FY 2019 pilot, twenty-seven lieutenant colonels whose names appeared on the FY 2020 alternate command list participated. After reviewing the results of the pilot, the Army will implement BCAP in FY 2020.

In FY 2019, the USMA began transitioning to the Market Model Branching System for assigning cadets to branches upon their commissioning. The Academy is serving as phase one of implementing the system, which will be extended to the ROTC program in FY 2020. The goal of the new system, which is part of the Army Talent Alignment Process, is to better pair cadets' talents with the needs of the branches. Under the old system, cadets ranked their branch preferences and received assignments to a branch based almost entirely on their ranking in their class order of merit list.

Under the new system, cadets will continue to rank their branch preferences, but the commandants of each of the seventeen branches into which cadets are commissioned will now rank the cadets as most preferred, preferred, and least preferred for that branch. The commandants will determine these rankings based on the cadets' branching resumes, which includes their test scores, transcripts, physical fitness scores, and a personal statement. Additionally, cadets may interview with the branches that most interest them; on average, cadets in the USMA Class of 2020 interviewed with three branches. Branch assignments will be made using a modified version of the National Resident Matching Program's algorithm, which pairs medical school graduates with residency programs. One of the Army's modifications is the Branch of Choice Active Duty Service Obligation, which increases the odds of a cadet receiving

one of their top choices for a branch. Cadets who select this option commit to serving eight years on active duty instead of the five years required of West Point graduates. Each most preferred and preferred grouping set by the branch commandants will be modified to place all cadets who selected this obligation, ranked by order of merit list, above all cadets in the grouping who did not select the obligation. Both branch commandants and cadets in the Class of 2020 locked in their respective rankings in September 2018. Cadets will receive their branch assignments in November 2019.

### *Enlisted*

Enlisted recruitment was a high profile issue after the Army missed its recruiting goals in FY 2018. During FY 2019, the Army made a concerted effort to focus on twenty-two urban areas where earlier recruitment efforts lacked. The Army also brought in more than 700 new recruiters to expand outreach. Recruiters updated their approach by shifting away from phone campaigns and mailings toward social media applications and internet outreach. In FY 2019, these endeavors yielded successful results. Enlistments in the urban areas improved by an average of 15 percent across all components, and the Army issued 3.2 percent fewer conduct waivers than the previous year. Minority enlistment also increased by 3 percent, and female enlistments reached their highest level since 2004. USAR female recruitment numbers reached their highest levels since the early 1990s.

The RA exceeded its objective of 68,000 recruits by enlisting 68,185. The ARNG recruited 39,063 new soldiers, surpassing its 39,000 goal. An additional 3,140 former Regular Army soldiers transitioned into the ARNG. This brought the ARNG's total accessions to 41,685—455 soldiers short of its overall enlisted accessions objective. The USAR recruited 15,304 new soldiers, 296 people short of its 15,600 goal. Another 7,000 Inactive Ready Reserve soldiers transferred into units, and 1,945 former Regular Army soldiers transitioned into the USAR. Together, these sources left the USAR accessions 880 short of its total goal at 23,665 soldiers.

Retention was high across all components. The Regular Army set a retention goal of 50,515 for the fiscal year. It surpassed this goal by 886 soldiers. The ARNG retained 36,138 soldiers in its ranks, which exceeded its goal by 938. The USAR's retention goal was 13,434, and it retained 17,089 soldiers.

In November 2018, the Army made the first adjustment to retention control points in two years, granting exceptions to existing

time-in-service limits for enlisted soldiers in grades E-4 to E-7. Added authorizations for drill sergeants, recruiters, and security force assistance brigades created a shortage of noncommissioned officers, especially in the midcareer grades. Time-in-service limits force involuntary retirement or separation for soldiers who have not advanced to the next grade. Raising retention control points allows these soldiers to serve for several more years, fill high-demand positions, and possibly earn a promotion during that time, permitting them to remain on active duty.

In FY 2019, the Army began a multiyear effort to revise its enlisted centralized promotion board processes. The effort centers on a transition from time-based to merit-based policies and practices, and will begin with RA and Active Guard Reserve program soldiers. Under the current system, soldiers selected for promotion by a centralized board are assigned a promotion sequence number based on a soldier's time in grade, time in service, and date of birth. As positions open for that grade, soldiers are promoted to it in accordance with their promotion sequence number. Under the revised system, soldiers selected for promotion to a grade will then be sequenced by merit instead of seniority and promoted in accordance with the order of merit list as positions open. Additionally, the Army will use the list to inform assignment decisions such as development and career broadening opportunities. Soldiers found "not fully qualified" by a promotion board a second time in the same grade will be denied continued service. Soldiers will have access to their order of merit listing by grade, career progression, and specialty through the Army Career Tracker Web site. In FY 2019, the transition to the new system began with the master sergeant promotion board. The revised system is expected to be fully implemented by FY 2021. Once it is implemented, the Army will stop using retention control points.

### *Civilian Personnel*

At the end of FY 2019, the Army comprised 271,726 appropriated-fund civilian employees and 26,904 nonappropriated-fund employees (*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 five diversity categories: minority status, disability status, and veteran status. During FY 2019, minorities accounted for 32 percent of the civilian workforce, veterans 50 percent, and disabled persons 10 percent. Women were underrepresented in relation to the total labor force at 37 percent of the Army's civilian population. The median age of Army civilians for FY 2019 was 50.

TABLE 7—COMPOSITION OF THE ARMY CIVILIAN WORKFORCE, FY 2019

U.S. Direct Hire in Military Function	199,263
National Guard Technicians	27,246
Foreign National Direct Hire in Military Function	6,434
Foreign National Indirect Hire in Military Function	13,783
Direct Hire in Civil Function	24,814
Direct Hire Cemeterial Function	186
Nonappropriated Fund Employees	26,904
Total	31,590

Numbers may not add because of rounding. Includes \$31.48 billion in OCO funding for base purposes and does not include \$9.2 billion in emergency funding.  
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2020 President’s Budget Highlights*, February 2019.

Reducing the time taken to fill vacancies continued to be a main line of effort in civilian personnel management during FY 2019. In FY 2017, there were 83,822 new recruit fill actions, and the average time from job announcement to the selected person’s start work date was 141 days. The Civilian Human Resources Agency (CHRA) took steps to speed up the process. These steps included modifying the expedited referral process to allow Civilian Personnel Advisory Centers to issue one referral certificate instead of two. The CHRA also conducted a streamlined background check pilot where an employee could onboard after just the initial security check while undergoing the more intense clearance process. Finally, CHRA experimented with limiting page length in applicants’ resumes, and allowed employers to limit the areas of consideration to a smaller candidate pool. In FY 2019, the time from job announcement to the selected person’s starting work was down to an average of 122 days, despite a rise in recruit fill actions to 107,966.

In October 2018, the Army announced a new civilian service recognition program. A bronze Army Civilian Service Recognition Pin will be bestowed on employees who ranked fully successful or above after one year of service. A silver version of the pin will be bestowed on employees who accumulate ten or more years of service whose rating of record is currently fully successful or above. A gold version of the pin will be bestowed upon their retirement from the Army to those employees whose rating of record is fully successful or above. This civilian service recognition does not replace career service emblems and Office of Personnel Management certificates awarded to civilians in recognition of credited federal government service.

*Special Topics*

The Military Accessions Vital to National Interest (MAVNI) program, implemented in 2009, allowed immigrants with special language and cultural skills to enter U.S. military service in exchange for naturalization if they maintained honorable service. Since 2016, the Army has not accepted new MAVNI applicants. The Army's implementation of the program nevertheless continued through FY 2019. During FY 2017, the Army extended the contracts of MAVNI recruits in the Army Reserve Delayed Entry Program by one year to allow time for additional security vetting, but the Department of Defense suspended the program in early FY 2018. As a result, upwards of forty MAVNI recruits already in the program received word they would be discharged. Three federal lawsuits ensued over concerns that the Army denied MAVNI recruits due process. The Army then extended the program for one year to allow for further vetting. Any individual recommended as unfavorable received a suitability determination notification, which provided the denied applicant the opportunity to present mitigating information in response. In June 2019, the secretary of the Army approved another extension to address the 1,570 MAVNI recruits still in the program awaiting initial entry training. The Army Review Boards Agency processed requests from 544 MAVNI recruits in FY 2019, allowing them to begin training. In total, just under 600 MAVNI soldiers entered training in FY 2019.

A November 2018 Army Directive revised the service's criteria and procedures for determining suitability and taking suitability actions regarding the selection and assignment of soldiers to certain positions. These positions, which require unaccompanied access to vulnerable populations, are OCS cadre, ROTC cadre, certain USMA personnel, service school cadre, drill sergeants, and recruiters at the company level and below, and personnel serving in Sexual Harassment/Assault Response and Prevention (SHARP) authorized positions. This directive prescribed a standardized screening process for personnel considered for or serving in these positions. All screening requirements for these personnel outlined in the directive must be met before assignment to a designated position. Soldiers serving in designated positions will be rescreened every three years from the date of their initial assignment to the position. The directive included provisions for soldiers disqualified because of a screening to appeal that finding.

As part of its efforts to improve readiness, the Department of Defense in October 2018 directed the military services to institute measures to reach the goal of having only 5 percent of their

personnel nondeployable. A November 2018 Army Directive set the criteria soldiers must meet to be considered deployable: they are administratively, legally, and medically cleared for employment in any environment in which the Army is operating or could operate; they can operate in austere areas or areas that regularly experience significant environmental conditions that would exacerbate existing medical conditions; they can carry and employ an assigned weapon; they are capable of executing all individual warrior tasks for their assigned mission; they can operate while wearing body armor, helmet, eye protection, gloves, and/or chemical or biological protective equipment; and they are capable of passing the Army Physical Fitness Test or meeting the physical demands of tasks required for a specific deployment.

Soldiers who do not meet these criteria for more than six consecutive months, or six nonconsecutive months in a twelve-month period, will be processed for administrative separation. Soldiers who are nondeployable because of a permanent medical condition that makes them potentially unfit for the duties of their primary military occupational specialty will be referred into the Disability Evaluation System. The policy includes guidance for determining exemptions to these criteria. By June 2019, the Army reduced the number of nondeployable soldiers to roughly 5 percent, down from 16 percent eighteen months earlier.

An Army Directive in April 2019 implemented changes to the Family Readiness Program. It renamed the family readiness group the Soldier and Family Readiness Group to better connect families to soldier readiness. The name change did not change the group's status as a unit commander's program. The directive established the group's goals as providing official and accurate information, connecting soldiers and families to the chain of command, providing a support network, and connecting group members with community resources on and off post.

In FY 2019, the Army established a Workplace Violence Prevention Working Group. The working group is building on recommendations developed by the working group convened following shootings committed by active duty personnel at Fort Hood, Texas, in 2009 and 2014. Its charter is to define workplace violence, develop an education process for prevention, develop a reporting mechanism to spread awareness, and set out how to establish workplace violence prevention and response teams at every Army installation. The working group expects to complete its work in FY 2020.

During FY 2019, the Army worked to comply with changes in the Transition Assistance Program mandated by the FY 2019 National



Defense Authorization Act. An Army Directive published in September 2019 set out the changes in the program, which will go into effect at the start of FY 2020. Service members must begin the transition assistance process one year from their anticipated separation from the service. The previous standard was ninety days. Other requirements include the mandating of a self-assessment. Following completion of this assessment, each soldier will enter into a tier connected to a certain level of transition assistance training and coursework the service member needs to complete. Separating soldiers also select a post-transition goal of either employment, entrepreneurship, higher education, or vocational training.

In January 2019, a new Army Military Parental Leave Program began in response to provisions in the FY 2017 National Defense Authorization Act. Primary caregivers are able to take up to six weeks of parental leave following the birth of a child. For female soldiers designated as the primary caregiver, they may add the parental leave to the six weeks of maternity convalescent leave previously approved by the Army's leave policy. Parental leave is extended from ten to twenty-one days for soldiers designated as secondary caregivers. The policy also provides a thorough definition for primary and secondary caregiver designations, timeframes to designate, and defines qualifying birth events or adoptions. By doing so, the directive also provides guidance for service members with children born outside of marriage. Leave under this program is nonchargeable.

In April 2019, a new Department of Defense policy on military service by transgender persons and persons with gender dysphoria replaced the one instituted in 2016. For persons already in the Army, the major change concerned those with a gender dysphoria diagnosis. The old policy permitted these soldiers to continue serving in their preferred gender upon completing transition. The new policy requires soldiers who are not exempt to adhere to the standards associated with their biological sex. Soldiers who receive a diagnosis of gender dysphoria after the effective date of the new policy, and who are unable or unwilling to adhere to all applicable standards, including the standards associated with their biological sex, may be subject to the initiation of administrative separation processing.

For persons seeking to join the Army, the major changes concerned those with a gender dysphoria diagnosis and those with a history of medical transition treatment. Under the old policy, the first group was presumptively disqualified from entry unless they had been stable for eighteen months in either their preferred gender or biological sex. Under the new policy, the first group is presumptively disqualified

unless stable for thirty-six months and willing and able to serve in their biological sex. Under the old policy, the second group was presumptively disqualified unless stable for eighteen months in either their preferred sex or biological sex. Under the new policy, the second group is presumptively disqualified.

Several categories of individuals are considered exempt from the new policy. If, prior to the effective date of the new policy, the soldier entered into a contract for enlistment into the Army using a DD Form 4, or an equivalent, or was selected for entrance into an officer commissioning program through a selection board or similar process—and was medically qualified for military service or selected for entrance into an officer commissioning program in their preferred gender in accordance with the 2016 policy—the soldier is considered exempt. Additionally, serving soldiers are exempt if, prior to the effective date of the new policy, they received a diagnosis of gender dysphoria from, or had such diagnosis confirmed by, a military medical provider.

The Integrated Personnel and Pay System-Army (IPPS-A) is a Web-based human resource platform that will provide total force visibility, talent management, and auditability. During FY 2019, the Army began implementing IPPS-A Release 2. Release 1 began in FY 2015 and continued through the end of FY 2018. Release 1 interfaced with fifteen separate pay systems used across the Army and built the foundational database of personnel data for future releases. Release 2 collapsed separate ARNG pay systems into a single system and provided mobile self-service capability to Guard soldiers. By the end of FY 2019, twenty-six states and the District of Columbia completed fielding. Fielding across the rest of the ARNG will be complete by March 2020. Following the completion of Release 2, the Army will begin Release 3, which will provide the capabilities currently supported by the major field systems for the RA and the USAR, and subsume approximately thirty-four human resource and pay systems. Release 4 will introduce Global Payroll, and IPPS-A will become the authoritative data source for payroll for all components of the Army.

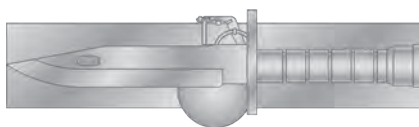
In addition to the IPPS-A Release 2, the service began fielding the IPPS-A Mobile Application in January 2019. It will become available according to the Release 2 fielding timeline. The app provides soldiers access to their Army personnel record from a mobile phone or tablet without requiring a common access card for authentication. Soldiers can submit help inquiries, request updates to their records, and monitor the status of their personnel actions. Commanders and human resource personnel can, by using

the app's common access card authentication option, review and approve transactions.

In November 2018, the Army announced it would field a new service uniform—the “Army Greens”—based on the uniform used by the Army during World War II. The current Army Blues uniform will return to a formal dress uniform, while the Army Greens will become the everyday business uniform for all soldiers. The Army Combat Uniform—also known as the Operational Camouflage Pattern—will remain the duty/field uniform. Enlisted soldiers will be able to purchase the Army Greens with their annual clothing allowance. The standard uniform will require pants and brown leather oxfords for both men and women. Women will have the option to wear a pencil skirt and pumps. It is expected that the Army Greens will be fielded to soldiers reporting to their first units as early as the summer of 2020. The mandatory wear date for all soldiers will be 2028.

### *Expert Soldier Badge*

In FY 2019, the Army announced the creation of the Expert Soldier Badge. This badge is equivalent to the Expert Infantry Badge and Expert Field Medical Badge but is open to all



*Expert Soldier Badge*

other military occupational specialties. Beginning in FY 2020, Expert Soldier competitions will be held at the brigade level over a five-day period. Soldiers will need to pass the Army Combat Fitness Test, qualify expert on an individual weapon, pass night and day land navigation courses, and qualify in a series of warrior tasks selected by brigade commanders.

### *Master Gunner Identification Badge*

In March 2019, the Army authorized the Master Gunner Identification Badge. Soldiers, from all three components, who graduate from the Field Artillery Master Gunner Course, the Master Gunnery-M1/M1A1 Tank Course, the Infantry Fighting Vehicle Master Gunner Course, the Avenger Master Gunner Course, the M1A2 SEP Master Gunner Course, the Stryker Master Gunner Course, or the Patriot Master Gunner Course will be eligible to wear the badge. Veterans can request award of the badge retroactively if they meet the qualifications.

The Army also began allowing soldiers qualified in explosive ordnance disposal to wear the Explosive Ordnance Disposal (EOD)



*Master Gunner  
Identification Badge*

brassard on their left sleeve fulltime. Previously, these soldiers could only wear the brassard when engaged in explosive ordnance disposal duties.

The Army Review Boards Agency (ARBA) received 17,330 cases in FY 2019. More than 11,400 of these cases went through the Army Board for Correction of Military Records (ABCMR). The Army Discharge Review Board received 1,740 cases and the Army Physical Disability Review Board received 1,817 cases. The Army Clemency and Parole Board reviewed

1,419 cases. Other ARBA cases focused on disability evaluations, grade determinations, and other ad hoc issues.

The Army Clemency and Parole Board staff began meeting with U.S. Parole Commission staff regarding the return of parole authority for military prisoners incarcerated within the Federal Bureau of Prisons system. The Parole Commission is currently responsible for granting or denying parole and supervising those released from federal prison. The commission, however, will cease to operate after November 2021. There are currently 189 Army prisoners in the federal prison system for which ARBA will eventually assume parole authority of parole functions.

For the third year in a row, ABCMR did not meet mandated case processing times. According to Title 10, U.S. Code § 1557, ABCMR must complete final action on 90 percent of cases received within ten months and 100 percent within eighteen months. During FY 2019, because of a large backlog of cases and an outmoded tracking system, ARBA added twenty new authorizations to its organization, increased the personal workload from two cases to three per week, and continued to work on fielding the ARBA Case Tracking System 2.0.

In 2016, the Department of Defense directed the military services to review more than 1,300 valor awards from the Iraq and Afghan wars. The review aimed to determine possible award upgrades. During FY 2019, the Army completed its review and upgraded fourteen Silver Star awards to Distinguished Service Cross awards.

### *Medal of Honor*

Three soldiers received the Medal of Honor in FY 2019. Staff Sergeant Ronald J. Shurer II received the Medal of Honor for his



*President Donald J. Trump presents the Medal of Honor to Staff Sergeant Ronald J. Shurer II, 1 October 2018, at the White House.*

actions on 6 April 2008 in Afghanistan while serving as senior medical sergeant with Operational Detachment Alpha 3336, Company C, 3d Special Forces Battalion, 3d Special Forces Group, 1st Special Forces Regiment. On that day, enemy forces attacked the detachment and a group of Afghan National Army commandos as they moved toward their objective. Staff Sergeant Shurer braved enemy machine gun, sniper, and rocket-propelled grenade fire to tend to a wounded soldier and then fought his way to the lead element where he treated and stabilized two more soldiers. He saw two other severely wounded soldiers and moved through intense enemy fire to treat them. Staff Sergeant Shurer began evacuating the wounded by using his own body as a shield while he lowered the wounded down the mountainside. After setting up a casualty collection point, he helped load the wounded onto a medical evacuation helicopter. Having ensured the safety of the wounded, Staff Sergeant Shurer then continued to lead his group of Afghan commandos until the end of the battle.

The family of Staff Sergeant Travis W. Atkins received his posthumous award of the Medal of Honor for his actions on 1 June 2007 in Iraq while serving as a squad leader with Company D, 2d Battalion, 14th Infantry Regiment, 10th Mountain Division. On that day, Staff Sergeant Atkins' squad was conducting route security in the town of Abu Samak when they observed suspected insurgents attempting to cross the route. He moved his squad to interdict the individuals, one of whom began behaving erratically. Staff Sergeant Atkins dismounted from his vehicle and approached the men to conduct a search. The





*Staff Sergeant Travis W. Atkins is posthumously inducted into the Hall of Heroes during a ceremony with his family at the Pentagon, 28 March 2019.*

individuals responded belligerently toward Staff Sergeant Atkins, who then engaged the individual he intended to search in hand-to-hand combat. When he noticed the insurgent was reaching for something under his clothes, Staff Sergeant Atkins immediately wrapped him in a bear hug and threw him to the ground, away from his soldiers. Staff Sergeant Atkins maintained his hold on the insurgent, placing his body on top of him, further sheltering his soldiers. With Staff Sergeant Atkins on top of him, the insurgent detonated a bomb strapped to his body, killing Staff Sergeant Atkins.

Staff Sergeant David G. Bellavia received the Medal of Honor for his actions on 10 November 2004 in Iraq while serving as a squad leader with Company A, 2d Battalion, 2d Infantry Regiment, 1st Infantry Division. On that day, while clearing a house, a squad from Staff Sergeant Bellavia's platoon became trapped within a room by intense enemy fire. Staff Sergeant Bellavia exchanged weapons with an M249 squad automatic weapon gunner and entered the doorway of the house. He provided covering fire that allowed the squad to break contact and exit the house. A Bradley Fighting Vehicle was brought forward to suppress the enemy, but due to high walls surrounding the house, it could not fire directly at the enemy position. Staff Sergeant Bellavia reentered the house and observed an insurgent preparing to launch a rocket-propelled grenade at his platoon. He assaulted the enemy position, killing one insurgent and wounding another. Staff Sergeant Bellavia, realizing there was an uncleared room to his back, moved to clear it. As he entered, an insurgent came down the stairs firing



*Staff Sergeant David G. Bellavia gives his remarks during a ceremony at the Pentagon inducting him into Hall of Heroes, 26 June 2019.*

at him. Simultaneously, the previously wounded insurgent reemerged and engaged Staff Sergeant Bellavia. Staff Sergeant Bellavia returned fire and killed both insurgents. Staff Sergeant Bellavia then received enemy fire from another insurgent emerging from a closet in the room. Exchanging gunfire, Staff Sergeant Bellavia pursued the enemy up the stairs and killed him. Staff Sergeant Bellavia moved to a door that opened onto the roof. At this point, a fifth insurgent leapt from the third-floor roof onto the second-floor roof. Staff Sergeant Bellavia engaged the insurgent through a window, wounding him in the back and legs, and caused him to fall off the roof.

## 4

# Force Development, Training, and Operational Forces

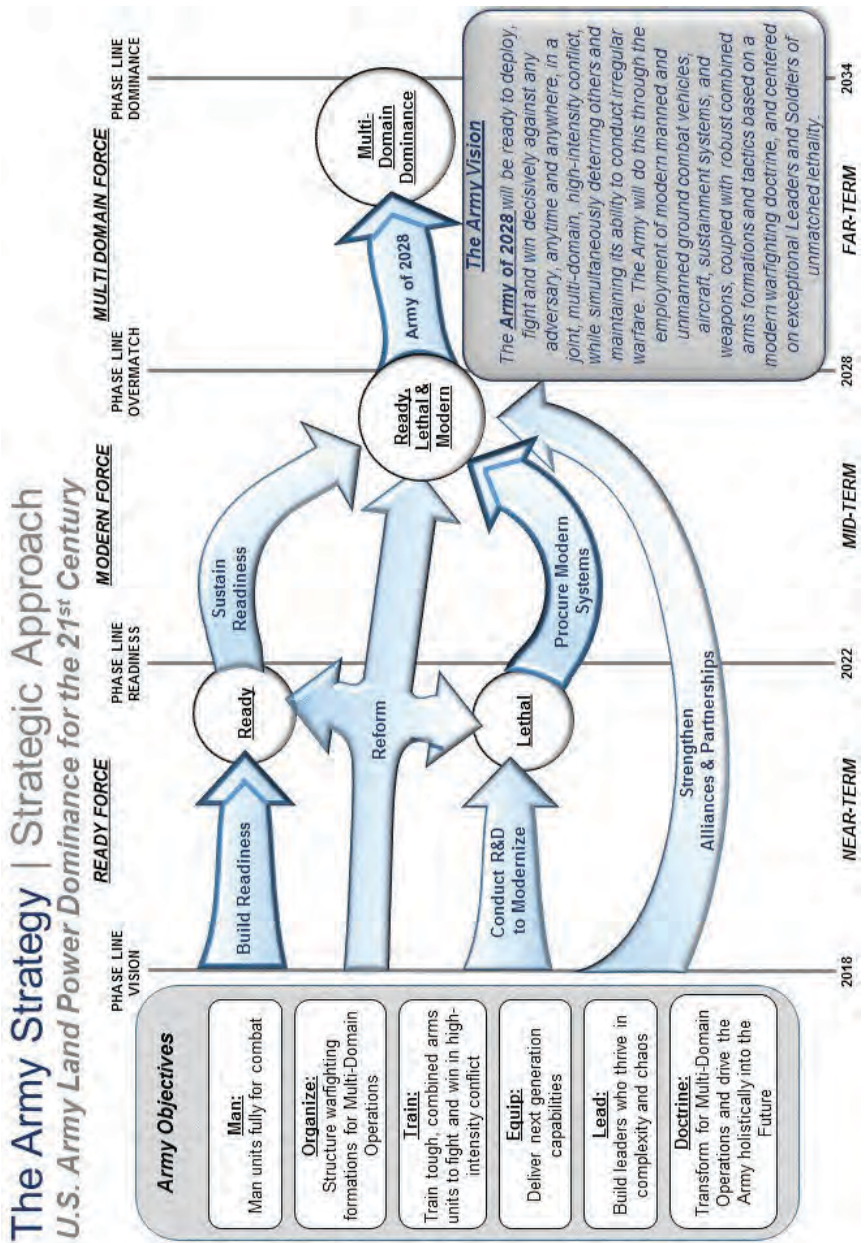
Force development is the process of determining Army doctrine, leader development, training, organization, soldier development, and materiel requirements and translating them into programs and structures, within allocated resources to accomplish Army missions and functions. It supports Army Campaign Plan objectives through preparation of doctrine, modernization of equipment, and training programs.

During FY 2019, the service sought to implement the new “Army Vision” released in June 2018. The Army Vision stated 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. In October 2018, the Army released *The Army Strategy* to articulate how the service will achieve this vision over the next ten years. It stated the Army’s central challenge was using finite resources to remain ready to fight tonight while simultaneously modernizing and preparing for a fundamentally different future. The strategy set forth a phased approach focused on readiness, modernization, institutional reform, and maintaining alliances and partnerships. Underpinning this strategic approach was an enduring commitment to taking care of the Army’s people and upholding the Army Values. An updated *Army Modernization Strategy* and a new *Army People Strategy* will be published early in FY 2020 to further support implementation of *The Army Strategy*.

### *Readiness*

Readiness remained the Army leadership’s top priority during the year. Service leaders defined readiness as the ability for organized, trained, and equipped forces to deploy, fight, and win decisively in high-intensity conflict against any adversary, anytime, and anywhere. During FY 2019, readiness levels continued to improve. From





The Army Strategy

September 2016 to December 2018, the number of ready Brigade Combat Teams (BCT) increased from eighteen to twenty-eight, and across all Army units readiness increased by nearly 11 percent. By the end of FY 2019, approximately half of the Army's fifty-eight Regular Army and Army National Guard BCTs reached the highest level of readiness. Also at the end of the year, approximately 30 percent of Regular, Guard, and Reserve units reported being at the highest level of readiness. The service will continue to make rebuilding warfighting readiness its top priority through 2022, when the priority will shift to modernization.

### *Doctrine and Future Force*

*The Army Strategy* recognized that the Army needs to be ready for high intensity conflict against near peer adversaries as part of the Joint Force, all while modernizing for future great power competition and sustaining its ability to conduct irregular warfare. To achieve this, the Army continued to develop its multidomain operations concepts during FY 2019, which was an evolution and further refinement of the multidomain battle concept published in 2017. In December 2018, the U.S. Army Training and Doctrine Command (TRADOC) published *The U.S. Army in Multi-Domain Operations, 2028*, to provide a foundation for continued discussion, analysis, and development of multidomain operations. TRADOC also released *U.S. Army Concept: Multi-Domain Combined Arms Operations at Echelons Above Brigade, 2025–2045*, in December 2018. It recast the Army's divisions, corps, field armies, and theater armies into interdependent, echeloned, multidomain warfighting formations equipped with the capabilities necessary to prevail in future large-scale combat. U.S. Army Futures Command will assume responsibility for continuing to develop the multidomain operations concept in the future.

During FY 2019, the Army continued to test its multidomain operations concepts through the Multi-Domain Task Force (MDTF) pilot program. This program, established in FY 2017, combined a battalion-sized multidomain element with a rocket and missile artillery brigade. The 17th Field Artillery Brigade continued to operate as the MDTF pilot unit. The multidomain element, known as an I2CEWS (Intelligence, Information, Cyber, Electronic and Space) detachment, brought together all of these capabilities under a single formation. The detachment is scheduled to become the 1st Cyber Detachment in September 2020. Together, these elements tested the Army's multidomain concepts during various exercises in the Pacific region,

such as Exercise ORIENT SHIELD where the MDTF deployed 1,200 soldiers across Japan.

### *Force Structure*

During FY 2019, the Army continued to improve its force structure to prepare for large-scale combat. The FY 2019 National Defense Authorization Act raised the authorized strength of the Total Army to 1,030,500—an increase of 4,000 soldiers. In addition, the Program Objective Memorandum for fiscal years 2021/25 supported the modest growth in several critical capabilities, to include a corps headquarters, a CH-47 Chinook helicopter aviation company, a short-range air defense battalion, a Multiple Launch Rocket System battalion, and logistics elements.

During FY 2019, 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, the Army continued to convert two BCTs in order to create a sixteenth armored BCT. In June 2019, the 1st BCT, 1st Armored Division, stationed at Fort Bliss, Texas, completed its conversion from a Stryker BCT to an armored BCT. The 2d BCT, 4th Infantry Division, located at Fort Carson, Colorado, began converting from an infantry BCT to a Stryker BCT; the process will be complete in spring 2020. At that point, the thirty-one BCTs in the Regular Army will consist of eleven armored, thirteen infantry, and seven Stryker. The mix of BCTs in the Army National Guard will stand at five armored, twenty infantry, and two Stryker.

During FY 2019, the Army continued working on the activation of six security force assistance brigades (SFABs), five in the Regular Army and one in the Army National Guard. The brigades will advise and assist partner nations in developing their security force capabilities and help preserve the Army's irregular warfare competencies. U.S. Central Command, U.S. Africa Command, U.S. European Command, U.S. Indo-Pacific Command, and U.S. Southern Command will each have one Regular Army SFAB aligned with it. The Army National Guard SFAB will align with U.S. Northern Command. In January 2019, the fourth Regular Army SFAB activated at Fort Carson, Colorado, as Headquarters and Headquarters Company, 4th Security Force Assistance Brigade. The final Regular Army SFAB activated in June 2019 at Joint Base Lewis-McChord, Washington, as Headquarters and Headquarters Company, 5th Security Force Assistance Brigade. The Army National Guard brigade activated in June 2019 as Headquarters and Headquarters Company, 54th

Security Force Assistance Brigade. Its headquarters is in Indiana and its six battalions are spread across Florida, Georgia, Illinois, Ohio, and Texas.

The Army continued to increase its fires force structure during FY 2019 in response to growing threats from near-peer adversaries. In November 2018, the Headquarters and Headquarters Battery, 41st Field Artillery Brigade, activated in Germany. The brigade's mission is providing long range, precision fires in Europe. It will also serve as the Army's test-bed unit for the Europe-based MDTF. The brigade's two subordinate battalions will be stationed in Germany and equipped with the Multiple Launch Rocket System. The 1st Battalion, 6th Field Artillery Regiment, activated on 16 September 2019. The 1st Battalion, 77th Field Artillery Regiment, is scheduled to activate in September 2020.

The Army continued improving its air defense capabilities. The 5th Battalion, 4th Air Defense Artillery Regiment, activated in Germany in October 2018. This battalion is equipped with the short-range Avenger air defense system. In the Pacific region, the Headquarters and Headquarters Battery, 38th Air Defense Artillery Brigade, activated in Japan in October 2018. The brigade will provide greater oversight of existing Army air and missile defense units in mainland Japan, Okinawa, and Guam, and strengthen the Army's ability to cooperate with Japan Self-Defense Forces.

In late 2018, the 50th Signal Battalion at Fort Bragg, North Carolina, began serving as the pilot unit for the expeditionary signal battalion-enhanced (ESB-E). It tested a more modular, scalable, and agile version of the existing expeditionary signal battalion organization. The pilot also evaluated tactical network equipment that relied less on Warfighter Information Network-Tactical equipment. Based on the pilot program's results, the Army will begin converting its expeditionary signal battalions to the ESB-E organization in FY 2020.

In FY 2019, the 82d Airborne Division experimented with a provisional armored company, a capability not used since 1997. In October 2018, the division received a contingent of Light Armored Vehicle-25A2s, an eight-wheel vehicle equipped with a 25-mm. cannon. The provisional company tested the vehicle's suitability for airborne operations and evaluated its possible role within the division's global response force mission.

### *Training*

*The Army Strategy* called for training to focus on preparing for high-intensity conflict against near-peer adversaries. The strategy

emphasized tough, realistic, recurring, and battle-focused training with an emphasis on operating in dense urban terrain, electronically degraded environments, and under constant surveillance. To meet this objective, the Army pursued a number of efforts to improve individual and collective training.

The Army conducted nineteen combat training center rotations for brigade combat teams: ten at the National Training Center, Fort Irwin, California (eight Regular Army and two Army National Guard BCTs); eight at the Joint Readiness Training Center, Fort Polk, Louisiana (six Regular Army and two Army National Guard); and one Regular Army BCT at the Joint Multinational Readiness Center in Germany. The Army increased the complexity of combat training center scenarios to train for multidomain operations, incorporating electronic warfare, cyber, air defense, and long-range fires capabilities. Unit performance during these rotations revealed several types of collective skills that need additional emphasis during FY 2020: staff proficiency, synchronizing fires, reconnaissance, and security.

The Army Futures Command's Simulated Training Environment Cross-Functional Team spearheaded efforts to improve training simulators. The goal is to integrate live, virtual, constructive, and game-based training environments into a single platform to allow for more frequent home-station training and to enhance the realism of training scenarios. Many of the Army's existing training simulators are based on 1980s and 1990s technology that do not work well together. To resolve such problems, the cross functional team worked to develop common 3-D terrain formats, referred to as One World Terrain, to support large-scale training scenarios. Another effort focused on a new Squad Advanced Marksmanship Trainer. Using improved virtual reality technology, the first such squad-immersive trainer was fielded to the 10th Mountain Division at Fort Drum, New York, during FY 2019. The Army plans to field the trainer and use it at twenty-eight locations by December 2019.

The Army worked to improve individual training and education. *The Army Strategy* called for the Army to produce better-trained infantry by extending One Station Unit Training (OSUT) at Fort Benning, Georgia, from fourteen to twenty-two weeks. First piloted in July 2018, this was the first major overhaul to initial-entry training for infantry soldiers since 1978. The expanded program resulted from unit requests for soldiers to be ready for future large-scale ground combat operations upon reporting to their first units. In addition to the fundamentals of marksmanship, physical fitness, and discipline, the new OSUT certifies infantry soldiers in combat



lifesaver skills, day and night land navigation, basic combatives, and urban marksmanship. Other branches may begin expanded OSUT in the near future.

Implementation of the Army Combat Fitness Test (ACFT) continued. A new six-event test, the AFCT will replace the three-event Army Physical Fitness test introduced in 1980. The new test is intended to improve the Army's fitness culture, reduce injuries, increase deployability, and increase the survivability of soldiers on the battlefield. During FY 2019, the Army began field testing the ACFT with sixty-three units and plans to make it the fitness test of record for all soldiers by October 2020.

The Army made changes to the ROTC cadet summer training program at Fort Knox, Kentucky. The program increased from thirty-one to thirty-seven days. It now includes throwing live grenades, live-fire maneuver events, and firing M4 carbines at 300-meter pop-up targets instead of simulated paper targets at 25 meters. In addition,



*A cadet conducts a blank run of the Buddy Team Live Fire Range at Fort Knox, Kentucky, 2 July 2019.*

forty cadets from the United States Military Academy at West Point, New York, participated in the summer training as part of a pilot program to better integrate ROTC and West Point cadets.

### *Operational Forces*

During FY 2019, Army units engaged in a variety of global operations and security assistance missions with multiple foreign partners. In September 2019, soldiers operated in more than 130 countries. Army troops also assisted with disaster relief and border security missions.

### *Afghanistan*

Operation FREEDOM'S SENTINEL in Afghanistan continued to require significant Army support. American forces in Afghanistan have two missions: a counterterrorism mission against the remnants of al-Qaeda and a train, assist, and advise mission supporting Afghan security forces. During FY 2019, Army casualties for this operation suffered 23 killed and 146 wounded.

Elements of the 4th Infantry Division headquarters replaced elements of the 101st Airborne Division headquarters in December 2018, serving as the U.S. Forces-Afghanistan's National Support Element. In August 2019, elements of the 1st Armored Division headquarters replaced those of the 4th Infantry Division. Elements of the California Army National Guard's 40th Infantry Division headquarters, served as Train Advise Assist Command-South until March 2019 when elements of the headquarters of the 1st Cavalry Division replaced it. These remained in Afghanistan until August 2019 and then returned to Fort Hood, Texas.

Five augmented BCTs, two SFABs, and two combat aviation brigades served in Afghanistan during the fiscal year to assist Afghan forces. The 2d BCT, 4th Infantry Division, remained in Afghanistan until November 2018 when the 2d BCT, 10th Mountain Division, replaced it. The 3d BCT, 82d Airborne Division, arrived in July 2019 to replace the 2d BCT, 10th Mountain Division. Meanwhile, the 1st BCT, 4th Infantry Division, remained in country until January 2019 and handed off to the 48th Infantry BCT (Georgia Army National Guard), which departed in September 2019. In February 2019, the 2d SFAB arrived to replace the 1st SFAB, marking the successful conclusion to the Army's first deployment of this new unit specifically designed to advise and assist foreign military partners. In addition, in February 2019, the Combat Aviation Brigade, 1st



*A UH-60 Black Hawk helicopter from Task Force HEAVY CAV flies over Afghanistan, 21 May 2019, in support of the 48th Infantry Brigade Combat Team.*

Armored Division, arrived to replace the Combat Aviation Brigade, 101st Airborne Division.

### *Southwest Asia*

During FY 2019, the Army continued to play a prominent role in Iraq, Syria, and Kuwait. The most significant operations occurred in the continuing fight against the remnants of Islamic State in Iraq and Syria (ISIS) as part of Operation INHERENT RESOLVE. Combined Joint Task Force–Operation INHERENT RESOLVE (CJTF-OIR) maintained control of land operations. In addition, the Army maintained forces focused on theaterwide priorities as part of Operation SPARTAN SHIELD. Army casualties for FY 2019 in Operation INHERENT RESOLVE totaled eight killed and six wounded.

During FY 2019, coalition forces continued to advise, train, and assist partners to eliminate the remnants of ISIS. American forces partially withdrew from Syria during the year, but continued to assist local partners. On 23 March 2019, the Syrian Democratic Forces concluded a campaign to liberate the last physical territory held by ISIS in Syria's Middle Euphrates River Valley. American forces assisted with this operation, including 3d Cavalry Regiment, which provided artillery support. In Iraq, coalition forces continued to train



Iraqi Security Forces and work with them to eliminate the last pockets of ISIS fighters hiding in remote regions of the country. In October 2018, NATO (North Atlantic Treaty Organization) also established a training and capacity building mission in Iraq to help strengthen the Iraqi Security Forces. The NATO Mission Iraq fell under the authority of the Allied Joint Force Command in Naples, Italy.

During FY 2019, the Army maintained a corps headquarters, and a BCT in the region to directly support Operation INHERENT RESOLVE. In September 2019, the III Corps assumed responsibility for CJTF-OIR from the XVIII Airborne Corps in order to lead operations against ISIS with America's coalition partners to establish enduring security in the region. A BCT remained in the region to directly support CJTF-OIR, including Iraqi and partner forces, with intelligence support, joint fires, aerial surveillance, and training. In January 2019, the 1st BCT, 101st Airborne Division, assumed these responsibilities from the 3d Cavalry Regiment. The 1st BCT, 25th Infantry Division, replaced the 1st BCT, 101st Airborne Division, in September 2019.

The Army also maintained a division headquarters, an armored BCT, and an aviation brigade in Kuwait to support theaterwide commitments as part of Operation SPARTAN SHIELD. In November



*Soldiers assigned to the 2d Battalion, 8th Field Artillery Regiment, 1st Brigade Combat Team, 25th Infantry Division, fire their M777 155-mm. howitzer at Qayyarah West Airfield, Iraq, 10 September 2019.*

2018, the headquarters of the 34th Infantry Division (Minnesota Army National Guard) deployed to Kuwait, replacing the headquarters elements of the 28th Infantry Division (Pennsylvania Army National Guard). In July 2019, the headquarters elements of the 38th Infantry Division (Indiana Army National Guard) arrived to assume duties as the theater division headquarters. The 155th Armored BCT (Mississippi Army National Guard) replaced the 2d BCT, 1st Armored Division, in July 2018. In March 2019, the 155th passed its role as the theater's armored BCT to the 3d BCT, 4th Infantry Division. The Army also maintained an aviation brigade in Kuwait to support theaterwide operations. The 244th Aviation Brigade, an expeditionary combat aviation brigade from the U.S. Army Reserve, replaced the Combat Aviation Brigade, 35th Infantry Division (Mississippi Army National Guard), in May 2019. 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, 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 2019 included: BEYOND THE HORIZON, TRADEWINDS, FUERZAS ALIADAS HUMANITARIAS, and medical readiness exercises. Florida Army National Guard soldiers from the 54th SFAB participated in the TRADEWINDS exercise in June 2019, marking the brigade's first overseas mobilization. The advisers helped bolster the defense capacity in the Caribbean and strengthen regional ties. U.S. Army South also hosted the Conference of the American Armies at Joint Base San Antonio–Fort Sam Houston, Texas, 5–7 February 2019. The conference is part of a two-year cycle of specialized conferences and is intended to create a guide for countering future threats to regional stability. In addition, the National Guard's State Partnership Program involved twenty U.S. states, plus Puerto Rico, and twenty-four partner nations in the region. U.S. National Guard forces conducted numerous engagements with partner nations as part of security cooperation efforts. The missions of Joint Task Force–BRAVO, stationed at Soto Cano Air Base, Honduras, and its primary unit, the 1st Battalion, 228th Aviation Regiment, include helicopter support to counter organized crime, medical readiness training, and disaster relief support. The 525th Military Police Battalion

and rotational military police units from the Army National Guard and Army Reserve support Joint Task Force–GUANTANAMO.

### *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 2019, 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 and SHARED ACCORD. U.S. Army Africa also formed the Combined Joint Task Force Headquarters in support of AFRICAN LION, an annual exercise sponsored by the chairman of the Joint Chiefs of Staff and scheduled by U.S. Africa Command, designed to improve interoperability among partner nations and strengthen relationships. In 2020, U.S. Army Africa will assume responsibility for a greatly expanded AFRICAN LION from U.S. Marine Corps Forces Europe and Africa—currently running the exercise for the past sixteen years. U.S. Army Africa also participated in the 2019 African Land Forces



*Soldiers assigned to the East Africa Response Force, deployed in support of Combined Joint Task Force–HORN OF AFRICA, prepare to depart for Libreville, Gabon, at Camp Lemonnier, Djibouti, 2 January 2019.*

Summit in Botswana, where the participants focused on strengthening relationships with regional partners. U.S. Army units also served tours as the Combined Joint Task Force–HORN OF AFRICA and its East Africa Response Force (EARF), based at Camp Lemonnier, Djibouti.

In October 2018, the 2d BCT, 101st Airborne Division, based out of Fort Campbell, Kentucky, assumed duties as U.S. Army Africa's regionally aligned force, and contributed forces to operations and exercises across Africa. From October 2018 to March 2019, one hundred soldiers assigned to the BCT's 1st Battalion, 26th Infantry Regiment, deployed to Djibouti as part of the EARF. In January, this force demonstrated its rapid response capabilities when it deployed to Libreville, Gabon, in response to potential unrest in the neighboring Democratic Republic of the Congo. After monitoring the situation for several weeks, the soldiers returned to Camp Lemonnier to await the next rapid response request. Approximately one hundred soldiers from the BCT's 1st Battalion, 502d Infantry Regiment, also deployed to Cameroon from October 2018 to March 2019 as part of Task Force TALON. These soldiers provided security and force protection at Contingency Location GAROUA in Cameroon for the task force, which supported the Cameroonian military's fight against the violent extremist organization Boko Haram.

### *Asia Pacific*

U.S. Army Pacific continued its Pacific Pathways program to enhance readiness and build relationships with partner militaries. Launched in 2014, Pacific Pathways combined multiple preexisting exercises with partner nations into integrated operations. The Army changed the program in 2019 to send troops to fewer countries for longer periods of time. Army officials expected the change would allow mid- and high-level commanders in the participating units to become more familiar with each other's forces and doctrine to allow for greater responsiveness in an emergency. Each of the pathways missions includes a multidomain component to test the Army's new operating concept.

In FY 2019, Pacific Pathways consisted of three iterations. During the first iteration, launched in February 2019, more than 600 soldiers of the 1st BCT, 2d Infantry Division, from Fort Lewis, Washington, traveled to Thailand to participate in the HANUMAN GUARDIAN and COBRA GOLD exercises. They later headed to the Philippines to participate in the BALIKATAN and SALAKNIB exercises, as well as additional jungle training. While in the Philippines, the brigade deployed to Palau for a short notice exercise with the island nation's military. This marked the U.S. Army's

first major presence in the country in thirty-seven years. The second phase of the 2019 Pacific Pathways—July to September 2019—focused on exercising the Army’s long range fires and multidomain operations concepts. The 17th Field Artillery Brigade, including the new Multi-Domain Task Force, participated in the TALISMAN and HAMEL exercises in Australia, along with elements of the 2d Infantry Division Artillery and U.S. Marine Corps. Later, the 17th Field Artillery Brigade and elements of the 33d Infantry BCT (Illinois Army National Guard), participated in the ORIENT SHIELD exercise. The third Pacific Pathways exercise also ran from July to September 2019. More than 700 soldiers from the Hawaii-based 2d BCT, 25th Infantry Division, and the 33d Infantry BCT participated in exercises in Fiji (CARTWHEEL), Indonesia (GARUDA SHIELD), and Singapore (TIGER BALM/LIGHTNING STRIKE). They also led members of Japan’s Ground Self-Defense Force on a reverse pathway exercise, RISING THUNDER, at Yakima Training Center, Washington.

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 these forces will be relocated to Camp Humphreys, about forty miles south of Seoul on the west coast of the peninsula. During FY 2019, the relocation effort reached its final stages. In September 2019, the Army opened a new hospital facility at Camp Humphreys. The Army formally closed Camp Red Cloud, located north of Seoul, and continued making preparations for returning it and Yongsan Garrison to the South Korean government.

The armored BCT rotation program begun in 2015 for South Korea continued. The 3d BCT, 1st Armored Division, began its nine-month rotation in October 2018. It replaced the 1st BCT, 3d Infantry Division, which returned to Fort Stewart, Georgia. In June 2019, the 3d BCT, 1st Cavalry Division, arrived from Fort Hood, Texas, to assume duties as the rotational armored BCT on the Korean peninsula. The Army also continued to maintain a rotational field artillery battalion equipped with the Multiple Launch Rocket System and an aviation battalion in South Korea during FY 2019. In October 2018, the 2d Battalion, 20th Field Artillery Regiment, was replaced by the 3d Battalion, 13th Field Artillery Regiment. In July 2019, the 2d Battalion, 18th Field Artillery Battalion, arrived. The 1st Battalion, 25th Aviation Regiment, concluded its rotation in March 2019 when the 4th Squadron, 6th Cavalry Regiment, replaced it.

### *U.S. Army Europe*

U.S. Army Europe’s Operation ATLANTIC RESOLVE demonstrates continued U.S. commitment to collective security in Europe. It reassures



NATO allies and partners of America's dedication to enduring peace and stability in the region. As part of ATLANTIC RESOLVE, the Army continued to deploy U.S.-based land forces to Europe for nine-month rotations during FY 2019. These rotations allow units to build readiness and increase interoperability with allied and partner militaries through multinational training events, such as the COMBINED RESOLVE series of exercises. Approximately 6,000 soldiers participated in ATLANTIC RESOLVE at any given time, conducting operations and exercises across seventeen countries.

The United States continued to bolster its presence in central and eastern Europe. In September 2019, the U.S. and Polish governments signed a joint declaration to advance defense cooperation. This agreement paved the way for the American military presence in Poland to increase by approximately 1,000 personnel, on top of the 4,500 rotational forces already serving there. Among the provisions of the deal, the United States agreed to station a division headquarters in Poland. As such, the mission command element of the 1st Infantry Division's headquarters already located in Poznań, Poland, will change its status to 1st Infantry Division (Forward) in early October 2019 to signify its regional alignment with U.S. European Command and its commitment to training and operations. As part of the agreement, the Polish government will also fund the construction of infrastructure to support American special operations forces, armored and combat aviation brigades, a combat training center, and an area support group. This additional infrastructure will support DEFENDER-EUROPE, a division-strength deployment of 20,000 soldiers from the United States scheduled to begin in early 2020.

The U.S., in FY 2019, announced 500 soldiers and their armored vehicles from 1st Battalion, 9th Cavalry Regiment, would deploy to Lithuania. The battalion is part of a larger brigade rotation to Europe of the 2d BCT, 1st Cavalry Division, expected to arrive in October 2019. Unlike past deployments of Army battalions to Lithuania, this battalion's mission will be a long-term deployment rather than an international exercise.

In addition to units permanently stationed in Europe, such as the 2d Cavalry Regiment and the 173d Airborne BCT, regionally aligned and rotational units also support U.S. Army Europe's missions. The headquarters of the 1st Infantry Division continued to supply a mission command element to oversee the rotational units and provide a division-level command and control capability. The Army also continued rotating armored BCTs to Europe. During FY 2019, the 1st BCT, 1st Cavalry Division, served in Europe until February 2019 when it was replaced by the 1st BCT, 1st Infantry Division. In addition, in



*M1 Abrams tanks of 1st Battalion, 16th Infantry Regiment, 1st Brigade Combat Team, 1st Infantry Division, at Smardan Training Area, Romania, 1 June 2019.*

March 2019 the Army sent the 2d BCT, 1st Armored Division, to Poland on a no-notice snap deployment. The brigade's 1,500 soldiers moved to Europe from Fort Bliss, Texas, in a week; drew pre-positioned equipment in Germany; and continued to training ranges in Poland to conduct three weeks of exercises. This deployment was part of the Dynamic Force Employment strategy for keeping adversaries off balance with unpredictable troop movements.

The Army continued to deploy forces to lead Battle Group Poland, one of NATO's four enhanced Forward Presence units. The intent of these battle groups, established in April 2017, is to reinforce NATO's eastern flank, deter future Russian incursions, and work with host nation defense forces. Each battle group is composed of multinational forces and capabilities. The first three rotations of American units to lead Battle Group Poland were squadrons of 2d Cavalry Regiment, a Germany-based unit equipped with the Stryker armored fighting vehicle. In September 2018, the 2d Squadron, 278th Armored Cavalry Regiment (Tennessee Army National Guard), assumed responsibility for Battle Group Poland from the 1st Squadron, 2d Cavalry Regiment. This marked the first rotation of a U.S. armored task force under NATO to Poland's eastern border, and the furthest east American heavy forces traveled in Europe since the end

of the Cold War. In May 2019, the 3d Squadron, 278th Armored Cavalry Regiment (Pennsylvania and Tennessee Army National Guard), replaced their 2d Squadron counterparts.

Since FY 2017, the Army has deployed a reinforced combat aviation brigade from the United States for nine-month rotations in Europe to supplement the 12th Combat Aviation Brigade's operations in support of Operation ATLANTIC RESOLVE. In February 2019, the Combat Aviation Brigade, 1st Armored Division, replaced the Combat Aviation Brigade, 4th Infantry Division.

### *Domestic Operations*

During FY 2019, Army forces deployed for relief and support operations within the United States and its territories. Army troops from all three components assisted with relief efforts in response to natural disasters that struck the United States, including Hurricanes Michael and Dorian, Super Typhoon Yutu, and California wildfires.

In October 2018, the secretary of defense authorized the deployment of 5,200 active duty troops, drawn from all services, to the U.S.-Mexico border in response to a request for assistance from the Department of Homeland Security. The U.S. Army comprised the majority of troops, bolstering the 2,100 National Guard troops assigned to the border since April 2018 as part of Operation GUARDIAN SUPPORT. These forces, under the command and control of U.S. Northern Command and assisting law enforcement officials from the U.S. Customs and Border Protection, provided engineering support, such as constructing temporary barricades, medical services, aviation support, and command and control capabilities. The active duty soldiers came from bases across the United States—including Fort Bragg, North Carolina; Fort Campbell, Kentucky; Fort Carson, Colorado; Fort Hood, Texas; Fort Knox, Kentucky; Fort Riley, Kansas; Fort Sam Houston, Texas; Fort Stewart, Georgia; and Joint Base Lewis-McChord, Washington—and deployed to the U.S.-Mexico border in California, Arizona, and Texas. Their numbers peaked at about 5,800 in mid-November 2018. Initially, the deployment was to last from 30 October to 15 December 2018, but was eventually extended through the end of FY 2020, and new troops rotated to the border. By September 2019, approximately 2,900 active-duty and 2,000 National Guard troops remained on the southwest border supporting civil authorities at the request of the Department of Homeland Security.





## 5 Reserve Components

### *Organizational Structure*

During fiscal year (FY) 2019, the Army National Guard (ARNG) comprised roughly 41 percent of the Army’s overall operational force—up from 39 percent in FY 2018. Structurally, the ARNG has thirteen command and control headquarters: eight divisional, two expeditionary sustainment, and one each for military police, theater sustainment, and air and missile defense. It also has two special forces groups, one security force assistance brigade, one cyber brigade, twenty-seven brigade combat teams, forty-two multifunctional support brigades, and fifty-four functional support brigades and groups.

The Army National Guard Directorate, located in Arlington, Virginia, reports to the National Guard Bureau and develops and administers Army National Guard programs. The directorate consists of the Office of the Director, ARNG, and the U.S. 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, provides support to the Army National Guard Directorate in areas such as public affairs, legislative liaison, and contracting.

The U.S. Army Reserve 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. Approximately, 2,000 units are organized into twenty-two functional commands and seven geographic commands—three mission support commands and four readiness divisions—all overseen by U.S. Army Reserve Command (USARC). The Army Reserve provides nearly 20 percent of the total Army’s organized units; more than a quarter of its mobilization base expansion capacity; and roughly 78 percent of its sustainment capabilities, including medical, fuel distribution, logistics, and transportation units.

To enhance its ability to train, equip, and support both individuals and units, the Army Reserve in June 2019 established each of its four readiness division commanders as the “Senior Geographic Commander” within their designated geographic footprint. Senior

geographic commanders will exercise command authorities that are “installation-like” within their regions of responsibility, in addition to exercising traditional operational command and control of those units and elements directly assigned to their respective commands. They will serve as the primary point of contact and senior leader responsible for the synchronization of Army Reserve activities within a given region.

In order to support the logistical requirements of the Army’s increased presence in Poland and eastern Europe, the Army Reserve activated, in September 2019, the 510th Support Group (a regional support group), 83d Support Battalion (sustainment support), 319th Military History Detachment, and the 530th and 603d Transportation Detachments (both movement control teams) in Europe. These units serve under the 7th Mission Support Command, a European-based Army Reserve unit that provides critical support capabilities to U.S. Army Europe and the 21st Sustainment Command.

*Mobilization*

During FY 2019, the Army National Guard mobilized a total of 22,050 soldiers for active federal service (*Table 8*). The Army Reserve mobilized 13,502 soldiers from 674 units. The majority of the troops supported U.S. Central Command operations, with most serving in Kuwait or Afghanistan. Army Reserve

TABLE 8—ARMY NATIONAL GUARD MOBILIZATIONS, FY2019

EUROPEAN DETERRENCE INITIATIVE	1,619
Kosovo Forces	602
Multinational Force Observers Sinai	208
National Capital Region Integrated Air Defense System	275
Operation ATLANTIC RESOLVE European Reassurance Initiative	2
Operation ENDURING FREEDOM	1,124
GUANTANAMO	1,270
Operation FREEDOM’S SENTINEL	5,459
Operation INHERENT RESOLVE	1,356
Operation SPARTAN SHIELD	9,412
Operation GLADIATOR PHOENIX	168
Other Named Operations	555

Source: Information Paper, 1 June 2020, Army National Guard, Operations Division, Mobilizations Branch.

mobilizations for U.S. European Command increased during FY 2019, largely to support the new defensive cooperation agreement with Poland.

### *Disaster Relief Operations*

The ARNG and Army Reserve provided significant support for hurricane relief operations and also assisted civil authorities in a variety of other ways. On 10 October 2018, Hurricane Michael made landfall in western Florida as a Category 5 hurricane. The storm generated fierce winds and a storm surge along the coast, as well as high winds and rain inland, and left behind a path of destruction. In its wake, several thousand Florida National Guard members conducted search and rescue operations, distributed supplies, provided transportation and aviation support, assisted with route clearance and cleanup, furnished security at shelters, and completed other necessary tasks. National Guard personnel from nearby states and elsewhere in the country assisted, including Alabama, New York, Ohio, and Wisconsin. National Guard members from Georgia and other states along the east coast likewise supported state and local authorities when the remnants of Hurricane Michael moved north.

On 25 October, Super Typhoon Yutu struck the islands of Tinian and Saipan in the U.S. Commonwealth of the Northern Mariana



*A member of the 1224th Engineer Company from the Guam Army National Guard uses a front loader to collect debris in Saipan as part of the Super Typhoon Yutu relief effort.*

Islands. The strongest storm to hit any piece of U.S. territory since 1935, the typhoon inflicted extensive damage, destroying homes and businesses, leveling trees, and causing widespread power outages. In response, the Army Reserve's 9th Mission Support Command mobilized some 300 soldiers to support relief and recovery operations on Saipan. They helped with debris clearance, distributed supplies, and assisted civil authorities and nongovernmental organization partners with other requirements. Some reservists remained on site for more than a month. In the immediate aftermath of the storm, the Guam National Guard likewise sent more than 150 soldiers to Saipan to assist in clearing debris and providing other support. Among these soldiers, heavy equipment operators deployed with excavators, dump trucks, and other clearing equipment.

Florida, Georgia, North Carolina, Puerto Rico, South Carolina, Virginia, and West Virginia activated several thousand ARNG troops as Hurricane Dorian pushed through the Atlantic Ocean and approached the U.S. mainland. The soldiers assisted with the evacuation and securing of coastal areas and helped with other preparations. After the storm passed, they aided search and rescue and supply distribution efforts, particularly along North Carolina's coast, where the hurricane made landfall as a Category 1 storm on 6 September 2019. Personnel from the Army Reserve's 4th Sustainment Command (Expeditionary) provided logistical support to military units responding to the storm, coordinating the distribution of supplies and equipment. They supported efforts both in the United States and in the hard-hit Bahamas, where active component forces assisted with recovery operations. Army Reserve Emergency Preparedness Liaison Officers also worked with federal and military officials to prepare for recovery operations if needed. These officers are from the 76th U.S. Army Reserve Operational Response Command to the ten Federal Emergency Management Agency regions across the United States.

Throughout the year, the ARNG supported civil authorities in other ways as well. Alaska, California, Colorado, Nevada, Oregon, and Washington activated Guard personnel to help cope with wildfires in the western United States. The soldiers directed traffic, evacuated families, provided logistical support, and flew helicopters equipped with water buckets to assist in fire suppression efforts. When severe flooding ravaged the Midwest, the shores of Lake Ontario, and other parts of the country, hundreds of Guard members filled and placed sandbags, transported first responders, airdropped hay bales for stranded cattle, and performed additional critical tasks. Among the ARNG's other state missions, Kansas

Guard members rescued motorists stranded by winter storms, and soldiers in Wisconsin, Louisiana, and Oklahoma assisted with rescue, relief, and cleanup efforts following severe summer storms and tornados. The Texas and Louisiana National Guards assisted in responding to cyber incidents. In Texas, Guard cyber experts helped with assessment, response, and recovery efforts after a ransomware attack affected local municipalities and law enforcement departments. In Louisiana, Guard members worked with state experts to bring several school districts back online after malware attacks.

### *Southern Border*

During FY 2018, the secretary of defense authorized the mobilization of up to 4,000 National Guard personnel to support the Department of Homeland Security's southern border security mission through 30 September 2018. In August 2018, the Department of Defense authorized the continuation of this mission, Operation GUARDIAN SUPPORT, through the end of FY 2019.

Although California and New Mexico announced in February 2019 that they would soon withdraw most National Guard forces from their borders, more than 2,000 members of the National Guard were still deployed in Arizona and Texas late in the fiscal year. These soldiers included some 1,000 members of the Texas National Guard tasked with assisting federal immigration authorities at ports of entry and providing supplemental staffing at immigrant holding facilities.

### *Army National Guard State Partnership Program*

During FY 2019, the ARNG continued to strengthen its ties with military forces around the world. The State Partnership Program, which pairs the National Guards of U.S. states and territories with the military and security forces of other countries, is administered by the National Guard Bureau. The partnerships enable ARNG personnel and units to build long-term relationships with the armed forces of U.S. allies and partners by conducting regular military-to-military and interagency activities and participating in U.S. and allied exercises. In FY 2019, Guard personnel and their partner nations conducted command post and field exercises; joined forces to complete construction projects; and carried out subject matter expert exchanges on topics such as military police and peacekeeping operations, civil affairs training, and military engineering best practices. At the end of

the fiscal year, the program included seventy-six partnerships involving one-third of the world's countries and covered all six U.S. geographic combatant commands.

### *Readiness*

Reserve component efforts to improve readiness and reduce deployment timelines continued during FY 2019. In keeping with the Army's changing strategic concerns, the Army Reserve in 2016 began shifting its orientation from predictable, rotational, and episodic readiness and employment to large-scale and short-notice combat operations against peer or near-peer threats. In FY 2019, the Army Reserve continued a program started in 2016, Ready Force X, designed to boost readiness in select units and enable the Reserve to surge capability faster. Rather than building readiness for scheduled overseas rotations with long mobilization lead times, as the Reserve did for operations in Iraq and Afghanistan, Ready Force X builds pool of units with high-demand capabilities that are able to deploy quickly, some with as little as thirty days' notice. These units receive priority status for training and equipment. In all, Ready Force X includes about a third of the force. Examples of high-demand capabilities include transportation, cyber, aviation, medical, engineers, and military police.



*An Army Reserve soldier fires a M240B machine gun mounted during Operation COLD STEEL III at Joint Base McGuire-Dix-Lakehurst, New Jersey, 28 October 2018.*



To better train Ready Force X units and increase overall readiness, the Army Reserve continued its Operation COLD STEEL, which began in 2017. During FY 2019, reservists participated in Operation COLD STEEL III—a series of mounted and ground-crew-served weapons qualification events—at four installations: Fort Hunter Liggett, California; Fort Knox, Kentucky; Fort McCoy, Wisconsin; and Joint Base McGuire-Dix-Lakehurst, New Jersey.

The Army National Guard's 4.0 initiative similarly seeks to reduce the amount of training that Guard units need upon mobilization. The 4.0 program is designed to increase readiness over time through organizational and cultural changes and thereby strengthen the ARNG. It will develop units that are led, staffed, equipped, and trained at sustainable levels to deploy quickly for multiple contingencies rather than preparing for a specific mission. Army Guard 4.0 employs a multiyear training cycle that requires high-demand units, such as armored and Stryker brigade combat teams and attack-reconnaissance aviation battalions, to conduct as many as sixty-three training days or more per year, rather than the standard thirty-nine, culminating in a combat training center rotation.

In FY 2019, the Army's Associated Units Pilot Program came to a close, and the service elected not to continue the program. The three-year pilot program, which began in FY 2016, paired select National Guard and Reserve units with Regular Army units to train and build readiness together, with the intent of improving the readiness and responsiveness of the Army as a total force. In FY 2018, thirteen reserve component units and eleven Regular Army units from company through division level participated in the program.





## 6 Logistics

### *Management*

The Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) continued developing an acquisition data domain (ADD) to create a framework for holistic and effective data management by identifying, collecting, managing, and analyzing data throughout a program's lifecycle. The ADD will collect and link data from a program's inception as an idea through its development, production, fielding, sustainment, and demilitarization. It will then link these phases so senior leaders can understand the impacts of accelerating or divesting capabilities being developed. A pilot program for the business management portion of ADD began in FY 2018 and continued in FY 2019. This pilot will help visualize and manage financial data. To save time and funds, the pilot builds on the Air Force's Project Management Resource Tools. This tool operates on the Army network and is already aligned with Office of the Secretary of Defense reporting requirements.

Revisions of several logistics regulations were published in FY 2019: Army Regulation 70–41, *Armaments Cooperation*, in June 2019; Army Regulation 70–47, *Engineering for Transportability Program*, in January 2019; Army Regulation 70–75, *Survivability of Army Personnel and Material*, in April 2019; Army Regulation 700–127, *Integrated Product Support*, in October 2018; Army Regulation 702–11, *Army Quality Program*, in November 2018; and Army Regulation 715–30, *Secure Environment Contracting*, in September 2019.

Army Directive 2019–29, *Enabling Readiness and Modernization Through Advanced Manufacturing*, issued in September 2019, established policy and assigned responsibilities for advanced manufacturing. Advanced manufacturing refers to new ways to manufacture existing products and the manufacture of new products resulting from advances in information, automation, computation, software, sensing, networking, and materials technologies. Among its provisions, the directive makes the Assistant Secretary of the Army (Acquisition, Logistics and Technology) responsible for policy related to advanced manufacturing. That office is also charged with developing,

in coordination with U.S. Army Materiel Command and Army Futures Command, an advanced manufacturing implementation plan.

### *Initiatives*

The ongoing efforts to expand Army Pre-positioned Stocks (APS) in Europe to a division equivalent force structure by FY 2020 continued. The Army accelerated the growth of a sustainment brigade equipment set in Belgium scheduled for completion in FY 2020. Likewise, accelerated growth of medical unit equipment sets provided about 26 percent of equipment on hand. Planning continued for positioning a second armored brigade combat team (BCT) set in Europe by the end of FY 2020 at a temporary site in Germany until facilities in Poland are completed in FY 2021. Rotations of armored BCTs from the United States to Europe during the fiscal year provided the 405th Support Brigade opportunities to practice staging and issuing equipment from APS-2. At the conclusion of the unit's rotation, this equipment was returned to the APS.

In November 2018, the G-4 began planning and coordinating the Army's portion of the Department of Defense's support to the Department of Homeland Security and the Department of Health and Human Services' unaccompanied alien children and family



*Soldiers from the 405th Support Brigade issue equipment from APS-2 to the 2d BCT, 1st Armored Division, during the latter's emergency deployment readiness exercise, March 2019.*

member sheltering operations. The concept for this support was the establishment of tent cities, each with 1,000 to 4,000 beds, on military bases in the southwestern part of the United States. The Army did not implement these plans during FY 2019.

A major continuing program is the divestiture of excess and obsolete equipment to preserve resources for modernization. Divestiture is accomplished through lateral transfers of equipment to maximize readiness across the Army. The G-4 is also working to codify and synchronize policy, processes, and systems to divest in a more expedient manner materiel and capabilities no longer required by the force. In FY 2019, the Army executed 180,000 lateral transfers, shifting assets from locations and units with excess to locations and units in need, as well as executing 547,000 “turn ins.”

In 2003, the Army began developing the Global Combat Support System-Army (GCSS-Army) using commercially available software to replace multiple information systems used to order and track supplies, maintain accounts on equipment, and monitor unit maintenance. The GCSS-Army Wave 1 system, which began fielding in February 2013, integrated the databases for warehouse inventory control, as well as supply room, motor pool, and property book offices. In FY 2019, preparations continued for fielding GCSS-Army Increment 2, which includes a full suite of enterprise-level business intelligence reports that will support strategic management of maintenance objectives. This increment improves the visibility of assets being moved from depots to troops in the field, enabling commanders to better synchronize their flow of resources. The GCSS-Army program management office began transitioning the sustainment of GCSS-Army software from the contractor to the Army Shared Services Center in August 2019. Completion of the transition is expected in March 2020. The Army Shared Services Center will provide enhancements to the system, implement GCSS-Army to additional users, operate the full-service help desk to resolve issues, maintain the system baseline, cybersecurity, and integrate future increments.

The authorized stockage list (ASL) includes items to be kept on hand at the unit level. During FY 2018, all armored BCTs and infantry BCTs converted to a common core ASL list that standardizes supply listings for the majority of unit equipment and enables better interoperability with Army pre-positioned stocks. During FY 2019, a common ASL for combat aviation brigades was finalized and commenced fielding. Fielding to all combat aviation brigades is expected to be complete by the end of FY 2021.

In January 2019, Office of the Deputy Chief of Staff, G-4, collected data demonstrating the lowest customer satisfaction scores during the year occurred during the peak season (15 May–4 July) for shipment

of soldiers' household goods during a permanent change of station move. In response to this data, the G-4 established a goal of increasing customer satisfaction scores from 86 percent to 90 percent for the 2019 summer shipment season. Steps taken to achieve this goal included posting moving company customer satisfaction survey scores online to improve transparency; hiring twenty-five additional quality assurance inspectors for the summer; increasing moving company liability for household goods total catastrophic loss from \$50,000 to \$75,000; increasing liability for a loss of small shipments up to 1,250 pounds from \$5,000 to \$7,500; and increasing use of containerized shipments in the continental U.S. from 4 percent to 12 percent to reduce loss and damage.

### *Research, Development, and Acquisition*

The Future Vertical Lift program will produce aircraft to replace UH-60 Black Hawk, AH-64 Apache, CH-47 Chinook, and OH-58 Kiowa helicopters. One part of the program, the Future Long Range Assault Aircraft, will replace the UH-60. In July 2019, the Army Requirements Oversight Council approved the aircraft's draft capabilities development document.

In May 2019, the Army approved a new strategy for accelerating the rapid prototyping and fielding of a variety of directed energy weapons. Later in FY 2019, the Army issued a contract award to accelerate the rapid prototyping and fielding of its first combat-capable laser weapon system. This prototype will deliver a set of fifty-kilowatt lasers on a platoon of four Stryker vehicles in FY 2022. This system is intended to protect BCTs from unmanned aerial systems, rotary-wing aircraft, and rocket, artillery, and mortar fire.

In November 2018, the 3d BCT, 82d Airborne Division, conducted the Army's final Network Integration Evaluation (NIE) at Fort Bliss, Texas. The two-week exercise, conducted since 2011, tested a wide variety of brigade-level mission command and intelligence analysis systems, concepts, and equipment. In place of NIEs, the Army will continue to conduct annual Joint Warfighting Assessments (JWAs). Begun in October 2016 as the Army Warfighting Assessment, the JWA is a large-scale joint and multinational exercise intended to test concepts and capabilities at the brigade-level and above. JWA 19 took place from 23 April to 11 May 2019 at Yakima Training Center and Joint Base Lewis-McChord, Washington. Participants included more than 6,000 soldiers and marines, as well as forces from six partner nations.

One experiment at NIE was the Integrated Tactical Network (ITN) concept developed by Army Futures Command's Network Cross-Functional Team. The ITN is the suite of communications

and networking hardware and software to provide voice and data communication capabilities to tactical units in a unified Army network. U.S. Army Futures Command approved the ITN Modernization Abbreviated – Capability Development Document in May 2019. This requirements document does not rigidly define the network, thus enabling evolution over time as the Army identifies new technologies. The Army Acquisition Executive approved a rapid prototyping middle-tier acquisition for ITN in May 2019. The Army submitted its ITN test and evaluation strategy to Congress in September 2019.

In FY 2017, to support the EUROPEAN DETERRENCE INITIATIVE, the Army began an expedited installation and characterization of existing active protection system technologies for the Abrams tank, the Bradley family of vehicles, and the Stryker family of vehicles. These systems protect armored fighting vehicles from antitank guided missiles, rocket-propelled grenades, and recoilless rifle threats by using a kinetic “hard kill” mechanism to intercept and disrupt or defeat the incoming projectile. In FY 2019, for the Abrams system, the Army completed Phase II testing, which included operational testing with a tank platoon and live-fire testing against a ballistic hull and turret tank shell. The evaluation of Phase II testing was not completed by the end of the fiscal year. In August 2018, the Army completed Phase I testing of the Bradley system. The system’s tests found an inconsistent capability to intercept threats. The contractor spent FY 2019 working to mitigate these problems; the Army plans to verify this work in Phase II testing scheduled for FY 2021. From December 2018 to April 2019, two systems were tested for the Stryker. The tests showed neither system was immediately suitable.

In April 2019, developmental testing began on the Army Integrated Air and Missile Defense system. It is a command and control system integrating sensors, weapons, and a common mission command interface across an integrated fire control network. The Army conducted a missile flight test in August 2019 that demonstrated the system’s capability to detect, track, and intercept a subscale target at a distance greater than a Patriot system could achieve on its own.

In November 2018, the Army conducted an initial operational test and evaluation of the Command Post Computing Environment (CPCE) as part of NIE 18.2. The Army began this program in FY 2016. It is a server-based software system that provides mission command applications for commanders and staff from battalion to corps echelons. The CPCE uses general purpose client computers located within tactical operations centers. Test results found the system not operationally effective, not operationally suitable, and not survivable in a cyber-contested environment. After several iterative



test-learn-fix-test cycles, an acquisition decision memorandum in July 2019 authorized conditional full deployment of CPCE to two divisions, two brigades, and units participating in exercise DEFENDER 2020. The memorandum established conditions to allow further fielding of the system upon demonstration of key deficiencies. The Army plans to conduct a developmental test early in FY 2020 to verify fixes and assess software enhancements.

In May 2019, the Army Acquisition Executive approved the Joint Light Tactical Vehicle (JLTV) program to enter full-rate production. The JLTV, a family of tactical wheeled vehicles and companion trailers, is replacing the High Mobility Multipurpose Wheeled Vehicles. It offers better armor protection while still being transportable in C-130 aircraft and externally slung from a CH-47 Chinook helicopter. The JLTV also has improved mobility and a V-shaped hull to deflect the blast of explosions away from the crew cabin. In the second quarter of FY 2019, the 1st BCT, 3d Infantry Division, was the first unit to receive the JLTV. In the fourth quarter of FY 2019, the Army began fielding the Enhanced Night Vision Goggle-Binocular. It has improved capabilities in limited visibility conditions. In addition, it has higher-



*Joint Light Tactical Vehicle of 1st BCT, 3d Infantry Division, with the troop seat kit installed, April 2019*



resolution stereoscopic displays, which enable faster target recognition by making it easier to identify targets from background.

Fielding of the M32A1 handheld mortar ballistic computers—featuring a tactical modem and an embedded global positioning system—began in FY 2019. Crews can receive digital call-for-fire messages and calculate ballistic solutions for all three mortar calibers used by the Army. The M32A1 is smaller and lighter than previously fielded ballistic computers, and the interface is streamlined to make it easier to use.

The Armored Multipurpose Vehicle (AMPV) will replace the M113 armored personnel carrier in multiple mission roles, including general purpose transport, command and control, mortar carrier, and medevac. After completion of the limited user test at the end of FY 2018, the Army Systems Acquisition Review Council, in December 2018, approved low-rate initial production for the program. The Army expects to equip its first unit with AMPVs in 2021.

The Soldier Protection System is the next generation of modular body armor. The major advance of this new armor over previous protective gear is protection against threats at a reduced weight. Its subsystems are designed to protect a soldier's head, eyes, and neck region; the vital torso and upper torso areas, as well as the extremities; and the pelvic region. Soldiers can configure the various components to provide different tiers of protection depending on the threat and the mission. The Army approved full-rate production of the Integrated Head Protection System in October 2018. Testing of new lighter weight vital torso protection design from multiple vendors began during the fiscal year.

Full rate production was approved for the Improved Environmental Control Unit, which will produce updated systems providing critical cooling to vital military electronic and support systems. The new unit retains the same size and shape as older models, but is 10 to 25 percent lighter and is more energy efficient. Improved electronics, such as a “soft start” to limit voltage drops on startup, as well as automatic safety controls, are also integrated to increase reliability.

The Joint Assault Bridge is a M1A1 Abrams tank chassis with M1A2 Abrams heavy suspension and a contractor designed integrated hydraulic bridge launch mechanism. The bridge is designed to carry even the heaviest tanks over gaps of eighteen meters, significantly improving the tactical mobility of armor and mechanized units. The Army conducted an initial operational test and evaluation in April 2019 using the 2d BCT, 1st Armored Division, at Fort Bliss, Texas. Test events included combined arms and in-stride breaching operations. Poor system reliability limited availability of vehicles during the testing.



*Joint Assault Bridge*

After correcting the identified deficiencies, a second initial operational test and evaluation will be conducted in FY 2020.

The Army continued to develop capabilities in additive manufacturing. The Rock Island Arsenal for the Joint Manufacturing and Technology Center's Center of Excellence for Advanced and Additive Manufacturing, established in FY 2018, began initial operations in FY 2019. It will serve as the Army's hub for collaboration with industry, academia, and other Department of Defense partners to implement additive manufacturing best practices. The center is scheduled to reach full operational capability in 2021.

### *Foreign Military Sales*

The Army's Foreign Military Sales (FMS) program is part of the overall U.S. Defense Security Assistance program, and it is responsible for transferring defense materials and services to foreign countries and international organizations. The FMS program is a significant element of U.S. foreign policy and helps strengthen bilateral defense relationships and improve interoperability between U.S. forces and foreign partners. In September 2019, the sale of eight AH-6i light attack helicopters was approved for sale to Thailand, with a total program cost of \$400 million. The Czech Republic received approval to buy twelve UH-60 Black Hawk helicopters for roughly \$800 million. Egypt was approved to purchase ten AH-64E Apache attack helicopters, valued at \$1 billion. The United Kingdom received

approval to purchase sixteen CH-47 Chinook helicopters in a package valued at \$3.5 billion.

Thailand was also approved to purchase sixty Stryker combat vehicles, worth an estimated \$175 million. Morocco was approved to purchase 2,400 TOW (Tube-launched, Optically tracked, Wire-guided) missiles for a total program cost of more than \$750 million. The government of Lithuania approved the purchase of five hundred JLTVs, with a total cost of \$170.6 million. The State Department approved the sale of 108 M1A2 tanks to the Taipei Economic and Cultural Representative Office, with the total package cost amounting to roughly \$2 billion. Morocco was approved for Abrams tank enhancements valued at \$1.259 billion.

Bahrain was approved to purchase Patriot air defense missiles and support equipment valued at more than \$2.4 billion. The United Arab Emirates also was approved to purchase Patriot missiles, with a large request for 452 PAC-3 missiles, valued at more than \$2.7 billion. Turkey was approved for a large package of missiles and related equipment for \$3.5 billion. Germany was also approved to purchase Patriot missiles.



## 7 Support Services

### *Installations*

An assessment of infrastructure on Army installations, including housing and energy and water systems, found that 25 percent of facilities are in poor or failing condition. The estimated cost to restore these facilities is \$11.3 billion.

The Office of Assistant Secretary of the Army (Installations, Energy and Environment) collected complete data on the security of Army installations' energy and water systems. The Army is finalizing energy and water plans for twenty-one strategic installations to ensure energy and water are available for critical missions and to lower costs by increasing conservation and efficiency. One hundred and thirty-one installations completed assessments of their energy and water systems, allowing installation management staff to identify areas for improvement.

The Army conducted energy resilience readiness exercises at several installations in FY 2019. This exercise is the planned, simultaneous disconnection from utility power of an entire installation, or a large portion of it, to evaluate whether the installation's backup power generation can run at full operational load for an extended period of time. The April 2019 exercise at Fort Bragg took place concurrently with an emergency deployment readiness exercise by the XVIII Airborne Corps' global response force to test deployment readiness during a utility power interruption.

The Office of Energy Initiatives continued to leverage private capital to modernize and diversify the Army's energy supplies. At the end of FY 2019, the office's project pipeline contained thirty-one developments at twenty-two Army installations. Eighteen of these will provide "islandable" capabilities, maintaining power for critical missions at the site in the event of a wider grid outage. The eleven operational projects have a total production capability of more than 325 megawatts.

Installation management staff assessed infrastructure on Army installations, including housing and energy and water systems, and reported 25 percent of facilities are in poor or failing condition. Staff estimated that \$11.3 billion is needed to restore these facilities. The

Army saved millions of dollars by updating its European Infrastructure Consolidation Business Plan, which directs the closure of certain Army sites in Europe. Review-related delays impacted several actions of this business plan. Installation management staff worked with Army information managers and U.S. Army Cyber Command on inventory and evaluation of cyber facilities and cybersecurity systems. Teams of Ohio National Guard and Washington National Guard members participated in a pilot program to enhance cybersecurity of critical infrastructure, such as energy, telecommunications, and water systems that serve local military installations. The teams worked with private companies to assess and mitigate risks. In May, the New York State Department of Transportation began working to add turning lanes and a slip ramp to ease traffic congestion at a highway intersection near Fort Drum.

### *Housing*

The Residential Communities Initiative (RCI) is the Army's partnership with private companies to build and maintain almost all on-post family housing. During FY 2019, these companies continued to fail to provide required maintenance and repair services, leaving many houses damaged by mold in particular, as well as by water leaks and vermin infestations. Soldiers and their families reported illnesses caused by these failures. They also reported the companies did not respond effectively, and in some instances retaliated against those reporting.

In February and March 2019, the Office of The Inspector General conducted an inspection of the RCI. The inspector general confirmed these failures and the retaliation against soldiers and their families. The inspection issued several findings: RCI implemented agreements with favored contractors over the Army; policies for RCI housing created confusion over roles, responsibilities, and authorities; and garrison commanders and staff received insufficient training to oversee RCI contractors; among other issues. The inspector general made twenty recommendations to address these findings.

The deputy chief of staff, G-9, stood up a team to manage and coordinate the Army's response. In February 2019, the Army launched its action plan to address housing issues. Garrison commanders tracked emergency work orders on a daily basis to ensure swift resolution. In coordination with officials of private housing companies, senior commanders and Army housing offices conducted town halls with soldiers and their families to hear their housing concerns. Garrison leaders visited housing and inspected all barracks to identify

substandard conditions and maintenance deficiencies, and they developed plans to remediate these deficiencies. When serious issues could not be immediately remediated, housing managers relocated residents to safe temporary quarters. Federal preservation officials are working with the Army to balance preservation needs with health, safety, and quality issues in historic housing built between 1919 and 1940.

Army installation management staff created new guidelines and incentive fees for companies to address housing issues. After finding that more than \$1 billion will be needed to address environmental risks primarily associated with 23,000 older homes, the Army requested companies increase funding to replace these homes. Installation management officials met with RCI contractors to discuss issues such as renter's insurance, residents' rights, leases, incentive fees, property management, customer service, and maintenance. These contractors agreed to invest \$500 million in housing improvements.

The Office of Assistant Secretary of the Army (Installations, Energy and Environment) worked with its counterparts in the other military departments and the Office of the Secretary of Defense on a military housing privatization initiative tenant bill of rights. This document will promise soldiers and their families quality housing and fair treatment from the contractors that own and operate RCI properties. The secretary of defense is expected to sign the bill of rights in FY 2020.

### *Public Affairs*

Throughout the fiscal year, the Office of the Chief of Public Affairs stressed six key themes and messages: the Army's readiness for immediate combat, modernization to make soldiers and units more lethal, reform to ensure responsible spending and use of resources, people as the Army's greatest asset, the importance of Army values, and allies and partners. In April 2019, the office issued guidance regarding the Army outreach program. It provided policies and resources for outreach activities and encouraged Army units to host community events such as open houses at installations, aerial demonstrations, and other military demonstrations; to attend local military support committee meetings; and to facilitate civic groups' visits to the Pentagon.

The commemoration of the seventy-fifth anniversary of the Normandy invasion in June 1944 was a major public affairs event during the fiscal year. The U.S. Army, Europe, Public Affairs Office provided relevant information to the media, collected and distributed images, and produced social media content. The office also facilitated participation by major media organizations in D-Day



commemorations and coordinated with other U.S. government agencies and with French officials.

To better prepare Army public affairs soldiers to operate in the modern media environment, in FY 2019, the military occupational specialties for broadcast and print journalists merged into a new mass communication specialty. Soldiers in the grade of staff sergeant and below with one of the older specialties must complete the required training and validation by the end of FY 2021 to be fully qualified as a mass communications specialist. Persons enlisting for the new specialty will attend the Basic Public Affairs Specialist course followed by the Electronic Journalism course.



*Army Reserve soldiers participate in mass communications specialist military occupational specialty conversion training at Fort McCoy, Wisconsin, 12 August 2019.*

### *Legislative Liaison*

The Office of the Chief of Legislative Liaison (OCLL) manages the Army's relations and communications with Congress. It provides information about the Army to members of Congress and their staff, prepares Army personnel for congressional hearings and engagements, and assists senior Army officials during their Senate confirmation process. OCLL advises senior Army leaders and staff about legislative affairs affecting the service.

The office informed members of Congress about the Army's programs and goals by hosting a series of events and briefings for 109 congressional delegations and 303 congressional staff delegations.

It also facilitated engagements between soldiers and congressional representatives. For example, in June and July 2019, soldiers of the 3d Cavalry Regiment participated in office calls with congressional leaders to discuss the regiment's activities while deployed to Kuwait, Iraq, and Syria. In August 2019, OCLL hosted a visit by six congressional staff members to Fort Sill, Oklahoma. They participated in basic combat training activities such as physical training and marksmanship training to learn what it takes to become a soldier.



*A congressional staff member wears chemical protective gear during a visit to Fort Sill, August 2019.*

The year 2019 marked the tenth anniversary of the inclusion of senior noncommissioned officers in the Army Congressional Fellowship Program. The program allows soldiers and Army civilians to pursue a master's degree in legislative affairs, serve on the staff of a member of Congress, and then to serve in an Army office dealing with legislative affairs. The program will expand from two to three noncommissioned officer fellows in 2020.

### *Chaplain Corps*

In fiscal year 2019, the Chaplain Corps addressed years of recruiting shortages by adding the largest number of new chaplains in

more than a decade, including 110 chaplains to the Regular Army, 48 chaplains to the Army National Guard, and 91 chaplains to the Army Reserve. The Corps also accepted 163 chaplain candidates (chaplains in training) for the Army National Guard and the Army Reserve.

The Office of the Chief of Chaplains moved some functions from the Pentagon to a new Chaplain Corps Religious Support Operations Center at the U.S. Army Chaplain Center and School at Fort Jackson, South Carolina. The Religious Support Operations Center coordinates religious services and religious education across the Army. The Office of the Chief of Chaplains recommended colonels be appointed as command chaplains to advise commanding generals, replacing lieutenant colonels, to improve religious services and advice to senior leaders. The office added data on chaplains into the Total Office Personnel Management Information System for more efficient tracking and assignment of chaplains. The Chaplain Corps revived its professional journal, *The U.S. Army Chaplain Corps Journal*, last published in 2015.

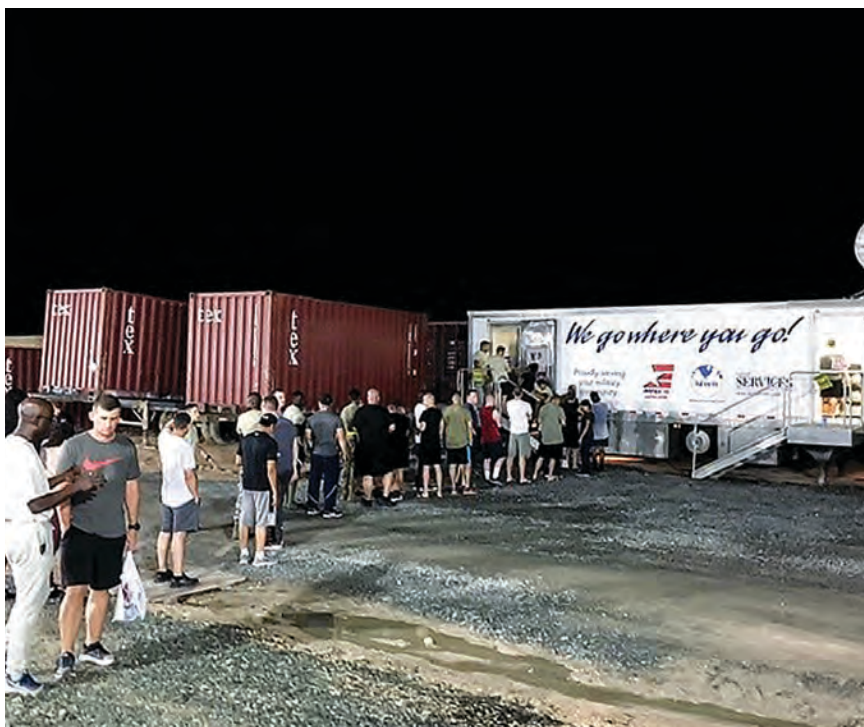
### *Safety*

During FY 2019, the Army recorded 117 accident-related fatalities: 26 on duty and 91 off duty—an increase of five fatalities from FY 2018. Class A accidents increased from 143 in FY 2018 to 149 in FY 2019. Twelve of these accidents involved Army aircraft. Class A mishaps are accidents in which the resulting total cost of property damage is \$2 million or more; an Army aircraft is destroyed, missing, or abandoned; or an injury results in a fatality or permanent total disability.

In an attempt to reduce Army fatalities, the U.S. Army Combat Readiness Center created several safety campaigns and briefings. Among these was the 2019 Off-Duty Safety Awareness Presentation emphasizing the consequences of risky behaviors. As part of the campaign, the center created and distributed briefing kits for organization leaders including videos, slides, and speaker notes highlighting hazards associated with routine off-duty activities. It also launched seasonal safety campaigns to provide accident prevention tips related to specific winter and summer hazards.

### *Army and Air Force Exchange Service*

The Army and Air Force Exchange Service (AAFES) operates 122 main stores, 165 military clothing stores, 589 convenience stores, and 77 movie theaters. It operates a Web site for online purchases. More than 1,700 fast food facilities operate under license in AAFES facilities.



*An AAFES Mobile Field Exchange deployed to Guyana for the NEW HORIZONS 2019 exercise.*

The Exchange Credit Program provides the military community with low-interest Military Star credit cards. All Exchange earnings support military community programs such as child and youth services, Armed Forces Recreation Centers, and new or renovated stores. The sale of goods and services funds 97 percent of the AAFES operating budget, and AAFES uses most of the remaining 3 percent from appropriated funds to transport goods to its facilities overseas.

In November 2018, AAFES launched a Military Star Mobile software app allowing Military Star credit card users to access their accounts and make payments. In January 2019, it joined the exchange services of the Navy, Marine Corps, and Coast Guard, and the Defense Commissary Agency, to form a joint buying alliance which uses the combined buying power of these organizations to save money on bulk purchases of goods for retail sale. The alliance began its combined purchases with products such as electronics, health and beauty items. Through the BE FIT program, AAFES continued to increase the healthy

food options, such as fresh fruit, nuts, tuna, protein bars, and bottled water, available from its vendors, restaurants, and vending machines.

### *Morale, Welfare, and Recreation*

In January 2019, the Army Family and Morale, Welfare, and Recreation (MWR) program joined other U.S. armed services' MWR programs to launch American Forces Travel. It is a Web site run by a commercial company offering discounts and travel deals on hotels, flights, rental cars, vacation packages, and cruises to military service members and their families, to military retirees, and to Department of Defense (DoD) civilian employees serving outside the United States. Bookings through the Web site generate commissions that support MWR programs.

A February 2019 Army Directive on Army child care and child development programs required spaces in these programs currently used by children of contractors, military retirees, or non-DoD federal employees be vacated after thirty days' notice when these spaces are needed for children in priority categories: children of single active duty military personnel or DoD civilian employees; of active duty military personnel or DoD employees with a working spouse or a spouse actively seeking employment; or of active duty military personnel with a spouse enrolled in college.

The MWR program hosted the 34th Army Ten-Miler road race on 7 October 2018 in Washington, D.C. More than 35,000 runners registered for the race, generating proceeds for Army MWR programs. On the same date, MWR held dozens of ten-mile "shadow runs" on or near Army installations around the world, including thirteen overseas locations. MWR's annual "Young Lives, BIG Stories" Contest in April 2019 encouraged children of soldiers in six different age categories to submit artwork or essays about their lives as military family members. In partnership with AAFES, the National Guard, and a commercial gaming company, MWR hosted several multiplayer video game events and tournaments at installations.



## 8 Special Functions

### *Surgeon General*

In FY 2019, the Army Office of The Surgeon General (OTSG) and Army Medical Command (MEDCOM) experienced major organizational changes. In the National Defense Authorization Acts of 2017 and 2019, Congress directed the military services to eliminate what it saw as duplicated services and establish a single, integrated military healthcare system by transferring control of medical treatment facilities (MTFs) to the Defense Health Agency (DHA). The National Defense Authorization Act of 2019 set out a phased approach for the transition, which began on 1 October 2018 for the Army with Womack Army Medical Center, Fort Bragg, North Carolina. In FY 2019, phase one saw six MTFs in the eastern United States (including Womack) transferred to the DHA, joining two facilities already administered by the agency—Walter Reed National Military Medical Center and Fort Belvoir Community Hospital. Facilities in the western United States are scheduled for transfer in 2020, with overseas MTFs by the end of 2021.

The National Defense Authorization Act 2019 revised the surgeon general's statutory duties to focus on medical readiness and Army medical personnel's clinical training and professional development. The surgeon general remained the principal adviser to the secretary of the Army and the chief of staff on all health and medical matters.

During FY 2019, OTSG developed several courses of action for reorganizing Army medicine in response to the congressionally mandated changes in military health care. Initially, in November 2019, the secretary of the Army approved a reorganization plan. The plan included the following steps: The functions and responsibilities in the MEDCOM staff and the regional health commands will move to mission-tailored medical readiness directorates established in the functional Army commands and the Army service component commands. The regional health commands and MEDCOM will then be disestablished. A U.S. Army Provisional Medical Readiness Command will be established to manage the transition of MTFs and specified health care delivery functions from MEDCOM and the



*Lt. Gen. Nadja Y. West, The Surgeon General, at Fort Campbell's Rascon School of Combat Medicine, 30 October 2018*

regional health commands to DHA, then be disestablished once the process is completed.

However, in April 2019, DHA scrapped its plan for completing the transfer of MTFs because it required the agency to achieve too much too fast while delaying full transition and the realization of anticipated savings until the end of FY 2021. As DHA developed a successor plan, MEDCOM and the regional medical commands determined the effort to stand down as rapidly as envisaged by the OTSG plan is not possible since these commands must provide direct support to DHA at least through the end of FY 2021. Therefore, by the end of FY 2019 the approved OTSG plan was not implemented.

In FY 2019, the Army conducted a risk-based analysis looking at converting military MTF authorizations to civilian authorizations to place greater emphasis on modernization priorities. In November 2018, the Army realigned 6,935 low- and medium-risk medical and dental authorizations with higher-priority requirements in the Army. The cuts (2,067 officers and 4,868 enlisted) spread across four fiscal years and include 1,585 “unencumbered,” or unoccupied, enlisted positions. On 6 December 2018, Headquarters, Department of the Army (HQDA) directed the reallocation of 1,685 Professional Officer Filler System (PROFIS) military medical authorizations from the Generating Force to the Operating Force. Formerly, MEDCOM tables of distribution and



allowances assigned PROFIS personnel authorizations in MTFs, labs, and clinics. They filled requirements in modified table of organization and equipment (MTOE) units only for training and deployment. Permanently assigned to MTOE units, these soldiers concurrently maintained places of duty in MTFs to maintain their clinical skills.

The OTSG worked to decrease the stigma associated with behavioral healthcare. By November 2018, sixty-one embedded behavioral health teams supported operational units. Teams are composed of licensed clinical social workers, psychologists, psychiatric nurse practitioners, nurse case managers, and other behavioral healthcare professionals. They are a mix of Regular Army soldiers, civilian employees, and contract providers. Through July 2019, the Army facilitated 19,480 Tele-Behavioral Health encounters, part of the wider initiative to deliver healthcare remotely to patients around the world.

The General Officer–Readiness Executive Health program, which achieved initial operating capability in February 2018 at Brooke Army Medical Center, Fort Sam Houston, Texas, reached full operational capability in January 2019. The program’s purpose is to develop wellness, resiliency, and health programs as part of the chief of staff’s General Officer Readiness program. By September 2019, 219 general officers and 147 spouses attended the program at Brooke Army Medical Center. Virtual followup visits occur quarterly after a general officer’s initial visit. Face-to-face followups are required upon promotion, every three years, or as needed.

### *Army Audit Agency*

The Army Audit Agency examines all Army operations and programs. About sixty employees are based at the agency’s operations center at Fort Belvoir, Virginia, and the Pentagon. The rest are divided between sixteen field offices—thirteen in the continental United States and one each in Germany, Hawaii, and the Republic of Korea. During the fiscal year, the agency continued to implement its FY 2017/21 strategic plan and created several process action teams to work on specific initiatives. These initiatives include on-the-job training, coaching, and mentoring programs to ensure staff develop necessary auditing skills. The agency also launched a strategic communications initiative to provide staff and leadership with information about policy changes and upcoming events.

The Army Internal Audit Plan for FY 2019 addressed significant risks to the service and its top priorities—readiness, modernization, reform and audit remediation, and best business practices. The agency conducted an audit to determine if the Army was complying with

acquisition reform initiatives. It also audited the resources required to support rotary-wing flight operations in the Army National Guard. In FY 2019, the agency published 116 reports with more than \$784 million in potential monetary benefits. It made almost 400 recommendations to improve Army operations.

### *Office of Army Cemeteries*

In July 2019, the Army National Military Cemeteries (ANMC) was redesignated as the Office of Army Cemeteries (OAC). Its executive director remained the principal adviser to the secretary of the Army on all matters related to Army cemeteries. The OAC provides oversight and expertise for all Army cemeteries. The United States has forty-one Army cemeteries, of which Arlington National Cemetery (ANC) is the most prominent, with 3.7 million visitors in FY 2019. The OAC employed six civilians and ten military personnel in FY 2019. ANC's civilian strength was 187 employees, with a uniformed strength of 31 military personnel.

For the third year in a row, the OAC led the effort to disinter the remains of Native American children who died during the nineteenth century while attending the United States Indian Industrial School in Carlisle, Pennsylvania. In July 2019, OAC staff oversaw the disinterment of the remains of six Native American children from the Carlisle Barracks post cemetery. Four children are from the Oneida Nation of Wisconsin, one child is from the Omaha Nation, and one child is from Modoc Nation. The closest living relative of each child requested the remains be transferred for reinterment in their home regions.

Work continued on making Army cemeteries more accessible to the public. During FY 2019, the OAC collected aerial imagery and GIS (Geographic Information Systems) data for four cemeteries, which will be used to create and update the OAC Mapper and the OAC Gravesite Explorer. These systems, once fielded, will allow the public to search Army cemeteries by name and location in order to find specific gravesites, with a picture of the headstone, an aerial map, and basic data about the deceased.

Proper care and honor for veterans and their families remained ANC's primary mission. It conducted 6,440 burials, including two interments at the United States Soldiers' and Airmen's Home National Cemetery. In addition to burial services, ANC conducted 35 full honor and 3,150 public wreath ceremonies, along with 260 other events—including the traditional Memorial Day and Veteran's Day commemorations.

To preserve ANC as an active burial ground for the next 150 years, the National Defense Authorization Act 2019 included a provision directing the secretary of the Army, in consultation with the secretary of defense, to prescribe revised criteria for interment and inurnment. The secretary of the Army announced the proposed revisions in September 2019. In accordance with the Administrative Procedures Act, the Army then began the public comment process, which will be completed in FY 2020.

### *Civil Works*

The U.S. Army Corps of Engineers civil works program is responsible for a variety of water resource operations, including flood controls and storm damage reduction, commercial navigation projects, and aquatic ecosystem restoration. The Corps of Engineers maintains more than 700 dams, 12,000 miles of waterways, 240 locks, and 2,200 levee systems. During the fiscal year, work continued on several coastal and riverine flood projects, including in the Natomas Basin near Sacramento, California, and on the Chickamauga Lock Replacement Project on the Tennessee River, near Chattanooga. The Corps of Engineers also continued dam safety works at Isabella Lake, California, and seepage control upgrades on the Herbert Hoover Dike in south Florida, among others. In September 2019, work began on deepening the inner harbor of Savannah, Georgia. This endeavor initiated the final construction phase of the twenty-year effort to deepen the United States' third-busiest container port. These harbor works are estimated to bring a net increase of \$282 million per year to the U.S. economy—or \$7.30 in benefits for every dollar spent. Similar harbor improvement projects continued in Jacksonville, Florida; Charleston, South Carolina; and Boston, Massachusetts.

In July 2019, the U.S. Government Accountability Office reported the Corps of Engineers did not regularly monitor how long it takes to finalize construction contract changes, limiting management's ability to identify and respond to problems. It recommended the Chief of Engineers develop a strategy to expand on existing data and systems to routinely collect information on and monitor the time frames for finalizing construction contract changes at the headquarters level. The assistant secretary of the Army (civil works) concurred with the finding and the recommendation.

The Corps of Engineers responded to three hurricanes in FY 2019, most notably Hurricane Dorian. As a Category 5, the storm devastated the Bahamas and brought significant rainfall to Florida, Georgia, and the Carolinas. The hurricane ultimately made landfall in

the United States as a Category 1 at Cape Hatteras, North Carolina, on 6 September. After the hurricane, the Corps of Engineers received missions from the Federal Emergency Management Agency to provide subject matter expertise on debris and infrastructure assessments and temporary roof planning in Florida. Working in partnership with local, state, and federal agencies, it deployed 220 personnel to affected areas.



*U.S. Army Corps of Engineers Coastal Engineer Carolina Burnette and Civil Engineer Katie Bailey take measurements of the shoreline and assess erosion on Jensen Beach, Florida, after Hurricane Dorian.*

### *Environmental Protection*

In FY 2019, the Army continued progress toward achieving the Department of Defense's goal of "response complete" status (the last stage in the environmental restoration process) at 95 percent of its Base Realignment and Closure sites by the end of FY 2021. At the end of FY 2019, that rate was 91 percent. Progress was hampered by the Army's efforts to decontaminate sites identified as containing perfluorooctane sulfonic and perfluorooctanoic acid—two chemicals historically used in fire-retardant foams. By September 2019, this contamination was identified at 108 Regular Army, Army National Guard, and Army Reserve sites. In July 2019, the secretary of defense established a task force to prepare a coordinated and holistic Department of Defense-wide approach to proactively address this contamination. The task force's report is expected by January 2020.

### *Chemical Weapons Demilitarization*

The chemical weapons demilitarization program's mission is to eliminate chemical warfare materiel in accordance with obligations specified in the Chemical Weapons Convention. The remaining stockpiles of this materiel are at the Pueblo Chemical Depot, Colorado, and the Blue Grass Army Depot, Kentucky. During FY 2019, the program continued destruction operations at the Pueblo Chemical Agent-Destruction Pilot Plant and began destruction operations at the Blue Grass Chemical Agent-Destruction Pilot Plant static detonation chamber. The Blue Grass Army Depot main plant continued preparations for nerve agent projectile destruction operations, expected to begin in FY 2020.

### *Legal*

In FY 2019, approximately 1,851 judge advocates served on active duty, 2,723 served in the Army Reserve and Army National Guard, and 728 served as civilian attorneys subject to the qualifying authority of The Judge Advocate General. Judge Advocate General's Corps (JAGC) personnel supported more than 600 legal offices and deployed task forces in more than thirty countries. The FY 2019 attorney population included 133 African Americans, 67 Hispanics, 102 Asians, 1 Native American, and 521 women.

During FY 2019, the JAGC implemented the Military Justice Act of 2016. The act directed significant changes to the Uniform Code of Military Justice (UCMJ), making structural alterations that aligned

the courts-martial process more closely with those of federal district courts. The Judge Advocate General also directed implementation of the Military Justice Redesign (MJR). The MJR is based on recognition that the trial counsel position historically performed two distinct roles—command adviser and litigator. Consequently, the MJR separated these roles into two separate positions: trial counsel who litigate cases referred to court-martial and military justice advisers who advise commanders on their military justice mission. This separation of duties is intended to produce greater expertise both in litigation and in command advice.

At the end of FY 2019, the Army had 437 pending courts-martial cases, with 158 referred for trial by courts-martial, and the remainder pending disposition. Tables 9 through 14 present data on cases completed in FY 2019.

TABLE 9—COURTS-MARTIAL STATISTICS, FY 2019

<i>Type of Court</i>	<i>Tried</i>		<i>Convicted</i>	<i>Acquittals</i>	<i>Rate of Increase (+) or Decrease (-) from FY 2018</i>
	<i>Arraigned</i>	<i>Completion</i>			
General	568	461	386	75	+22.0%
Bad Conduct Discharge (BCD) Special	214	161	148	13	+29.8%
Non-BCD Special	0	0	0	0	0.0%
Military Judge-Alone Special (Art. 16(c)(2)(A))	6	6	6	0	N/A
Summary	134		130	4	+15.5%
Overall Rate from Last Report					+23.3%

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.



TABLE 10—ORGANIZATION OF COURTS, FY 2019

<i>Trials by Military Judge Alone</i>	
General Courts-Martial	122
Special Courts-Martial	146
Military Judge-Alone Special Courts Martial (Art. 16(c)(2)(A))	6
<i>Trials by Military Judge with Members</i>	
General Courts-Martial	105
Special Courts-Martial	15

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.

TABLE 11—DISCHARGES APPROVED, FY 2019

<i>General Courts-Martial</i>	
Number of Dishonorable Discharges (+ Dismissals)	110 (+22)
Number of Bad Conduct Discharges	156
<i>Special Courts-Martial</i>	
Number of Bad Conduct Discharges	73

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.

TABLE 12—RECORD OF TRIAL RECEIVED FOR REVIEW BY TJAG, FY 2019

For Review Under Article 66(b)(1) – Appeals by Accused	0
For Review Under Article 66(b)(2) – Cases Forwarded for Review by TJAG	1
For Review Under Article 66(b)(3) – Automatic Review	387
For Review Under Article 69(a) (2016) and Article 65(d) (2019)	56

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.



TABLE 13—APPLICATIONS FOR RELIEF UNDER ARTICLE 69, UCMJ, FY 2019

Total Pending Beginning of Period	96
Received	96
Disposed of	93
Granted	0
Denied	93
No Jurisdiction	0
Withdrawn	0
Total Pending at End of Period	3

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.

TABLE 14—NONJUDICIAL PUNISHMENTS, FY 2019

Number of Cases Where Nonjudicial Punishment Imposed	24,852
Rate per 1,000	51.35

Source: *Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2019*, dated 31 December 2019.

*Historical Activities*

In January 2019, the U.S. Army War College published *The U.S. Army in the Iraq War*. Eventually, the U.S. Army Center of Military History will produce comprehensive official history of the Army in this war. Understanding that former Chief of Staff of the Army General Raymond T. Odierno commissioned this study in 2013, the study’s purpose was to collect and preserve key lessons, insights, and innovations from the war. It focused on the operational level of war, mainly from the perspective of the theater command in Baghdad and the operational commands immediately subordinate to it. It also traced many of the decisions made at these levels to the tactical level to illuminate how strategic and operational intent translated into changes on the battlefield. The study assessed the impact of changes to the institutional army, such as modularization and transformation, on operations in Iraq. Finally, it explored the assumptions underpinning the campaign in Iraq at various times and assessed their validity.

During FY 2019, the Army concluded its commemoration effort for the World War I centennial. This program provided historical content to Army personnel and American citizens through the creation of historical products detailing the war, the planning and

execution of commemoration events, and a social media campaign. In 2016, HQDA designated the U.S. Army Center of Military History as the office of primary responsibility for the centennial commemoration. The Center coordinated several lines of effort for the commemoration. During a three-year period, it produced twenty-seven new and reprinted publications about the war. In early 2017, it launched a Web site dedicated to the centennial. Using a contractor, it developed a digital curriculum for ninth- to twelfth-grade audiences and posted these lesson plans on the centennial Web site. The Center identified Regular Army, Army National Guard, and Army Reserve units with lineage and campaign credit from the war. It then assisted those units that chose to hold their own commemoration events. The Army, in coordination with host nations and with the U.S. Army Center of Military History as the lead agency, participated in a series of commemoration activities in Europe.



*A historian from the U.S. Army Center of Military History leads a staff ride on a battlefield of the Meuse-Argonne Campaign.*



## 9 Conclusion

At the beginning of FY 2019, the service released the *Army Strategy* to articulate how it will achieve the Army Vision established in the previous year. During FY 2019, the service continued its efforts to meet the central challenge of the Army Vision: how to use finite resources to remain ready for operations now, while simultaneously modernizing and preparing for a different future operating environment.

Soldiers are the bedrock of the Army. In FY 2019, the Army devoted more resources to its recruiting efforts and reversed almost all the accession shortfalls from the previous year. Use of the talent management concept was expanded, most notably with the Battalion Commander Assessment Program and revisions to the enlisted centralized promotion board processes. For years, the Army's failure to properly supervise the Residential Communities Initiative harmed soldiers and their families. In FY 2019, the service began taking steps to ensure participating companies provided required maintenance and repair services.

The Army Reform Initiative continued to realign organizations and push authorities and responsibilities down to the lowest level capable of exercising them. The major changes to military medicine—mandated by Congress—continued during FY 2019, but at a slower pace, as it became clear that existing Army medical organizations must remain in direct support of the Defense Health Agency for longer than anticipated.

Prioritizing readiness and modernization coexisted with a continuing high demand for Army forces to conduct combat operations, provide deterrence, test new concepts, maintain ties with other armies, support domestic disaster relief, and border security operations. Combat operations continued to kill and wound soldiers. 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 continued, permitting brigade combat teams to focus on combined arms training while at the same time sustaining irregular warfare competency and meeting the demand from combatant commands for assisting partner

nations in developing their security force capabilities. The Army continued to develop and test its multidomain operations concepts.

Although the beginning of FY 2019 interrupted the long-running trend of entering a fiscal year operating on a continuing resolution instead of an approved budget, that trend resumed at the end of FY 2019. The Army began FY 2020 under a continuing resolution, set to expire on 21 November 2019, which provided funding allocations pegged to FY 2019 enacted levels. As usual, operating under a continuing resolution placed restrictions on new starts, expansion of ongoing programs, production rate increases, and the ability to reprogram funds. The uncertainty of funding levels created challenges in supporting the Army's readiness and modernization priorities for leaders at all levels.

## 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 (HQDA). 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.





# Headquarters, Department of the Army, Senior Leaders

*(As of 30 September 2019)*

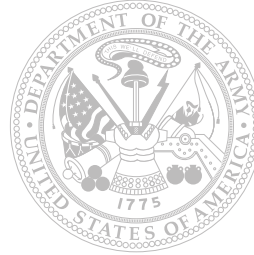
—— Army Secretariat ——



*Ryan D. McCarthy*  
*Secretary of the Army*



*Vacant*  
*Under Secretary of the Army*



*Thomas E. Kelly III*  
*Deputy Under Secretary*  
*of the Army*



*E. Casey Wardynski*  
*Assistant Secretary of*  
*the Army (Manpower and*  
*Reserve Affairs)*



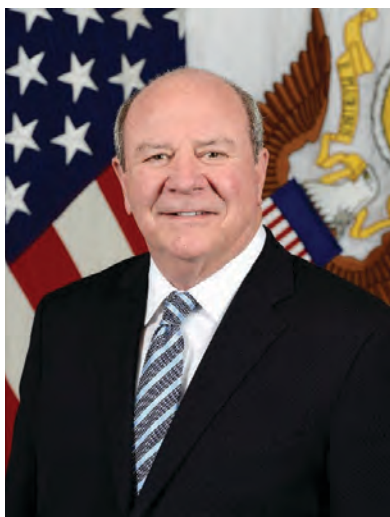
*Alex A. Beehler*  
*Assistant Secretary of the*  
*Army (Installations, Energy*  
*and Environment)*



*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  
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Army (Civil Works)*



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*Lt. Gen. Bruce T. Crawford  
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*Lt. Gen. Leslie C. Smith  
The Inspector General*



*Anne L. Richards  
The Army Auditor General*





*Brig. Gen. Brian S. Eifler  
Chief, Legislative Liaison*



*Brig. Gen. Amy E. Hannah  
Chief, Public Affairs*



*Karen L. Durham-Aquilera  
Executive Director, Office of  
Army Cemeteries*



*Kimberly D. Buehler  
Director, Small Business  
Programs*

## — Army Staff —



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



*General Joseph M. Martin  
Vice Chief of Staff of  
the Army*



*Lt. Gen. Walter E. Piatt  
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. Charles A. Flynn  
Deputy Chief of Staff,  
G-3/5/7*



*Lt. Gen. Duane A. Gamble  
Deputy Chief of Staff, G-4*





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



*Lt. Gen. Jason T. Evans  
Deputy Chief of Staff, G-9*



*Lt. Gen. R. Scott Dingle  
The Surgeon General*



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



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



*Lt. Gen. Daniel R. Hokanson  
Director, Army National  
Guard*



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



*Maj. Gen. Kevin Vereen  
The Provost Marshal General*



*Chaplain Maj. Gen. Thomas  
L. Solhjem  
Chief of Chaplains*



*Sergeant Major of the Army  
Michael A. Grinston*

# HQDA Principal Officials

*As of 30 September 2019*

## *Army Secretariat*

Secretary of the Army	Ryan D. McCarthy*
Under Secretary of the Army	Vacant
Assistant Secretary of the Army (ASA) (Acquisition, Logistics, and Technology)	Bruce D. Jette
ASA (Civil Works)	R.D. James
ASA (Financial Management and Comptroller)	John E. Whitley
ASA (Installations, Energy and Environment)	Alex A. Beehler*
ASA (Manpower and Reserve Affairs)	E. Casey Wardynski*
General Counsel	James E. McPherson*
Deputy Under Secretary of the Army	Thomas E. Kelly III
Adm. Assistant to the Secretary of the Army	Kathleen S. Miller*
Chief Information Officer/G-6	Lt. Gen. Bruce T. Crawford
The Inspector General	Lt. Gen. Leslie C. Smith
The Army Auditor General	Anne L. Richards

Chief of Public Affairs	Brig. Gen. Amy E. Hannah*
Chief of Legislative Liaison	Brig. Gen. Brian S. Eifler*
Executive Director, Office of Army Cemeteries	Karen L. Durham-Aguilera
Director, Small Business Programs	Kimberly D. Buehler*

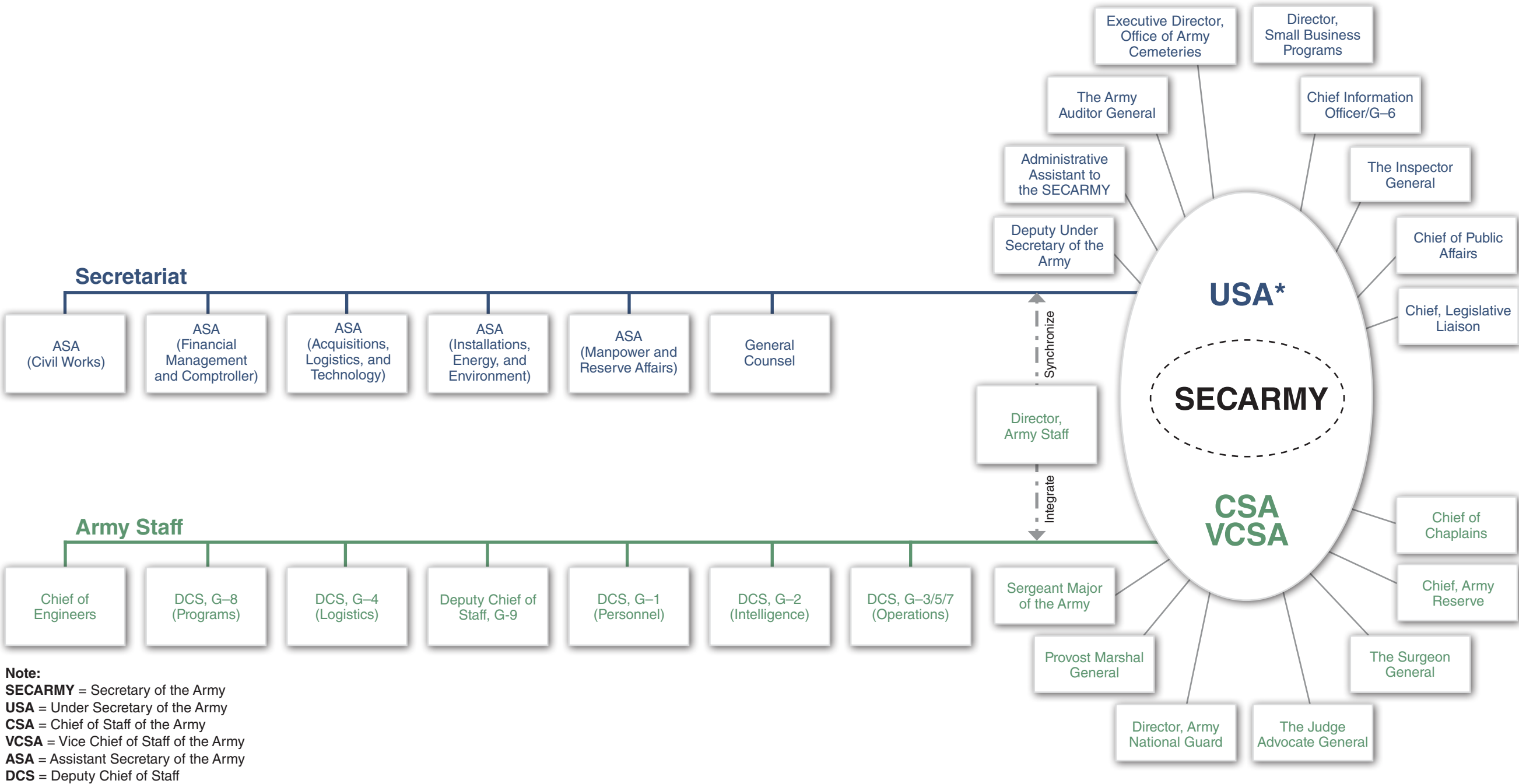
*Army Staff*

Chief of Staff of the Army	General James C. McConville*
Vice Chief of Staff of the Army	General Joseph M. Martin*
Sergeant Major of the Army	Sergeant Major of the Army Michael A. Grinston*
Director of the Army Staff	Lt. Gen. Walter E. Piatt*
Deputy Chief of Staff, G-1	Lt. Gen. Thomas C. Seamands
Deputy Chief of Staff, G-2	Lt. Gen. Scott D. Berrier
Deputy Chief of Staff, G-3/5/7	Lt. Gen. Charles A. Flynn*
Deputy Chief of Staff, G-4	Lt. Gen. Duane A. Gamble*
Deputy Chief of Staff, G-8	Lt. Gen. James F. Pasquarette
Deputy Chief of Staff, G-9	Lt. Gen. Jason T. Evans*
The Surgeon General	Lt. Gen. R. Scott Dingle*
Chief of Engineers	Lt. Gen. Todd T. Semonite
Director, Army National Guard	Lt. Gen. Daniel R. Hokanson*
Chief, Army Reserve	Lt. Gen. Charles D. Luckey
The Judge Advocate General	Lt. Gen. Charles N. Pede

Chief of Chaplains	Chaplain Maj. Gen. Thomas L. Solhjem*
Provost Marshal General	Maj. Gen. Kevin Vereen*

\*Denotes a new principal official or a new role in FY 2019

Appendix—Headquarters, Department of the Army Organization (FY 2019)



**Note:**  
**SECARMY** = Secretary of the Army  
**USA** = Under Secretary of the Army  
**CSA** = Chief of Staff of the Army  
**VCSA** = Vice Chief of Staff of the Army  
**ASA** = Assistant Secretary of the Army  
**DCS** = Deputy Chief of Staff

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.



## FY 2019 HQDA Principal Official Changes

Ryan D. McCarthy took over as acting Secretary of the Army in June 2019. He succeeded Mark T. Esper as Secretary of the Army on 26 September 2019.

James E. McPherson began performing the duties of Under Secretary of the Army in June 2019, while retaining his position as General Counsel.

E. Casey Wardynski took over as ASA (Manpower and Reserve Affairs) from acting ASA (Manpower and Reserve Affairs) Marshall M. Williams on 16 January 2019.

Alex A. Beehler took over as ASA (Installations, Energy and Environment) from acting ASA (Installations, Energy and Environment) W. Jordan Gillis on 10 January 2019.

Kathleen S. Miller took over as Administrative Assistant to the Secretary of the Army from acting Administrative Assistant to the Secretary of the Army Mark F. Averill on 28 October 2018.

Kimberly D. Buehler took over as the Director of Small Business Programs from acting Director Pamela D. Callicut on 4 August 2019.

General James C. McConville succeeded General Mark A. Milley as Chief of Staff of the Army on 9 August 2019.

General Joseph M. Martin succeeded General James C. McConville as vice chief of staff of the Army on 26 July 2019.

Lt. Gen. Walter E. Piatt succeeded Lt. Gen. Joseph M. Martin as Director of the Army Staff on 30 May 2019.

Lt. Gen. Charles A. Flynn succeeded Lt. Gen. Joseph Anderson as Deputy Chief of Staff, G-3/5/7, on 27 June 2019.

Lt. Gen. Duane A. Gamble succeeded Lt. Gen. Aundre F. Piggee as Deputy Chief of Staff, G-4, on 16 September 2019.

Lt. Gen. Jason T. Evans succeeded Lt. Gen. Gwen Bingham as Deputy Chief of Staff, G-9, on 27 September 2019.

Lt. Gen R. Scott Dingle succeeded Lt. Gen. Nadja Y. West as The Surgeon General on 27 September 2019.

Lt. Gen. Daniel R. Hokanson succeeded Lt. Gen. Timothy J. Kadavy as director, Army National Guard, on 21 June 2019.

Maj. Gen. Kevin Vereen succeeded Maj. Gen. David P. Glaser as Provost Marshal General on 3 June 2019.

Maj. Gen. Thomas Solhjem succeeded Maj. Gen. Paul K. Hurley as Chief of Chaplains on 31 May 2019.

Brig. Gen. Brian S. Eifler succeeded Maj. Gen. Brian E. Winski as Chief, Legislative Liaison, in November 2018.

Brig. Gen. Amy E. Hannah succeeded Brig. Gen. Omar J. Jones IV as Chief of Public Affairs on 12 April 2019.

Sgt. Maj. Michael A. Grinston succeeded Sgt. Maj. Daniel A. Dailey as Sergeant Major of the Army on 9 August 2019.

## *Abbreviations and Acronyms*

AAA	Army Audit Agency
AAFES	Army and Air Force Exchange Service
ABCMR	Army Board for Correction of Military Records
ACFT	Army Combat Fitness Test
ADD	acquisition data domain
AFC	Army Futures Command
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMPV	Armored Multipurpose Vehicle
ANC	Arlington National Cemetery, U.S. Army
ANMC	Army National Military Cemeteries
APS	Army Pre-positioned Stocks
ARBA	Army Review Boards Agency
ARI	Army Reform Initiative
ARNG	Army National Guard
ASA FM&C	Assistant Secretary of the Army for Financial Management and Comptroller
ASA IE&E	Assistant Secretary of the Army for Installations, Energy and Environment
ASA M&RA	Assistant Secretary of the Army for Manpower and Reserve Affairs
ASL	authorized stockage list
BCAP	Battalion Commander Assessment Program
BCT	Brigade Combat Team
CAP	Corrective Action Plan
CHRA	Civilian Human Resources Agency
CIO/G-6	Chief Information Officer/Deputy Chief of Staff G-6
CJTF-OIR	Combined Joint Task Force–Operation INHERENT RESOLVE
CPAC	civilian personnel advisory centers

CPCE	Command Post Computing Environment
DHA	Defense Health Agency
DoD	Department of Defense
EARF	East Africa Response Force
EOD	Explosive Ordnance Division
ESB-E	expeditionary signal battalion-enhanced
FMS	Foreign Military Sales
FY	fiscal year
GCSS-Army	Global Combat Support System-Army
GIS	Geographic Information Systems
HQDA	Headquarters, Department of the Army
I2CEWS	Intelligence, Information, Cyber, Electronic and Space
IPPS-A	Integrated Personnel and Pay System-Army
ISIS	Islamic State in Iraq and Syria
ITN	Integrated Tactical Network
JAGC	Judge Advocate General's Corps
JLTV	Joint Light Tactical Vehicle
JWA	Joint Warfighting Assessment
LESA	Logistics Enterprise Support Agency
MAVNI	Military Accessions Vital to National Interest
MDTF	Multi-Domain Task Force
MEDCOM	Army Medical Command
MJR	Military Justice Redesign
MTF	medical treatment facility
MTOE	modified table of organization and equipment
MWR	Morale, Welfare, and Recreation
NARA	National Archives and Records Administration
NFR	notice of findings and recommendations
NIE	Network Integration Evaluation
OCLL	Office of the Chief, Legislative Liaison
OCO	Overseas Contingency Operations
OCS	Officer Candidate School
OSD	Office of the Secretary of Defense
OSUT	One Station Unit Training
OTSG	Office of The Surgeon General
PIV	Personal Identity Verification
PROFIS	Professional Officer Filler System

RA	Regular Army
RCI	Residential Communities Initiative
ROTC	Reserve Officer Training Corps
SFAB	security force assistance brigade
TRADOC	Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
UFR	unfunded requirement
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command



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