



Department of the Army Historical Summary

Fiscal Year 2020



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

Department of the Army Historical Summary Fiscal Year 2020

William M. Donnelly
General Editor

*William M. Donnelly
Steven E. Elliott
Kathleen M. Fargey
Jamie L. Goodall
Matthew J. Margis
Kathleen J. Nawyn
William M. Yarborough*

CENTER OF MILITARY HISTORY
UNITED STATES ARMY
WASHINGTON, D.C., 2021

*Cover: A soldier assigned to 1st Battalion, 3d U.S. Infantry Regiment
(The Old Guard), renders honors during a soldier's burial at Arlington
National Cemetery, April 2020.*

The Library of Congress has cataloged
this serial publication as follows:

Library of Congress Catalog Card 75-09647561

ISSN 0092-7880

CMH Pub 101-51-1

Contents

1. Introduction.....	1
2. The Army and the COVID–19 Pandemic.....	3
3. Organization, Management, and Budget	7
Organizational Changes.....	7
Management.....	9
Information Management.....	10
Audits.....	12
Budget	12
4. Personnel	23
<i>The Army People Strategy</i>	23
Army Strength and Distribution.....	24
Officers	25
Enlisted Personnel.....	29
Civilian Personnel	31
Special Topics	33
Medal of Honor	37
5. Force Development, Training, and Operational Forces.....	41
Readiness.....	41
Doctrine and Future Force	42
Force Structure	44
Training	46
Operational Forces	48
Operational Forces: Afghanistan.....	49
Operational Forces: U.S. Army, Central	49
Operational Forces: U.S. Army, South	51
Operational Forces: U.S. Army, Africa	52
Operational Forces: U.S. Army, Pacific	54
Operational Forces: U.S. Army, Europe.....	56
Domestic Operations	59
6. Reserve Components	61
Organizational Structure	61
Mobilizations.....	63
COVID–19 Pandemic Operations.....	66

Civil Unrest	71
Readiness.....	73
Disaster Relief Operations	75
Specialized Missions.....	79
State Partnership Program	79
 7. Logistics	 81
Management.....	81
<i>The Army Modernization Strategy</i>	81
Logistics and the COVID–19 Pandemic	83
Research, Development, and Acquisition.....	84
Foreign Military Sales	91
 8. Support Services	 93
Installations	93
Housing, Construction, and Infrastructure	94
Public Affairs.....	96
Legislative Liaison	96
Chaplain Corps	97
Safety	98
Army and Air Force Exchange Service	99
Morale, Welfare, and Recreation.....	101
 9. Special Functions	 103
The Surgeon General.....	103
Army Audit Agency.....	105
Office of Army Cemeteries	106
Civil Works.....	107
Environmental Protection	109
Chemical Weapons Demilitarization	110
Legal.....	110
Historical Activities.....	114
 10. Conclusion	 115
11. Bibliographical Note.....	117
12. HQDA Principal Officials	119
13. Abbreviations and Acronyms.....	123
14. Index	127
Appendix: HQDA, Organization (FY 2020) (Inside Back Cover)	

Tables

Table 1—Total Obligational Authority Base Budget Request, FY 2020	13
Table 2—Total Obligational Authority Overseas Contingency Operations Request, FY 2020	15
Table 3—Total Obligational Authority Approved Base Budget, FY 2020	16
Table 4—Total Obligational Authority Approved Overseas Contingency Operations, FY 2020.....	17
Table 5—Total Obligational Authority Base Budget Request, FY 2021	20
Table 6—Total Obligational Authority Overseas Contingency Operations Request, FY 2021	21
Table 7—Active Duty Officers by Race/Ethnicity, FY 2020.....	26
Table 8—Army National Guard Officers by Race/Ethnicity, FY 2020.....	26
Table 9—Army Reserve Officers by Race/Ethnicity, FY 2020.....	26
Table 10—Army Enlisted Personnel by Race/Ethnicity, FY 2020	30
Table 11—Composition of the Army Civilian Workforce, FY 2020 ...	31
Table 12—Army Reserve Mobilizations, FY 2020	64
Table 13—Army National Guard Title 10 Mobilizations, FY 2020	66
Table 14—Courts-Martial Statistics, FY 2020	112
Table 15—Organization of Courts, FY 2020	112
Table 16—Discharges Approved, FY 2020.....	113
Table 17—Record of Trials Received for Review by the Judge Advocate General, FY 2020	113
Table 18—Applications for Relief Under Article 69, <i>Uniform Code of Military Justice</i> , FY 2020.....	113
Table 19—Nonjudicial Punishments Under Article 15, <i>Uniform Code of Military Justice</i> , FY 2020.....	114

Illustrations

Spc. Vanessa Guillén	33
M. Sgt. Matthew O. Williams and S. Sgt. Ronald J. Shurer II	37
Sgt. Maj. Thomas P. Payne	38
Regionally Aligned Readiness and Modernization Model	42
A 4th SFAB soldier undergoes a temperature scan	47
Soldiers with the 1st Battalion, 6th Infantry Regiment, of the 2d BCT, 1st Armored Division, conduct a convoy	51
A soldier from the 2d Battalion, 506th Infantry Regiment, 3d Brigade Combat Team, 101st Airborne Division, in Kenya	53
Soldiers from Company A, 2d Battalion, 35th Infantry Regiment, and the 29th Engineer Battalion conduct a platoon live-fire exercise ...	54
M1 Abrams tanks prepared for deployment	57
Soldiers from the 30th Armored BCT support Combined Joint Task Force–Operation INHERENT RESOLVE	63
Arizona ARNG soldiers help sort and stock food at a food bank	69
A critical care nurse from the USAR’s UAMTF-627 assists a nurse from Baptist Hospital	70
District of Columbia ARNG soldiers from the 273d Military Police Company	72
A California ARNG UH–60 Black Hawk helicopter from the CombatAviation Brigade, 40th Infantry Division	77
The Army Modernization Strategy Framework	82
Combat Cloth Face Covering prototype testing	85
Infantry Squad Vehicle	87
Initial Maneuver Short-Range Air Defense Vehicle	88
A soldier does a check with the Integrated Visual Augmentation System and his compass	89
A 10th Mountain Division soldier adjusts his Enhanced Vision Goggle–Binocular	90
COVID–19 drive-through testing center.....	104
Arlington National Cemetery Memorial Amphitheater	107
Corps of Engineers contractors in Lake Charles, Louisiana, install reinforced plastic sheeting	108
The National Museum of the United States Army	114

All illustrations are from the files of the Department of Defense

DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2020

1

Introduction

For the Army, as with the rest of the world, the coronavirus disease 2019 (COVID-19) pandemic was the most important aspect of fiscal year (FY) 2020. Before the pandemic became widespread in the United States, the Army faced the by-now common state of beginning the fiscal year without an approved budget. The demand from combatant commands for Army forces remained high and American soldiers continued to be killed and wounded in action. The service's highest priority remained modernization—in materiel, doctrine, talent management, and organization—to prepare for large-scale combat operations.

The pandemic forced the Army to alter how it operated across almost all its functions. At the same time, the need for a national response to the pandemic created a high demand for soldiers from all three components. The Army National Guard (ARNG) especially assisted civil authorities in their responses to the pandemic. During the second half of FY 2020, the Army also supported civil authorities in responding to widespread public unrest and several natural disasters.

2

The Army and the COVID-19 Pandemic

This chapter provides a brief overview of the Army and the pandemic. Other chapters contain more detail on how the pandemic affected the Army and what the Army did to support civil authorities.

In early December 2019, cases of a pneumonia-like respiratory illness of unknown cause developed in the city of Wuhan, Hubei Province, China. Initial analysis by Chinese scientists indicated that the cause of the illness was a novel, or new, coronavirus—a large family of viruses that cause a variety of illnesses with effects ranging from minor to deadly. Scientists named the illness caused by this particular viral strain the novel coronavirus disease 2019, or COVID-19.

After the first reported case of COVID-19 in the United States on 21 January 2020, Headquarters, Department of the Army (HQDA), activated a crisis action team (CAT) in the Office of the Deputy Chief of Staff, G-3/5/7. This team's mission was to monitor the spread of the virus and assist Army senior leaders in implementing the service's response. The deputy chief of staff, G-3/5/7, acted as HQDA's operational headquarters for the pandemic. It established an operational planning team (OPT) and an Army COVID Campaign Plan (AC2P) team. The OPT functioned as a bridge between the CAT's short-term crisis management focus and the AC2P's long-term planning focus. All three teams had rotating members from other Army Staff offices and from the Army Secretariat to ensure effective coordination of HQDA's efforts.

At the end of January, President Donald J. Trump established a COVID-19 interagency task force to monitor the virus's impact and the Department of Health and Human Services announced a public health emergency. Because of the rapid increase in cases in the United States, the president declared a National Emergency in mid-March. This declaration authorized the Department of Health and Human Services to waive certain provisions of applicable laws and regulations to more effectively deal with the pandemic.

The first Army experiences with COVID-19 occurred in Korea and helped to inform the service-wide response to the virus. As the virus spread quickly throughout the region early in 2020, U.S. Forces, Korea (USFK), implemented several measures designed to control the spread of the disease among its personnel, families, and contractors. On 24 February, USFK confirmed its first case of COVID-19: a 61-year-old,

widowed, retiree dependent. To ensure military installations remained safe, USFK limited the number of people who could access the installations. It adjusted work schedules and restricted the workforce to mission-essential personnel only. USFK also curtailed social and off-duty activities. Additionally, it conducted rapid investigations for COVID-19 positive cases involving USFK-affiliated personnel. On 26 February, the command confirmed a second positive COVID-19 case, which also was the first confirmed case of an infected soldier. On 8 March, HQDA issued a stop movement order and delay of travel order for all Army soldiers and family making a permanent change of station move to or from South Korea. On 12 March, the Department of Defense (DoD) imposed travel restrictions across the entire department.

Protecting the force to maintain operational capability became HQDA's priority early in the pandemic. On 20 February, it issued Execute Order 144-20. The order stated that all Army Components, Army Service Component Commands, and Direct Reporting Units would immediately plan and prepare to protect soldiers and their families, civilian employees, and contractors. It also directed the Army to enhance its capability to support civil authorities in the United States while maintaining the readiness to deploy units as required by the overseas combatant commands. This order and its subsequent annexes became the framework for HQDA's response over the first three months of the pandemic.

On 18 March, the commander of U.S. Northern Command designated the commanding general of U.S. Army, North (ARNORTH), as the commander of the Joint Force Land Component Command (JFLCC) for requests for military support from the Federal Emergency Management Agency (FEMA). Operations in previous emergencies, such as hurricanes, had entailed coordination across just a state or a region. The COVID-19 pandemic, however, required ARNORTH for the first time to provide support across the entire continental United States. On 24 March, JFLCC established four headquarters for this mission: Task Force-Northeast, Task Force-Southeast, Task Force-Center, and Task Force-West.

The JFLCC reached its peak strength of 8,874 personnel on 16 April. It drew the majority of its personnel from two Army Reserve units, the 807th Medical Command (Deployment Support) and the 377th Sustainment Command. On 26 April, ARNORTH began to reduce its COVID-19 operations. During the midsummer increase in COVID-19 cases, ARNORTH again supported civil authorities with active and reserve component units. It also developed two new

organizations to provide flexible medical support in rural areas, where much of the summer's outbreak occurred.

By 24 March, the Army had 288 confirmed cases of COVID-19: 100 soldiers, 64 civilian employees, 65 dependents, 9 cadets, and 50 contractors. In response, HQDA implemented additional restrictions and preventive measures, and the Army raised the Health Protection Condition (HPCON) level on 24 March to Charlie at all installations. Measures implemented at this level included less than 25 percent normal occupancy of work spaces, social distancing, and closure of most common areas such as schools. The chief of staff, Army, placed contingency response forces—forces that are ready to deploy worldwide within eighteen hours—under HPCON Delta status, the highest and most protective level in which individuals are effectively quarantined to prevent infection. Also by 24 March, more than 8,000 ARNG soldiers were supporting states, three territories, and the District of Columbia in their response to the pandemic.

In late March, the secretary of the Army directed Army medical units to augment American healthcare services. The president then authorized the activation of reserve component units and individual service members in selected reserves and certain members of the Individual Ready Reserve in response to the pandemic. By 13 April, a member of the New Jersey ARNG had become the first soldier to die from the virus.

FEMA gave the Corps of Engineers a mission to assess buildings for use as alternate care sites and to oversee the conversion of selected buildings. An alternate care site is a building temporarily converted for healthcare use during a public health emergency to reduce the burden on hospitals and established medical facilities. Local leaders identified available buildings, such as hotels, dormitories, and convention centers, in a prioritized order. Once identified, a team from the Corps of Engineers would assess the structure's suitability. The state, local, tribal, or territorial authority leased the selected buildings as alternate care sites. The Corps of Engineers and its contractors then designed and constructed the necessary modifications. Once completed, the requesting authority became responsible for operating the site. By the end of April, the Corps of Engineers had assessed 1,129 sites for possible use as alternate care facilities and had awarded 32 construction contracts to add 14,544 beds to states with critical bed shortages.

To provide medical professionals for communities heavily affected by the virus, the Army developed a new organizational concept, creating eighty-five-person Urban Augmentation Medical Task Forces (UAMTFs). Each UAMTF included personnel with a range of medical specialties, from doctors, nurses, and respiratory therapists to supply

and administrative staff, capable of supporting up to 250 patients. Initially, the Army deployed UAMTFs to staff alternate care sites. By early April, it had become apparent that this was not an efficient use of these task forces. Some of the largest alternate care sites had few or no patients. On 5 April, FEMA approved plans for integrating UAMTF teams directly into local hospitals that had large numbers of COVID-19 patients.

On 19 May, the secretary of defense issued updated guidance that allowed commanders to make risk-based changes to HPCON levels based on local conditions. Commanders were to work in collaboration with local authorities and military medical officials before making any changes. The secretary also issued updated guidance that would allow commanders to lift travel restrictions based on local risk conditions.

On 26 May, HQDA issued an order outlining the Army's transition from immediate response to sustained operations in a COVID-19 world, acknowledging that the virus would have an enduring impact on the service's operations. The order provided guidance on how the Army would ease restrictions on an installation-by-installation basis, informed by a conditions-based transition framework and local governance. This guidance gave leaders throughout the force the authority and flexibility to adjust restrictions based on the risks posed by the virus at their locations. Finally, the order directed senior commanders to resume readiness, training, and modernization activities while ensuring a safe environment for all personnel.

A key component of the Army's transition framework was the collection and assessment of key data at the installation level. These included the local case rate and the capacity to treat, test, and monitor COVID-19. Installation commanders also needed to account for local governance considerations and ensure mitigation measures remained in place at the garrison level. By 5 June, the commanding generals of Fort Drum, New York, and Fort Campbell, Kentucky, had lowered their HPCON levels from Charlie to Bravo. By the end of June, sixteen other major Army installations in the United States had done the same.

3

Organization, Management, and Budget

Organizational Changes

General Order 2020–01, published in March 2020, made several changes in the assignment of functions and responsibilities within HQDA. The assistant secretary of the Army (installations, energy and environment) is now responsible for installation modernization. Installation modernization has several components. It revises installation infrastructure and services in response to the changing social and economic expectations of soldiers and their families. It incorporates emergent technologies to maximize soldier and family health, welfare, and readiness. It adapts installations to support new training doctrine, modernized equipment, and new protection requirements.

The Surgeon General is now the HQDA office responsible for assessing the policies and programs of Office of the Assistant Secretary of Defense for Health Affairs and the Defense Health Agency (DHA). The chief, National Guard Bureau, replaced the director, ARNG, as the principal adviser to the secretary of the Army and the chief of staff, Army, on matters relating to the ARNG. The director, ARNG, remains a principal HQDA official and assists the chief, National Guard Bureau, in carrying out the functions of the National Guard Bureau as they relate to the ARNG.

In May 2019, the secretary of the Army directed the under secretary of the Army to review how effectively HQDA managed the Army's cybersecurity, information technology, information management, and data analytics capabilities. He initiated the review in light of the 2018 National Defense Strategy, which stressed how digital information created by computer-based technologies had changed the nature of great power competition since the end of the Cold War. The secretary's guidance for the review, in line with that given for the Army Reform Initiative, was that the Army Secretariat was responsible for developing policies and programs and overseeing their implementation, whereas the Army Staff was responsible for planning, resourcing, and supervising the execution of those policies and programs.

An information management implementation group, cochaired by the director of the Office of Business Transformation and the chief information officer/deputy chief of staff, G-6, (CIO/G-6) developed six courses of action. One of these was to split the current CIO/G-6 position in the Army Secretariat into a chief information officer in the Army Secretariat and a deputy chief of staff, G-6, on the Army Staff. The CIO would be the principal adviser to the secretary of the Army regarding information technology. The CIO would be responsible for exercising overall supervision for information technology policy and governance; information resource management; and cyber security policy. The G-6 would be the principal military adviser to the chief information officer and the chief of staff, Army, regarding information technology. The G-6 would be responsible for planning; strategy; network architecture; and implementation of command, control, communications, cyber operations, and networks.

In March 2020, the secretary of the Army and the chief of staff, Army, approved this course of action. The change occurred in two phases. The first phase concerned preparations for the transition and concluded in May 2020. The second phase saw the reorganization of the CIO/G-6 office into the two new offices and concluded in August 2020.

In November 2019, the Army established an Enterprise Cloud Management Office in HQDA's Office of the Chief Information Officer/G-6. The new office's primary functions are to establish the Army's cloud environment and to synchronize and integrate cloud efforts across the Army. After the separation of the Office of the Chief Information Officer/G-6 into two separate offices, the Enterprise Cloud Management Office is now part of the Office of the Chief Information Officer.

In FY 2020, HQDA's deputy chief of staff, G-3/5/7, transformed its cyber directorate into a strategic operations directorate. This realignment combined several elements of the G-3/5/7 related to integrating, prioritizing, and synchronizing multidomain, data-enabled warfighting systems. The new organization will ensure the Army sources and executes policies and programs to leverage the service's information technology, cyberspace operations, information management, and data analytics. The strategic operations directorate consists of operations and requirements, enterprise systems, mission command, information operations, space, and cyber divisions.

In April 2020, HQDA's deputy chief of staff, G-4, established a provisional medical logistics division. The COVID-19 pandemic exposed gaps in reporting and oversight of medical logistics created by the realignment of medical logistics, medical research and development, and medical procurement from Army Medical Command to Army

Materiel Command and Army Futures Command (AFC). The G-4's medical logistics division has three responsibilities: establish and maintain a Class VIII personal protective equipment common operating picture for the Army; unify the planning, programming, budgeting, and execution process for medical logistics in the Army; and determine the roles and responsibilities for a G-4 permanent medical logistics division.

In October 2019, the service discontinued Army Financial Management Command as a direct reporting unit to the assistant secretary of the Army (financial management and comptroller) and reassigned it as a major subordinate command of Army Materiel Command. This change brings all finance capabilities into the sustainment warfighting function. Army Financial Management Command will continue to provide direct support to the office of the assistant secretary of the Army (financial management and comptroller) in executing its statutory responsibilities and has direct liaison authority with that office. The command also will continue to provide functional oversight of finance and comptroller tactical formations to ensure technical readiness.

Management

Army Directive 2019-35, published in November 2019, defined responsibilities for programming, managing, and executing research, development, and test and evaluation budget activities regarding the future force modernization enterprise. The assistant secretary of the Army (acquisition, logistics and technology) (ASA (ALT)) and the commanding general, AFC, serve as cochair of the Equipping Program Evaluation Group (EE PEG) and jointly recommend to the secretary of the Army the EE PEG portion of the service's budget submission. In the planning, programming, budgeting, and execution process, the EE PEG is responsible for approving the prioritization of all programs and supporting resource-informed decision-making during the planning, programming, and budgeting phases of the process. For all science and technology efforts, the ASA (ALT) and the AFC commanding general jointly will conduct project reviews before submission of the program objective memorandum and perform periodic execution reviews at the request of either official. The AFC commanding general is responsible for three budget activities: basic research, advanced research, and advanced technology development. The ASA (ALT) is responsible for four budget activities: advanced component development and prototypes; system development and

demonstration; research, development, testing, and evaluation management support; and operational system development.

During FY 2020, HQDA's deputy chief of staff, G-9, continued its transition of military construction facility investment planning. The transition moves this planning from a headquarters-centric process to one in which the Regular Army (RA), the ARNG, and the Army Reserve (USAR) take the lead in military construction program development in accordance with priorities set by Army senior leaders. The G-9 did not renew the charter of the Military Construction Integrated Programming Team, effectively disbanding this HQDA committee that had annually reviewed the service's five-year military construction program. As part of this transition, G-9 assisted Army Materiel Command as it assumed the responsibility for validating the RA's military construction program.

Since the Army began the continuous process improvement program in FY 2006, it has delivered an average annual financial benefit, in savings and cost avoidance, of \$1 billion. In FY 2020, it produced a financial benefit of \$2.251 billion. The program trains practitioners to improve the performance of Army business operations. Because of the COVID-19 pandemic, in FY 2020 the program produced only 45 new practitioners, down from 490 in FY 2019. The Business Process Reengineering Center of Excellence at Aberdeen Proving Ground, Maryland, conducts a three-tiered training program. Because of the pandemic, the center restructured both the Tier One Foundation and Tier Two Intermediate courses to accommodate online learning. In FY 2020, 170 students completed the Tier One course, 44 students completed the Tier Two course, and 1 student attained Tier Three certification.

In July 2020, the Army established a policy to implement the secretary of defense's directive on the public display or depiction of flags.

Information Management

In April 2020, the office of the assistant secretary of the Army (financial management and comptroller), in partnership with Army Materiel Command and HQDA's Office of Business Transformation, established an enterprise business systems multifunctional capabilities team. The Army's enterprise business system cannot support efficiently the Army's efforts to modernize and raise readiness any longer. The team's objective is to develop a new enterprise business system that improves business process execution, increases the availability of data and its analytical value, and takes advantage of cloud computing advances

to reduce costs. The team is cochaired by the assistant secretary of the Army (financial management and comptroller) and Army Materiel Command's commanding general. The team includes representatives from the business-mission domains of finance, logistics, acquisition, and human resources. The team reached its initial operating capability in September 2020.

The Army Cloud Plan, published in FY 2020, superseded the Cloud Strategy issued in 2015. Publication of the plan is part of the Army's data and cloud migration initiatives. These initiatives will increase the speed of data-informed decision-making and deliver cloud-enabled, next-generation capabilities in a fundamentally different way. The plan describes the Army's vision for leveraging cloud computing to maintain information superiority and produce digital overmatch. (Digital overmatch is being better equipped and more skillful than an adversary in the use of information technology.) It has six objectives: accelerate data-driven decisions; decrease time to field software; optimize the security accreditation process; establish cloud design, software development, and data engineering as a core competency; design software to adapt to an unpredictable world; and provide information technology asset and cost transparency. The Enterprise Cloud Management Office will oversee implementation of the Army Cloud Plan. Through a partnership between the Enterprise Cloud Management Office and the Army Analytics Group, the CIO stood up "cArmy," the service's foundation of common secure cloud services that aligns with the Defense Information Systems Agency's secure cloud computing architecture. During FY 2020, the Army began moving data systems, services, and applications to cArmy.

The General Fund Enterprise Business System (GFEBS) is the Army's financial, asset, and accounting management system. In July 2020, the system completed its migration to the cloud, moving over thirty terabytes of data from outdated storage centers to a cloud environment seven months ahead of schedule. It is the first of five Army enterprise resource-planning systems scheduled for transfer to cloud computing by 2022. These transfers will mitigate the risk of losing critical financial data from problems at a data center and increase the speed at which these systems can run.

During FY 2020, the Program Executive Office for Enterprise Information Systems extended GFEBS to the Navy's Bureau of Medicine and Surgery. In late 2018, the Navy decided to transition its medical facilities from its Standard Accounting and Reporting System—Field Level to GFEBS. After a pilot effort in FY 2019, the program expanded to the Bureau of Medicine and Surgery in FY 2020 in multiple waves to more than 1,100 users at 36 separate facilities. In

addition to Navy medical facilities, by the end of FY 2020, Walter Reed National Military Medical Center, the National Capital Region Medical Directorate, the DHA, and the Uniformed Services University of the Health Sciences all were using GFEBS. The GFEBS conversions enable DHA financial and funding control of Army, Navy, and DHA sites that use the Defense Medical Logistics Standard Support system.

Audits

In FY 2020, the independent public accounting firm conducting the annual audits of the Army General Fund and the Working Capital Fund financial statements made more than 7,000 requests to the Army, conducted 222 site visits, and tested approximately 16,900 sample items. Both audits resulted in a disclaimer of opinion by the firm. It could not conclude whether the service presented the Army General Fund and Working Capital Fund financial statements and related notes fairly in accordance with generally accepted accounting principles. The Army did not provide sufficient or appropriate evidence to support the information in the financial statements because of inadequate processes, control gaps, and insufficient records to support transactions and account balances. The audit revealed that there were twelve General Fund and thirteen Working Capital Fund material weaknesses remaining related to the Army's financial reporting processes and internal control environment.

Budget

The Army's FY 2020 base budget request continued the effort to achieve by 2028 a force that is organized, trained, and equipped for prompt, sustained ground combat as part of joint and multinational teams in a multidomain battlespace. It built upon the Army's progress in recovering from depleted levels of readiness brought about by operations in Iraq and Afghanistan. The secretary of the Army's five priorities for the service shaped the request: building readiness for high-intensity conflict against strategic competitors and maintaining the Army's readiness for low-intensity conflict; modernizing doctrine, equipment, and formations to conduct multidomain operations; strengthening alliances and partnerships; taking care of soldiers, civilian employees, and their families; and reforming practices and processes to ensure the best use of resources (*Table 1*).

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2020 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
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
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	42,012
Operation and Maintenance, Army Reserve	3,029
Operation and Maintenance, Army National Guard	7,629
ENVIRONMENTAL RESTORATION	208
PROCUREMENT	
Aircraft	3,696
Missiles	3,208
Weapons and Tracked Combat Vehicle	4,716
Ammunition	2,695
Other Procurement	7,451
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	12,193
MILITARY CONSTRUCTION	
Military Construction, Army	1,454
Military Construction, Army Reserve	61
Military Construction, Army National Guard	211
ARMY FAMILY HOUSING	
Operation	358
Construction	141
ARMY WORKING CAPITAL FUND	90
ARLINGTON NATIONAL CEMETERY	71
BASE REALIGNMENT AND CLOSURE	66
CHEMICAL AGENTS DEMILITARIZATION	985
TOTAL	150,678 ^a

Numbers may not add because of rounding.

^a 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, March 2019

In the FY 2020 Overseas Contingency Operations (OCO) request, military personnel accounts primarily funded mobilized reserve component soldiers and active component deployment costs. The OCO operation and maintenance request supported Operation FREEDOM'S SENTINEL in Afghanistan; Operation INHERENT RESOLVE operations against the Islamic State; the European Deterrence Initiative; Operation SPARTAN SHIELD supporting the regionally aligned forces concept in the Arabian Gulf region; and other counterterrorism operations. The research, development, and acquisition accounts funded replacement of battle losses, ammunition replenishment, and the enhancement of pre-positioned equipment stocks in Europe. The Afghanistan Security Forces Fund provides assistance to Afghan security forces. The Counter-ISIS (Islamic State in Iraq and Syria) Train and Equip Fund builds key security force capabilities, helps professionalize security forces, and promotes long-term stability of the Middle East region (*Table 2*).

At the end of FY 2019, Congress had not approved the Army's budget for FY 2020. Instead, the service operated from two back-to-back continuing resolutions that provided funding allocations pegged to FY 2019-enacted levels. Operating under a continuing resolution places restrictions on new starts, ongoing program expansions, production rate increases, and the reprogramming of funds. The president signed the Department of Defense Appropriations Act of 2020 on 20 December 2019.

Congress enacted a base budget for the Army \$1.4 billion lower than the amount the service requested and an OCO budget for the Army \$692 million lower than the service requested. The total enacted budget for FY 2020 had a decrease in the military personnel and operation and maintenance accounts, but an increase in the procurement and research, development, test, and evaluation accounts (*Table 3* and *Table 4*).

TABLE 2—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS
REQUEST, FY 2020 (*MILLIONS OF DOLLARS*)^a

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, 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.

^a 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*, March 2019

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,
FY 2020 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	42,747
Military Personnel, Army Reserve	4,922
Military Personnel, Army National Guard	8,704
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
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	41,041
Operation and Maintenance, Army Reserve	2,984
Operation and Maintenance, Army National Guard	7,508
ENVIRONMENTAL RESTORATION	252
PROCUREMENT	
Aircraft	3,771
Missiles	2,996
Weapons and Tracked Combat Vehicle	4,664
Ammunition	2,579
Other Procurement	7,582
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	12,543
MILITARY CONSTRUCTION	
Military Construction, Army	1,278
Military Construction, Army Reserve	64
Military Construction, Army National Guard	432
ARMY FAMILY HOUSING	
Operation	408
Construction	141
ARMY WORKING CAPITAL FUND	228
ARLINGTON NATIONAL CEMETERY	81
BASE REALIGNMENT AND CLOSURE	78
CHEMICAL AGENTS DEMILITARIZATION	985
Total	149,272 ^a

Numbers may not add because of rounding.

^a Includes \$1.6 billion in OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), FY 2021 *President's Budget Highlights*, February 2020

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED OVERSEAS CONTINGENCY
OPERATIONS, 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	18,592
Operation and Maintenance, Army Reserve	38
Operation and Maintenance, Army National Guard	83
PROCUREMENT	
Aircraft	532
Missiles	1,424
Weapons and Tracked Combat Vehicle	346
Ammunition	149
Other Procurement	1,081
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	147
MILITARY CONSTRUCTION, ARMY	112
ARMY WORKING CAPITAL FUND	20
AFGHANISTAN SECURITY FORCES FUND	4,200
COUNTER-ISIS TRAIN AND EQUIP FUND	1,195
Total	30,898

Numbers may not add because of rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller),
FY 2021 President's Budget Highlights, February 2020

Under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, which became law in March 2020, the Army received an additional \$1.14 billion in appropriated funds for FY 2020. The act funded the purchase of medical supplies and equipment; the purchase of nonmedical personal protective equipment; enhancements of information technology equipment and services to facilitate increased telework operations; delivery of distributed learning in lieu of on-site training; the increased cost of conducting initial entry individual training with appropriate distancing measures; increased cleaning and sanitizing contracts; and the cost of isolation measures, to include stocking Meals, Ready-to-Eat, to be served to soldiers in lieu of dining facility operations to maintain social distancing. The act relaxed some

contracting restrictions for the Corps of Engineers and provided \$70 million in direct appropriations to the Army's civil works program for actions related to COVID-19 prevention and response. By the end of April 2020, the Army had committed \$587 million in response to COVID-19. Of that, \$199 million had come from the CARES Act. By the end of July, the total Army expenditure related to the pandemic had topped \$2.2 billion, with 83 percent of that amount from the CARES Act.

Through a series of internal DoD reprogramming actions, the Army received and obligated \$1.2 billion by the end of the fiscal year. The Army submitted thirty reprogramming packages, totaling \$2.5 billion, to Congress. Congress approved twenty-seven of these requests for a total of \$2.4 billion.

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 an organic industrial capability. It uses a revolving fund concept, relying on revenue from sales to finance operations rather than direct appropriations from Congress. The Army does request some direct appropriations for the fund to maintain its capability to meet mobilization and wartime surge requirements. For FY 2020, however, the fund received appropriation and balance transfers of more than \$839.8 million, a \$575.4 million increase from FY 2019. Revenue losses created by the COVID-19 pandemic, which forced modifications to scheduled deployments, canceled training events, and reduced demand for depot operations, drove this increase.

The Army's FY 2021 budget request supports the service's priorities of people, readiness, modernization, and reform. It has an increase of \$3.8 billion over the amount enacted in the FY 2020 base budget; the increase is mostly in the military personnel and the operations and maintenance accounts (See *Table 5*). The request has a decrease of \$5.9 billion from the amount enacted in the FY 2020 OCO budget; the decrease is mostly in the procurement and the operations and maintenance accounts (See *Table 6*).

The amount requested will maintain a force of 485,900 in the RA, 336,500 in the ARNG, and 189,800 in the USAR, along with 197,593 civilian employees. It also will support the service's efforts to improve the quality of life for its people by funding adequate investments in family housing and barracks; transformation of the DHA; improvement of child and youth services; enhancement of spouse employment opportunities; and minimization of negative effects from permanent change-of-station moves.

The intent of the FY 2021 operations and maintenance request is that all units in each of the three components will have sufficient resources to reach their assigned readiness proficiency level. This request continues the Army's effort to achieve its tactical readiness objective by FY 2022: two-thirds of brigade combat teams (BCTs) at the highest readiness levels. As part of that effort, the request provides for home-station unit training focused on decisive-action capability, and twenty-four BCT-level combat training center rotations, with four of these rotations reserved for ARNG units. To improve soldier and unit readiness, the FY 2021 request expands enlisted initial entry training from fourteen to twenty-two weeks for soldiers in armor, cavalry scout, and combat engineer specialties. This change follows a similar increase in initial entry training for soldiers in infantry specialties initiated in FY 2020.

The procurement request supports modernization of Bradley, Stryker, Abrams, and Paladin combat vehicles; acquisition of critical missile air defense systems; and accelerating key network modernization programs. The research, development, test, and evaluation request focuses on the capabilities the Army needs for large-scale ground combat. Its largest programs are long-range precision fires, next-generation combat vehicles, future vertical lift, and air and missile defense.

The OCO request continues Army support to Operation FREEDOM'S SENTINEL, Operation INHERENT RESOLVE, Operation SPARTAN SHIELD, and the European Deterrence Initiative. It continues funding for Afghanistan security and defense forces and for countering ISIS by building key security force capabilities to promote long-term stability of the Middle East region.

The Army began FY 2021 without an approved budget. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2020 levels for both the base and the OCO budgets. The continuing resolution did not extend defense emergency funding for natural disasters or response to the COVID-19 pandemic.

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2021 (MILLIONS OF DOLLARS)^a

MILITARY PERSONNEL	
Military Personnel, Army	45,088
Military Personnel, Army Reserve	5,107
Military Personnel, Army National Guard	8,830
Medicare-Eligible Retiree Health Care Fund, Army	2,351
Medicare-Eligible Retiree Health Care Fund, Army Reserve	418
Medicare-Eligible Retiree Health Care Fund, Army National Guard	744
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	43,100
Operation and Maintenance, Army Reserve	2,935
Operation and Maintenance, Army National Guard	7,420
ENVIRONMENTAL RESTORATION	208
PROCUREMENT	
Aircraft	3,075
Missiles	3,492
Weapons and Tracked Combat Vehicle	3,697
Ammunition	2,778
Other Procurement	8,625
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	12,587
MILITARY CONSTRUCTION	
Military Construction, Army	650
Military Construction, Army Reserve	88
Military Construction, Army National Guard	321
ARMY FAMILY HOUSING	
Operation	367
Construction	119
ARMY WORKING CAPITAL FUND	57
ARLINGTON NATIONAL CEMETERY	71
BASE REALIGNMENT AND CLOSURE	66
CHEMICAL AGENTS DEMILITARIZATION	890
Total	153,083

Numbers may not add because of rounding.

^a Includes \$2.8 billion OCO funding for base purposes.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2021 President's Budget Highlights*, February 2020

TABLE 6—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY
OPERATIONS REQUEST, FY 2021 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	2,748
Military Personnel, Army Reserve	33
Military Personnel, Army National Guard	195
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	14,351
Operation and Maintenance, Army Reserve	33
Operation and Maintenance, Army National Guard	80
PROCUREMENT	
Aircraft	461
Missiles	882
Weapons and Tracked Combat Vehicle	15
Ammunition	111
Other Procurement	924
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	183
MILITARY CONSTRUCTION, ARMY	16
ARMY WORKING CAPITAL FUND	20
AFGHANISTAN SECURITY FORCES FUND	4,016
COUNTER-ISIS TRAIN AND EQUIP FUND	845
Total	24,913

Numbers may not add because of rounding.
Source: Assistant Secretary of the Army (Financial Management and
Comptroller), *FY 2021 President’s Budget Highlights*, February 2020

4

Personnel

The Army People Strategy

In October 2019, HQDA released *The Army People Strategy*. The Army based it on the understanding that individuals will ensure the service remains the world's most ready and capable land combat force. The strategy defines "Army People" as the soldiers in all three components, their families, the service's civilian employees, and retirees and veterans. *The Army People Strategy* sets out how the service will acquire, develop, employ, and retain the diversity of soldier and civilian talent needed to achieve its readiness, modernization, and reform objectives.

Crucial to implementing the strategy is a shift from simply distributing personnel to deliberately managing the talents that soldiers and civilians possess. "Talent" is the intersection of three dimensions—skills, knowledge, and behaviors—that creates an optimal level of individual performance, provided the Army employs individuals within their talent sets. All people possess talents that the Army can identify and cultivate. Individuals can extend their talent advantage dramatically and continuously if the Army properly develops them and employs them on the right teams. To optimize performance, the Army must recognize that each soldier and civilian employee possesses a unique distribution of skills, knowledge, and behaviors. The Army requires talent management to help reach its overall strategic personnel objectives of enhancing readiness, sustaining a workforce of trusted professionals, and ensuring it has diverse and integrated teams. Talent management mitigates one of the greatest risks posed by an uncertain operating environment: a mismatch in people and requirements. It also will permit the Army to compete better for talented people in the wider American labor market.

In March 2020, the service published *The Army People Strategy: Prevention of Sexual Harassment and Sexual Assault Annex*. This annex outlines the conditions necessary to accomplish the prevention of sexual harassment and sexual assault across the Army. It describes the methods, resources, and conditions to achieve those outcomes.

In September 2020, the service published *The Army People Strategy: Diversity, Equity, and Inclusion Annex*. The Army defines diversity as

all attributes, experiences, cultures, characteristics, and backgrounds of the total force that are reflective of the nation it serves and enable the Army to accomplish its assigned missions. The Army defines equity as the fair treatment, access, opportunity, choice, and advancement for all its personnel while striving to identify and eliminate barriers that would prevent full participation of the total force. The Army defines inclusion as the process of valuing and integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions, thereby enabling its personnel to achieve their full potential in pursuit of organizational objectives. This annex provides direction for organizational, command climate, structural, and procedural changes to enable the Army to become a model of diversity, equity, and inclusion. It supersedes the Army Diversity Roadmap published in 2011 and fulfills the FY 2020 National Defense Authorization Act mandate to develop a five-year diversity and inclusion strategic plan. The annex contains five goals: demonstrate leader commitment, engagement, and support to diversity, equity, and inclusion at all levels of the Army; institutionalize talent management processes to acquire, develop, employ, and retain high-performing personnel who will provide diversity in senior military and civilian leadership; establish and resource a governance structure to support Army diversity, equity, and inclusion efforts; implement diversity, equity, and inclusion training and education programs; and create and maintain an equitable and inclusive environment where diverse attributes, experiences, cultures, characteristics, and backgrounds ensure mission readiness. The annex describes how the Army will achieve these 5 goals through 25 associated objectives and over 100 action tasks.

The secretary of the Army chartered the Quality of Life Task Force in March 2020. The task force, led by HQDA's deputy chief of staff, G-9, developed a campaign plan, nested within the Army People Strategy, for a comprehensive approach to strengthening quality of life programs across the Army. The plan consists of 6 lines of effort, 31 objectives, and over 200 tasks. The six lines of effort are housing; health care; child care; spouse employment; permanent change of station moves; and bolstering facilities and programs at remote installations with critical quality of life needs.

Army Strength and Distribution

As of 30 September 2020, the service had 1,010,215 soldiers. The RA's end strength was 485,383: 78,641 commissioned officers, 14,341 warrant officers, 387,911 enlisted, and 4,490 cadets enrolled at the

United States Military Academy. The end strength of the ARNG was 336,129: 37,062 commissioned officers, 8,786 warrant officers, and 290,281 enlisted. The USAR's end strength was 188,703: 35,598 commissioned officers, 3,621 warrant officers, and 149,484 enlisted. Women constituted 16 percent of the RA, 19 percent of the ARNG, and 25 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. Twenty-four percent of United States Military Academy cadets were women, and 36 percent were racial or ethnic minorities.

Officers

The Army accessioned 11,495 new officers in FY 2020. The Reserve Officer Training Corps (ROTC), with 5,373, accounted for the largest share. It commissioned 2,935 into the RA, 1,703 into the ARNG, and 735 into the USAR. An additional 72 officers entered the RA through the ROTC education delay and early commissioning options. The United States Military Academy produced 1,060 officers for the RA. In-service Officer Candidate School (OCS) commissioned 319 lieutenants: 176 in the RA and 143 in the USAR. The college-option OCS program produced 1,056 lieutenants: 823 for the RA and 233 for the USAR. The Call to Active Duty program and interservice transfers brought 41 new officers into the RA from the reserve components. The ARNG's state-based OCS programs commissioned 576 officers, and an additional 100 lieutenants joined the ARNG after graduating from the federal OCS.

There were 3,231 direct commissions in this fiscal year. Thirteen were into one of the basic branches of the Army. The Judge Advocate General had 260: 156 RA, 57 USAR, and 47 ARNG. The Army Medical Department had 2,351: 1,185 RA, 733 USAR, and 433 ARNG. The Chaplain Corps had 274: 116 RA, 95 USAR, and 63 ARNG. There were 333 RA officers commissioned into the Medical Service Corps and the Army Nurse Corps.

Diversity within the active component officer corps was similar to recent fiscal years (*Table 7*).

TABLE 7—ACTIVE DUTY OFFICERS BY RACE/ETHNICITY, FY 2020^a

	COMMISSIONED	WARRANT
White	71%	64%
Black	11%	17%
Hispanic	8%	12%
Asian	7%	3%
Other	3%	4%

^a Does not include U.S. Military Academy cadets.
Source: Office of Army Demographics, *FY 2020 Army Profile*

The diversity in the in the reserve components officer corps also was similar to recent years (*Table 8* and *Table 9*).

TABLE 8—ARMY NATIONAL GUARD OFFICERS BY RACE/ETHNICITY, FY 2020

	COMMISSIONED	WARRANT
White	76%	83%
Black	8%	5%
Hispanic	7%	6%
Asian	4%	2%
Other	5%	4%

Source: Office of Army Demographics, *FY 2020 Army Profile*

TABLE 9—ARMY RESERVE OFFICERS BY RACE/ETHNICITY, FY 2020

	COMMISSIONED	WARRANT
White	63%	67%
Black	16%	14%
Hispanic	8%	12%
Asian	7%	4%
Other	5%	3%

Source: Office of Army Demographics, *FY 2020 Army Profile*

In the RA commissioned officer corps, 51 percent of women and 66 percent of men were married. In the warrant officer corps, 59 percent of women and 85 percent of men were married. Among commissioned officers, 6 percent of women and 3 percent of men were single with children. In the warrant officer corps, 18 percent of women and 6 percent of men were single with children.

In the ARNG commissioned officer corps, 46 percent of women and 64 percent of men were married. In the warrant officer corps, 54 percent of women and 79 percent of men were married. Nine percent of women and 5 percent of men among commissioned officers were single with children. In the warrant officer corps, 14 percent of women and 6 percent of men were single with children.

In the USAR commissioned officer corps, 51 percent of women and 68 percent of men were married. In the USAR warrant officer corps, 57 percent of women and 70 percent of men were married. Among commissioned officers, 9 percent of women and 5 percent of men were single with children. In the warrant officer corps, 12 percent of women and 7 percent of men were single with children.

Officer Assignment Cycle 20–02 was the first to implement fully the Army Talent Alignment Process (ATAP) and its marketplace through the Army Interactive Module (AIM) 2.0 system. The ATAP is a decentralized, regulated, market-style hiring system that matches officers with units based on officers' knowledge, skills, behaviors, and preferences. Officers use the AIM 2.0 to build a résumé and list their next preferred assignments and duty locations. Units use AIM 2.0 to post expected vacancies and the specific requirements for those positions. Units also can reach out to officers and conduct interviews to understand better if they are a good fit for one another. Once the market closes and all preferences are set, ATAP uses the Army Talent Alignment Algorithm to match officers with assignments.

The ATAP for Officer Assignment Cycle 20–02 opened for data input on 1 October 2019. By the time the market for this cycle closed on 6 December, 14,482 officers had submitted 873,933 preferences for 14,690 potential assignments and units had submitted 137,903 preferences for officers. At the end of the first ATAP cycle, 67 percent of officers received one of their top three assignments, and 66 percent of Army units received one of their top three choices for open positions. Of the matches in the ATAP marketplace, 45 percent were one-to-one matches, meaning both the officer and the unit selected each other as their top choice in AIM 2.0. COVID–19 significantly curtailed Officer Assignment Cycle 21–01. On 4 May 2020, the Army limited this cycle to the command selection list; emergency reassignments for personal reasons; reassignments needed to meet HQDA Directed Readiness

Requirements; and officers moving into or out of professional military education courses. The 21–02 Officer Assignment Cycle will open early in FY 2021 and the Army expects over 15,000 officers to be involved.

The FY 2019 National Defense Authorization Act gave the military services the authority to allow commissioned officers to opt out of a promotion board for up to two years without penalty to complete graduate school, a broadening assignment, or a unique duty deemed critical to the service. The Army first applied this authority with the FY 2020 Army Competitive Category Lieutenant Colonel promotion selection board. The Army will expand the program to the reserve components in FY 2021.

The Army in FY 2020 implemented a program that permits officers to compete for promotion early as long as they have completed certain key milestones, such as professional military education and developmental assignments, required for that rank. This change allows the Army to recognize officers who show potential for a rank but who are below the established zone for consideration for promotion to that rank. Any officer meeting the qualifications for a rank can opt in to the selection process by submitting a formal request through AIM 2.0. Voluntarily opting in early does not count as one of an officer's two mandatory considerations for promotion. Majors competing for promotion to lieutenant colonel in the Information Dominance Competitive Category were the first group permitted to opt in; eighteen of twenty-five eligible officers opted in. Army Competitive Category captains competing for promotion to major were the next group; 1,007 requested to opt in and 916 met the eligibility requirements. Other promotion boards will be included in the program during FY 2021.

The FY 2019 National Defense Authorization Act gave the military services the authority to promote temporarily an officer to fill a critical position, an authority known as a “brevet promotion.” Officers with a brevet promotion can wear the rank of the next highest grade as well as receive all pay and benefits of the new grade. The Army began using this authority in FY 2020, identifying 225 brevet promotions and completing more than 170 by the end of the fiscal year.

The Army implemented the Battalion Commander Assessment Program (BCAP) in FY 2020 after conducting a pilot version in FY 2019. The BCAP offers a new way to assess an officer's fitness for battalion command. Officers on the Lieutenant Colonel Centralized Selection List attend the program. The BCAP consists of a series of cognitive, noncognitive, physical, verbal, and written assessments, along with peer and subordinate feedback on the officers. The Army Comprehensive Talent Interview (ACTI) is the culminating event of BCAP. A panel of senior officers, a senior psychologist, and a

former battalion command sergeant major conduct the interview. The panel scores each officer's verbal communication and determines his or her readiness for command based on the entirety of the BCAP's assessments. The ACTI involves a double-blind panel interview in which a curtain separates the officer from the panel.

The Army uses the BCAP assessment to modify the order of merit list produced by the Centralized Selection List board. The service then uses the revised order of merit list to select officers for battalion command and other billets. The FY 2020 BCAP resulted in a 34 percent change to the principals for battalion command and key billets. The assessment determined that twenty-five officers were not yet ready to command at the battalion level.

The inaugural Colonels Command Assessment Program (CCAP) took place in September 2020 at Fort Knox, Kentucky. Officers who had opted into the FY 2022 Colonels Active Competitive Category Centralized Selection List attended. Though similar to the BCAP, the CCAP replaced the Leadership Reaction Course used in BCAP with a strategic leadership exercise to assess better an officer's strategic aptitude. Three hundred nineteen colonels participated in CCAP, and the Army will release the results in early FY 2021. Officers who chose not to attend or who do not receive an exemption will not be eligible for command or key billets in FY 2022. The Army will remove officers found not ready for command at CCAP from consideration for command or key billets. If eligible, officers may compete the next year.

Enlisted Personnel

The RA achieved its recruiting and retention objectives in FY 2020. After failing to meet its recruiting goal in FY 2017, the Army instituted a series of revisions to its recruiting process. Army Recruiting Command focused on twenty-two urban areas to bring in new recruits and expanded its digital outreach. The command planned and executed a national hiring day event in the summer of 2020 to reach over 30,000 individuals interested in military service. In March 2020, the Army closed its recruiting stations in response to the pandemic. Army recruiters, nonetheless, utilized virtual and social media avenues to reach potential recruits. This allowed recruiters to engage with applicants interested in the Army without the need for face-to-face interaction. Because of these efforts, the RA accessioned 62,251 recruits in FY 2020. It reenlisted 53,024 soldiers whose term of service was set to expire in FY 2020, 105 percent of its objective.

The ARNG sought 42,730 enlistees and enlisted 42,730 people. The USAR sought 15,850 enlistees and enlisted 13,706 people. As with the RA, the closure of the reserve components’ recruiting stations because of the pandemic impeded enlisting those with no prior military service. Another effect of the pandemic on reserve components’ recruiting was that many RA soldiers chose to extend their active duty service rather than transition to a civilian life with unsure employment opportunities. The RA encouraged this trend by offering soldiers a one-year extension in lieu of a standard six-year reenlistment during the pandemic. Another factor also affected USAR recruiting from the RA. In December 2019, the ARNG decided to offer \$20,000 bonuses to RA soldiers who transitioned to the Guard on a three-year contract under the Active Component-to-Reserve Component (AC2RC) program. The USAR also offered a \$20,000 AC2RC bonus, but with a six-year commitment. This difference in commitment length led 75 percent of former RA soldiers who joined a reserve component after leaving active service to select the ARNG rather than the USAR. With far fewer former RA soldiers joining it, the USAR had to return \$30 million of its funding budgeted for the AC2RC program in FY 2020.

TABLE 10—ARMY ENLISTED PERSONNEL BY RACE/ETHNICITY, FY 2020			
	REGULAR ARMY	ARMY NATIONAL GUARD	ARMY RESERVE
White	52%	63%	47%
Black	23%	16%	23%
Hispanic	18%	13%	20%
Asian	5%	3%	7%
Other	2%	5%	3%
Source: Office of Army Demographics, <i>FY 2020 Army Profile</i>			

In the RA, 44 percent of enlisted women and 49 percent of enlisted men were married. Ten percent of enlisted women and 4 percent of enlisted men were single with children.

In the ARNG, 20 percent of enlisted women and 35 percent of enlisted men were married. Twelve percent of enlisted women and 8 percent of enlisted men were single with children.

In the USAR, 30 percent of enlisted women and 43 percent of enlisted men were married. Fourteen percent of enlisted women and 7 percent for enlisted men were single with children.

Human Resources Command (HRC) linked the Assignment Satisfaction Key–Enlisted Marketplace (ASK-EM) program to the enlisted assignment cycle. This initiative enabled mid- to late-career noncommissioned officers a greater voice in their assignments with increased predictability within the assignment process. During two FY 2020 pilots, sergeants first class and above used ASK-EM to list their top three preferred assignments in the United States and their top three preferred assignments overseas. HRC then matched these preferences against readiness requirements and then input the preferences into a new enlisted assignment cycle construct. It shifted from a weekly cycle to a deliberative process with nine cycles per year. This change enabled the identification of personnel movement with longer lead times, which offered more predictability to soldiers and commands. After the successful pilot efforts in FY 2020, HRC will implement the ASK-EM process early in FY 2021.

Civilian Personnel

At the end of FY 2020, the Army had 272,043 appropriated fund civilian employees and 24,766 nonappropriated-fund employees (*Table 11*). During FY 2020, minorities accounted for 32 percent of the civilian workforce, veterans 50 percent, disabled persons 12 percent, and women 36 percent. The median age of Army civilians was 49.

TABLE 11—COMPOSITION OF THE ARMY CIVILIAN WORKFORCE, FY 2020	
U.S. Direct Hire in Military Function	200,583
National Guard Technicians	26,694
Foreign National Direct Hire In Military Function	6,342
Foreign National Indirect Hire In Military Function	12,944
U.S. Direct Hire in Civil Works	25,275
U.S. Direct Hire Cemeterial Function	205
TOTAL APPROPRIATED FUND IN ALL FUNCTIONS	272,043
TOTAL NONAPPROPRIATED FUND	24,766
TOTAL	296,809
Source: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Deputy Assistant Secretary for Civilian Personnel, Annual Report, FY 2020.	

In May 2020, the Army instituted the Civilian Implementation Plan (CIP) as part of *The Army People Strategy*. The CIP is one aspect of the larger talent-management reform effort designed to reshape the way the Army acquires, develops, employs, and retains its civilian workforce. To accomplish this, the CIP has four priorities: transform workforce planning and management; modernize civilian talent acquisition; evolve career programs; and create world-class supervisors. As with other talent management programs, the CIP utilizes a data-driven approach to align an employee's knowledge, skills, and behaviors to the optimal job and position. Leaders can use that data in the future to reward high performance. The Army believes a renewed approach to civilian talent management is necessary because it is competing for the most talented people in various fields with other federal agencies and the private sector. Most Army organizations rely on the civilian workforce. In some organizations, the majority of the workforce are civilians. These include Army Materiel Command, Army Medical Command, and the Corps of Engineers, where the civilian workforce comprises 99 percent, 78 percent, and 98 percent of the workforce, respectively.

In addition to implementing the CIP, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) implemented a career program restructuring that transferred personnel and resources from several commands and HQDA to the Civilian Human Resources Agency (CHRA) in FY 2020. The reorganization stemmed from the Civilian Implementation Plan and an Army Reform Initiative effort designed to reduce time required to hire new civilian employees. The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) consolidated thirty-two existing career programs into eleven broad career field programs: Technology; Science, Engineering, and Analysis; Construction Engineering; Logistics; Installations; Medical; Security and Intelligence; Human Capital and Resource Management; Education and Information Science; Contracting; and Professional Services. A new organization under CHRA, the U.S. Army Civilian Career Management Activity, became responsible for Army-wide civilian talent management.

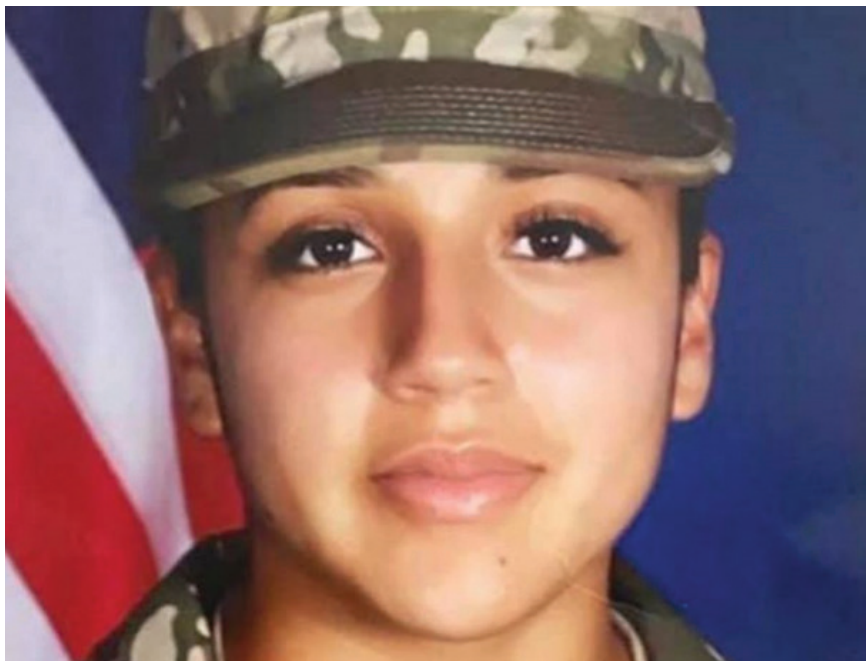
In FY 2020, CHRA's workload remained relatively high despite the pandemic. Nevertheless, the average time-to-fill vacancies decreased during the fiscal year. The Army measures time-to-fill from the initiation of the request for personnel action to entrance on duty of the employee who will fill the vacancy. In FY 2018, CHRA received 102,992 actions, 107,966 actions in FY 2019, and 104,307 actions in FY 2020. The average time-to-fill for all competitive and

noncompetitive actions decreased from 93.8 days in FY 2018 to 90.6 days in FY 2019 to 83.4 days in FY 2020.

Special Topics

Spc. Vanessa Guillén, a soldier assigned to 3d Cavalry Regiment at Fort Hood, Texas, went missing on 22 April 2020. A fellow soldier had murdered her on that day. Then the murderer and an accomplice removed Specialist Guillén's body from Fort Hood, dismembered it, and buried the remains. Specialist Guillén's disappearance triggered a massive search on and off post. There also was extensive public interest in her disappearance, especially in social media, driven in part by reports that leaders in her unit had ignored the sexual harassment of Specialist Guillén. On 30 June, workers discovered partial human remains near the Leon River. The murderer killed himself on 1 July when confronted by law enforcement officers. On 5 July, authorities confirmed the remains as those of Specialist Guillén.

On 10 July, the secretary of the Army announced that he would appoint five civilians to a Fort Hood Independent Review Committee. The purpose of this independent review is to determine whether the



Spec. Vanessa Guillén

command climate and culture at Fort Hood, and the surrounding community, reflect the Army's values. The panel will review historical data and conduct interviews with soldiers and civilians. A brigadier general and a staff will assist the panel with administrative, logistical, and media support. The committee will make a report of its findings and recommendations in early FY 2021. The under secretary of the Army and the vice chief of staff, Army, will cochair an implementation team to consider the committee's recommendations and implement changes, as appropriate.

On 1 September 2020, the commanding general, Forces Command, appointed the commanding general, AFC, as an investigating officer pursuant to Army Regulation 15–6. The investigation will evaluate Fort Hood leaders at various echelons and their responses to the disappearance and murder of Specialist Guillén. It also will examine several collateral issues: the sexual harassment of Specialist Guillén; the alleged sexual harassment committed by her murderer; the 3d Cavalry Regiment's Sexual Harassment/Assault Response Prevention (SHARP) program; the regiment's accountability of personnel; the regiment's procedures for personnel assignments; and the regiment's arms room procedures. The investigation was still underway at the end of FY 2020. The commanding general, Forces Command, relieved the acting senior commander of Fort Hood on 2 September.

One pandemic mitigation measure was a shift to telework for those soldiers and civilian employees in positions that permitted them to continue to perform their duties away from offices. The Army implemented virtual promotion boards and civilian employee hiring panels to reduce person-to-person contact. It also suspended some enlisted promotion requirements, such as attendance at in-person courses, for ARNG soldiers. Because of a DoD-imposed travel ban, HQDA on 15 April suspended performance requirements for soldiers receiving performance-based special or incentive pays for a period not to exceed twelve months. The Army instituted exceptions-to-policy for some administrative requirements, most notably for any person whose Common Access Card (CAC) expired after 30 April 2020. These persons could request a temporary extension until 30 September 2020 before having to go to a CAC office for a replacement card.

In June 2020, the Army announced the start of Project Inclusion. The project's purpose is to implement programs and policies to achieve the objectives and goals set out in *The Army People Strategy: Diversity, Equity, and Inclusion Annex*. The Army will conduct the project in tranches. Tranche One has ten tasks, including training, listening sessions, cohort-specific diversity implementation plans, and review

of policies, one of which is to ensure fairness and impartiality in the military justice process.

In July 2020, after a five-year process, HQDA published a major revision of *Army Regulation 600–20: Army Command Policy*, that superseded the edition issued in 2014 and a set of Army Directives issued between 2011 and 2019. Changes included clarifying the reporting requirements for commanders regarding domestic violence; establishing a chain of command for granting religious accommodations to soldiers; and updating the SHARP reporting process. The new edition added policy on extremist organizations, cyber activity, and social media. It added policy for command of installations, activities, and units on joint bases. It specified the authority to correct minor acts of indiscipline with brief physical exercise, such as requiring soldiers to do push-ups when arriving late to a formation.

During FY 2020, the Army Resiliency Directorate in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) began working on a comprehensive plan to prevent sexual harassment and sexual assault. The directorate expects its Primary Prevention Plan of Action to be completed in December 2022. The plan will focus on the three domains of a prevention system—human resources, partnerships, and infrastructure—and the actions necessary to address gaps in the Army’s current system by building capacity. The plan will nest within and enable the Army’s implementation of the DoD *Primary Prevention Plan of Action* published in May 2019.

In phase one of preparing the plan, the DoD Sexual Assault Prevention and Response Office provided the services and the National Guard Bureau with criteria to draft a self-assessment to identify gaps and strengths. The Army identified delinquencies in its data collection and a lack of prevention guidance as its gaps. In phase two, the Army Resiliency Directorate developed a plan-of-action matrix and logic model to address the service’s shortcomings. The assistant secretary of the Army (manpower and reserve affairs) approved the matrix and the model in May 2020. With these phases complete, the Army Resiliency Directorate had a data collection model in place to focus on sexual assault and harassment prevention going forward.

During FY 2020, the Army’s SHARP Academy trained 192 students: 158 in the Career Course, 18 in the Trainer Course, and 16 in the Program Managers’ Course. The academy supported 146 SHARP Foundation Courses (81 were distance learning and 65 were in-person) that trained 3,434 soldiers and Army civilian employees. The academy delivered two SHARP online training products to the Drill Sergeant Academy. It also released version 12 of the SHARP Annual Refresher Training Support Package to the Army.

To ensure that officer, warrant officer, and enlisted selection boards are as fair and impartial as possible, in August 2020 the Army made two changes to the personnel files reviewed by these boards. The first removed the official Department of the Army photograph of the individual from these files. The second redacted all data that identify a soldier's race, ethnicity, and gender on the Officer Record Brief and the Enlisted Record Brief that are included in the file reviewed by a board.

The Army continued implementation of the Integrated Personnel and Pay System–Army (IPPS-A), a web-based human resource platform that supports total force visibility, talent management, and auditability. IPPS-A Release 1 began in FY 2015 and continued through the end of FY 2018. It interfaced with fifteen separate pay systems used across the Army and built the foundational database of personnel data for future releases. In FY 2020, the Army completed the fielding of IPPS-A Release 2, which had begun in FY 2019. This release collapsed separate ARNG pay systems into a single system and provided mobile self-service capability to Guard soldiers. IPSS-A Release 3 will begin in FY 2021. It 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.

In February 2020, the chief of staff, Army, approved the wearing of shoulder sleeve insignia—former wartime service, commonly known as a combat patch, for soldiers who served in Somalia after 1 January 2004. Soldiers with a Somalia deployment also needed to have received a combat zone tax exclusion and either hostile fire or imminent danger pay to be eligible to wear the insignia.

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 Army Blues uniform will return to a formal dress uniform, whereas the Army Greens will become the everyday business uniform for all soldiers. In FY 2020, the Army began issuing the Army Greens to Army Recruiting College graduates, drill sergeants, and the Army Band. The Army plans to begin issuing the uniform to new recruits early in FY 2021. The uniform will also be available for purchase at Army and Air Force Exchange Service (AAFES) uniform stores in early 2021. Wearing of the Army Greens will become mandatory in 2027.

The Army Review Boards Agency (ARBA) continued to focus on eliminating the FY 2016–FY 2018 case backlog that exceeded congressionally mandated standards of timeliness. Because of this effort, ARBA has reduced this backlog from 14,000 in FY 2018 to fewer than 700 at the end of FY 2020. In addition to this work, in FY 2020 the agency processed 1,274 cases for the Physical Disability Board; 39



M. Sgt. Matthew O. Williams (left) and S. Sgt. Ronald J. Shurer II, who received the Medal of Honor in 2018, after M. Sgt. Williams's Medal of Honor ceremony in October 2019. Both men received decorations for their actions with Operational Detachment Alpha 3336 in the Shok Valley, Nuristan Province, Afghanistan, on 6 April 2008.

cases for the Officer Special Selection Board; 189 cases for the Army Grade Determination Board; 43 cases for Army Special Review Board (Evaluations and Appeals); 258 cases for the Department of the Army Suitability Evaluation Board; and 1,488 cases for the Army Discharge Review Board.

Medal of Honor

M. Sgt. Matthew O. Williams received the Medal of Honor in October 2019 for his actions on 6 April 2008 in the Shok Valley, Nuristan Province, Afghanistan, while assigned to Operational Detachment Alpha 3336, Special Operations Task Force 11, Combined Joint Special Operations Task Force–Afghanistan. Then a Sergeant, Williams was on a mission to capture or kill high-value targets of the Hezb-e Islami Gulbuddin militant group. As Williams's team moved up a mountain toward their target, they came under heavy fire from enemy machine



Sgt. Maj. Thomas P. Payne during a press conference at the Pentagon, September 2020

guns, snipers, and rocket-propelled grenades. Sergeant Williams was in the trailing portion of the patrol when he learned that enemy fire had pinned down the lead element and that they had incurred heavy casualties. He gathered a small team and moved to assist the besieged element. Williams exposed himself to enemy fire on numerous occasions while providing first aid to wounded soldiers and moving them to casualty collection points. While doing this, he provided suppressing fire and killed numerous enemy insurgents. He also led numerous counterattacks as the enemy threatened to overrun the casualty collection point. Sergeant Williams kept the enemy at bay long enough for helicopters to arrive to evacuate the wounded.

Sgt. Maj. Thomas P. Payne received the Medal of Honor in September 2020 for his actions on 22 October 2015 while serving with a special operations joint task force in Al Hawijah, Iraq. Then a Sergeant First Class, Payne was an assistant team leader in a combined American and Kurdish task force sent to rescue more than seventy Iraqi hostages held by ISIS. After air assaulting into the target area, Payne led a team charged with clearing one of the two buildings that held the hostages. They quickly cleared the building amid heavy enemy fire.

After liberating thirty-eight hostages, Sergeant Payne heard a request for assistance at the second building. Acting on his own initiative, he rushed across the compound, climbed a ladder onto the building's partially enflamed roof and engaged the ISIS fighters below. He then moved back to the ground and engaged enemy forces through a breach hole in the building. Knowing time was running out for the hostages, Payne rushed through the burning building with bolt cutters and cut the lock on the door. Other team members followed Payne's lead and the task force rescued an additional thirty-seven hostages. Sergeant Payne then facilitated the evacuation of the hostages by helicopter.

5

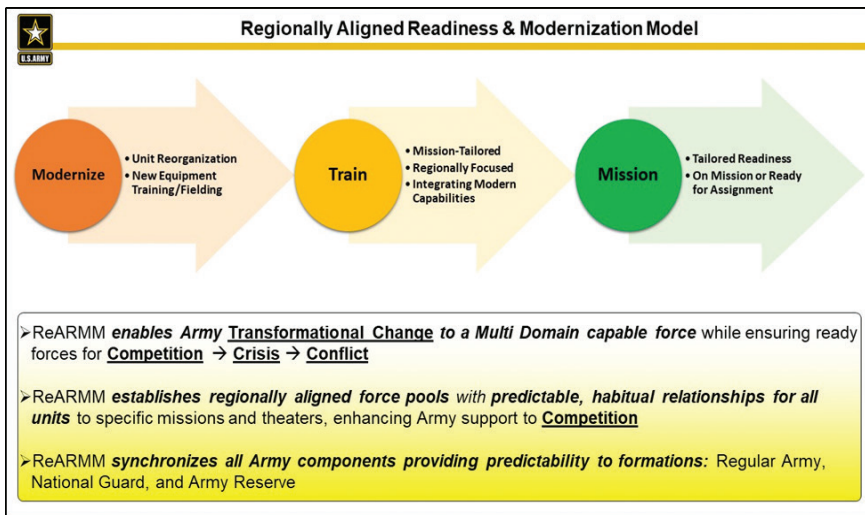
Force Development, Training, and Operational Forces

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 2020, the service continued to implement the “Army Vision” and *The Army Strategy* published in October 2018. The Army Vision stated that the Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multidomain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. *The Army Strategy* articulated how the service would achieve this vision over the next ten years. It stated the Army’s central challenge was using finite resources to remain ready to fight 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.

Readiness

In May 2020, the secretary of the Army approved the Regionally Aligned Readiness and Modernization Model (ReARMM). This new model provides a flexible, predictable force generation process that creates a regionally and functionally aligned Army. A key component of ReARMM is a predictable window for units to field the modern capabilities necessary to build a multidomain-capable Army, while at the same time continuing to provide a predictable supply of ready units to the joint force. The new model provides greater certainty for training, reserve components, logistical requirements, and personnel managers.



Regionally Aligned Readiness and Modernization Model

The readiness of the Army's BCTs also remained steady, despite the disruptions caused by the COVID-19 pandemic. By the end of FY 2020, half of the Army's fifty-eight RA and ARNG BCTs were at the highest level of readiness.

Doctrine and Future Force

In July 2020, AFC published AFC Pamphlet 71-20-1, *Army Futures Command Concept for Maneuver in Multi-Domain Operations, 2028*. This pamphlet, together with AFC Pamphlet 71-20-2, *Army Futures Command Concept for Brigade Combat Team Cross-Domain Maneuver 2028*, superseded TRADOC Pamphlet 525-3-5, *The U.S. Army Functional Concept for Movement and Maneuver*, published in February 2017.

Army Futures Command Concept for Maneuver in Multi-Domain Operations, 2028, is nested firmly within multidomain operations, yet also expands on them, accounting for two years of global operational experience, institutional study, war-gaming, and experimentation. The pamphlet describes how Army forces will conduct maneuver within an operational context that includes contested battlefields and domains, integrated adversary defenses with stand-off weapons, operational and strategic deterrence challenges, and multinational and governmental collaboration. The central idea in this concept is that success depends on simultaneous multiechelon convergence from all domains. In this concept, maneuver occurs simultaneously at every echelon through

division, corps, and higher. Maneuver happens in competition and during a return to competition, not just armed conflict.

Army Futures Command Concept for Brigade Combat Team Cross-Domain Maneuver 2028, published in August 2020, describes the changes necessary for BCTs to support multidomain operations. It defines cross-domain maneuver as the tactical application of multidomain operations executed by BCTs to compete and shape the security environment, deter adversaries, and, when necessary, dominate and win in armed conflict. This concept serves as a basis for modernization actions for the BCTs and identifies implications for other supporting and enabling formations.

AFC Pamphlet 71-20-3, *Army Futures Command Concept for Intelligence, 2028*, and AFC Pamphlet 71-20-4, *Army Futures Command Concept for Special Operations, 2028*, both published in September 2020, describe the key challenges, solutions, and supporting capabilities required for Army intelligence and Army special operations forces to support multidomain operations across the competition continuum against near-peer competitors. The pamphlets serve as a basis for modernization actions for Army intelligence and Army special operations forces. The two pamphlets also identify implications for other supporting and enabling functions. *Army Futures Command Concept for Intelligence, 2028*, superseded TRADOC Pamphlet 525-2-1, *The U.S. Army Functional Concept for Intelligence, 2020–2040*, published in 2017.

AFC launched Project Convergence in 2020 as the service's campaign of learning to ensure that Army forces, as part of the joint force, can rapidly and continuously integrate or “converge” effects across all domains—air, land, sea, space, and cyberspace—to overmatch adversaries both in competition and in conflict. The project is a continuous, structured series of demonstrations and experiments, and AFC designed it around five core components: people; weapon systems; command and control; information; and terrain.

More than 800 persons took part in a Project Convergence exercise during August and September 2020. It included demonstrations from several of AFC's cross-functional teams, the Army's Artificial Intelligence Task Force, and the Combat Capabilities Development Command. Throughout the exercise, air, land, and space sensors tracked targets, processed data, and sent that data to weapon systems on the ground. Among the capabilities demonstrated during the exercise were significant decreases in sensor-to-weapon processing time and execution; an Army division battlespace extended to over 60 kilometers; autonomous air-ground three-dimensional mapping,

reconnaissance, flight, and weapons launch; and artificial intelligence-aided threat detection and recognition.

During FY 2020, the Army continued to refine its multidomain operational concepts through the multidomain task force program. The program, established in FY 2017, initially focused on defeating an adversary's antiaccess/area denial capabilities in the Indo-Pacific region using a field artillery brigade augmented with an Intelligence, Information, Cyber, Electric and Space detachment. This first multidomain task force has participated in numerous exercises and assessments. During FY 2020, the COVID-19 pandemic delayed plans to establish a task force in Europe for testing multidomain operations concepts there. Nevertheless, the Army remains committed to establishing a European-based multidomain task force in 2021 and a second Pacific-oriented one in 2022. By FY 2026, the Army will expand the first experimental multidomain task force to its full design. The full design will incorporate organic long-range fires; air and missile defense; expanded cyber, electronic warfare, and surveillance capabilities; space assets; and an increased sustainment component.

Force Structure

The total number of BCTs remained constant at fifty-eight, with thirty-one in the RA and twenty-seven in the ARNG. In June 2020, the 2d BCT, 4th Infantry Division, completed its conversion from an infantry BCT to a Stryker BCT. This brought the mix of BCTs in the RA to eleven armored, thirteen infantry, and seven Stryker. The types of BCTs in the ARNG remained unchanged at five armored, twenty infantry, and two Stryker.

During FY 2020, the Army finished bringing the last three of its six security force assistance brigades (SFABs), the 4th, 5th, and 54th SFABs, to full operational capacity. The brigades will advise and assist partner nations in developing their security force capabilities and help preserve the Army's irregular warfare competencies. The Army also worked to align each brigade with a geographic combatant command. The 1st SFAB at Fort Benning, Georgia, will be aligned with U.S. Southern Command. The 2d SFAB at Fort Bragg, North Carolina, will be aligned with U.S. Africa Command. The 3d SFAB at Fort Hood will be aligned with U.S. Central Command. The 4th SFAB at Fort Carson, Colorado, will be aligned with U.S. European Command. The 5th SFAB at Fort Lewis, Washington, will be aligned with U.S. Indo-Pacific Command. The 54th SFAB, an ARNG brigade with battalions in Florida, Georgia, Illinois, Indiana, Ohio, and Texas,

will be aligned to U.S. Northern Command and will reinforce the five RA brigades. Future overseas deployments of SFABs now will consist predominantly of smaller formations of twelve to forty soldiers, as opposed to previous brigade-sized deployments.

The Army continued to increase its capabilities against near-peer adversaries in large-scale combat. In February 2020, the service announced it would reactivate the V Corps headquarters at Fort Knox in October 2020. Approximately 200 of the unit's 635 soldiers will staff a forward command post in Poland on a rotational basis beginning early in FY 2021. This will provide a much-needed level of command and control for the U.S. Army and allied- and partner-nation tactical formations operating in Europe. The 1st Battalion, 77th Field Artillery Regiment, activated in Europe in September 2020. The battalion, equipped with the Multiple Launch Rocket System, provides U.S. Army, Europe, a second long-range fires unit.

The Army reassigned the 18th Medical Command of Fort Shafter, Hawai'i, from Army Medical Command to U.S. Army, Pacific, effective 16 September 2020. The action codified an informal relationship that had existed for some time and formally oriented the RA's only theater-level operational medical command toward supporting the Indo-Pacific region. The USAR's 311th Signal Command, also located at Fort Shafter, established a provisional expeditionary contingency command post to support large-scale ground combat operations, multidomain operations, and other critical requirements in U.S. Indo-Pacific Command's area of responsibility.

In October 2019, the Army announced that it would restore the 101st Airborne Division's full air assault capability. The division had been without its full air assault capability since December 2015, when one of its aviation brigades, the 159th Combat Aviation Brigade, 101st Airborne Division, inactivated. The effort aimed to reequip the division's remaining aviation brigade, the Combat Aviation Brigade, 101st Airborne Division, with an additional thirty-six CH-47 Chinook helicopters by 2028.

The 1st Special Forces Command, as part of its vision for the command in the near future, worked to reorganize the Crisis Response Force companies resident in each Special Forces group into Hard Target Defeat companies. The reason for this change is that the Crisis Response Force companies, which focus on direct action, counterterrorism, and hostage rescue, were underutilized and duplicative of capabilities resident in other formations. The new Hard Target Defeat companies will focus instead on countering near-peer adversaries and operating with regional partners to defeat hard targets

in sensitive and constricted environments such as underground or urban environments.

The Army also began restructuring its intelligence assets for large-scale combat against near-peer adversaries. In FY 2020, Army senior leaders approved a reorganization of the Army's expeditionary military intelligence brigades. Beginning in FY 2022, these brigades will shift dedicated support from BCTs to division- and corps-level support. The reorganized brigades will provide one intelligence and electronic warfare battalion to support corps headquarters and one intelligence and electronic warfare battalion to support division headquarters with multidiscipline intelligence services. At the same time, the Army approved the inactivation of translator and interpreter platoons.

Training

During FY 2020, the COVID-19 pandemic disrupted the Army's collective and individual training programs. Nevertheless, the Army met many of its training requirements and continued efforts to improve individual and collective training. On 18 March 2020, the Army postponed rotations to the National Training Center, Fort Irwin, California, and the Joint Readiness Training Center, Fort Polk, Louisiana, to protect soldiers and to ensure that ARNG units were available for use by civil authorities in their local communities. Rotations resumed at the Joint Readiness Training Center in May and at the National Training Center in July after the training centers had implemented measures to protect rotating units and other personnel on the posts. During FY 2020, the Army conducted only thirteen of its planned eighteen combat training center rotations for BCTs.

The Army made significant changes to individual soldier training at basic combat training and advanced individual training centers because of the pandemic. On 6 April 2020, the Army announced a two-week pause in sending recruits to basic training to give training centers time to establish testing and protective measures. This pause resulted in the delayed shipment of approximately 4,000 new recruits to basic combat training centers. Trainees already at basic or advanced training centers, however, continued their training. Training centers instituted various protection measures, such as quarantines to establish virtual safety bubbles around new recruits and trainees, social distancing measures, maximal use of outdoor training facilities, and limits on soldiers' contact with individuals outside of their virtual safety bubble. On 22 April, the Army resumed shipping recruits to basic combat training. For two weeks before their ship date, the recruiters screened trainees for COVID-19 symptoms or possible exposure and then



A 4th SFAB soldier undergoes a temperature scan at the Joint Readiness Training Center, Fort Polk, Louisiana, as part of COVID-19 mitigation measures, May 2020.

Military Entrance Processing Station personnel screened them again upon arrival. Training centers also began testing trainees for the virus upon their arrival once the Army had acquired sufficient COVID-19 testing systems.

Cadet Command made changes to its annual summer training programs for members of the ROTC. Cadets normally travel to Fort Knox each summer for the Basic Camp or the Advanced Camp. In May, the command announced the cancellation of both camps for 2020 because of the pandemic. It moved most Advanced Camp tasks to either college campuses with an ROTC program or to Operation AGILE LEADER field-training exercises at a major military installation to be conducted in the late summer or early autumn of 2020. For the training tasks that cadets scheduled to commission in academic year 2021 could not do on campus, the cadets completed a two-week course that included a leadership field training exercise and select soldier individual tasks. The Distributed Basic Camp program ensured cadets scheduled for the Basic Camp in summer 2020 received an additional program of instruction on-campus before the start of their fall 2020 semester to qualify them for Military Science Level III classes. Senior cadets that had completed all other commissioning requirements except

cadet summer training were not required to attend training at Fort Knox and the Army commissioned them as scheduled. Cadet Command canceled the Nurse Summer Training Program and Cadet Troop Leader Training for summer 2020. The Army sent no cadets to badge producing courses such as airborne and air assault in summer 2020.

The Maneuver Center of Excellence at Fort Benning made a number of changes during the fiscal year. In July 2020, the 197th Infantry Brigade reactivated, doubling Fort Benning's capacity to train recruits to serve in the infantry, as the Army made permanent the extension of infantry One Station Unit Training from fourteen to twenty-two weeks. (One Station Unit Training combines basic combat training and advanced individual training for a military specialty in the same class in one location.) The Armor school at Fort Benning also extended One Station Unit Training for armor crew and cavalry scouts from fifteen and seventeen weeks, respectively, to twenty-two weeks for both. The Infantry and Armor Schools eliminated the decades-old, draft-era "shark attack" initiation of new recruits by drill sergeants. The Army replaced this practice with new events better suited to an all-volunteer force that emphasizes teamwork and trust.

Work continued on implementing the Army Combat Fitness Test (ACFT) despite some delays caused by the pandemic. The Army announced in June 2020 that the new six-event ACFT would become the service's physical fitness test of record effective 1 October 2020, replacing the forty-year-old, three-event Army Physical Fitness Test. However, there would be a longer than previously planned implementation period. Soldiers' last passing of the Army Physical Fitness Test of record would remain valid for any purpose requiring one until 31 March 2022, and the Army would take no adverse administrative actions against soldiers based on a failing ACFT until HQDA published further guidance. The Army also continued to make improvements to ACFT events, notably allowing soldiers to do a plank exercise in lieu of a leg-tuck exercise. The Army referred to these changes as ACFT 2.0.

Operational Forces

During FY 2020, Army units engaged in a variety of global operations and security assistance missions with multiple foreign partners. In March 2020, over 180,000 soldiers were serving in more than 140 countries. Soldiers also assisted with disaster relief, border security missions, domestic disorders, and the national response to the COVID-19 pandemic.

Operational Forces: 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-Qa-eda and a train, assist, and advise mission supporting Afghan security forces. In March 2020, there were over 10,000 soldiers supporting operations in Afghanistan. By September 2020, the total American military presence had dropped to some 8,600 as part of an agreement signed by the United States and the Taliban on 29 February 2020 that aimed for the complete withdrawal of U.S. troops from Afghanistan. During FY 2020, Army casualties for this operation totaled eleven killed and seventy-one wounded.

Elements of the 10th Mountain Division headquarters replaced elements of the 1st Armored Division headquarters in June 2020, serving as part of a regular rotation of forces. Two BCTs, two SFABs, and two combat aviation brigades also served in Afghanistan during the fiscal year to assist Afghan forces. The 3d BCT, 82d Airborne Division, remained in Afghanistan until March 2020 when the 1st BCT, 10th Mountain Division, replaced it. In November 2019, the 2d SFAB handed over its responsibilities to advise and assist Afghan military partners to the 3d SFAB. The 3d SFAB returned to Fort Hood in September 2020. In November 2019, the Combat Aviation Brigade, 10th Mountain Division, arrived to replace the Combat Aviation Brigade, 1st Armored Division.

Operational Forces: U.S. Army, Central

During FY 2020, the Army continued to play a prominent role in Iraq, Syria, and Kuwait. In March 2020, the Army had 27,500 soldiers supporting operations in Southwest Asia. The most significant operations occurred in the continuing fight against the remnants of 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 theater-wide priorities as part of Operation SPARTAN SHIELD. Army casualties for FY 2020 in Operation INHERENT RESOLVE totaled 8 killed and 143 wounded.

During FY 2020, coalition forces continued to advise, train, and assist partners to eliminate the remnants of ISIS. During the

year, CJTF-OIR partnered with Iraqi Security Forces and Syrian Democratic Forces to eliminate ISIS remnants. Notable activities included a raid that led to the death of ISIS leader Abu Bakr al-Baghdadi, repositioning of troops in northeastern Syria, reducing U.S. military personnel in Iraq, and establishing the Enhanced Joint Operations Center–Iraq for anti-ISIS missions. American soldiers advised regional security forces; flew aviation missions; patrolled contested roads in Syria; and provided logistics, intelligence, and communication support for the multinational coalition.

The Army sent air defense and immediate response forces to the region in response to heightened tensions with Iran. In October 2019, two Patriot missile defense batteries and a Terminal High Altitude Area Defense battery deployed to Saudi Arabia. These forces were part of a larger buildup of forces in the region intended to deter Iranian aggression. They joined another Patriot battery and radars deployed to Saudi Arabia in September 2019 in response to Iran's attack on Saudi oil facilities. On 31 December, an Iranian-backed mob staged a violent protest outside of the U.S. embassy in Baghdad after U.S. military airstrikes against militia sites in Iraq. The next day, 750 soldiers from the 2d Battalion, 504th Infantry Regiment, part of the 1st BCT, 82d Airborne Division's Immediate Response Force, deployed to Kuwait in response. They were joined over the next several days by the remainder of the 1st BCT. Paratroopers from the Immediate Response Force later also replaced marines that had deployed to Baghdad to bolster the embassy's security. The 82d Airborne Division soldiers began returning to Fort Bragg in late February 2020. In March, Army air and missile defense units moved from Saudi Arabia to Iraq in response to Iran's 8 January 2020 ballistic missile attack on a base in Iraq that hosted U.S. troops.

During FY 2020, the Army maintained a corps headquarters, and a BCT in the region to support Operation INHERENT RESOLVE directly. The III Corps retained responsibility for CJTF-OIR. The BCT supported CJTF-OIR, including Iraqi and partner forces, with intelligence support, joint fires, aerial surveillance, and training. In June 2020, the 2d BCT, 82d Airborne Division, assumed these responsibilities from the 1st BCT, 25th Infantry Division. Elements of the 2d BCT, 82d Airborne Division, began returning to Fort Bragg in September 2020 as the total U.S. troop presence in Iraq decreased from 5,200 to 3,000 during the month. A portion of the 3d SFAB also served in northern Iraq on a mission to train, advise, assist, and enable local Kurdish Peshmerga security forces.

The Army maintained a division headquarters, an armored BCT, and an aviation brigade in Kuwait to support theater-wide



Soldiers with 1st Battalion, 6th Infantry Regiment, of the 2d BCT, 1st Armored Division, conduct a convoy near northeastern Syria, September 2020.

commitments as part of Operation SPARTAN SHIELD. In March 2020, the headquarters of the 42d Infantry Division (New York ARNG) deployed to Kuwait, replacing the headquarters of the 38th Infantry Division (Indiana ARNG). The 30th Armored BCT (North Carolina and West Virginia ARNG) replaced the 3d BCT, 4th Infantry Division, in November 2019. In September 2020, the 30th Armored BCT passed its role as the theater's armored BCT to the 2d BCT, 1st Armored Division. The Army maintained an aviation brigade in Kuwait to support theater-wide operations. The Combat Aviation Brigade, 34th Infantry Division (Minnesota ARNG), replaced the 244th Aviation Brigade, an expeditionary combat aviation brigade from the USAR, in January 2020. In addition to these forces, Army logistics and transportation units also served in Central Command areas.

Operational Forces: U.S. Army, South

U.S. Army, South, canceled or postponed most regional exercises planned for FY 2020 because of the COVID-19 pandemic. However, it continued staff talks, humanitarian relief operations, virtual training, and limited exercises with partner nations. 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. In May, Joint Task Force BRAVO conducted a large formation helicopter exercise out of Soto Cano Air Base. This training exercise allowed participants to test capabilities essential for operating in an emergency. It also facilitated a three-week online basic aeromedical-evacuation training course for twenty members of the Honduran Air Force.

In January, soldiers from the 82d Airborne Division's 2d BCT and Division Artillery joined personnel from U.S. Army, South, on a static-line parachuting exercise near Tolemaida Air Base, Colombia. Over the next several days, participants conducted tactical exercises that simulated securing an airfield and working with their Colombian counterparts. In June, the 1st SFAB deployed a company-sized advisory team to Colombia. The team worked with Colombian security forces in regions designated by the host government as priority areas and focused on logistics, services, and intelligence capabilities in support of U.S.-Colombian counternarcotics collaboration. In September, U.S. Army, South, conducted the eleventh U.S.-Colombia Bilateral Army Staff Talks virtually because of COVID-19. The 525th Military Police Battalion and rotational military police units from the ARNG and USAR supported Joint Task Force GUANTANAMO.

Operational Forces: U.S. Army, Africa

During FY 2020, in response to the COVID-19 pandemic, the DoD canceled or postponed many of the planned regional exercises in Africa involving Army forces. The FLINTLOCK exercise, a special operations exercise focused on the Sahel region, took place in Mauritania and Senegal with regional and NATO (North Atlantic Treaty Organization) partners in February. U.S. Army, Africa, had planned to lead the AFRICAN LION exercise, a Joint Chiefs of Staff-sponsored exercise, beginning on 23 March 2020. The exercise was supposed to occur in Morocco, involve roughly 3,800 U.S. troops and 5,000 troops from a dozen other countries, and foster interoperability among partner nations to counter transnational threats. However, on 16 March U.S. Africa Command canceled the exercise because of the pandemic. Soldiers did participate in several regional summits and medical readiness exercises during FY 2020. 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.



A soldier from 2d Battalion, 506th Infantry Regiment, 3d Brigade Combat Team, 101st Airborne Division, sets up concertina wire in Kenya, January 2020.

During FY 2020, threats to U.S. and partner nation forces in East Africa remained high and Army forces participated in several operations in the region. On 30 September 2019, Al-Shabab fighters attacked the Baledogle Airfield in Somalia, which housed several hundred U.S. troops. On 5 January 2020, Al-Shabab militants attacked and briefly gained entry to a small U.S. base near Manda Bay, Kenya. The militants killed one soldier and two American civilian contractors, and also damaged several aircraft. As part of the American response to the attack, 120 soldiers from the 3d BCT, 101st Airborne Division, serving with the EARF, deployed to Manda Bay. To allow the 101st Airborne Division to focus on preparing for large-scale combat operations, in February 2020 the Army announced that the 1st SFAB would replace the 101st Airborne Division troops at Manda Bay. The 1st SFAB soldiers would focus on training, advising, and assisting regional partners. The Army would fill the EARF mission with other Army forces assigned to the region.



Soldiers from Company A, 2d Battalion, 35th Infantry Regiment, and the 29th Engineer Battalion conduct a platoon live-fire exercise on 2 March 2020 in preparation for the COBRA GOLD Combined Arms Live-Fire Exercise in Ban Dan Lan Hoi, Thailand.

Operational Forces: U.S. Army, Pacific

The Army maintained some 85,000 troops permanently stationed in the Indo-Pacific region during FY 2020, of whom 21,000 were located in the Republic of Korea. These forces, along with additional soldiers from the continental United States, participated in a number of exercises in the region despite disruptions caused by the COVID-19 pandemic.

U.S. Army, Pacific, continued its Pacific Pathways program to enhance readiness and build relationships with partner militaries, albeit in an abrogated form because of the COVID-19 pandemic. Launched in 2014, Pacific Pathways combines multiple preexisting exercises with partner nations into integrated operations. The Army revised the program in 2019 to send troops to fewer countries for longer periods.

Soldiers from the 25th Infantry Division traveled to Thailand in late February 2020 to participate in the first phase of Pacific Pathways. They were scheduled to participate in the HANUMAN GUARDIAN and COBRA GOLD exercises, which began in Thailand on 24 and 25 February respectively, before moving on to other exercises in the region. COBRA GOLD, an annual joint exercise conducted with allies and partners from across the Indo-Pacific region, concluded in

Thailand as scheduled on 6 March without incident. The Royal Thai Army, host of the annual army-to-army exercise HANUMAN GUARDIAN, had scheduled the exercise to last until late May. U.S. Army and Thai Army soldiers adopted a number of measures to help prevent or mitigate a COVID-19 outbreak. On 1 April, U.S. Army, Pacific, ordered the soldiers participating in HANUMAN GUARDIAN to return to Hawai'i. They returned in several groups from 13 to 19 April. Medical personnel screened the soldiers for COVID-19 before they departed Thailand. Upon their arrival in Hawai'i, the soldiers then entered a mandatory quarantine period. U.S. Indo-Pacific Command canceled other regional exercises planned as part of Pacific Pathways, such as Exercise BALIKATAN in the Philippines, because of COVID-19.

Other regional exercises included a short-notice airborne operation by the Alaska-based 4th BCT, 25th Infantry Division. On 1 July 2020, 350 paratroopers jumped on Guam as part of an emergency deployment readiness exercise. In August, sixty members of the 5th SFAB conducted the unit's first overseas mission with a thirty-day training mission in Thailand.

In September, Army units also participated in DEFENDER-PACIFIC 2020 exercises. The intent of this joint exercise was to demonstrate strategic readiness by deploying combat credible forces across the Indo-Pacific theater of operations. Army units practiced capturing and reinforcing islands by air and sea during two exercises. In one exercise, paratroopers from the 25th Infantry Division simulated seizing an island with a jump in the Alaskan interior, while U.S. Air Force C-17s flew M142 High-Mobility Artillery Rocket System (HIMARS) launchers of the 5th Battalion, 3d Field Artillery Regiment, from Fort Lewis to Eareckson Air Station on Shemya Island in the Aleutians. Meanwhile, 2d Infantry Division soldiers flew from Yokota Air Base in Japan to an airstrip in Palau. The next day, an Army logistics support vessel arrived in Palau from Guam with HIMARS from the 17th Field Artillery Brigade.

In 2004, the U.S. and South Korean governments agreed to move all U.S. forces to garrisons south of the Han River. The United States will relocate most of these forces to Camp Humphreys, about 60 kilometers south of Seoul on the west coast of the peninsula. During FY 2020, the relocation effort remained in its final stages as work continued to return the installations associated with U.S. Army Garrison Yongsan-Casey in the heart of Seoul to the South Korean government. The United States and Korea also canceled many military exercises during the year because of the COVID-19 pandemic.

The armored BCT rotation program begun in 2015 for South Korea continued. The 2d BCT, 1st Infantry Division, arrived from

Fort Riley, Kansas, to begin its nine-month rotation in March 2020. It replaced the 3d BCT, 1st Cavalry Division, which returned to Fort Hood. 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 2020. In March 2020, the 3d Battalion, 13th Field Artillery Regiment was replaced by the 2d Battalion, 4th Field Artillery Regiment. The 4th Squadron, 6th Cavalry Regiment, concluded its rotation in October 2019 when the 7th Squadron, 17th Cavalry Regiment replaced it. The 7th Squadron, 17th Cavalry Regiment concluded its rotation in July 2020 when the 2d Squadron, 17th Cavalry Regiment, replaced it.

Operational Forces: U.S. Army, Europe

U.S. Army, Europe's Operation ATLANTIC RESOLVE continues to demonstrate 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 forces to Europe for nine-month rotations during FY 2020. 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 participate in ATLANTIC RESOLVE at any given time, conducting operations and exercises across seventeen countries.

The U.S. Army had also planned to conduct in early 2020 the largest deployment from the United States to Europe in more than twenty-five years. This exercise, DEFENDER-EUROPE 2020, would have sent a division-sized force of 20,000 soldiers and 20,000 pieces of equipment. Upon arrival, it would have drawn an additional 13,000 pieces of equipment from pre-positioned stocks and then spread out across the continent to participate in various exercises with allies and partners. The first equipment from the United States arrived at Bremerhaven, Germany, on 20 February, and the first convoys of troops belonging to the 2d BCT, 3d Infantry Division, crossed into Poland eight days later, marking the official start of DEFENDER-EUROPE 2020.

By early March 2020, however, Army leaders had to decide on how to proceed with DEFENDER-EUROPE 2020 amid increasingly worsening conditions in Europe from the COVID-19 pandemic. They decided to halt the movement of all personnel and equipment to Europe on 13 March. Instead, the Army modified the size and scope of the exercise. Some of the approximately 6,000 soldiers and their equipment who



M1 Abrams tanks prepared for deployment to DEFENDER-EUROPE 2020, February 2020.

had already arrived in Europe remained to conduct modified exercises, and the remainder returned to the United States. Nevertheless, the exercise still achieved many of its objectives. The Army exercised its ability to coordinate large-scale movements of soldiers and equipment with allies and partners. The decision to modify DEFENDER also demonstrated the flexibility and adaptability of the Army in response to evolving circumstances.

From 5 to 20 June, U.S. Army, Europe, began the first phase of a modified DEFENDER-EUROPE exercise using various COVID-19 mitigation methods. Some 4,000 American soldiers who had remained in Europe, primarily from the 2d BCT, 3d Infantry Division, joined 2,000 Polish soldiers to conduct exercise ALLIED SPIRIT at the Drawsko Pomorskie Training Area in Poland. Among other objectives, the exercise featured a Polish airborne operation and a U.S.-Polish division-sized river crossing. The Army later conducted a short-notice emergency deployment readiness exercise as part of the second phase of the modified DEFENDER-EUROPE exercise. On 14 July, 550 soldiers from the 2d Battalion, 12th Cavalry Regiment, of the 1st BCT, 1st Cavalry Division, deployed from Fort Hood to the Drawsko Pomorskie Training Area. This exercise demonstrated the Army's ability

to rapidly alert and deploy an armored force even in a COVID-19-compromised environment.

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 supported U.S. Army, Europe's missions. The headquarters of the 1st Infantry Division provided a mission command element to oversee the rotational units and provide a division-level command and control capability until June 2020. At that time, the headquarters of the 1st Cavalry Division assumed this mission. The Army also continued rotating an armored BCT to Europe. The 1st BCT, 1st Infantry Division, completed its rotation in October 2019 and handed off responsibility to the 2d BCT, 1st Cavalry Regiment. In July 2020, the 2d BCT, 3d Infantry Division, took over.

The rotation of an armored battalion on long-term deployments to Pabrade Training Area in Lithuania began in FY 2020. The 1st Battalion, 9th Cavalry Regiment, was the first unit to complete this deployment as part of a larger brigade rotation to Europe of the 2d BCT, 1st Cavalry Division. Later in the year, the 2d Battalion, 69th Armored Regiment, part of the 2d BCT, 3d Infantry Division's rotation to Europe, deployed to Lithuania to continue this mission.

The Army continued to deploy forces to Battle Group Poland, one of NATO's four enhanced forward-presence units. The intent of these multinational battle groups, established in April 2017, is to reinforce NATO's eastern front, deter future Russian incursions, and work with host-nation defense forces. In January 2020, the 3d Squadron, 2d Cavalry Regiment, a Germany-based unit equipped with the Stryker armored fighting vehicle, replaced the 3d Squadron, 278th Armored Cavalry Regiment (Pennsylvania and Tennessee ARNG). In July 2020, the 2d Cavalry Regiment's 2d Squadron replaced it in Battle Group Poland.

Since FY 2017, the Army has deployed a reinforced combat aviation brigade from the United States for a nine-month rotation in Europe to supplement the 12th Combat Aviation Brigade. In November 2019, the Combat Aviation Brigade, 1st Infantry Division, handed over responsibility to the Combat Aviation Brigade, 3d Infantry Division. The 101st Airborne Division's combat aviation brigade arrived in July 2020 to assume this mission.

Domestic Operations

In late March 2020, three RA hospital units moved to the regions most affected by the pandemic. The 627th Hospital Center deployed from Fort Carson to Seattle, Washington. The 9th Hospital Center from Fort Hood, and the 531st Hospital Center from Fort Campbell,

deployed to New York City. These units established field hospitals to supplement the capacity of civilian hospitals. Later, the Army switched to embedding its medical personnel directly into civilian hospitals to augment their staff. A total of 13,000 soldiers from five hospital units deployed during FY 2020 to support civilian hospitals across the country.

The DoD, in response to a request from the Department of Homeland Security in September 2019, authorized the continued deployment of up to 5,500 military personnel to the southwest border through the end of FY 2020. A force of approximately 5,000 troops remained deployed, split between RA and ARNG personnel. These forces, under the control of U.S. Northern Command and assisting Customs and Border Protection (CBP), constructed fencing and temporary barriers, conducted surveillance, and provided logistical support. They were not directly involved with civilian law enforcement activities. Some 160 soldiers from the RA's 687th Engineer Company and 519th Military Police Battalion formed crisis response teams to assist CBP at the points of entry in San Ysidro, California, and El Paso, Texas. In April 2020, the DoD authorized an additional 540 military personnel to assist CBP agents in handling migrants who might have COVID-19. Military personnel also helped operate CBP-owned surveillance equipment at the border. In June, the DoD extended the military's border mission through 30 September 2021 after the Department of Homeland Security requested its continued support. The Army capped this new force at 4,000 troops and it consisted mostly of ARNG personnel.

The killing of George P. Floyd Jr. by a police officer in Minneapolis, Minnesota, on 25 May 2020 sparked protests against police violence at numerous locations around the nation. On 30 May 2020, the DoD alerted RA military police units at Fort Drum, Fort Bragg, Fort Carson, and Fort Riley for possible deployment to Minneapolis, but these units did not deploy to the city. On 2 June, the DoD deployed 1,300 RA troops from Fort Bragg and Fort Drum to military installations just outside of Washington, D.C., in case civilian law enforcement in the city requested their assistance. The troops from Fort Bragg consisted of the 2d Battalion, 504th Infantry Regiment, and a headquarters element from the 16th Military Police Brigade. The Fort Drum soldiers came from the 91st Military Police Battalion. Also alerted for possible use in the city was the 3d Infantry Regiment, located at Fort Myer, Virginia. The troops from Fort Bragg and Fort Drum began returning to their home stations on 4 June.

On 3 June, the secretary of the Army, the chief of staff, Army, and the sergeant major of the Army published a message to the Army about the civil unrest. They emphasized the importance of taking

care of people and treating every person with dignity and respect, and that racial division erodes trust among soldiers and between the Army and the American people. The message reminded soldiers and civilian employees that they swore an oath to support and defend the Constitution, and that includes the right of the people peaceably to assemble and to petition the government for a redress of grievances. They urged Army leaders of all ranks to listen to their people and to ask the uncomfortable questions, to lead with compassion and humility, and to create an environment in which people feel comfortable expressing grievances.

6

Reserve Components

Organizational Structure

During FY 2020, the ARNG comprised roughly 39 percent of the Army's overall operational force. 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 SFAB, twenty-seven BCTs, forty-two multifunctional support brigades, and fifty-five functional support brigades and groups.

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

The USAR is organized under a single general officer with staff responsibilities to the Department of the Army as the chief of USAR and command authority over most USAR soldiers as the commander, U.S. Army Reserve Command (USARC). 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 USARC. The USAR provides nearly 20 percent of the total Army's organized units; more than a quarter of its mobilization base expansion capacity; and half of its maneuver support and sustainment formations, including civil affairs, medical, fuel distribution, logistics, and transportation units.

In July 2020, the director of the ARNG announced plans to rebuild the ability to deploy entire divisions for large-scale combat operations. To do so, the Army will realign some units under the Guard's eight divisional headquarters to provide each division with all the capabilities they need to deploy and fight as a division. This reorganization will provide the Army with eight additional fully staffed divisions and enable ARNG division personnel to train together,

thereby increasing each division's readiness to fight as a unit. Although the divisions will contain units from multiple states in the same region and the reorganization will therefore require the cooperation of state officials, the changes will not alter current force structure or affect the authorities of state governors and adjutants general. The new approach will enhance the promotion potential of soldiers, who will be able to serve at higher echelons of their division even if these are based in different states. The ARNG anticipates that all eight divisions will reach their initial operating capability by October 2021.

In March 2020, the Army officially recognized the ARNG's newly established 54th SFAB in a ceremony at Fort Bragg. The 54th SFAB headquarters is part of the Indiana ARNG, and its six battalions are based in Florida, Georgia, Illinois, Ohio, and Texas. In September 2020, the South Carolina ARNG's 117th Engineer Brigade received federal recognition as the Army's newest engineer brigade. The brigade will serve as a headquarters unit for command and control of all ARNG engineer assets in South Carolina.

During FY 2020, the USAR resumed the divestment and inactivation of its watercraft capability. In June 2018, the secretary of the Army directed the reduction of the service's watercraft fleet from 134 boats spread among the active and reserve components to 62 boats concentrated in the active component. Designed to free up funds for other projects, the decision included a cut to all funding for USAR watercraft, and USARC began to divest its fleet. In mid-2019, the acting secretary of the Army halted implementation of the fleet's restructuring until after additional study of the military watercraft needs and capabilities. The acting secretary in September 2019 approved a plan to retain seventy-four watercraft as the study continued. With that decision, USARC recommenced its divestment actions. USARC has scheduled all vessel transfers and unit inactivations to be completed by the end of FY 2021.

In October 2019, the USARC's Civil Affairs and Psychological Operations Command (Airborne) and the Smithsonian Cultural Rescue Initiative signed an agreement to train and support soldiers whose mission is to ensure that cultural property is not destroyed or damaged during armed conflict. The new initiative makes official what had previously been an ad hoc effort. In recent years, the Smithsonian has led occasional workshops to train military personnel in cultural preservation, and the command has sought cultural specialists since 2015. The Smithsonian will train volunteers who enter the new Army Monument Officers Training program. They will become military government specialists, an area of concentration under the civil affairs career branch that is available only to USAR officers who have relevant

knowledge, skills, and expertise. Cultural heritage preservation officers will advise the Army regarding geographic areas where military operations may threaten cultural sites and objects and will assist local authorities in preserving their own cultural treasures. The officers' expertise will also enable them to support noncombat deployments, such as earthquake response operations.

Mobilizations

The USAR mobilized 16,260 soldiers from 981 units in FY 2020 (*Table 12*).

The operational tempo of the ARNG increased markedly during the fiscal year due in large part to domestic demands resulting from the COVID-19 pandemic and widespread civil unrest. The ARNG executed most of these missions with soldiers in state active duty status or under Title 32 mobilization status, under which state governors retain control of their troops.



Soldiers from the 30th Armored BCT support Combined Joint Task Force–Operation INHERENT RESOLVE in eastern Syria, November 2019.

TABLE 12—ARMY RESERVE MOBILIZATIONS, FY 2020

COMMAND	LOCATION	UNITS	PERSONNEL
NORTHERN COMMAND	United States	459	6,116
	Mexico	1	2
	Total	460	6,118
U.S. CENTRAL COMMAND	Afghanistan	77	1,057
	Bahrain	2	8
	Egypt	2	10
	Iraq	47	366
	Jordan	13	19
	Kuwait	179	4,375
	Qatar	14	355
	Saudi Arabia	2	161
	United Arab Emirates	2	2
	Total	338	6,353
U.S. EUROPEAN COMMAND	Germany	41	217
	Italy	7	55
	Kosovo	10	31
	Poland	23	757
	Romania	5	48
	Total	86	1,108
U.S. SOUTHERN COMMAND	Cuba (Guantanamo)	23	1,058
	Puerto Rico	3	3
	Colombia	1	1
	Honduras	23	315
	Total	50	1,377
U.S. INDO-PACIFIC COMMAND	American Samoa	2	80
	Guam	4	108
	Hawai'i	17	238
	Japan	8	321
	Saipan	4	79
	South Korea	1	3
	Total	36	829

TABLE 12—ARMY RESERVE MOBILIZATIONS, FY 2020 (CONTINUED)

COMMAND	LOCATION	UNITS	PERSONNEL
U.S. AFRICA COMMAND	Cameroon	2	6
	Djibouti	31	419
	Niger	5	14
	Somalia	7	30
	Tunisia	1	4
	Burkina Faso	2	2
Total		48	475
TOTAL		1,018	16,260

Source: U.S. Army Reserve FY 2020 Annual Historical Summary

From January through June 2020, the ARNG recorded just over 5 million full-days’ equivalence in the service of domestic missions, more than twice the total for all of calendar year 2019. On 6 June 2020, when national domestic unrest was at a highpoint, more than 72,600 ARNG soldiers were on orders responding to civil disturbances or supporting the nation’s COVID–19 response.

During FY 2020, 19,872 ARNG soldiers mobilized under Title 10 of the *U.S. Code* for federal active duty service (*Table 13*).

TABLE 13—ARMY NATIONAL GUARD TITLE 10 MOBILIZATIONS, FY 2020

Operation FREEDOM’S SENTINEL	2,457
Operation INHERENT RESOLVE	1,297
Operation SPARTAN SHIELD	8,368
European Deterrence Initiative	1,266
Counter Drug/Counter Narco-terrorists	156
Kosovo Forces	1,140
Operation ENDURING FREEDOM	3,408
Multinational Force Observers Sinai	206
Southwest Border Mission (COVID Uplift)	256
Theater Support Command–U.S. Southern Command	13
Theater Support Command–U.S. Indo-Pacific Command	223
Theater Support Command–U.S. Northern Command	142
Continental U.S. Support Base	95
Operation GLADIATOR PHOENIX	183
National Capital Region Integrated Air Defense System	359
Title 10 Coronavirus Response	303
TOTAL	19,872

Source: Information Paper, 23 November 2020, Army National Guard, Operations Division, Mobilizations Branch

COVID–19 Pandemic Operations

During the second half of FY 2020, a major focus of the ARNG was the COVID–19 pandemic. The scope of the crisis compelled state governments to task thousands of ARNG soldiers with a broad range of missions. The ARNG’s activities began in earnest in early February 2020, shortly after the federal government confirmed the first U.S. COVID–19 case on 22 January. It then began actively planning and preparing for a possible response effort. Troop mobilizations started soon after. Washington State became an early hotspot, and on 7 March the state called up four ARNG soldiers to assist with emergency planning. Over the next several weeks, the number of soldiers assisting U.S. civil authorities grew rapidly. By 1 April, all fifty states, three U.S.

territories, and the District of Columbia had collectively mobilized 15,208 ARNG soldiers to assist with pandemic response efforts. By 1 May, this figure had grown to 37,954, and midway through the month the total reached 39,463. The number of troops supporting COVID-19 response efforts gradually declined during the summer and stood at 22,456 on 1 August. At the end of the fiscal year, 15,571 ARNG troops still assisted civil authorities with this mission. Only New Jersey no longer had soldiers mobilized for this purpose.

The unique conditions of the pandemic prompted the Trump administration to modify the funding process for ARNG mobilizations. Typically, when governors call up ARNG troops for disaster response missions, they serve in state active duty status. Initially, this was true of soldiers activated to respond to the pandemic. However, the pandemic's adverse effects on states' economic health made state leaders reluctant to respond aggressively with ARNG deployments because of concerns about the costs of funding ARNG troop activity. To address these concerns, in late March the president began authorizing activation of state and territorial National Guard personnel on Title 32 orders. Under Title 32 orders, governors continue to control ARNG forces but the federal government pays for most expenses, including federal pay and benefits for soldiers. The president directed the secretary of defense to request that governors order National Guard troops to execute mission assignments issued to the DoD by FEMA.

That same month, the DoD also altered its process to authorize the use of National Guard forces under Title 32 Section 502 (f). The change created a conditional preauthorization in response to FEMA requests, which ensured swifter federal funding for forces mobilizing to aid COVID-19 response efforts. An authorization was subject to several conditions. States and territories, or FEMA, had to identify specific requirements for COVID-19 support; states and territories had to submit their requests to FEMA; and FEMA would then provide the DoD with a fully reimbursable mission assignment. The department indicated it would immediately approve requests that met these conditions and identified FEMA's National Response Coordination Center as the single point of entry for all assistance requests. FEMA required that Title 32 requests from states and territories meet several criteria before it considered them for approval. First, FEMA must have approved a major disaster declaration for the state or territory, or the state or territory must have submitted a major disaster declaration request for review. Second, the state or territory must have activated the lesser of either 500 individuals or 2 percent of National Guard personnel in response to COVID-19. Third, a specific request for reimbursement had to be submitted to the FEMA administrator,

identifying the particular emergency support functions to be carried out. If approved under those criteria, the federal government would reimburse states and territories for pay and allowances of National Guard personnel fulfilling a FEMA mission assignment. Normally, states and territories would pay 25 percent of the cost of activations under Title 32 and the federal government 75 percent; however, the president waived the 25 percent contribution until 22 August. For seven states, this relief continued through the end of the fiscal year.

Some states and the territory of Guam employed dual-status commanders from the National Guard to coordinate their pandemic response efforts. Usually a general officer, a dual-status commander manages complex missions involving National Guard members in state active duty or Title 32 status and other service members in Title 10 status, such as medical and construction personnel. The commander is simultaneously a member of both the state chain of command, subject to the orders of the governor and adjutant general, and the federal chain of command, subject to the orders of the president and secretary of defense. The arrangement ensures unity of effort and enhances efficiency.

ARNG personnel undertook a variety of missions. In some states, soldiers helped staff emergency operations centers or worked in call centers where they answered questions about the virus. Throughout the country, ARNG troops provided urgently needed assistance with COVID-19 testing, sometimes setting up large drive-through operations that served hundreds of people a day. Concerns as to whether local hospitals would have enough beds for all possible COVID-19 cases led some areas to expand capacity by building alternate care facilities in empty hotels, dormitories, or arenas, and ARNG troops assisted with setup and medical care. In New York City, soldiers from the New York ARNG helped establish a hospital in the Jacob K. Javits Convention Center, where a joint and multicomponent staff ultimately treated approximately 1,100 COVID-19 patients during one month of operation. Other ARNG soldiers transported medical supplies and, in some instances, trained first responders, health personnel, and retailers in the use and decontamination of personal protective equipment. Troops cleaned and sanitized nursing homes, where the elderly were particularly susceptible to infection. In Massachusetts, ARNG personnel with medical skills helped to provide care at nursing homes. Florida and Puerto Rico ARNG soldiers screened passengers for COVID-19 symptoms as they arrived at local airports.

The economic effects of the pandemic generated other missions for ARNG soldiers. As businesses downsized or closed because of official lockdowns or in response to the spread of the virus, many more Americans experienced food insecurity. To help meet the unusually high



Arizona ARNG soldiers help sort and stock food at a food bank in Mesa, Arizona, August 2020.

demand for assistance at a time when the pandemic was reducing the number of volunteers at local food banks and other aid organizations, ARNG troops stepped in to pack and distribute food and provide meals. In Ohio, for instance, ARNG soldiers assisted fourteen food bank locations and warehouses, a mission they had started in mid-March and continued as the fiscal year ended. ARNG personnel also supported expanded state administrative operations. In New Hampshire, soldiers staffed an unemployment call center. In Oregon, they aided the state employment department with the processing of a record number of unemployment insurance claims.

The primary thrust of the USAR effort involved the call-up of medical professionals to staff the new UAMTFs. During FY 2020, the USAR sent UAMTFs to hard-hit areas in a number of states. By the end of the fiscal year, the USAR had deployed twenty UAMTFs to help combat the pandemic.



A critical care nurse from the USAR's UAMTF-627 assists a nurse from Baptist Hospital in performing an oxygen tube exchange on a patient in San Antonio, Texas, July 2020.

The USAR also provided command and control assistance for the nation's COVID-19 response. For example, more than 300 members of the 377th Sustainment Command assembled in New Orleans to provide planning, communication, and logistics support to FEMA as it moved essential medical supplies around the country. In addition, as the Corps of Engineers rapidly constructed alternate care facilities throughout the United States, members of the 416th Engineer Command's Contingency Response Unit deployed to Washington, D.C., to augment the operations center at the Corps' headquarters.

The USAR's two fixed-wing aircraft battalions performed critical roles in moving senior leaders, soldiers, medical response personnel, and medical supplies around the country at a time when commercial air transportation was limited and potential exposure to the virus otherwise may have required personnel to quarantine upon arrival. In April, for example, Company B, 2d Battalion, 228th Aviation Regiment, and Company A, 6th Battalion, 52d Aviation Regiment, delivered seven Army critical care nurses and medical gear to Seattle,

Washington. As demand for military aircraft increased, USARC's G-3/5/7 Aviation Directorate stood up a mission command node called the "Double Eagle Express" to better manage and accommodate the many competing priorities. During April and May, the air operations center coordinated about seventy-five requests. In August and September, it dealt with more than 220. These missions included standard military air transport for more than 1,100 essential personnel and support for multiple resourcing and planning conferences.

Outside of the continental United States, personnel from the USAR's 9th Mission Support Command headquartered in Honolulu, Hawai'i, deployed to Guam, American Samoa, Saipan, and around the state to support medical efforts. In Honduras, members of the 352d Combat Support Hospital screened personnel entering Soto Cano Air Base and assisted with the evacuation of U.S. citizens in the region.

Civil Unrest

In late May 2020, civil unrest throughout the United States prompted states to call up thousands of ARNG troops. Protests in Minneapolis after the death of George Floyd, along with looting and arson, led the governor of Minnesota on 28 May to activate nearly 400 ARNG soldiers to maintain order. By 2 June, he had called up almost 7,000 troops. As protests spread to more states, other governors took similar steps. As of 6 June 2020, 41,398 ARNG soldiers in 32 states and the District of Columbia were on orders to help state and local authorities deal with civil disturbances.

In Washington, D.C., the president controls the District of Columbia National Guard via a chain of command that runs through the DoD. Demonstrations in the city after the death of George Floyd led to looting, fires, and confrontations near the White House. The Trump administration then ordered the District of Columbia National Guard to active duty in support of law enforcement agencies in the city. On the evening of 1 June, soldiers supporting federal law enforcement helped forcibly clear protesters from Lafayette Square in front of the White House just before the president emerged to pose for photographs near the fire-damaged St. John's Episcopal Church across the square.

Later that evening, two D.C. ARNG medical evacuation helicopters hovered low over protesters in the city, kicking up debris and causing alarm. On 3 June, the D.C. National Guard's commanding general ordered an investigation of this incident under Army Regulation 15-6. The Office of the Inspector General in HQDA reviewed the investigation's report and notified the DoD Inspector General of a



District of Columbia ARNG soldiers from the 273d Military Police Company, 30 May 2020

possible emergent allegation against a senior D.C. Army ARNG officer. The DoD Inspector General in July 2020 identified several items that needed clarification and additional information before it could reach a conclusion regarding the investigation results. It requested the Office of The Inspector General to conduct additional investigative work to provide the necessary information. That work was ongoing at the end of the fiscal year.

The Trump administration also requested National Guard troops from other states deploy to Washington, D.C., to protect national memorials and otherwise assist local and federal law enforcement officers dealing with the crowds assembled in the city. As of 6 June, some 3,900 soldiers from eleven states had joined more than 750 D.C. ARNG troops in Washington. By then, tensions were dissipating and the violence had ebbed. Within days, all out-of-state ARNG soldiers returned home.

As the end of the fiscal year approached, a flare-up of civil unrest again led to the activation of several thousand ARNG soldiers. On 23 August, violent protests erupted in Kenosha, Wisconsin, after police shot Jacob Blake Jr. Demonstrations continued during the

days that followed, and protesters clashed with counterprotesters. In response, the governor of Wisconsin activated National Guard troops to help with crowd control, infrastructure protection, and security for emergency services personnel. By 28 August, the state had called up more than 500 Wisconsin ARNG soldiers. As of 29 August, some 2,000 ARNG troops were on orders in the state, including more than 700 members of military police units from Alabama, Arizona, and Michigan. After protests spread to other areas of the country, the governor of Massachusetts also briefly activated several hundred ARNG troops for possible support to the Boston police. By mid-September, state governments had demobilized all of the troops.

Events in Kentucky prompted the activation of ARNG forces in late September. On 23 September, protests broke out after officials released the results of a grand jury investigation into the death of Breonna Taylor, killed by Louisville police officers in March 2020. Angered that the grand jury did not indict any police officers on criminal charges directly related to Taylor's death, demonstrators in Louisville and communities around the United States took to the streets once more. In Kentucky, the governor called up ARNG soldiers to assist the Louisville police and protect critical infrastructure in and around the city. By 27 September, the state had activated nearly 1,300 soldiers. It demobilized them within days as the situation calmed. In several other states, ARNG troops were on standby for several days, ready to support local police if needed.

Readiness

Reserve component efforts to improve readiness and reduce deployment timelines continued during FY 2020. In keeping with the Army's changing strategic concerns, the USAR 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 2020, the USAR continued a program started in 2016, Ready Force X, designed to boost readiness in select units and enable the USAR to surge capability faster. Rather than building readiness for scheduled overseas rotations with long mobilization lead times, as the USAR did for operations in Iraq and Afghanistan, Ready Force X has been building a pool of units with high-demand capabilities that are able to deploy quickly. In all, Ready Force X affects about a third of the force. Examples of high-demand capabilities include transportation, cyber, aviation, medical, engineers, and military police. USAR leadership has stressed also

that the foundation of unit readiness is individual readiness in terms of physical fitness, medical readiness, tactical discipline, professional education, and field craft proficiency.

COVID-19 travel restrictions, quarantine requirements, and distancing rules impeded training during the fiscal year. In mid-March 2020, the USAR paused battle assemblies and other training until the nation reduced infections. By June, USAR leadership recognized that the pandemic was likely to persist for some time and would prevent soldiers from participating in Combat Support Training Exercises as well as the prerequisite training for these exercises. Concerns about the concomitant degradation of readiness led to new guidance. The USAR directed units to use the remainder of FY 2020 to conduct readiness training at the individual and squad level, including qualification on individual and crew-served weapons. In FY 2021, training will move primarily to the squad and platoon level, with the expectation that large-scale collective training will resume in FY 2022.

Modified small-scale collective training officially resumed in July 2020. A decision to allow soldiers to perform up to twenty-four days of drill as distance learning aided this development. Many units had already pursued this course and developed training solutions in advance of the new guidance. Methods for a virtual battle assembly varied, but generally included slide presentations, online exercises, time for physical training, and other adapted activities. Some USAR units used the virtual format as an opportunity to test virtual coordination that would be required in mission situations. As the year progressed and situations permitted, some units adopted hybrid battle assemblies. These allowed soldiers from the commuting area to appear in person with proper protection and distancing, whereas those from farther away continued to participate virtually. To a large degree, the USAR's recent emphasis on the development of virtual training options made possible the rapid introduction of virtual assemblies and training.

In August, Operation READY WARRIOR initiated the resumption of some collective training opportunities. The USAR designed the operation to deliver in-person training at the individual and squad level while providing extensive health screening, adequate distancing, and public health protection. Sessions included new weapon qualifications, an introduction to the new ACFT, and other specialty-specific training. The weeklong first session, held at Fort McCoy, Wisconsin, trained more than 1,000 soldiers. The USAR held a subsequent session at Fort Hunter Liggett, California, in September.

The ARNG's 4.0 initiative seeks to reduce the amount of training that Guard units need upon mobilization. The program will increase readiness over time through organizational and cultural changes,

thereby strengthening the ARNG. It will develop units that are sustainably staffed, equipped, and trained to deploy quickly for multiple contingencies rather than preparing for a specific mission. ARNG 4.0 employs a multiyear training cycle that requires high-demand units, such as armored and Stryker BCTs 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.

During the second half of the fiscal year, the COVID-19 pandemic reduced the ARNG's emphasis on its 4.0 initiative. Thousands of soldiers assisted local pandemic response efforts, units postponed or canceled training at home and overseas, and health precautions pushed other training online. The ARNG scheduled approximately 4,000 troops from the Idaho ARNG's 116th Cavalry BCT to deploy to Europe for a month in late April to participate in Exercise DEFENDER-EUROPE 2020, but in mid-March HQDA canceled the unit's deployment. It likewise canceled the Washington ARNG's 81st Armored BCT's rotation at the National Training Center at Fort Irwin in May. So, too, were the scheduled summer rotations of the Florida ARNG's 53d Infantry BCT and the Virginia ARNG's 116th BCT, 29th Infantry Division, at the Joint Readiness Training Center. Health protection concerns, requirements for ARNG assistance at home, and, for some units, an inability to prepare sufficiently for their rotation because of the pandemic, influenced these decisions. In July, after the Army resumed higher-echelon collective training, the Minnesota ARNG's 1st BCT, 34th Infantry Division, conducted the first rotation at the National Training Center with new health protection measures in place.

Disaster Relief Operations

On 7 January 2020, a series of earthquakes struck the southern coast of Puerto Rico, beginning with a predawn temblor that registered 6.4 on the Richter scale. It caused heavy damage, injuries, and one fatality. The governor activated the Puerto Rico National Guard, and by 15 January, more than 1,000 ARNG troops provided support to local civil authorities. Among other tasks, soldiers supplied medical care, distributed water, and prepared and served hot meals to individuals displaced from their homes. The USAR's 1st Mission Support Command based at Fort Buchanan, Puerto Rico, also activated 299 soldiers, including personnel from the 430th Quartermaster Company and the 268th Transportation Company, who furnished laundry and

shower services. Several soldiers from the 76th USAR Operational Response Command and USAR Legal Command mobilized as well.

During the summer, ARNG forces helped civil authorities respond to several hurricanes. After Hurricane Isaias hit eastern North Carolina as a Category 1 storm on 3 August, North Carolina ARNG soldiers assisted state and local emergency management officials with rescue and recovery efforts, including using their high-water vehicles to transport rescue workers and gear. Virginia ARNG soldiers helped clear trees and debris from roads in the storm's aftermath.

On 27 August 2020, Hurricane Laura made landfall in Cameron, Louisiana, as a destructive Category 4 storm. In advance of the hurricane, Louisiana's governor activated nearly 900 ARNG troops, and then added to their numbers until almost 2,800 had been mobilized by 28 August. After the storm, soldiers cleared roads and bridges; helped evacuate people and pets; and distributed tarps, water, and military rations. Texas likewise mobilized more than 400 personnel, and Arkansas contributed additional troops. In total, more than 4,000 ARNG soldiers helped state and local officials prepare for and respond to the storm. On 16 September 2020, Hurricane Sally made landfall as a Category 2 storm near Gulf Shores, Alabama. Western Florida nevertheless bore the brunt of the slow-moving storm, suffering torrential rains and related flooding. By 20 September, Florida had activated more than 400 ARNG troops for assistance with search and rescue efforts, debris clearance, and supply distribution to storm victims. A smaller contingent of Alabama ARNG troops helped with high-water evacuations, traffic control, supply distribution, and power restoration efforts in their state. Although the Mississippi ARNG had staged soldiers and equipment for a possible response in advance of the hurricane, it did not need them as the storm made landfall to the east.

Throughout the fiscal year, ARNG personnel assisted state and local authorities fighting wildfires. The Kansas ARNG, for instance, supplied two UH-60 Black Hawk helicopters and crews to help battle the state's wildland fires in the fall and spring. They dropped water in areas firefighters on the ground had difficulty accessing. The western United States, however, faced the most challenging conditions. In October and November 2019, hundreds of California ARNG troops helped the state's Department of Forestry and Fire Protection battle wildfires. The summer and fall of 2020 brought additional fires that burned more than 2 million acres of land in California, leading the governor to call up hundreds of soldiers again to support the state's firefighters. During August and September, California also received assistance from small contingents of ARNG troops—particularly



A California ARNG UH-60 Black Hawk helicopter from the Combat Aviation Brigade, 40th Infantry Division, hovers above Mammoth Pool Reservoir, 5 September 2020.

UH-60 Black Hawk flight teams with their helicopters—from Arizona, Idaho, Utah, West Virginia, Wisconsin, and Wyoming. As of mid-September 2020, approximately 1,500 ARNG personnel were supporting firefighting efforts in the state. Soldiers dropped water from buckets attached to helicopters, provided hand crew and medical evacuation support, and assisted with perimeter mapping, damage assessment, spot-fire detection, and traffic control. In addition, California ARNG engineers assembled a 100-foot improved ribbon bridge across the Cache Creek to create a faster access route to a nearby fire. In Oregon, hundreds of the state's ARNG troops likewise battled unusually severe wildfires, sometimes supported by ARNG personnel from other states. Governors in Arizona, Colorado, Nebraska, New Mexico, and Washington also ordered elements of their states' ARNG to active duty because of wildfires during the summer and fall of 2020.

In mid-September 2020, more than 2,500 ARNG personnel were assisting with firefighting efforts. Late in the fiscal year, seven soldiers from the California ARNG's Combat Aviation Brigade, 40th Infantry Division—the crews of a UH–60 Black Hawk helicopter and a CH–47 Chinook helicopter—earned the Distinguished Flying Cross for their efforts during a California wildfire. On 5 and 6 September, they made multiple trips in dangerous flying conditions to rescue 242 people and their pets trapped by a fast-moving fire in the Sierra Nevada.

Throughout much of the year, elements of the USAR's 2d Battalion, 135th Aviation Regiment (General Support), provided aviation fire response support to the Yakima Training Center in Washington. From May through September, two CH–47F aircraft and necessary crews remained stationed and prepared to provide aerial fire suppression capabilities.

ARNG troops also took part in smaller state disaster relief missions. In November 2019, members of the New York ARNG assisted with debris clearance and traffic control after heavy rains and winds damaged roads and flooded towns in upstate New York. In December, more than 200 of the state's ARNG soldiers assisted with snow removal operations, primarily clearing snow from around fire hydrants, after a winter storm deposited as much as 2 feet of snow in some areas of the state. During April and May 2020, the New York ARNG also helped to control flooding near Lake Ontario when water levels rose to 4 feet higher than average.

In Oregon, three helicopter crews from the ARNG provided search and rescue support during February flooding, ultimately rescuing fifty-four people and a dozen pets, and in May, Michigan ARNG personnel helped evacuate residents threatened by flooding caused by the breach of two dams. After a tornado struck central Tennessee in March, more than sixty ARNG soldiers distributed relief items, assisted law enforcement with traffic control, conducted damage assessment and recovery operations with helicopters, and performed other missions. Louisiana ARNG personnel similarly assisted civil authorities after April tornadoes in northeast Louisiana, using heavy equipment to move debris and operating a debris collection site. In Iowa, an August derecho windstorm caused extensive damage and led to the mobilization of 150 ARNG troops. The soldiers performed damage assessments and assisted in removing debris from roadways and power lines, enabling civilian electrical crews to restore power to thousands of Iowans.

In some instances, these disaster relief operations temporarily pulled soldiers away from COVID–19-related missions. The pandemic also created unique operating conditions. Concerns about the spread of the

virus required Guard units to deploy with health safety procedures and protective equipment to operate safely. This sometimes led to special measures, such as the additional activation of mobile-testing teams.

Specialized Missions

During FY 2020, the ARNG continued to deploy troops to the southwest border of the United States in support of CBP. The secretary of defense originally authorized the mobilization of ARNG personnel for this mission during FY 2018. As of 30 September 2020, nearly 2,100 soldiers served along the Mexican border in California, Arizona, New Mexico, and Texas.

The second half of the fiscal year brought a range of activities and events associated with the 2020 presidential election that required support from the ARNG. In June, the governor of Oklahoma activated some 250 ARNG troops to assist with crowd control and help staff checkpoints outside a rally in Tulsa held by President Trump, and in September, the governor of Ohio activated more than 300 ARNG personnel to support the Cleveland police force during a presidential debate at Case Western Reserve University. In Colorado, North Carolina, Pennsylvania, West Virginia, and Washington, ARNG cyber specialists provided cybersecurity support to state officials to help safeguard elections. In Kentucky, New Jersey, and Wisconsin, soldiers assisted at polling places during their state primaries. Dressed in civilian clothes, they cleaned, assisted with traffic control, counted ballots, and performed other tasks normally handled by civilian workers who in 2020 stayed home because they were in high-risk categories for COVID-19.

State Partnership Program

During FY 2020, the ARNG continued to strengthen its ties with military forces around the world. The National Guard Bureau administers the State Partnership Program, which pairs U.S. states and territories with other countries. The U.S. State Department guides the program by its foreign policy goals, and each state or territory's ARNG implements the program. The partnerships enable ARNG personnel and units to build long-term relationships with the armed forces of other nations by conducting regular military-to-military and interagency activities and participating in various exercises. In FY 2020, Guard personnel and their partner nations conducted field

exercises and carried out subject matter expert exchanges on topics such as disaster response operations and medical readiness. The COVID–19 pandemic forced the cancellation of certain planned events, but some units compensated with virtual engagements or made the pandemic itself a focal point of their exchanges. In late spring 2020, for example, the Alabama ARNG hosted a delegation of Romanian military and civilian medical and chemical, biological, radiological, and nuclear specialists who visited long-term care facilities and hospitals, discussing medical emergency and COVID–19 response strategies, best practices, and standard operating procedures with ARNG units. At the end of the fiscal year, the program included eighty-two partnerships involving one-third of the world’s countries, covering all six U.S. geographic combatant commands.

7

Logistics

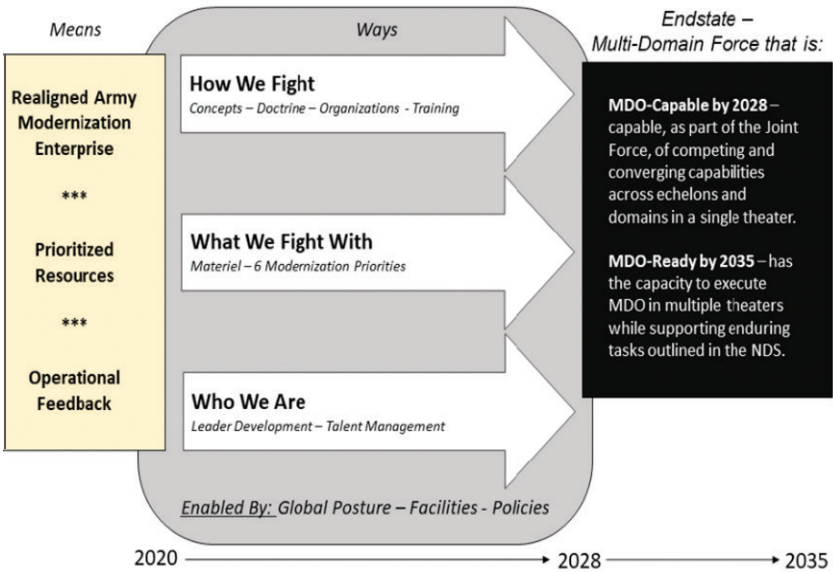
Management

The acquisition data domain (ADD) will collect and link data from a program's inception as an idea through its development, production, fielding, sustainment, and demilitarization. The larger domain will then interlink these subdomains so that leaders can understand the impacts of accelerating or divesting capabilities that the Army is developing. The ADD will permit the use of advanced analytical tools such as artificial intelligence or machine learning. A pilot program for the business management portion of ADD began in FY 2018. To save time and funds, the pilot built on the Air Force's Project Management Resource Tools (PRMT). In FY 2020, program executive offices began the transition to PRMT. The Army expects that the transition will be completed by the first quarter of FY 2021.

In March 2019, the Office of Management and Budget directed federal executive branch agencies to implement category management. Category management is the business practice of buying common goods and services using an enterprise approach to reduce redundancies, increase efficiencies, and drive savings in government acquisition programs. In February 2020, the deputy under secretary of the Army published the policy for common category management contract solutions and practices, and for aligning contracting activities to categories.

The Army Modernization Strategy

The Army published *The Army Modernization Strategy* in October 2019 to support implementation of *The Army Strategy*. It expanded on the Army's 2018 report to Congress on modernization strategy, which described the service's six modernization priorities: long-range precision fires; next-generation combat vehicles; future vertical lift; network; air and missile defense; and soldier lethality. *The Army Modernization Strategy* described how the service would retain its position as the globally dominant land power while transforming



The Army Modernization Strategy Framework

itself into a modernized Army—capable of multidomain operations as part of an integrated joint force in a single theater and conducting multidomain operations across an array of scenarios in multiple theaters—by 2028 and 2035, respectively. To do this, the Army will modernize how it fights, what it fights with, and who it is as an institution. Taken together, this approach will integrate the elements of doctrine, organization, training, materiel, leader development and education, personnel, facilities, and policy.

Initiatives

In November 2019, the secretary of defense designated the secretary of the Army as the DoD executive agent for counter-small unmanned aircraft systems (C-sUAS). In turn, the secretary of the Army established the Joint Counter–Small Unmanned Aircraft Systems Office. This office will lead, synchronize, and direct C-sUAS activities to facilitate unity of effort across the DoD. It expects to publish a C-sUAS strategy for the DoD early in FY 2021. During FY 2020, the office completed an assessment of currently fielded C-sUAS capabilities. This assessment determined the selection of existing systems for future investment based on criteria such as effectiveness, usability, sustainment, and integration. Additionally, the secretary of the Army directed the Rapid Capabilities

and Critical Technologies Office to serve as the materiel and acquisition lead for the Joint Counter–Small Unmanned Aircraft Systems Office.

AFC completed a strategic fires study in FY 2020 that identified a capability gap in Army forces' ability to attack targets in the midrange, defined as between 500 and 2,000 kilometers. Targets in this range fall between the Precision Strike Missile and the Long-Range Hypersonic Weapon. The secretary of the Army in July 2020 directed that the Rapid Capabilities and Critical Technologies Office deliver a prototype weapon system with midrange fires capabilities by FY 2023. The weapon will be able to engage moving targets on land and at sea. The prototype will consist of launchers, missiles, and a battery operations center. To meet the FY 2023 delivery date, the prototype will utilize and modify existing hardware and software from the Army and joint service partners and integrate additional technologies to achieve the required operational effects.

Logistics and the COVID–19 Pandemic

In response to the pandemic, ASA (ALT) established a COVID–19 task force. The task force helped to coordinate the procurement of materiel needed by the Army during the pandemic: 75 million items of personal protective equipment; over 300 diagnostic instruments; over 3 million COVID–19 tests, sample collection kits, and ancillary material; and nearly 180 thermal imaging devices in support of fever screening. The ASA (ALT) aggressively implemented policy updates to leverage use of Other Transaction Authority for these acquisitions to rapidly procure supplies and streamline all documentation for expedited approval and execution.

The ASA (ALT)'s Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND) provided DoD acquisition support for Operation Warp Speed, the partnership between the federal government and private organizations established in May 2020 to develop and deliver vaccines for COVID–19. Partnering with Army Contracting Command and the Department of Health and Human Services' Biomedical Advanced Research and Development Authority (BARDA), JPEO-CBRND managed 173 COVID-related contract actions and awarded over \$11 billion to accelerate vaccine development and delivery. JPEO-CBRND facilitated contract awards for five vaccines, two therapeutics, and eleven enablers such as vials and needles in coordination with Operation Warp Speed. Additionally, to support interagency efforts to increase testing capability and capacity, the JPEO-CBRND leveraged existing

contracts with industry partners to procure three mobile medical laboratories. It used one of these laboratories to conduct nearly 4,000 COVID-19 tests at Camp Riley, a Minnesota ARNG training facility. It delivered a second laboratory to the Army Public Health Center to support COVID-19 testing. JPEO-CBRND worked with industry partners and BARDA to develop and procure rapid COVID-19 tests in response to a shortage of testing materials at six DoD training sites.

The Logistics Civil Augmentation Program uses civilian contractors to augment the logistical capabilities of Army operational forces. The HQDA G-4 facilitated the approval and use of the program for other organizations during the pandemic. Among these were Operation Warp Speed, the Navy's Recruit Training Command for recruit quarantine, and the Army Corps of Engineers to assist in the establishment of hospital-capable expansion facilities.

The Expeditionary Technology Search is a program sponsored by the ASA (ALT) designed to attract small businesses working on transformative technology solutions that the service can apply to help solve the Army's challenges. In FY 2020, the program held a COVID-19 Ventilator Challenge. A panel of subject matter experts evaluated the submitted solutions based on mission requirements, technical viability, regulatory burden, and speed of delivery for 10,000 units. Within thirty days of the Army issuing the challenge, it awarded contracts to two companies.

The Army Combat Capabilities Development Command Soldier Center designed a Combat Cloth Face Covering (CCFC) that uses the same Operational Camouflage Pattern used on Army field uniforms. At the start of the pandemic, the Army provided disposable or reusable solid color masks to soldiers or permitted them to use neck gaiters and other cloth items, such as bandanas and scarves, as face coverings. The Combat Capabilities Development Command Soldier Center produced more than 12,000 prototypes for operational testing by soldiers training at the Maneuver Center of Excellence, Fort Benning. After the testing, the Army Uniform Board recommended, and the chief of staff, Army, approved issuing two CCFCs to recruits at the start of their basic combat training course starting in the second quarter of FY 2021. The Army expects the CCFCs to be available for purchase at AAFES uniform stores in FY 2021.

Research, Development, and Acquisition

In FY 2019, the secretary of the Army directed the accelerated delivery of a prototype ground-launched hypersonic weapon. In March 2020, the Army's Rapid Capabilities and Critical Technologies Office and



*Combat Cloth Face Covering prototype testing at
Fort Benning, Georgia*

the Navy's Strategic Systems Programs Office jointly conducted a successful flight test of the Common-Hypersonic Glide Body (C-HGB) from the Pacific Missile Range Facility, Hawai'i. The C-HGB—when fully fielded—will comprise the weapon's warhead, guidance system, cabling, and thermal protection shield. The Navy and Army are working closely with industry to develop the C-HGB with the Navy as the lead designer and Army as the production lead. Each service will use the C-HGB while developing individual weapon systems and launchers tailored for their needs.

In December 2019, the Army awarded a four-year production agreement for Army Vantage. Begun in FY 2019 as the Army Leader Dashboard, it is an enterprise operations, analytics, and data management platform that will enable Army users at every echelon and across classification levels to make data-driven decisions. The cloud hosts the platform and it operates on the Non-classified Internet Protocol Router Network and the Secret Internet Protocol Router Network. Army Vantage will provide users with near real-time visibility and access to more than 135 Army source systems and enterprise resource planning systems.

Army Integrated Air and Missile Defense is a system that integrates sensors, weapons, and a common mission command interface across an integrated fire control network. The Army conducted a limited user test of the system from July to September 2020. The test consisted of five phases: software and hardware in-the-loop sustained operations against simulated threats; sustained operations against live air targets; two missile flight tests; march order and emplacement; and adversarial assessment. Preliminary indications show improved reliability and stability from the previous test in 2016. The Army expects to make the Milestone C decision on the system in November 2020.

The M1A2 Abrams tank's System Enhancement Package version 2 (SE Pv2) upgrades include increased memory and processor speeds, full color tactical display, digital map capability, and compatibility with the Army Technical Architecture. In June 2020, DoD's director, operational test and evaluation, published a report summarizing the performance of the Abrams SE Pv2 with the Trophy Active Protection System installed during tests in FY 2019. The report supported the Army's decision for Urgent Material Release of SE Pv2 vehicles to four brigades in Europe and the Pacific. The M1A2 Abrams tank's System Enhancement Package version 3 (SE Pv3) rectifies many of the space, weight, and power issues identified during Operation IRAQI FREEDOM and will be the foundation for all future incremental upgrades to the Abrams. In the first quarter of FY 2020, the Army completed live-fire testing of the Abrams M1A2 SE Pv3 and began fielding it to units in the last quarter of the fiscal year. The Army plans to conduct a test and evaluation program for Abrams SE Pv3 with the Trophy Active Protection System from the second to fourth quarters of FY 2021.

The Armored Multi-Purpose Vehicle (AMPV) is the replacement for the M113 family of vehicles in armored BCTs. The contractor did not meet the July 2020 first vehicle delivery dates for the AMPV. By the end of the fiscal year, the contractor was six to eight months behind the original schedule to deliver vehicles for use in initial operational testing and evaluation and live-fire testing. In FY 2020, the Army continued live-fire testing using prototype vehicles across all AMPV variants to support the evaluation of survivability and force protection specification requirements. The Army will make a decision on when to proceed to initial operational testing and evaluation in the first quarter of FY 2021, and has scheduled a full-rate production decision for the third quarter of FY 2022.

The Infantry Squad Vehicle (ISV) is a lightweight troop carrier for infantry BCTs. The Army Test and Evaluation Command conducted developmental testing of three vendors' prototype ISVs from December 2019 to January 2020. The Army then conducted

the Soldier Touchpoint 2 assessment of the prototypes at Fort Bragg in January. (Soldier Touchpoints allow contractors to test system prototypes with soldiers throughout the research and development process to ensure the final product incorporates soldiers' assessments before they field it to units.) In June, the Program Executive Office, Combat Support and Combat Service Support, selected one of the prototypes to enter Milestone C low-rate initial production. The Army Test and Evaluation Command will conduct the ISV's initial operational testing and evaluation in August 2021. The Army plans to field ISVs to 11 Infantry BCTs for a total of 649 vehicles by FY 2025.

The Initial Maneuver Short-Range Air Defense (IM-SHORAD) Vehicle is a system of systems. It consists of Stinger and Longbow Hellfire missiles, a 30-mm. cannon, a machine gun, an electro-optical sight system, and a multihemispheric radar mounted on a Stryker Double-V hull. The system is part of the Army's efforts to rebuild its short-range air defense capabilities. The Army started live-fire testing and evaluation of IM-SHORAD in February 2020. The survivability and lethality testing is expected to be complete in the first quarter of



Infantry Squad Vehicle



Initial Maneuver Short-Range Air Defense Vehicle

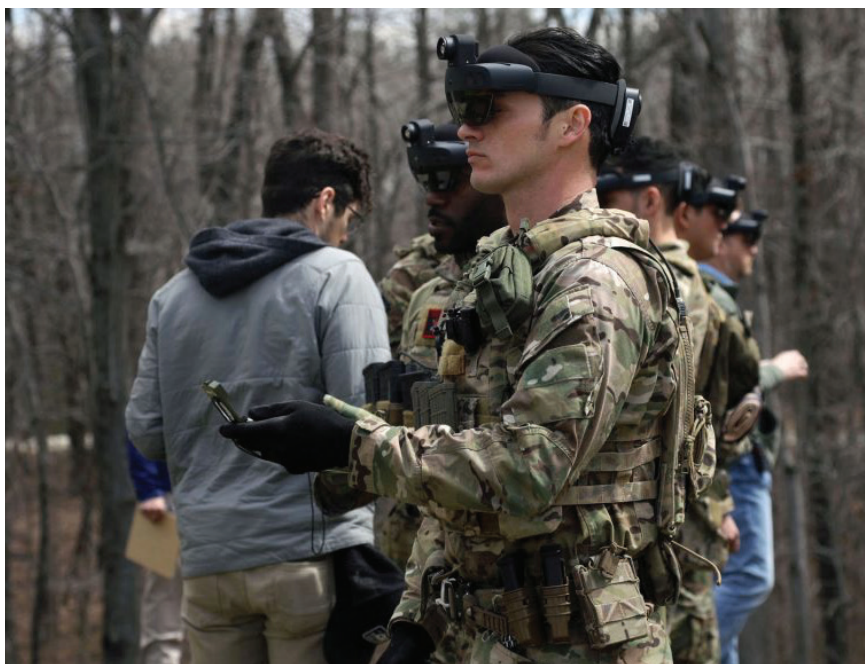
FY 2021. In September 2020, the chief of staff, Army, decided to acquire 32 vehicles before operational testing. The Army plans for an expeditionary operational assessment after fielding for FY 2022 in Germany.

The Family of Medium Tactical Vehicles (FMTV) is a series of trucks, configured to support a variety of cargo hauling methods, based on a common chassis that varies by payload and mission. The FMTV A2 is a set of hardware and software improvements to the FMTV A1 trucks designed to expand their capabilities. The FMTV A2 Wrecker and Load Handling System variants demonstrated poor reliability and degraded vehicle functionality in developmental testing. In FY 2020, the program developed a test and evaluation master plan to outline the production verification test and the follow-on operational testing and evaluation for the FMTV A2 vehicles. The Army Test and Evaluation Command plans to conduct the follow-on operational testing and evaluation in FY 2022.

The Army delayed the fielding of the Joint Light Tactical Vehicle (JLTV) to several Army units during FY 2020 from three to seven months because of the COVID-19 pandemic. In May 2020, the Army canceled a JLTV developmental test with soldiers because of the pandemic. The test was to have soldiers assess the command, control,

and communication capability of the Mounted Family of Computer Systems (MFoCS) integrated on the JLTV. The Army will assess the MFoCS during the August 2021 JLTV developmental/operational testing.

The Integrated Visual Augmentation System (IVAS) is a low-profile, ruggedized, heads-up display with a body-borne computer pack, conformal wearable battery, squad radio, and integrated sensors. In the first quarter of FY 2020, the Army conducted the Soldier Touchpoint 2 to assess the IVAS Capability Set 2 prototypes in an operational environment. These prototypes demonstrated increased capability from Capability Set 1, including the ability to integrate the Global Positioning System, tactical radios, and rapid target acquisition. The prototypes also fused low-light and thermal imagery and simultaneously operated up to fifty systems within squad and platoon exercises. The assessment identified performance problems with the Global Positioning System, imagery sensors, and rapid target acquisition integration. Because of the COVID-19 pandemic, the Army delayed the Soldier Touchpoint 3 for the system from July to October 2020. The IVAS Capability Set 4 will be the production-ready



A soldier does a check with the Integrated Visual Augmentation System and his compass during a soldier touch point in March 2020 at Fort Pickett, Virginia.

device; the Army expects to receive 1,600 of these systems in April 2021 to support the initial operational test.

The Enhanced Vision Goggle–Binocular (ENVG-B) is a helmet-mounted individual night vision device with dual thermal and infrared sensing capabilities. It operates on the Intra-Soldier Wireless network with Nett Warrior allowing soldiers to receive and display navigational, targeting, and situational graphics. The Army equipped the 2nd BCT, 1st Infantry Division, with the ENVG-B in September 2019 before the BCT's deployment to South Korea in FY 2020. During FY 2020, Program Executive Office Soldier conducted a reliability growth test of the ENVG-B at Fort Polk using soldiers from the 10th Mountain Division. Reliability growth tests are part of an iterative test-fix-test cycle in which soldiers use the equipment to help expose weaknesses in a system's software or hardware. By the end of FY 2020, the ENVG-B had entered low-rate initial production.



A 10th Mountain Division soldier adjusts his Enhanced Night Vision Goggle–Binocular during its reliability growth test in June 2020 at Fort Polk.

Foreign Military Sales

The Army Foreign Military Sales (FMS) program is part of the overall U.S. Defense Security Assistance program. It oversees sales of ground forces equipment, training, supplies, and services to foreign countries. 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.

During FY 2020, Australia bought Javelin missiles and related equipment for \$46 million and 155-mm. cannon ammunition and accessories, and related equipment, for \$132.2 million. Jordan was approved to purchase up to 700 Advanced Field Artillery Tactical Data System software license copies and related equipment for an estimated cost of \$300 million. India received approval for the purchase of an Integrated Air Defense Weapon System at a cost of \$1.867 billion. Morocco obtained authorization to purchase twenty-five M88A2 Heavy Equipment Recovery Combat Utility Lift and Evacuation System (HERCULES) vehicles and/or M88A1 long-supply HERCULES refurbished vehicles and related equipment for an estimated cost of \$239.35 million.

Poland purchased 180 Javelin missiles, 79 Javelin Command Launch Units, and related equipment valued at \$100 million. The Netherlands purchased 199 Excalibur Increment IB M9821AI tactical projectiles and related equipment valued at \$40.55 million. It also purchased Patriot Advanced Capability-2 Missiles Segment Enhancement missiles and related equipment valued at \$241 million. The United Arab Emirates was authorized to purchase up to 4,569 Mine-Resistant Ambush Protected vehicles for \$556 million.

The Taipei Economic and Cultural Representative Office of Taiwan bought Recertification of Patriot Advanced Capability-3 missiles for \$620 million, as well as eleven HIMARS M142 Launchers and related equipment for \$436.1 million. The government of Kuwait bought Patriot program sustainment and technical assistance as follow-on support valued at \$425 million, the Patriot missile Repair and Return program for an estimated cost of \$200 million, and eighty-four Patriot Advanced Capability-3 Missile Segment Enhancements and related equipment for \$800 million.

Argentina bought twenty-seven M1126 Stryker Infantry Carrier Vehicles and related equipment for an estimated cost of \$100 million. Switzerland purchased five Patriot Configuration-3+ Modernized Fire Units and related equipment for \$2.2 billion. Lebanon received approval to purchase up to 300 M1152 High Mobility Multi-purpose Wheeled Vehicles and related equipment for an estimated cost of \$55.5 million.

8

Support Services

Installations

The G-9, as the proponent for Strategic Readiness Tenet #6 (Installations), developed a new metrics-based framework to evaluate the strategic readiness of installations. This framework, also implemented in FY 2020, provides an assessment of installation readiness across all Army components and incorporates input, risk assessments, and resource requirements from land holding commands and installation enterprise experts. The assessment found installation readiness at risk in FY 2020, with projected risk anticipated to increase through F 2024 because of reduced sustainment funding, personnel shortages in key service areas, and increased facility requirements affecting installations. The G-9 found that 24 percent of Army facilities were in poor or failing condition, requiring additional funding for renovation. Additional funding is required to mitigate risk and reduce increased future demand for funding to replace facilities that are no longer economical to repair.

The Army continued to enhance efficient water and energy use at Army installations. The assistant secretary of the Army (installations, energy, and environment) (ASA (IEE)) produced an Installation Energy and Water Resilience Assessment Guide to assist installations in developing or improving energy and water systems. It includes guidance for conducting black start exercises to test backup power generation at installations and a directive establishing requirements for installations to protect critical assets against climate change and extreme weather. The Office of Energy Initiatives worked on thirty-two projects at twenty-four installations, with an aim to make eighteen installations capable of operating independently in the event of a power grid outage. The office's programs also aimed to increase the use of renewable energy at Army installations by developing a variety of technologies including battery storage, solar power, and microgrids.

The ASA (IEE) reviewed the Army's annual facility investment strategy to spend \$1.9 billion in major repair projects of critical facilities and facilities supporting soldiers' and Army families' quality of life at various installations. To improve and update cost comparisons of

options for closing or reorganizing installations, the Army established a Configuration Control Board and tested a Cost Comparison Analysis Tool for Stationing. The HQDA G-9 refined the Army's plans to invest in multiple information technology systems for installations worldwide and led efforts to improve installation management accounting across all Army financial systems.

Installation management staff implemented several personnel management and professional development initiatives in FY 2020. The Army continues to offer incentives to retain and attract childcare providers, including military spouses, at its installations. Army leaders selected ten installation management personnel to participate in the City-County Management Senior Fellowship Program. These personnel will work with city or county managers to gain management skills for operating communities such as military installations. The program will continue in FY 2021 after delays caused by the COVID-19 pandemic. The new Tenet Assessment Working Group reviewed, measured, and analyzed operations, capabilities, and risks related to managing Army installations.

Housing, Construction, and Infrastructure

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, widespread publicity about the failure of these companies to provide required maintenance and repair services, and their frequent disregarding of tenant complaints about these failures, prompted an inspection of the RCI by the Office of The Inspector General. Similar failures in the privatized housing programs of the other services led Congress to include in the FY 2020 National Defense Authorization Act eighteen rights of military service members and their families residing in privatized housing on military installations.

In February 2020, the secretary of defense and the secretaries of the military departments signed a Military Housing Privatization Initiative Tenant Bill of Rights. By the end of FY 2020, the DoD implemented fourteen of the eighteen rights in the bill. The four remaining rights were a process for dispute resolution, a method for withholding Basic Allowance for Housing payments during a dispute, a way for tenants to obtain a housing unit's maintenance history, and standard forms and documents for privatized housing projects.

The Army hired a contractor to review the operations and finances of privatized housing projects. These reviews are the corrective action in response to a finding in The Inspector General's 2019 inspection

of the RCI program. It recommended that the Army conduct an operational and financial audit (to include historical records) of each project and establish a system to validate portions of RCI program financial statements and operating expenses. The contractor reviewed seven projects in FY 2020. It will perform an additional seven reviews every fiscal year thereafter until it has reviewed all RCI projects. Also in FY 2020, the Army secured \$1.6 billion in additional funds from bankers and private investors to construct 3,800 new homes and renovate 18,000 houses on Army installations over the next five years.

Because of COVID-19 pandemic restrictions, companies delayed some routine maintenance projects of RCI housing. Companies also delayed several planned renovations and demolitions of privatized Army housing. Using guidance from the Centers for Disease Control and Prevention, companies had adjusted maintenance practices by the end of FY 2020 and were reducing the backlog and beginning construction efforts.

In September 2020, the Advisory Council on Historic Preservation, an independent federal agency that promotes historic preservation, adopted the *Program Comment for Department of the Army Inter-War Era Historic Housing, Associated Buildings and Structures, and Landscape Features (1919–1940)*. A program comment is an alternate method for federal agencies to meet their obligations under Section 106 of the National Historic Preservation Act, which requires them to consider the effects of projects they carry out, approve, or fund for historic properties. The program comment ensures the preservation of the historic and architectural character of the housing with its agreed-upon standardized criteria, procedures, and design guidelines. At the same time, it will permit the Army to more effectively address hazardous materials in them, such as lead-based paint and asbestos; the high maintenance, repair, and rehabilitation costs associated with historic housing; the need for additional bedrooms and expanded living space; and the modernization of heating, ventilation, plumbing, and electrical systems.

In FY 2020, the Army completed forty-four new buildings certified as environmentally sustainable by the U.S. Green Building Council, including five in Germany and Korea. These buildings included aircraft hangars, barracks, clinics, schools, dining facilities, and unit headquarters.

In March 2020, the secretary of defense placed strict limits on official travel because of the COVID-19 pandemic. This reduction in travel significantly affected the Privatized Army Lodging program, as the spring and summer are its busiest times of the year. Facility operators furloughed many of their employees to reduce expenses.

Additionally, the service suspended all development to preserve cash-on-hand until it could ascertain the financial impact of the pandemic. In FY 2020, occupancy was at 56.3 percent instead of the budgeted 72.2 percent and total revenue was \$219.9 million instead of the expected \$284.3 million.

The Army and OSD updated the European Infrastructure Consolidation Business Plan to include closing or consolidating thirty-five Army posts in Europe by FY 2025. The Army continued some infrastructure actions in Europe, renovating Patch Barracks in Stuttgart, Germany, and closing part of Camp Darby, Italy. The Army delayed other European Infrastructure Consolidation actions because of uncertainty about President Trump's plans for decreasing troop strength in Europe.

Public Affairs

The Army Communication Plan for 2020 emphasized three themes: "Ready Now"—the Army has highly trained, disciplined, and fit teams that can win on the battlefield; "Investing in the Future"—the Army is modernizing to meet the challenges of the future; and "People"—the Army's greatest strength.

The Office of the Chief of Public Affairs (OCPA) released guidance on communicating about the COVID-19 pandemic and its impact on Army operations. In April, OCPA asked Army personnel to share official Army posts about the pandemic to combat the spread of misinformation online. Public affairs personnel stressed that the service protected the health of soldiers, civilian employees, and families by cancelling or scaling back events and exercises, limiting in-person recruiting, and imposing travel restrictions. OCPA stressed that Army chaplains remained available for virtual counseling of individuals. It shared crisis-line telephone numbers in the United States and abroad to assist members of the Army community experiencing stress or anxiety related to the pandemic. Public affairs personnel also shared information on Army efforts to combat the pandemic.

In FY 2020, OCPA developed the Outreach Knowledge Management System. It is a web-based application that provides immediate access to planning documents, coordinates outreach, and engages Army leaders in communications efforts. OCPA also used the Sprinklr technology system to share content, collect data, and evaluate interactions on Army digital and social media platforms.

Legislative Liaison

In FY 2020, the Office of the Chief, Legislative Liaison (OCLL), worked to gain congressional support for Army initiatives including military housing reforms, sexual harassment and sexual assault policies, the new ACFT, military health system reforms, and modernization of the Army. Before COVID-19 pandemic travel restrictions, OCLL facilitated visits by fifty-five congressional delegations and eighty-eight congressional staff delegations to sites in the U.S. and abroad. It provided daily updates to Congress on how the COVID-19 pandemic affected the Army and on Army support of pandemic response efforts. The pandemic did not permit hearings at traditional venues, so OCLL assisted Army senior leaders in preparing for hybrid congressional committee and subcommittee hearings. The office answered over 530 congressional requests for information regarding COVID-19. For all of FY 2020, OCLL answered over 10,000 written inquiries from members of Congress. Members of Congress took a close interest in Fort Hood after the murder of Spc. Vanessa Guillén. OCLL facilitated briefings about and visits to Fort Hood by several congressional delegations, including trips led by the chair of the House Armed Services Committee's Subcommittee for Military Personnel and the chair of the Senate Armed Services Committee.

Chaplain Corps

The Office of the Chief of Chaplains (OCCH) established virtual meetings of senior Chaplain Corps leaders around the world to share ideas and practices for ensuring soldiers' exercise of religion during the COVID-19 pandemic. Chaplains implemented virtual worship services broadcast over the Internet and safety precautions for in-person gatherings. OCCH created a digital-giving platform that allowed Army religious communities to continue to support religious programs financially during the pandemic. It also provided \$6.8 million in grants for Army garrisons to support virtual worship services by the purchase of audiovisual equipment, computers, software, and furniture. The Chaplain Center and School implemented virtual Chaplain Candidate Practicum to replace traditional in-person training for reserve component chaplain candidates.

OCCH worked with Columbia and Baylor Universities and Yale Divinity School to create the Science of Spirituality Initiative, a five-step pilot program for training soldiers to maintain spiritual fitness as part of their holistic health. As part of this initiative, the

Chaplain Corps worked with behavioral health specialists to develop assessments of soldiers' mental and spiritual health. The Religious Support Division of OCCH provided \$34.8 million in funding for Strong Bonds, a chaplain-led program that trains soldiers and Army families to build and maintain good personal relationships. During the fiscal year, there were 743 Strong Bonds events with 30,347 participants in the RA, 175 ARNG events with 5,937 participants, and 13 events with 558 participants in the USAR.

Chaplain Corps recruiters attended the National Conference on Ministry to the Armed Forces in January 2020 to enhance relations with religious denominations and faith groups that endorse clergy. OCCH responded to COVID-19 restrictions by using online tools and social media for recruiting. Recruiters launched training sessions titled "Every Chaplain Corps Member a Recruiter," training 954 personnel to assist in recruiting chaplains to the Army. The Chaplain Corps met its FY 2020 recruiting targets despite the loss of twenty-one recruiters in December 2019. It selected the highest number of applicants in over a decade: 113 chaplains for the RA, 55 for the ARNG, and 112 for the USAR, and an additional 172 chaplain candidates for the ARNG and the USAR.

Safety

The Army lost ninety-five soldiers and one civilian to accident-related fatalities in FY 2020, the fewest fatalities on record for a single year. The U.S. Army Combat Readiness Center (USACRC) concluded that circumstances related to the COVID-19 pandemic, such as travel restrictions, reduced the number of deaths. The Army lost seventy-one soldiers to off-duty accidents; fifty-three of these fatalities involved private motor vehicles.

There were 114 Class A accidents; these involve fatalities, permanent disabilities, \$2 million or more of property damage, or loss of an Army aircraft. This was a 20 percent decrease in Class A accidents compared to FY 2019. Accidents involving government motor vehicles killed eleven soldiers, including eight killed in six rollover accidents.

In FY 2020, there were six aviation accidents with crewed aircraft, causing seven fatalities, and nine remotely piloted aerial vehicle accidents. Despite only a small drop in flights because of COVID-19 restrictions, the Army reduced Class A crewed aviation accidents by 90 percent over FY 2019. In March 2020, the Army launched an aviation safety campaign emphasizing the importance of risk management and planning in aviation missions. USACRC set FY 2021 goals of reducing crewed aviation Class A accidents to a rate of 0.9 per 100,000 flying

hours, reducing Class A on-duty ground accidents by 5 percent, and reducing accidents involving Gray Eagle drones by 15 percent.

In conjunction with USACRC, the Office of the Director of Army Safety reinvigorated assessments in special interest areas including ammunition, explosives, chemical agents, infectious agents and toxins, radioactive materials, and radiation generating devices. This program identifies trends and periodically informs senior Army leadership of shortcomings in these areas. The Office of the Director of Army Safety conducted special interest surveys at Dugway Proving Ground, Utah, in September 2019 and Aberdeen Proving Ground, Maryland, in December 2019. Because of COVID-19 travel restrictions, it postponed the remainder of the surveys planned for FY 2020. Observations noted during the two surveys it conducted include problems with the number of explosives safety personnel and their qualifications and that aging facilities and equipment are generating maintenance, repair, and replacement funding challenges.

In FY 2020, USACRC launched the Army Readiness Assessment Program internet tool to provide battalion-level commanders with survey data from soldiers and employees about their unit's or organization's safety climate. USACRC released the Joint Risk Assessment Tool database in October 2019 to assist with risk management by providing accident statistics. From June to September 2020, select Army units tested the Army Safety Management Information System 2.0. Based on this testing, USACRC made improvements to it and expects to release the system early in FY 2021.

Because of COVID-19 restrictions, USACRC adjusted safety courses—suspending some, condensing others, and allowing blended learning options of face-to-face and virtual portions for some courses. In FY 2020, USACRC also shared general information on the COVID-19 pandemic and directed that safety offices on individual Army posts investigate suspected cases of COVID-19 disease following guidance from the Occupational Safety and Health Administration.

Army and Air Force Exchange Service

AAFES operates about 4,000 facilities, including department and convenience stores, restaurants, malls, movie theaters, gas stations, and other retail businesses on military installations in the United States and thirty-two other countries. All AAFES earnings support military community programs including school services and recreation centers. AAFES employs 35,000 associates—85 percent of whom have connections to the military. Its workforce is 45 percent veterans and

military spouses or dependents. The sale of goods and services funds 97 percent of the AAFES operating budget, with 3 percent provided by federal appropriations to transport goods overseas.

In late 2019, AAFES offered tax-free shopping and discounts to all federal agencies and other organizations authorized to use government purchase cards in the continental United States. On 1 January 2020, in accordance with the Purple Heart and Disabled Veterans Equal Access Act of 2018, 4.1 million disabled veterans, Purple Heart recipients, and their primary caregivers gained shopping privileges at Exchange facilities.

In early March 2020, AAFES adjusted its operations in response to the COVID-19 pandemic. AAFES implemented disease prevention measures, requiring its employees to wear face masks. It installed acrylic shields at checkout counters, customer service areas, and restaurants, starting with facilities in Italy and expanding to other parts of Europe, the Pacific region, and the United States. AAFES regularly disinfected high-traffic areas, expanded restaurant delivery and takeout services, and delivered supplies to quarantined customers. In Korea, Japan, and Europe, AAFES distributed grab-and-go meals to students of DoD schools who were attending classes virtually because of the pandemic. In Iraq, Afghanistan, and other locations in the Central Command area of operations, exchanges offered personal shopping services for quarantined service members. AAFES deployed Mobile Field Exchanges to serve quarantined service members at Joint Base San Antonio, Fort Benning, and Fort Drum. A Mobile Field Exchange deployed to New York City served military personnel working at a temporary hospital set up in the Jacob K. Javits Convention Center. At AAFES clothing alteration shops, employees made face coverings for COVID-19 prevention. In spring 2020, with much of Europe under stay-at-home orders, AAFES's water plants in Grünstadt, Germany, and Vicenza, Italy, delivered bottled water to U.S. military homes and offices throughout Europe.

AAFES provided new services to increase morale during the pandemic. The senior enlisted adviser to AAFES hosted talks with celebrities and musical guests on the Exchange's Facebook page. Its Operation Fun campaign offered free movie screenings and family-friendly virtual activities including crafts and giveaways.

AAFES partnered with Installation Management Command (IMCOM) on three initiatives. In August 2020, AAFES and IMCOM launched the Digital Garrison technology application to provide information on various services, such as shops, child development centers, fitness facilities, and recreation programs at each Army installation. At Fort Wainwright, Alaska; Fort Irwin; and Fort Polk,

the Quality of Life Task Force launched a pilot program to upgrade stores, dining facilities, and Wi-Fi infrastructure, and to offer jobs to military spouses at remote installations. IMCOM and AAFES are coordinating to ensure that AAFES continues to provide services to military communities in times of natural disaster or crisis.

Morale, Welfare, and Recreation

The Army's Family and Morale, Welfare, and Recreation (MWR) program provides family, child, and youth programs and recreation, sports, entertainment, travel, and leisure activities to soldiers, Army families, and retirees. It runs numerous facilities on Army posts including libraries, dining facilities, movie theaters, fitness centers, swimming pools, bowling alleys, golf courses, childcare centers, and youth centers. MWR services include arts and crafts programs, travel programs, outdoor recreation services, concerts and entertainment, sports and fitness programs, tutoring and educational support, babysitter training, childcare fee assistance, automotive maintenance and training, financial services, relocation planning, and employment assistance. MWR runs the BOSS (Better Opportunities for Single Soldiers) program, providing recreation and community service projects for single soldiers.

The COVID-19 pandemic forced MWR to curtail or modify its services and close some facilities for a time. Where it was possible to maintain the safety of children and staff, the Army kept child development centers open to continue providing affordable childcare. Centers took precautions such as increased cleaning and physical distancing. Closed centers worked with Army public health staff to determine how and when to reopen. Army Community Services, which provides programs to promote self-reliance, resilience, and stability, continued to provide financial education and counseling, employment programs, relocation assistance, and family advocacy, offering virtual programs and website content to assist Army families. Military personnel were encouraged to use outdoor gyms. In July 2020, the BOSS program teamed with a gaming company to offer soldiers a twelve-week online e-sports tournament allowing individual soldiers the opportunity to participate safely from their barracks or homes.

Closures of MWR facilities and suspension of income-generating activities such as food operations, bowling alleys, and golf courses led to an inability to pay facilities' utility bills and MWR employee salaries. Proceeds from AAFES, which fund MWR activities, also dropped. To

cover lost revenues, the DoD provided \$57.2 million in congressionally authorized COVID–19 emergency funding to Army MWR programs.

The MWR program hosted the 35th Army Ten-Miler road race on 13 October 2019 in Washington, D.C. More than 35,000 runners participated, generating proceeds for Army MWR programs. On 1 January 2020, as authorized by the Purple Heart and Disabled Veterans Equal Access Act of 2018, MWR extended many services to 4.1 million disabled veterans, former prisoners of war, Purple Heart recipients, and their primary caregivers. In August, the secretary of the Army approved allowing the ARNG to establish nonappropriated fund instrumentalities for MWR programs at Guard facilities and sites.

9

Special Functions

The Surgeon General

The Office of The Surgeon General is responsible for all health and medical matters of the Army, including the medical aspects of training, organizing and equipping the Army. The Surgeon General is also the commanding general of Army Medical Command (MEDCOM).

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 DHA. In FY 2019, six Army MTFs in the eastern United States transferred to the DHA. On 2 April 2020, the deputy secretary of defense paused all transition activities because of the unprecedented burden the COVID-19 pandemic was placing on DHA and the services' medical organizations. This pause remained in effect through the end of FY 2020.

The COVID-19 pandemic created a high demand for healthcare professionals. MEDCOM responded by creating the COVID Volunteer Retiree Recall program. The Army issued a request for retirees possessing skills needed during the pandemic to return to active duty temporarily. By the end of FY 2020, 662 persons had volunteered and MEDCOM had selected 188 of them to serve at 31 MTFs and the 4 regional health commands. Another method used was the extension of officers with critical specialties beyond their mandatory retirement dates. Seven officers (three from the Medical Service Corps, two from the Medical Corps, one from the Army Nurse Corps, and one from the Medical Specialist Corps) opted to remain on active duty for an additional three years.

Army health facilities implemented a number of measures in response to the pandemic. They established COVID-19 testing sites and expanded inpatient treatment facilities. They installed new safety measures, including plexiglass shielding and air filtration system improvements. Virtual health treatment, including secure online messaging and remote video consultations, supplanted much of

the usual in-person treatment, particularly during spring and early summer 2020. The safety measures taken at facilities increased in-person treatment from August onward.

Medical Command prepared to handle large COVID–19 outbreaks on Army installations. Over the past twenty years, medical facilities on some posts, including initial entry training centers, had been downgraded from hospitals to outpatient clinics. These posts relied on nearby civilian facilities to treat serious cases. Initial projections of the disease’s possible spread generated concern that these posts would be overwhelmed by an outbreak at the same time as the civilian medical facilities they depended on. The RA, however, did not have a surge of life-threatening COVID–19 cases. There were no elderly persons, the most at-risk group, serving as soldiers, and mitigation measures implemented on installations proved effective at curtailing transmission of the virus. The number of critical cases at installations remained small, so no medical treatment facility experienced the overload that affected hospitals in the New York City area.



*COVID–19 drive-through testing center, Fort Campbell, Kentucky,
July 2020*

The Health Facilities Planning Agency worked with the Corps of Engineers to create concepts of operation, programs for design, and equipment lists for alternate care sites in the United States. The agency assisted in 1,155 location assessments and the construction of 74 sites across the country. In coordination with the MEDCOM G-9 and the Corps of Engineers, the agency developed facility and equipment outfitting contingency plans for military medical facility expansion capabilities. These plans included the Closed Hospital to Healthcare and Barracks to Healthcare models.

After a comprehensive review of the Warrior Care and Transition Program, the Army in November 2019 began restructuring it to focus on complex case management for wounded, ill, and injured soldiers. This restructuring will simplify and streamline policy, remove barriers, and tailor services to fit the unique needs of every soldier. As part of that restructuring, in January 2020, the Army renamed the Warrior Care and Transition Program to the Army Recovery Care Program. It reorganized the fourteen Warrior Transition Battalions and redesignated them as Soldier Recovery Units. Under the new organization, Soldier Recovery Units consist of platoons organized as “tracks” to focus resources and services based on a soldier’s point of recovery. The three primary platoons are complex care, veteran track, and return to duty. To incorporate the changes, the service published a revised Army Regulation 40–58 in May 2020. The Army expects the organizational restructure and reform measures to reach full capability by October 2020.

The Warrior Care and Transition Program had separate active and reserve component entry criteria. The Army Recovery Care Program established one unified set of entry criteria for all three components based on complex case management. The new criteria went into effect on 1 January 2020. Reserve component soldiers who do not meet the new entry criteria, but are entitled to remain on or return to active duty for medical evaluation or treatment, are eligible for a remote medical management program. Reserve component soldiers who entered the program before January 2020 will retain all program services and continue to follow their comprehensive transition plan.

Army Audit Agency

The Army Audit Agency provides the service an internal auditing capability for all Army operations and programs. The Agency maintains an operations center at Fort Belvoir, Virginia, and the Pentagon, and sixteen field offices—thirteen in the continental United States and one

each in Germany, Hawai'i, and South Korea. Because of previous efforts to ensure employees could work remotely, the transition to telework during the COVID-19 pandemic did not hamper operations.

In FY 2020, the agency published eighty-five reports with over \$229 million in potential monetary benefits. This represented a three-to-one return on investment for the audit process. Overall, the Agency made over 280 recommendations to improve Army operations. Topics examined during the fiscal year included objective assessment by units of their training status, the accuracy of information technology obligations and expenditures recorded within the training program evaluation group, the extent of compliance with acquisition reform initiatives, and whether units were sustaining soldiers' proficiency in the Warrior Skill Level 1 tasks.

Office of Army Cemeteries

During the fiscal year, the Office of Army Cemeteries (OAC) transferred nine cemeteries to the Department of Veterans Affairs' National Cemetery Administration because these sites were not on or near active Army installations but were close to existing NCA cemeteries. At the end of FY 2020, OAC supervised thirty cemeteries in seventeen states and the District of Columbia.

OAC implemented several projects to improve visitor experience and sustainability at Arlington National Cemetery. These include the rebuilding of roads and storm water lines, cleaning and masonry repair of the Memorial Amphitheater and the restoration of its exterior doors, as well as the construction of an Americans with Disabilities Act-compliant access ramp. OAC planted over 100 new holly trees along Memorial Avenue and implemented irrigation systems and turf renovations in other parts of the cemetery. Planning and design work continued for the Southern Expansion to Arlington National Cemetery, with the goal of completing all design work by the end of FY 2021.

The COVID-19 pandemic created a decrease in the number of burials at Arlington National Cemetery. In FY 2019, there had been 6,440 burials. In FY 2020, there were 4,817 burials. Families canceled 1,495 services at Arlington National Cemetery between 12 March and 30 September 2020. The cemetery rescheduled 708 of these services at the request of the families. OAC held seven interments at the Soldiers and Airmen's Home National Cemetery in Washington, D.C., and three at the Tomb of Remembrance in Arlington National Cemetery.



Arlington National Cemetery Memorial Amphitheater

In New York, land reclamation work continued at the West Point Cemetery to extend the longevity of the site. In Pennsylvania, the Carlisle Barracks Disinterment Program continued its work to exhume the remains of Native American children that died at the Carlisle Indian Industrial School during the late nineteenth and early twentieth century and return them to their tribes. The OAC prepared the remains of eight children for return to the Rosebud Sioux Tribe of South Dakota and one Aleut native to Saint Paul Island. However, the pandemic interfered with these plans and the program was postponed until FY 2021.

Civil Works

In February 2017, President Trump issued Executive Order 13778, “Restoring the Rule of Law, Federalism, and Economic Growth by Reviewing the ‘Waters of the United States.’” This rule, in effect since 2015 and for which the Corps of Engineers and the Environmental Protection Agency are jointly responsible, defines the scope of waters subject to federal regulation under the Clean Water Act. The Army and



Corps of Engineers contractors in Lake Charles, Louisiana, install reinforced plastic sheeting on a home damaged by Hurricane Laura.

the Environmental Protection Agency in February 2019 published the proposed revision of “Navigable Waters Protection Rule: Definition of ‘Waters of the United States.’” The *Federal Register* published it as a final rule on 21 April 2020 and it went into effect on 22 June 2020.

In 2016, the Department of the Army issued a notice of proposed rulemaking for the Water Supply Rule. It sought to clarify the Corps of Engineers’ policies governing the use of its reservoir projects for domestic, municipal, and industrial water supply. The clarification would define key terms under the Flood Control Act of 1944 and the Water Supply Act of 1958 to account for court decisions, legislative provisions, and other developments related to the exercise of these authorities. In January 2020, President Trump directed the Corps of Engineers to withdraw its water supply rulemaking effort.

The Pebble Mine project in Alaska is in the Bristol Bay watershed. After its review of the Final Environmental Impact Statement for the project, the Corps of Engineers announced in August 2020 that the project as proposed would likely result in significant degradation of the environment and adverse effects on the aquatic ecosystem and

human environment in the Bristol Bay watershed. Therefore, the Corps of Engineers found that it could not permit the project, as currently proposed, under section 404 of the Clean Water Act.

The Corps of Engineers in March 2020 shut down all campgrounds it manages to protect against the spread of COVID-19. Other facilities, such as visitor centers and beaches, also closed. Day-use facilities and lake access areas such as boat launches, picnic areas, fishing piers, and viewing areas, remained open. In May, the Corps of Engineers began reopening its closed recreation areas. Reopening of closed areas varied by location based on state and local conditions, as well as each area's ability to put in place COVID-19 safety precautions.

The Corps of Engineers responded to several hurricanes during FY 2020. One of the most important services was "Operation Blue Roof." This project has contractors install reinforced plastic sheeting on roofs damaged by hurricanes. Other missions included emergency power installation, supporting temporary housing facilities, conducting infrastructure assessments, and providing debris removal assistance to state governments.

Environmental Protection

The ASA (IEE) and HQDA's G-9 collaborated to develop the Army Environmental Restoration Strategic Plan, published in April 2020. It emphasized management strategies that gain efficiency and accountability, provide an interrelated vision and overarching objectives, and outline a unified strategy for environmental restoration. The plan provides the framework for implementing the Army's vision for environmental restoration. The Army signed an interagency agreement with the U.S. Fish and Wildlife Service to support Army conservation efforts, expand Army partnerships for conservation, and enhance mission support and stewardship for ecosystem and endangered species recovery.

Per- and polyfluoroalkyl substances (PFAS) are a large group of human-made chemicals used in many applications worldwide since the 1950s, to include the firefighting foam used on military installations. In 2016, the Environmental Protection Agency issued a lifetime health advisory for perfluorooctane sulfonate and perfluorooctanoic acid in drinking water. In FY 2020, the Army established the Army PFAS Working Group. Subsequently, a joint ASA (IEE)/G-9 governance structure was created. The working group is the centralized, integrated policy and guidance directive body to address PFAS across the Army. It also will implement policy issued by the DoD's PFAS Task Force. In September 2020, the working group finalized a PFAS campaign plan.

Chemical Weapons Demilitarization

The chemical weapons demilitarization program eliminates chemical warfare materiel in accordance with obligations specified in the Chemical Weapons Convention. The program destroyed nearly 90 percent of the U.S. chemical weapons stockpile in 2012, and then dismantled and closed the associated chemical weapons destruction facilities over a three-year period. The remaining stockpiles of this materiel are at Pueblo Chemical Depot, Colorado, and Blue Grass Army Depot, Kentucky. In May, Blue Grass Army Depot destroyed all 8-inch projectiles containing GB nerve agent (sarin), completing the first munitions destruction campaign of this class at this depot. Pueblo Chemical Depot in July completed construction of three static detonation chambers to augment its destruction capability. In September, it completed destruction of 155-mm. projectiles containing mustard agent that were suitable for processing in the depot's main plant. There are 286 155-mm. projectiles remaining that are unsuitable for processing in the main plant; the depot will process them in the static detonation chambers. As of the end of FY 2020, the program has destroyed 58.3 percent of the chemical agents at the two depots. The National Defense Authorization Act for Fiscal Year 2016 set 31 December 2023 as the deadline for destruction of all U.S. chemical weapons.

Legal

The Judge Advocate General Corps in FY 2020 had 1,850 judge advocates in the active component, 2,589 judge advocates in the reserve components, and 1,400 civilian attorneys and paraprofessionals.

The Office of The Judge Advocate General worked to ensure the availability of appropriate legal assets for new organizations such as Multi-Domain Task Forces and forward corps-level headquarters. To improve services in existing responsibilities, it obtained authorization for the hiring of 140 additional attorneys and paralegals dedicated to supporting domestic violence victims, special victims council, and criminal investigation. The Army fully implemented the Military Justice Redesign to thirty-eight installations and unit Offices of the Staff Judge Advocate. This initiative increases litigation experience in trial-focused military justice practitioners and also ensures commanders receive dedicated military justice advice.

In FY 2020, 486 records of trial and over 1,000 motions and briefs were referred to one of the three judicial panels comprising the Army Court of Criminal Appeals (ACCA) for judicial review. Of those 486, ACCA received 442 for the first time (not a remand from the Court of

Appeals for the Armed Forces or returned from the convening authority after remand). Of these cases, it processed 77 under pre-Military Justice Act of 2016 procedures involving a promulgating order and processed 365 under Military Justice Act of 2016 procedures involving an entry of judgement. For pre-Military Justice Act of 2016 cases, the average processing time for those 77 courts-martial from sentencing to convening authority action was 243 days. In 6 of those 77 cases, initial action was completed by the convening authority within the 120 days prescribed by *United States v. Moreno*. ACCA received fifty-eight of the records within thirty days of convening authority action. In 249 of the 365 Military Justice Act of 2016 cases, ACCA completed the certification of the record of trial within 120 days. ACCA received 285 of the Military Justice Act of 2016 cases within 30 days of the completion of certification of the record of trial or entry of judgement. ACCA rendered an initial decision in 409 cases in FY 2020, with an average processing time of 201 days from receipt of the record of trial by the clerk of court to decision by ACCA. Of the 409 decisions, ACCA issued 405 within the 18-month period prescribed by *United States v. Moreno*.

At the end of FY 2020, the Army had 278 pending courts-martial cases, 38 of which were referred for trial by courts-martial, with the remainder pending disposition decisions. Tables 14 through 19 present data on cases completed in FY 2020.

TABLE 14—COURTS-MARTIAL STATISTICS, FY 2020^a

	TRIED		CONVICTED	ACQUITTALS	RATE OF INCREASE (+)/DECREASE (-) OVER LAST REPORT
	ARRAIGNED	COMPLETED			
General	482	385	318	67	-16.5%
Bad Conduct Special ^a	186	148	135	13	-8.1%
Non-Bad Conduct Special	0	0	0	0	0.0%
Military Judge Alone Special	63	49	46	3	+716.7%
Summary		91	90	1	-32.1%

^a Bad Conduct Special Courts Martial Cases convened by General Convening authority.
Source: Report to Congress: *U.S. Army Report on Military Justice for Fiscal Year 2020*,
31 December 2020

TABLE 15—ORGANIZATION OF COURTS, FY 2020^a

TRIALS BY MILITARY JUDGE ALONE	
General Courts-Martial	284
Special Courts-Martial	132
Military Judge Alone Special	49
BY MILITARY JUDGE WITH MEMBERS	
Cogeneral Courts-Martial	100
Special Courts-Martial	16

^a Only includes cases that were tried to completion.
Source: Report to Congress: *U.S. Army Report on Military Justice for Fiscal Year 2020*,
31 December 2020

TABLE 16—DISCHARGES APPROVED, FY 2020

GENERAL COURTS-MARTIAL	
Number of Dishonorable Discharges (+ Dismissals)	134 (+24)
Number of Bad-Conduct Discharges	173
SPECIAL COURTS-MARTIAL	
Number of Bad-Conduct Discharges	108
Source: Report to Congress: <i>U.S. Army Report on Military Justice for Fiscal Year 2020</i> , 31 December 2020	

TABLE 17—RECORD OF TRIALS RECEIVED FOR REVIEW BY THE JUDGE ADVOCATE GENERAL, FY 2020

For Review Under Article 66(B)(1)—Appeals By Accused	0
For Review Under Article 66(B)(2)—Cases Forwarded for Review by the Judge Advocate General	0
For Review Under Article 66(B)(3)—Automatic Review	486
For Examination Under Article 65(D)	155
Source: Report to Congress: <i>U.S. Army Report on Military Justice for Fiscal Year 2020</i> , 31 December 2020	

TABLE 18—APPLICATIONS FOR RELIEF UNDER ARTICLE 69, UNIFORM CODE OF MILITARY JUSTICE, FY 2020

TOTAL PENDING BEGINNING OF PERIOD		0
RECEIVED		25
DISPOSED OF		25
Granted	1	
Denied	24	
No Jurisdiction	0	
Withdrawn	0	
TOTAL PENDING AT END OF PERIOD		0
Source: <i>Report to Congress: U.S. Army Report on Military Justice for Fiscal Year 2020</i> , 31 December 2020		

TABLE 19—NONJUDICIAL PUNISHMENTS UNDER ARTICLE 15, *UNIFORM CODE OF MILITARY JUSTICE*, FY 2020

Number of Cases Where Nonjudicial Punishment Imposed	20,767
Rate Per 1,000	42.78
Source: Report to Congress: <i>U.S. Army Report on Military Justice for Fiscal Year 2020</i> , 31 December 2020	

Historical Activities

The National Museum of the United States Army is a 185,500-square-foot building at Fort Belvoir, Virginia, containing 11 galleries displaying nearly 1,390 artifacts. The museum is a joint effort between the Army and the Army Historical Foundation, a nonprofit organization. The Army Historical Foundation constructed the building with private funds. The Army is providing the infrastructure, roads, utilities, and exhibit work. The Army owns and manages the museum.

Before the COVID–19 pandemic, the opening date for the museum had been set for 4 June 2020. On 16 April, the Army announced that because of the pandemic it would postpone the museum’s opening. By the end of FY 2020, the Army had not announced a new opening date, but it will attempt to open the museum early in FY 2021 with enhanced health and safety measures for visitors and staff.



The National Museum of the United States Army

10

Conclusion

The first half of FY 2020 was for the Army much like FY 2019. The service began the new fiscal year operating on a continuing resolution instead of an approved budget. The Army continued its efforts to prepare for large-scale combat operations with modernization initiatives in personnel practices, technology, doctrine, organization, and enterprise business processes. Training to improve and sustain units' readiness coexisted with a continuing high demand for Army forces to conduct combat operations, provide deterrence, test new concepts, maintain ties with other armies, and support domestic disaster relief and border security operations. Combat operations continued to kill and wound soldiers.

The first half of FY 2020, however, ended with the COVID-19 outbreak becoming first an epidemic and then a pandemic. For the Army, the virus created interrelated missions: protecting the force to maintain readiness for overseas deployments and continuing vital modernization efforts while at the same time providing support to civil authorities dealing with the pandemic's many challenges. Overall, the service accomplished the protection mission, but at some costs in readiness imposed by delayed, modified, or canceled training. There were some costs as well to modernization, mainly from delayed testing of new materiel and concepts. The pressure on both readiness and modernization eased, but did not disappear, as the Army transitioned from a posture of immediate response to one of sustained operations in a COVID-19 environment in June using the various mitigation measures developed since March.

The reserve components provided almost all the personnel and units used in one of the largest and longest support to civil authorities operations in the Army's history. Governors used their ARNG soldiers for a variety of tasks, from staffing COVID-19 testing sites to assisting hard-pressed food banks. The USAR stood up the new urban augmentation medical task forces and deployed them across the nation. The RA's main contributions were medical personnel deployed to severely affected areas and the Corps of Engineers' alternate care site program.

Although constrained during the second half of FY 2020 by the pandemic, the Army's modernization campaign saw some notable achievements. Publication of *The Army Modernization Strategy* supported implementation of *The Army Strategy*. Recognition of the importance of digital technology produced the separation of HQDA's CIO/G-6 into two offices and the publication of the Army Cloud Plan. Publication of *The Army People Strategy*, implementation or initiation of several talent management programs, and Project Inclusion acknowledged that modernization includes better personnel practices for an all-volunteer force. Army Futures Command issued several important doctrinal concepts for multidomain operations and launched Project Convergence. The Regionally Aligned Readiness and Modernization Model will provide a flexible, predictable force generation process.

The second half of FY 2020 also brought the Army its largest deployment in decades to support law enforcement during civil unrest. The killing of George Floyd by a police officer in Minneapolis sparked protests at numerous locations around the nation. The ARNG provided all the soldiers, but the DoD did order an infantry battalion and a military police battalion from the RA deployed to sites near the District of Columbia. The unrest also led the secretary of the Army, the chief of staff, Army, and the sergeant major of the Army to publish a message. It reminded soldiers and civilian employees that they had sworn an oath to support and defend the Constitution and emphasized that racial division eroded the trust between soldiers as well as the trust between the Army and the American people.

The murder of Spc. Vanessa Guillén by a fellow soldier called into question the effectiveness of how the Army's organizational culture built and sustained trust between soldiers. Reports that leaders in Specialist Guillén's unit had responded ineffectively to her sexual harassment, and that another soldier had accused her murderer of sexual harassment, generated widespread criticism of the Army's SHARP program. An independent review of the command climate and culture at Fort Hood and an Army 15-6 investigation of issues regarding Specialist Guillén's murder remained underway as the fiscal year ended.

The Army began FY 2021 without an approved budget. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2020 levels for both the base and the OCO budgets. The continuing resolution did not extend defense emergency funding for natural disasters or response to the COVID-19 pandemic. The new fiscal year, however, did hold the promise of a COVID-19 vaccine.

Bibliographical Note

The primary sources for the Department of the Army Historical Summary are material provided to the U.S. Army Center of Military History by various offices in Headquarters, Department of the Army. Additional primary sources include reports and other documents produced during the fiscal year by Headquarters, Department of the Army, Army major commands, and the Office of the Secretary of Defense. Material regarding the Army and the COVID-19 pandemic is drawn from *The United States Army and the COVID-19 Pandemic, January 2020–July 2021* (Washington, D.C.: U.S. Army Center of Military History, 2021). This summary also utilizes unofficial media articles, most importantly those from *Army Times* and *ARMY* magazine. An unofficial source of value is *Inside the Army*, a weekly newsletter published by InsideDefense.com that covers Army programs, procurement, and policymaking.

HQDA Principal Officials

As of 30 September 2020

ARMY SECRETARIAT

Secretary of the Army	Ryan D. McCarthy
Under Secretary of the Army	James E. McPherson
General Counsel	Michele A. Pearce (Acting)
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
Deputy Under Secretary of the Army	Thomas E. Kelly III
Adm. Assistant to the Secretary of the Army	Kathleen S. Miller
Chief Information Officer	Gregory L. Garcia (Acting)
The Inspector General	Lt. Gen. Leslie C. Smith
The Army Auditor General	Anne L. Richards
Executive Director, Office of Army Cemeteries	Karen L. Durham-Aguilera
Chief of Legislative Liaison	Brig. Gen. Brian S. Eifler
Director of Small Business Programs	Kimberly D. Buehler
Chief of Public Affairs	Brig. Gen. Amy E. Hannah

HQDA PRINCIPAL OFFICIALS
AS OF 30 SEPTEMBER 2020 (CONTINUED)

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	Sgt. Maj. of the Army Michael A. Grinston
Director of the Army Staff	Lt. Gen. Walter E. Piatt
Deputy Chief of Staff, G-1	Lt. Gen. Gary M. Brito
Deputy Chief of Staff, G-2	Lt. Gen. Laura A. Potter
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-6	Lt. Gen. John B. Morrison Jr.
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. Scott A. Spellmon
Director, ARNG	Lt. Gen. Jon A. Jensen
Chief of USAR	Lt. Gen. Jody J. Daniels
The Judge Advocate General	Lt. Gen. Charles N. Pede
Chief of Chaplains	Chaplain (Maj. Gen.) Thomas L. Solhjem
Provost Marshal General	Maj. Gen. Donna W. Martin

FY 2020 HQDA PRINCIPAL OFFICIAL CHANGES

ARMY SECRETARIAT		
OFFICE	SEPTEMBER 2019	SEPTEMBER 2020
USA	James E. McPherson (Senior Official Performing the Duties of the Under Secretary)	James E. McPherson
GENERAL COUNSEL	James E. McPherson	Michele A. Pearce (Acting)
CIO/G-6 ^a	Lt. Gen. Bruce T. Crawford	Gregory L. Garcia (Acting) (CIO)
ARMY STAFF		
G-1	Lt. Gen. Thomas C. Seamands	Lt. Gen. Gary M. Brito
G-2	Lt. Gen. Scott D. Berrier	Lt. Gen. Laura A. Potter
G-6 ^a	N/A	Lt. Gen. John B. Morrison Jr.
Engineers	Lt. Gen. Todd T. Semonite	Lt. Gen. Scott A. Spellmon
ARNG	Lt. Gen. Daniel R. Hokanson	Lt. Gen. Jon A. Jensen
USAR	Lt. Gen. Charles D. Luckey	Lt. Gen. Jody J. Daniels
Provost Marshal General	Maj. Gen. Kevin Vereen	Maj. Gen. Donna W. Martin

^a The Office of CIO/G-6 was split into separate offices effective 11 August 2020.

CHANGE DATES

OFFICE	NAME	DATE
Under Secretary of the Army	James E. McPherson	25 March 2020
General Counsel	Michele A. Pearce (Acting)	25 March 2020
CIO	Gregory L. Garcia (Acting)	11 August 2020
G-1	Lt. Gen. Gary M. Brito	3 August 2020
G-2	Lt. Gen. Laura A. Potter	September 2020
G-6	Lt. Gen. John B. Morrison Jr.	4 August 2020
Engineers	Lt. Gen. Scott A. Spellmon	10 September 2020
ARNG	Lt. Gen. Jon A. Jensen	10 August 2020
USAR	Lt. Gen. Jody J. Daniels	28 July 2020

Abbreviations and Acronyms

AAFES	Army and Air Force Exchange Service
AC2P	Army COVID Campaign Plan
AC2RC	Active Component-to-Reserve Component
ACCA	Army Court of Criminal Appeals
ACFT	Army Combat Fitness Test
ACTI	Army Comprehensive Talent Interview
ADD	acquisition data domain
AFC	Army Futures Command
AIM	Army Interactive Module
AMPV	Armored Multipurpose Vehicle
ARBA	Army Review Boards Agency
ARNG	Army National Guard
ARNORTH	U.S. Army, North
ASA (ALT)	Assistant Secretary of the Army for Acquisition, Logistics and Technology
ASA (IEE)	Assistant Secretary of the Army for Installations, Energy and Environment
ASK-EM	Assignment Satisfaction Key-Enlisted Marketplace
ATAP	Army Talent Alignment Process
BARDA	Biomedical Advanced Research and Development Authority
BCAP	Battalion Commander Assessment Program
BCT	brigade combat team
BOSS	Better Opportunities for Single Soldiers
CAC	Common Access Card
CARES	Coronavirus Aid, Relief, and Economic Security
CAT	crisis action team
CBP	Customs and Border Protection
CCAP	Colonels Command Assessment Program
CCFC	Combat Cloth Face Covering
C-HGB	Common-Hypersonic Glide Body
CHRA	Civilian Human Resources Agency

CIO	Chief Information Officer
CIP	Civilian Implementation Plan
CJTF-OIR	Combined Joint Task Force–Operation INHERENT RESOLVE
COVID–19	coronavirus disease 2019
C-sUAS	Counter-small Unmanned Aircraft System
DHA	Defense Health Agency
DoD	Department of Defense
EARF	East Africa Response Force
EE PEG	Equipping Program Evaluation Group
ENVG-B	Enhanced Vision Goggle–Binocular
FEMA	Federal Emergency Management Agency
FMS	Foreign Military Sales
FMTV	Family of Medium Tactical Vehicles
FY	fiscal year
GFEBS	General Fund Enterprise Business System
HERCULES	Heavy Equipment Recovery Combat Utility Lift and Evacuation System
HIMARS	High-Mobility Artillery Rocket System
HPCON	Health Protection Condition
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command
IMCOM	Installation Management Command
IM-SHORAD	Initial Maneuver Short-Range Air Defense
IPPS-A	Integrated Personnel and Pay System–Army
ISIS	Islamic State in Iraq and Syria
ISV	Infantry Squad Vehicle
IVAS	Integrated Visual Augmentation System
JFLCC	Joint Force Land Component Commander
JLTV	Joint Light Tactical Vehicle
JPEO CBRND	Joint Program Executive Office – Chemical, Biological, Radiological, and Nuclear Defense
MEDCOM	Army Medical Command
MFoCS	Mounted Family of Computer Systems
MTF	Medical Treatment Facility
MWR	Morale, Welfare, and Recreation

NATO	North Atlantic Treaty Organization
OCCH	Office of the Chief of Chaplains
OCLL	Office of the Chief, Legislative Liaison
OCO	Overseas Contingency Operations
OCPA	Office of the Chief of Public Affairs
OCS	Officer Candidate School
OPT	Operational Planning Team
PFAS	per- and polyfluoroalkyl substances
PRMT	Project Management Resource Tools
RA	Regular Army
RCI	Residential Communities Initiative
ReARMM	Regionally Aligned Readiness and Modernization Model
ROTC	Reserve Officer Training Corps
SEPV	System Enhancement Package version
SFAB	security force assistance brigade
SHARP	Sexual Harassment/Assault Response Prevention
UAMTF	Urban Augmentation Medical Task Force
USACRC	U.S. Army Combat Readiness Center
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USFK	U.S. Forces, Korea

Index

- 2018 National Defense Strategy, 7
AAFES. *See* Army and Air Force Exchange Service (AAFES)
Aberdeen Proving Ground, 10, 97
Abrams tank, 19, 57, 86
AC2P. *See* Army COVID Campaign Plan (AC2P)
AC2RC program. *See* Active Component-to-Reserve Component (AC2RC) program
ACCA. *See* Army Court of Criminal Appeals (ACCA)
ACFT. *See* Army Combat Fitness Test (ACFT)
acquisition data domain (ADD), 81
ACTI. *See* Army Comprehensive Talent Interview (ACTI)
Active Component-to-Reserve Component (AC2RC) program, 30
ADD. *See* acquisition data domain (ADD)
Advanced Field Artillery Tactical Data System software, 91
Advisory Council on Historic Preservation, 95
AFC. *See* commands, Army, Army Futures Command (AFC)
AFC Pamphlets
 71-20-1, *Army Futures Command Concept for Maneuver in Multi-Domain Operations*, 2028, 42
 71-20-2, *Army Futures Command Concept for Brigade Combat Team Cross-Domain Maneuver*, 2028, 42
 71-20-3, *Army Futures Command Concept for Intelligence*, 2028, 43
 71-20-4, *Army Futures Command Concept for Special Operations*, 2028, 43
Afghanistan, 14, 19, 37, 49, 73, 100
Afghanistan Security Forces Fund, 14
AIM 2.0. *See* Army Interactive Module (AIM) 2.0
airborne units
 82d Airborne Division, 49–50, 52
 101st Airborne Division, 45, 53–54, 59
 173d Airborne Brigade Combat Team, 58
Alabama, 73, 76, 80
Alaska, 55, 100, 108
Aleut tribe, 107
al-Qaeda, 49
Al-Shabab, 53
alternate care sites, 5–6, 105, 115
American Samoa, 71
Americans with Disabilities Act, 106
AMPV. *See* Armored Multi-Purpose Vehicle (AMPV)
Approved Base Budget, 16
Arabian Gulf, 14
ARBA. *See* Army Review Boards Agency (ARBA)
Argentina, 91
Arizona, 67, 73, 77, 79
Arkansas, 76
Arlington National Cemetery, 106–7
armor school. *See* Fort Benning
Armored Multi-Purpose Vehicle (AMPV), 86
armored units
 1st Armored Division, 49, 51
 30th Armored Brigade Combat Team, 51, 63
 69th Armored Regiment, 58
 81st Armored Brigade Combat Team, 75
 278th Armored Cavalry

- Regiment, 58
- Army Analytics Group, 11
- Army and Air Force Exchange Service (AAFES), 36, 84, 99–101
- Army Audit Agency, 105–6
- Army Band, 36
- Army Campaign Plan, 41
- Army Cloud Plan, 11, 116
- Army Combat Fitness Test (ACFT), 48, 74, 97
- Army Communication Plan for 2020, 96
- Army Community Services, 101
- Army Competitive Category, 28
- Army Competitive Category Lieutenant Colonel promotion selection board, 28
- Army Comprehensive Talent Interview (ACTI), 28
- Army Court of Criminal Appeals (ACCA), 110–11
- Army COVID Campaign Plan (AC2P), 3
- Army Directive 2019–35, 9
- Army Discharge Review Board, 36
- Army Diversity Roadmap, 24
- Army Environmental Restoration Strategic Plan, 109
- Army General Fund, 12
- Army Grade Determination Board, 36
- Army Historical Foundation, 114
- Army Integrated Air and Missile Defense, 86
- Army intelligence, 43
- Army Interactive Module (AIM) 2.0, 27–28
- Army Leader Dashboard, 85
- Army Medical Department, 25
- Army Monument Officers Training program, 62
- Army National Guard (ARNG), 5, 7, 10, 18–19, 25, 27, 29–30, 34, 36, 42, 44, 46, 52, 58–59, 61–80, 98, 102, 115–16
 - 4.0 initiative, 74–75
 - mobilizations, 63–71
 - Office of the Director, 61
 - Readiness Center, 61
- Army Nurse Corps, 25, 103
- Army Physical Fitness Test, 48
- Army Public Health Center, 84
- Army Readiness Assessment Program, 99
- Army Recovery Care Program, 105
- Army Recruiting College, 36
- Army Reform Initiative, 5, 32
- Army regulations
 - 15–6, 34, 71, 116
 - 40–58, 105
 - 600–20: *Army Command Policy*, 34
- Army Reserve (USAR), 10, 18, 25, 27, 29–30, 36, 51, 52, 61–80, 98, 115
 - mobilizations, 63–71
- Army Resiliency Directorate, 34
- Army Review Boards Agency (ARBA), 36
- Army Safety Management Information System 2.0, 99
- Army Secretariat, 3, 7–8
- Army special operations forces, 43
- Army Special Review Board (Evaluations and Appeals), 36
- Army Staff, 3, 7–8, 52
- Army Talent Alignment Process (ATAP), 27
- Army Technical Architecture, 86
- Army Ten-Miler, 102
- Army Values, 41
- Army Vantage, 85
- Army Vision, 41
- ARNG. *See* Army National Guard (ARNG)
- ARNORTH. *See* U.S. Army, North
- Artificial Intelligence Task Force, 43
- artillery units
 - 3d Field Artillery Regiment, 55
 - 4th Field Artillery Regiment, 56
 - 13th Field Artillery Regiment, 56
 - 77th Field Artillery Regiment, 45
- ASA (ALT). *See* assistant secretary of the Army (acquisition, logistics, and technology) (ASA (ALT))
- ASA (IEE). *See* assistant secretary of the Army (installations, energy, and environment) (ASA (IEE))
- ASK-EM program. *See* Assignment

Satisfaction Key–Enlisted Marketplace (ASK-EM) program
 Assignment Satisfaction Key–Enlisted Marketplace (ASK-EM) program, 30–31
 assistant secretary of the Army (acquisition, logistics and technology) (ASA (ALT)), 9, 83, 84
 assistant secretary of the Army (financial management and comptroller), 9, 10–11
 assistant secretary of the Army (installations, energy, and environment) (ASA (IEE)), 93, 109
 ATAP. *See* Army Talent Alignment Process (ATAP)
 Australia, 91
 aviation units
 12th Combat Aviation Brigade, 58
 52d Aviation Regiment, 70
 135th Aviation Regiment, 78
 228th Aviation Regiment, 52, 70
 244th Aviation Brigade, 51
 Combat Aviation Brigade, 1st Armored Division, 49
 Combat Aviation Brigade, 1st Infantry Division, 58
 Combat Aviation Brigade, 3d Infantry Division, 58
 Combat Aviation Brigade, 10th Mountain Division, 49
 Combat Aviation Brigade, 34th Infantry Division, 51
 Combat Aviation Brigade, 40th Infantry Division, 77, 78
 Combat Aviation Brigade, 101st Airborne Division, 45
 Baghdadi, Abu Bakr al-, 50
 Baledogle Airfield, 53
 BARDA. *See* Department of Health and Human Services, Biomedical Advanced Research and Development Authority (BARDA)
 Barracks to Healthcare model, 105

Base Budget Request, 12–14
 Basic Allowance for Housing payments, 94
 Battalion Commander Assessment Program (BCAP), 28–29
 battalions
 1st, 6th Infantry Regiment, 51
 1st, 9th Cavalry Regiment, 58
 1st, 77th Field Artillery Regiment, 44
 1st, 228th Aviation Regiment, 52
 2d, 4th Field Artillery Regiment, 56
 2d, 12th Cavalry Regiment, 58
 2d, 35th Infantry Regiment, 54
 2d, 69th Armored Regiment, 58
 2d, 135th Aviation Regiment, 78
 2d, 228th Aviation Regiment, 70
 2d, 504th Infantry Regiment, 50, 60
 2d, 506th Infantry Regiment, 52
 3d, 13th Field Artillery Regiment, 56
 5th, 3d Field Artillery Regiment, 55
 6th, 52d Aviation Regiment, 70
 29th Engineer, 54
 91st Military Police, 60
 519th Military Police, 58
 525th Military Police, 52
 Battle Group Poland. *See* Poland
 Baylor University, 97
 BCAP. *See* Battalion Commander Assessment Program
 BCTs. *See* brigade combat teams (BCTs)
 Better Opportunities for Single Soldiers (BOSS) program, 101
 black start exercises, 93
 Blake, Jacob, Jr., 73
 Blue Grass Army Depot, 110
 BOSS. *See* Better Opportunities for Single Soldiers (BOSS) program
 Bradley fighting vehicle, 19
 brevet promotion, 28

brigade combat teams (BCTs),

- 1st, 1st Cavalry Division, 58
- 1st, 1st Infantry Division, 58
- 1st, 10th Mountain Division, 49
- 1st, 25th Infantry Division, 50
- 1st, 34th Infantry Division, 75
- 1st, 82d Airborne Division, 50
- 2d, 1st Armored Division, 50
- 2d, 1st Cavalry Division, 58
- 2d, 1st Cavalry Regiment, 58
- 2d, 1st Infantry Division, 56
- 2d, 3d Infantry Division, 57, 58
- 2d, 4th Infantry Division, 44
- 2d, 82d Airborne Division, 50, 52
- 3d, 1st Cavalry Division, 56
- 3d, 4th Infantry Division, 51
- 3d, 82d Airborne Division, 49
- 3d, 101st Airborne Division, 53
- 4th, 25th Infantry Division, 55
- 30th Armored, 51, 63
- 53d Infantry, 75
- 81st Armored, 75
- 116th, 29th Infantry Division, 75
- 116th Cavalry, 75
- 173d Airborne, 58

brigades. *See also* Security Force Assistance Brigades (SFAB)

- 12th Combat Aviation, 58
- 16th Military Police, 60
- 17th Field Artillery, 55
- 117th Engineer, 62
- 197th Infantry, 48
- 244th Aviation, 51
- Combat Aviation, 1st Armored Division, 49
- Combat Aviation, 1st Infantry Division, 58
- Combat Aviation, 3d Infantry Division, 58
- Combat Aviation, 10th Mountain Division, 49
- Combat Aviation, 34th Infantry Division, 51
- Combat Aviation, 40th Infantry Division, 77, 78
- Combat Aviation, 101st Airborne Division, 44, 59

Business Process Reengineering

Center of Excellence, 10

- CAC. *See* Common Access Card (CAC)
- Cadet Troop Leader Training, 48
- California, 46, 59, 74, 76–78, 79
 - Department of Forestry and Fire Protection, 76
- Call to Active Duty program, 25
- Camp Darby, 96
- Camp Humphreys, 56
- Camp Lemonnier, 53
- Camp Riley, 84
- CARES. *See* Coronavirus Aid, Relief, and Economic Security (CARES) Act
- Carlisle Barracks Disinterment Program, 107
- Carlisle Indian Industrial School, 107
- cArmy, 11
- Case Western Reserve University, 79
- CAT. *See* crisis action team (CAT)
- category management, 81
- cavalry units
 - 1st Cavalry Division, 56, 58
 - 1st Cavalry Regiment, 58
 - 2d Cavalry Regiment, 58
 - 3d Cavalry Regiment, 33–34
 - 6th Cavalry Regiment, 56
 - 9th Cavalry Regiment, 58
 - 12th Cavalry Regiment, 58
 - 17th Cavalry Regiment, 56
 - 116th Cavalry Brigade Combat Team, 75
 - 278th Armored Cavalry Regiment, 58
- CBP. *See* Customs and Border Protection (CBP)
- CCAP. *See* Colonels Command Assessment Program (CCAP)
- CCFC. *See* Combat Cloth Face Covering (CCFC)
- Centers for Disease Control and Prevention, 95
- Centralized Selection List board, 29
- Chaplain Center and School, 97
- Chaplain Corps, 25, 97–98
- Chemical Weapons Convention, 110
- Chemical Weapons Demilitarization, 110

C-HGB. *See* Common-Hypersonic Glide Body (C-HGB)
 chief information officer/deputy chief of staff, G-6, (CIO/G-6), 8, 11, 116
 chief of staff, Army, 5, 7, 8, 36, 60, 84, 88, 116
 China, 3
 CHRA. *See* Civilian Human Resources Agency (CHRA)
 CIO/G-6. *See* chief information officer/deputy chief of staff, G-6
 CIP. *See* Civilian Implementation Plan (CIP)
 City-County Management Senior Fellowship Program, 94
 civil unrest, 60, 63, 71–73, 116
 civil works program, 18
 civilian employees, 18, 23, 31–32, 34, 35, 60, 96
 Civilian Human Resources Agency (CHRA), 32
 Civilian Implementation Plan (CIP), 31–32
 CJTF-OIR. *See* Combined Joint Task Force–Operation Inherent Resolve (CJTF-OIR)
 Class A accidents, 98
 Clean Water Act, 107, 109
 Closed Hospital to Healthcare model, 105
 Cloud Strategy, 11
 Cold War, 7
 Colombia, 52
 Colonels Active Competitive Category Centralized Selection List, 29
 Colonels Command Assessment Program (CCAP), 29
 Colorado, 44, 77, 79, 110
 Columbia University, 97
 Combat Cloth Face Covering (CCFC), 84
 Combat Support and Combat Service Support, 87
 Combat Support Training Exercises, 74
 Combined Joint Task Force–Horn of Africa, 53
 Combined Joint Task Force–Operation Inherent Resolve (CJTF-OIR), 49–50

command units
 1st Mission Support Command, 75
 1st Special Forces Command, 45
 9th Mission Support Command, 71
 76th Operational Response Command, 76
 311th Signal Command, 45
 377th Sustainment Command, 4, 70
 416th Engineer Command, 70
 commands, Army
 Army Contracting Command, 83
 Army Financial Management Command, 9
 Army Futures Command (AFC), 9, 34, 42, 43, 83
 Army Materiel Command, 9, 10, 11, 32
 Army Medical Command (MEDCOM), 103–105
 Army Recruiting Command, 29
 Cadet Command, 47–48
 Combat Capabilities Development Command, 43, 84
 Forces Command, 34
 Human Resources Command (HRC), 30–31
 Installation Management Command (IMCOM), 100–1
 Test and Evaluation Command, 86–88
 commands, unified combatant
 U.S. Africa Command, 44, 53
 U.S. Central Command, 44, 51, 100
 U.S. European Command, 44
 U.S. Indo-Pacific Command, 44–45, 55
 U.S. Northern Command, 4, 45, 59
 U.S. Southern Command, 44
 Common Access Card (CAC), 34
 Common-Hypersonic Glide Body

- (C-HGB), 85
- companies
 - A, 2d Battalion, 35th Infantry Regiment, 54
 - A, 6th Battalion, 52d Aviation Regiment, 70
 - B, 2d Battalion, 228th Aviation Regiment, 70
- Configuration Control Board, 94
- continuing resolution, 14, 19, 115, 116
- continuous process improvement program, 10
- Coronavirus Aid, Relief, and Economic Security (CARES) Act, 17–18
- coronavirus disease 2019. *See* COVID–19
- corps
 - III Corps, 50
 - V Corps, 45
- Corps of Engineers, 5, 18, 32, 70, 84, 105, 107–9, 115
- Cost Comparison Analysis Tool for Stationing, 94
- Counter-ISIS Train and Equip Fund, 14
- counter-small unmanned aircraft systems (C-sUAS), 82
- Court of Appeals for the Armed Forces, 110–11
- courts-martial, 111
- COVID–19, 1, 3–6, 8, 10, 18, 19, 27, 42, 44, 46–47, 48, 52, 54–56, 57–58, 59, 63, 65, 66–71, 74, 75, 79–80, 83–84, 88, 89, 94–102, 103–6, 109, 114, 115–16
- crisis action team (CAT), 2
- Crisis Response Force, 45
- C-sUAS. *See* counter-small unmanned aircraft systems (C-sUAS)
- cultural preservation, 62
- Customs and Border Protection (CBP), 59, 79
- cybersecurity, 7, 79
- Defense Health Agency (DHA), 7, 12, 18, 103
- Defense Information Systems Agency, 11
- Defense Medical Logistics Standard Support, 12
- Department of Defense (DoD), 4, 18, 34–35, 52, 59, 67, 71–72, 82, 83–84, 86, 94, 100, 102, 108, 116
 - Inspector General, 72
 - Primary Prevention Plan of Action*, 35
 - Sexual Assault Prevention and Response Office, 35
- Department of Defense Appropriations Act of 2020, 14
- Department of Health and Human Services, 3, 83
 - Biomedical Advanced Research and Development Authority (BARDA), 83–84
- Department of Homeland Security, 59
- Department of the Army Suitability Evaluation Board, 36
- Department of Veterans Affairs' National Cemetery Administration, 106
 - deputy chief of staff, G–3/5/7, 3, 8
 - deputy chief of staff, G–4, 8
 - deputy chief of staff, G–6, 8
 - deputy chief of staff, G–9, 10, 24
 - deputy secretary of defense, 103
 - deputy under secretary of the Army, 81
- DHA. *See* Defense Health Agency (DHA)
- Digital Garrison technology application, 100
- digital overmatch, 11
- Directed Readiness Requirements, 27
- Disaster Relief Operations, 75–79
- Distinguished Flying Cross, 78
- Distributed Basic Camp program, 47
- District of Columbia, 5, 67, 71–72, 106, 116
 - Lafayette Square, 71
- diversity, equity, and inclusion, 23–24, 34
- divisions
 - 1st Armored, 49, 51
 - 1st Cavalry, 56, 58
 - 1st Infantry, 56, 58, 90
 - 2d Infantry, 55
 - 3d Infantry, 57, 58

- 4th Infantry, 44, 51
- 10th Mountain, 49, 90
- 25th Infantry, 50, 55
- 29th Infantry, 75
- 34th Infantry, 51, 75
- 38th Infantry, 51
- 40th Infantry, 77, 78
- 42d Infantry, 51
- 82d Airborne, 49, 50, 52
- 101st Airborne, 45, 53, 54, 59
- Djibouti, 52
- Doctrine and Future Force, 42–44
- DoD. *See* Department of Defense (DoD)
- Double Eagle Express, 71
- Drawsko Pomorskie Training Area, 59
- Drill Sergeant Academy, 35
- dual-status commander, 68
- Dugway Proving Ground, 99
- Eareckson Air Station, 55
- EARF. *See* East Africa Response Force (EARF)
- East Africa Response Force (EARF), 53–54
- EE PEG. *See* Equipping Program Evaluation Group (EE PEG)
- engineer units
 - 29th Engineer Battallion, 54
 - 117th Engineer Brigade, 62
 - 416th Engineer Command, 70
 - 687th Engineer Company, 59
- Enhanced Joint Operations Center–Iraq, 50
- Enhanced Vision Goggle–Binocular (ENVG-B), 90
- Enlisted Record Brief, 36
- enterprise business systems
 - multifunctional capabilities team, 10
- Enterprise Cloud Management Office, 8, 11
- ENVG-B. *See* Enhanced Vision Goggle–Binocular (ENVG-B)
- Environmental Protection, 109
- Environmental Protection Agency, 107–8, 109
- Equipping Program Evaluation Group (EE PEG), 9
- Europe, 14, 44, 45, 56–59, 75, 86, 96, 100
- European Deterrence Initiative, 14, 19
- European Infrastructure Consolidation Business Plan, 96
- Excalibur Increment IB M9821AI tactical projectiles, 91
- Execute Order 144–20, 4
- Executive Order 13778, 107
- exercises
 - African Lion, 52
 - Allied Spirit, 57
 - Balikatan, 55
 - Cobra Gold, 54, 55
 - Defender-Europe 2020, 56, 57, 58, 75
 - Defender-Pacific 2020, 55
 - Flintlock, 52
 - Hanuman Guardian, 55
- Expeditionary Technology Search, 84
- extremist organizations, 35
- facility investment strategy, 93
- Family and Morale, Welfare, and Recreation (MWR) program, 101–2
- Family of Medium Tactical Vehicles (FMTV), 88
- Federal Emergency Management Agency (FEMA), 4–6, 67–68, 70
 - National Response Coordination Center, 67
- Federal Register*, 108
- FEMA. *See* Federal Emergency Management Agency (FEMA)
- fiscal years
 - FY 2006, 10
 - FY 2015, 36
 - FY 2016, 36, 110
 - FY 2017, 29, 44, 58
 - FY 2018, 32, 36, 79, 81
 - FY 2019, 10, 11, 14, 18, 27, 28, 32, 36, 84–86, 94, 98, 103, 106, 115
 - FY 2021, 18–19, 27–29, 31, 34, 36, 45, 62, 74, 81–82, 84, 86, 88, 94, 98–99, 106–7, 114, 116
 - FY 2022, 19, 29, 47, 74, 86, 88

- FY 2023, 83
- FY 2025, 87, 96
- FY 2026, 44
- fixed-wing aircraft
 - C-17 Globemaster, 55
 - Gray Eagle drone, 99
- Flood Control Act of 1944, 108
- Florida, 44, 62, 68, 75, 76
- Floyd, George P., Jr, 59, 71, 116
- FMS. *See* Foreign Military Sales (FMS)
- FMTV. *See* Family of Medium Tactical Vehicles (FMTV)
- food banks, 69, 115
- force development, 41
- Force Structure, 44–46, 62
- Foreign Military Sales (FMS), 91
- Fort Belvoir, 105, 114
- Fort Benning, 44, 48, 84, 85, 100
- Fort Bragg, 44, 50, 59–60, 62, 87
- Fort Buchanan, 75
- Fort Campbell, 6, 59, 104
- Fort Carson, 44, 59
- Fort Drum, 6, 59–60, 100
- Fort Hood, 33–34, 44, 49, 50, 56, 58, 59, 97, 116
 - Independent Review Committee, 33
- Fort Hunter Liggett, 74
- Fort Irwin, 46, 75, 100
- Fort Knox, 29, 45, 47–48
- Fort Lewis, 44, 55
- Fort McCoy, 74
- Fort Myer, 60
- Fort Polk, 46, 47, 90, 100
- Fort Riley, 56, 59
- Fort Shafter, 45
- Fort Wainwright, 100
- future force, 9, 42–44
- GB nerve agent (sarin), 110
- gender, 35–36
- General Fund Enterprise Business System (GFEBS), 11–12
- General Order 2020–01, 7
- Georgia, 44, 62, 85
- Germany, 56–57, 58, 88, 95, 96, 100, 106
- GFEBS. *See* General Fund Enterprise Business System (GFEBS)
- Guam, 55, 68, 71
- Guillén, Vanessa, 33–34, 97, 116
- Hard Target Defeat companies, 45
- Hawai'i, 45, 55, 71, 85, 106
- Headquarters, Department of the Army (HQDA), 3–6, 7–8, 10, 23–24, 27, 32, 34, 48, 71, 75, 84, 94, 109, 116, 119–21
- Health Facilities Planning Agency, 105
- Health Protection Condition (HPCON), 5–6
- Heavy Equipment Recovery Combat Utility Lift and Evacuation System (HERCULES) vehicles, 91
- helicopters. *See* rotary-wing aircraft
- HERCULES. *See* Heavy Equipment Recovery Combat Utility Lift and Evacuation System (HERCULES) vehicles
- Hezb-e Islami Gulbuddin, 37
- High-Mobility Artillery Rocket System (HIMARS), 55, 91
- High Mobility Multi-purpose Wheeled Vehicles, 91
- HIMARS. *See* High-Mobility Artillery Rocket System (HIMARS)
- Honduras, 52, 71
- House Armed Services Committee, 97
- HPCON. *See* Health Protection Condition (HPCON)
- HQDA. *See* Headquarters, Department of the Army (HQDA)
- HRC. *See* commands, Army, Human Resources Command (HRC)
- hurricanes
 - Isaias, 76
 - Laura, 76, 108
 - Sally, 76
- Idaho, 75, 77
- Illinois, 44, 62
- IMCOM. *See* commands, Army, Installation Management Command (IMCOM)

- IM-SHORAD. *See* Initial Maneuver Short-Range Air Defense (IM-SHORAD) Vehicle
- India, 91
- Indiana, 44, 51, 62
- Individual Ready Reserve, 5
- Indo-Pacific region, 44, 45, 54–55
- Infantry Squad Vehicle (ISV), 86–87
- infantry units
- 1st Infantry Division, 56, 58, 90
 - 3d Infantry Division, 57, 58
 - 3d Infantry Regiment, 60
 - 4th Infantry Division, 44, 51, 75
 - 6th Infantry Regiment, 51
 - 25th Infantry Division, 50, 55
 - 29th Infantry Division, 75
 - 34th Infantry Division, 51, 75
 - 35th Infantry Regiment, 54
 - 38th Infantry Division, 51
 - 40th Infantry Division, 77, 78
 - 42d Infantry Division, 51
 - 53d Infantry Brigade
 - Combat Team, 75
 - 197th Infantry Brigade, 48
 - 504th Infantry Regiment, 50, 60
 - 506th Infantry Regiment, 53
- Information Dominance Competitive Category, 28
- Information Management, 7, 8, 10–12
- Initial Maneuver Short-Range Air Defense (IM-SHORAD) Vehicle, 87
- Installation Energy and Water Resilience Assessment Guide, 93
- installation management, 94, 100
- Integrated Air Defense Weapon System, 91
- Integrated Personnel and Pay System–Army (IPPS-A), 36
- Integrated Visual Augmentation System (IVAS), 89
- Intra-Soldier Wireless network, 90
- Iowa, 78
- IPPS-A. *See* Integrated Personnel and Pay System–Army (IPPS-A)
- Iran, 50
- Iraq, 12, 38, 49–51, 73, 86, 100
- Iraqi Security Forces, 50
- ISIS. *See* Islamic State (ISIS)
- Islamic State (ISIS), 14, 19, 38, 49–50
- ISV. *See* Infantry Squad Vehicle (ISV)
- Italy, 96, 100
- IVAS. *See* Integrated Visual Augmentation System (IVAS)
- Jacob K. Javits Convention Center, 68, 100
- Japan, 55, 100
- JFLCC. *See* Joint Force Land Component Command (JFLCC)
- JLTV. *See* Joint Light Tactical Vehicle (JLTV)
- Joint Base San Antonio, 100
- Joint Counter–Small Unmanned Aircraft Systems Office, 82–83
- Joint Force Land Component Command (JFLCC), 4
- Joint Light Tactical Vehicle (JLTV), 88–89
- Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND), 83–84
- Joint Readiness Training Center, 46, 47, 75
- Joint Risk Assessment Tool database, 99
- Joint Task Force
 - Bravo, 52
 - Guantanamo, 52
- Jordan, 91
- JPEO-CBRND. *See* Joint Program Executive Office–Chemical, Biological, and Nuclear Defense (JPEO-CBRND)
- Judge Advocate General, 25, 110–11, 113
- Kansas, 56, 76
- Kentucky, 6, 29, 73, 79, 104, 110
- Kenya, 53
- Korea, 3–4, 54, 55–56, 90, 95, 100, 106
- Kurdish Peshmerga security forces, 51
- Kuwait, 49–51, 91
- Leadership Reaction Course, 29

- Lebanon, 91
- Lieutenant Colonel Centralized Selection List, 28
- Lithuania, 58
- logistics, 8–9, 11, 12, 32, 50–52, 55, 61, 70, 81–91
- Logistics Civil Augmentation Program, 84
- Long-Range Hypersonic Weapon, 83
- Louisiana, 46, 47, 76, 78, 108

- Maneuver Center of Excellence, 48, 84
- marital status, 26–27, 30
- Maryland, 10, 99
- Massachusetts, 68, 73
- Mauritania, 52
- Meals, Ready-to-Eat, 17
- Medal of Honor, 37–39
- MEDCOM. *See* commands, Army, Army Medical Command (MEDCOM)
- Medical Corps, 103
- Medical Service Corps, 25, 103
- Medical Specialist Corps, 103
- medical treatment facilities (MTFs), 103
- medical units
 - 9th Hospital Center, 59
 - 18th Medical Command, 45
 - 352d Combat Support Hospital, 71
 - 531st Hospital Center, 59
 - 627th Hospital Center, 59
 - 807th Medical Command (Deployment Support), 4
- MFoCS. *See* Mounted Family of Computer Systems (MFoCS)
- Michigan, 73, 78
- Middle East, 14, 19
- Military Construction Integrated Programming Team, 10
- Military Entrance Processing Station, 47
- Military Housing Privatization Initiative Tenant Bill of Rights, 94
- Military Justice Act of 2016, 111
- Military Justice Redesign, 110
- military police units
 - 273d Military Police Company, 72
- Mine-Resistant Ambush Protected vehicles, 91
- Minnesota, 51, 59, 71, 75, 84
- minorities. *See* race/ethnicity
- missiles
 - Javelin, 91
 - Longbow, 87
 - Patriot, 50, 91
 - Precision Strike, 83
 - Stinger, 87
- Mississippi, 76
- Mobile Field Exchanges, 100
- modernization, 1, 6, 7, 9, 18, 19, 23, 41–43, 81–82, 95, 97, 115–16
- Morocco, 52, 91
- Mounted Family of Computer Systems (MFoCS), 89
- MTFs. *See* medical treatment facilities (MTFs)
- multidomain task force program, 44
- Multi-Domain Task Forces, 111
- Multiple Launch Rocket System, 45, 56
- MWR. *See* Family and Morale, Welfare, and Recreation (MWR) program

- National Capital Region Medical Directorate, 12
- National Conference on Ministry to the Armed Forces, 98
- National Defense Authorization Act, 24, 26, 28, 94, 103, 110
- National Guard Bureau, 7, 35, 61, 79
- Office of the Chief, 61
- National Historic Preservation Act, 95
- National Museum of the United States Army, 114
- National Training Center, 46, 75
- NATO (North Atlantic Treaty Organization), 52, 56, 58
- “Navigable Waters Protection Rule: Definition of ‘Waters of the United States,’” 108
- Nebraska, 77
- Netherlands, 91
- Nett Warrior, 90
- New Hampshire, 69
- New Jersey, 5, 67, 79

- New Mexico, 79
- New York, 6, 51, 59, 68, 78, 100, 104, 107
- Non-classified Internet Protocol Router Network, 85
- North Atlantic Treaty Organization. *See* NATO
- North Carolina, 44, 51, 76, 79
- Nurse Summer Training Program, 48
- OAC. *See* Office of Army Cemeteries (OAC)
- OCCH. *See* Office of the Chief of Chaplains (OCCH)
- Occupational Safety and Health Administration, 99
- OCLL. *See* Office of the Chief, Legislative Liaison (OCLL)
- OCO. *See* Overseas Contingency Operations (OCO)
- OCPA. *See* Office of the Chief of Public Affairs (OCPA)
- OCS. *See* Officer Candidate School
- Office of Army Cemeteries (OAC), 106–7
- Office of Business Transformation, 8, 10
- Office of Energy Initiatives, 93
- Office of Management and Budget, 81
- Office of the Assistant Secretary of Defense for Health Affairs, 7
- Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), 32, 35
- Office of the Chief Information Officer/G–6, 8
- Office of the Chief of Chaplains (OCCH), 97–98
 - Religious Support Division, 98
- Office of the Chief of Public Affairs (OCPA), 96
- Office of the Chief, Legislative Liaison (OCLL), 96–97
- Office of the Deputy Chief of Staff, G–3/5/7, 3
- Office of the Director of Army Safety, 99
- Office of the Inspector General, 71–72, 94
- Officer Assignment Cycle 20–02, 27
- Officer Assignment Cycle 21–01, 27
- Officer Candidate School (OCS), 25
- Officer Record Brief, 36
- Officer Special Selection Board, 36
- Offices of the Staff Judge Advocate, 110
- Ohio, 44, 62, 69, 79
- Oklahoma, 79
- One Station Unit Training, 48
- Operation Blue Roof, 109
- Operation Fun campaign, 100
- operations
 - Agile Leader, 47
 - Atlantic Resolve, 56
 - Freedom’s Sentinel, 14, 19, 49
 - Inherent Resolve, 14, 19, 49–50, 63
 - Iraqi Freedom, 86
 - Ready Warrior, 74
 - Spartan Shield, 14, 19, 49, 51
- Operation Warp Speed, 83–84
- Operational Camouflage Pattern, 84
- Operational Detachment Alpha 3336, Special Operations Task Force 11, Combined Joint Special Operations Task Force–Afghanistan, 37
- operational planning team (OPT), 3
- OPT. *See* operational planning team (OPT)
- Oregon, 69, 77, 78
- Overseas Contingency Operations (OCO), 14–15, 17–19, 21, 116
- Pabrade Training Area, 58
- Pacific Missile Range Facility, 85
- Pacific Pathways, 54–55
- Paladin combat vehicle, 19
- Palau, 55
- pandemic. *See* COVID–19
- Patch Barracks, 96
- Payne, Thomas P., 38–39
- Pebble Mine project, 108
- Pennsylvania, 58, 79, 107
- Pentagon, 38, 105
- Per- and polyfluoroalkyl substances (PFAS), 109
- PFAS. *See* Per- and polyfluoroalkyl substances (PFAS)
- Philippines, 55

- Physical Disability Board, 36
- Poland, 45, 57, 58, 91
- Primary Prevention Plan of Action (Army), 35
- Privatized Army Lodging program, 95
- PRMT. *See* Project Management Resource Tools (PRMT)
- Program Comment for Department of the Army Inter-War Era Historic Housing, Associated Buildings and Structures, and Landscape Features (1919–1940)*, 95
- Program Executive Office for Enterprise Information Systems, 11
- Program Executive Office Soldier, 90
- Project Convergence, 43, 116
- Project Inclusion, 34, 116
- Project Management Resource Tools (PRMT), 81
- provisional medical logistics division, 8
- Pueblo Chemical Depot, 110
- Puerto Rico, 68, 75
- Purple Heart and Disabled Veterans Equal Access Act of 2018, 100, 102
- Quality of Life Task Force, 24, 101
- quartermaster units
 - 430th Quartermaster Company, 76
- RA. *See* Regular Army (RA)
- race/ethnicity, 26, 30, 36
- Rapid Capabilities and Critical Technologies Office, 83, 84
- RCI. *See* Residential Communities Initiative (RCI)
- readiness, 4, 6, 7, 9, 10, 12, 18, 19, 23, 24, 28, 31, 41–42, 52, 53–56, 58, 61–62, 73–75, 80, 93, 115–16
- Ready Force X, 73
- ReARMM. *See* Regionally Aligned Readiness and Modernization Model (ReARMM)
- Recertification of Patriot Advanced Capability-3 missiles, 91
- reform, 12, 18, 23, 31, 41, 97, 105, 106
- regiments
 - 1st Cavalry Regiment, 58
 - 2d Cavalry Regiment, 58
 - 3d Cavalry Regiment, 33–34
 - 3d Field Artillery Regiment, 55
 - 3d Infantry Regiment, 60
 - 4th Field Artillery Regiment, 56
 - 6th Cavalry Regiment, 56
 - 6th Infantry Regiment, 51, 53
 - 9th Cavalry Regiment, 58
 - 12th Cavalry Regiment, 58
 - 13th Field Artillery Regiment, 56
 - 17th Cavalry Regiment, 56
 - 35th Infantry Regiment, 54
 - 52d Aviation Regiment, 70
 - 69th Armored Regiment, 58
 - 77th Field Artillery Regiment, 45
 - 135th Aviation Regiment, 78
 - 228th Aviation Regiment, 52, 70
 - 278th Armored Cavalry Regiment, 58
 - 504th Infantry Regiment, 50, 60
 - 506th Infantry Regiment, 53
- Regionally Aligned Readiness and Modernization Model (ReARMM), 41
- Regular Army (RA), 10, 18, 24–25, 26, 29–30, 36, 42, 44–45, 59, 98, 104, 115–16
- Republic of Korea. *See* Korea
- Reserve Officer Training Corps (ROTC), 25, 47
- Residential Communities Initiative (RCI), 94–95
- “Restoring the Rule of Law, Federalism, and Economic Growth by Reviewing the ‘Waters of the United States.’” *See* Executive Order 13778
- Romania, 80
- rotary-wing aircraft
 - CH-47 Chinook, 45, 78
 - UH-60 Black Hawk, 76–78
- Rosebud Sioux Tribe, 107
- ROTC. *See* Reserve Officer Training Corps (ROTC)

- Sahel region, 52
 Saipan, 71
 Saudi Arabia, 50
 Science of Spirituality Initiative, 97
 Secret Internet Protocol Router Network, 85
 secretary of defense, 6, 10, 67, 68, 79, 82, 94, 95, 103
 secretary of the Army, 5, 7–9, 12, 24, 33–34, 41, 60, 62, 82–84, 102, 116
 Security Force Assistance Brigades (SFABs),
 1st, 44, 52, 54
 2d, 44, 49
 3d, 44, 49, 50
 4th, 44, 47
 5th, 44, 55
 54th, 44, 62
 Senate Armed Services Committee, 97
 Senegal, 52
 sergeant major of the Army, 60, 116
 Sexual Harassment/Assault Response and Prevention (SHARP) program, 34–35, 116
 SHARP Academy, 35
 SHARP Annual Refresher Training Support Package, 35
 SHARP Foundation Courses, 35
 SFABs. *See* Security Force Assistance Brigades (SFABs)
 “shark attack” initiation, 48
 SHARP program. *See* Sexual Harassment/Assault Response and Prevention (SHARP) program
 shoulder sleeve insignia, 36
 Shurer, Ronald J. II, 37
 Smithsonian Cultural Rescue Initiative, 62
 social media, 29, 33, 35, 96, 98
 Soldier Recovery Units, 105
 Soldier Touchpoints, 87
 Somalia, 36, 53
 Soto Cano Air Base, 52, 71
 South Carolina, 62
 South Dakota, 107
 South Korea. *See* Korea
 Southwest Asia, 49
 Special Forces, 45, 61
 Sprinklr technology system, 96
 squadrons
 2d, 2d Cavalry Regiment, 58
 2d, 17th Cavalry Regiment, 56
 3d, 2d Cavalry Regiment, 58
 3d, 278th Armored Cavalry Regiment, 58
 4th, 6th Cavalry Regiment, 56
 7th, 17th Cavalry Regiment, 56
 Standard Accounting and Reporting System–Field Level, 11
 State Partnership Program, 79–80
 Strategic Readiness Tenet #6 (Installations), 93
 Strong Bonds, 98
 Stryker combat vehicle, 19, 44, 58, 75, 87, 91
 Surgeon General, 7, 103–5
 sustainment units
 377th Sustainment Command, 4, 70
 Switzerland, 91
 Syria, 49–51, 63
 Taiwan, 91
 talent management, 1, 23–24, 31–32, 36, 116
 Taliban, 49
 Taylor, Breonna, 73
 telework, 17, 34, 106
 Tenet Assessment Working Group, 94
 Tennessee, 58, 78
 Terminal High Altitude Area Defense battery, 50
 Texas, 33, 44, 59, 62, 70, 76, 79
 Thailand, 54, 55
The Army Modernization Strategy, 81–82, 116
The Army People Strategy, 23–24, 31, 34, 116
 Diversity, Equity, and Inclusion Annex, 23–24, 34
 Prevention of Sexual Harassment and Sexual Assault Annex, 23
The Army Strategy, 41, 81, 116
 Tolemaida Air Base, 52
 TRADOC Pamphlets

- 525-2-1, *The U.S. Army Functional Concept for Intelligence, 2020–2040*, 43
- 525-3-5, *The U.S. Army Functional Concept for Movement and Maneuver*, 42
- training, 6, 7, 10, 17–19, 24, 34, 35, 41, 46–48, 50, 52, 54–56, 74–75, 82, 84, 91, 97–98, 101, 103, 104, 106, 115
- transportation units
 - 268th Transportation Company, 76
- Trophy Active Protection System, 86
- Trump, Donald J., 3, 67, 71, 72, 79, 96, 107, 108
- uniforms
 - Army Blues, 36
 - Army Greens, 36
 - Army Uniform Board, 84
- United States Code*,
 - Title 10, 65–66, 68
 - Title 32, 63, 67–68
- U.S. Air Force, 55, 81
- U.S. Army Civilian Career Management Activity, 32
- U.S. Army Combat Readiness Center (USACRC), 98–99
- U.S. Army Garrison Yongsan-Casey, 56
- U.S. Army Reserve (USAR), 10, 18, 25, 27, 29–30, 36, 45, 51, 52, 61–80, 98, 115
 - Legal Command, 76
 - mobilizations, 63–66
- U.S. Army Reserve Command (USARC), 61–62, 71
 - Civil Affairs and Psychological Operations Command (Airborne), 62
 - G–3/5/7 Aviation Directorate, 71
- U.S. Army, Africa, 52–54
- U.S. Army, Central, 49–51
- U.S. Army, Europe, 45, 56–59
- U.S. Army, North (ARNORTH), 4
- U.S. Army, Pacific, 45, 54–56
- U.S. Army, South, 52
- U.S. Defense Security Assistance program, 91
- U.S. Fish and Wildlife Service, 109
- U.S. Forces, Korea (USFK), 3–4
- U.S. Green Building Council, 95
- U.S. Navy,
 - Bureau of Medicine and Surgery, 11–12
 - Recruit Training Command, 84
 - Strategic Systems Programs Office, 85
- U.S. State Department, 79
- U.S.-Colombia Bilateral Army Staff Talks, 52
- UAMTF. *See* Urban Augmentation Medical Task Force (UAMTF)
- under secretary of the Army, 7, 34
- Uniformed Services University of the Health Sciences, 12
- United Arab Emirates, 91
- United States Military Academy, 24–25
 - West Point Cemetery, 107
- United States v. Moreno*, 111
- Urban Augmentation Medical Task Force (UAMTF), 5–6, 69
 - UAMTF-627, 70
- USACRC. *See* U.S. Army Combat Readiness Center (USACRC)
- USAR. *See* U.S. Army Reserve (USAR)
- USARC. *See* U.S. Army Reserve Command (USARC)
- USFK. *See* U.S. Forces, Korea
- Utah, 77, 99
- vice chief of staff, Army, 34
- Virginia, 60, 61, 75, 76, 89, 106, 114
- Volunteer Retiree Recall program, 103
- Walter Reed National Military Medical Center, 12
- Warrior Care and Transition Program, 105
- Warrior Transition Battalions, 105
- Washington, 44, 59, 66, 70–71, 78, 79
- Washington, D.C. *See* District of Columbia

Water Supply Act of 1958, 108
Water Supply Rule, 108
watercraft, 62
West Point. *See* United States
 Military Academy
wildfires, 76–78
Williams, Matthew O., 37–38
Wisconsin, 72–73, 74, 77, 79
women in the Army, 24–27, 30
Working Capital Fund, 12, 18
Wyoming, 77

Yakima Training Center, 78
Yale Divinity School, 97
Yokota Air Base, 55

