Department of the Army
Pamphlet 10–1

ORGANIZATION and FUNCTIONS

ORGANIZATION OF THE UNITED STATES ARMY

Headquarters
Department of the Army
Washington, DC
14 June 1994

UNCLASSIFIED

AMERICA'S ARMY 1775-1995

SUMMARY of CHANGE

DA PAM 10–1
ORGANIZATION OF THE UNITED STATES ARMY

RESERVED

PREFACE

The organization of the United States Army is founded on mission. The organization evolves based on need and resources available. The structure of the Army has changed significantly since 1989 and continues to change. That change is proceeding in a manner that will ensure a current go-to-war capability while the Army transitions to a power projection force for the 1990's and the 21st century.

This document describes the types of units and organizations within the Army and focuses on the interrelationships and integration among all elements of the Army necessary for the Army to accomplish its role as an element of the total military force of the United States. The Army is individuals formed into teams. The Army is soldiers in uniform, civilian employees, and family members. Uniformed members of the Armed Forces are on active duty and in reserve duty status. Reserve Component soldiers form our Army National Guard and Army Reserve. Our nation's President and appointed civilian leaders exercise authority over the Army and give it guidance and direction. Missions that the Army receives from those officials are executed under uniformed leadership. The Army is supported by industry and community infrastructure. This is **America's Army** - a strategic land combat force capable of delivering **Decisive Victory**.

Headquarters
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Department of the Army Pamphlet 10–1

ORGANIZATION and FUNCTIONS

ORGANIZATION OF THE UNITED STATES ARMY

By order of the Secretary of the Army

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

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Administrative Assistant to the Secretary of the Army

History. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. The Army is a unique structure of organizations focused on one goal: fighting and winning our nation's wars. The Army is one component of the armed forces of the United States. Its expertise is sustained land combat and operations other than war. All organizations of the Army perform certain roles, functions, and missions. The front line Unified Command organizations are the high visibility mission executing units. Their success is dependent on proficient, timely, and responsive execution of functions by the combat developers and trainers; materiel developers and sustainers; and those who focus on command, control, communications, and intelligence activities. No one organization or group of organizations can be successful without the others. Intrinsic to each organization are the active and reserve soldiers, civilians, and leaders who make up uniformed service members and their Department of the Army civilian peers. Equally important is the infrastructure support required by the Army and provided by family members, industrial suppliers, and communities. Today's all volunteer Army is proven in battle, readjusting to new requirements, managing available resources, and focused on evolving tomorrow's Decisive Victory Force.

Applicability. Not Applicable.

Proponent and exception authority. The proponent agency for this pamphlet is the Office of the Deputy Chief of Staff for Operations and Plans. The 184th Individual Mobilization Augmentation Detachment (Acquisition and Logistics) Redstone Arsenal, Alabama, several IMA members of the ODCSOPS, and the Public Affairs Office personnel from throughout the Army cooperated in the production of this publication.

Suggested Improvements. Users are invited to send information, comments, and suggested improvements on DA Form 2023 (Recommended Changes to Publications and Blank Forms) direct to Headquarters, Department of the Army, CDCSOPS, ATTN: CAMO-ODO, 400 Army Pentagon, Washington, DC 20310-0400.

Distribution. To be distributed in accordance with DA Form 12-09-E, block 5434, requirements for DA Pam 10-1, intended for command levels A, B, C, D, and E for Active Army, Army National Guard and U.S. Army Reserve.

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*Note: Strenght figures throughout the document are shown to reflect relative size of the organization. Data reflects Program Budge Guidance (PBG) figures for end of FY94 (30 Sept 1994).

Glossary

Chapter 1
INTRODUCTION

1–1. Purpose and Objective:

a. This pamphlet provides detailed information and comprehensive reference on the Organization of the United States Army.

b. The organization of the Army and the *organizations* within the Army are predicated on the **Roles** prescribed to the Army and the **Missions** and **Functions** to be carried out or executed by the organizations within the Army.

c. The U.S. Army's primary role is to be an element of deterrence; but, should hostilities arise, the U.S. Army will be the sustained land combat force that achieves decisive victory and maintains America's security. The United States National Security strategy is being revised to ensure achievement of national political, economic, and security goals. In response, the military force structure of the Army is being reshaped, redeployed, realigned, and reinvented to ensure the versatility and flexibility to accomplish a wide spectrum of missions. This pamphlet brings perspective to these changes.

d. For those familiar with the U.S. Army, this pamphlet serves as a reference for understanding the changes that have been accomplished, those changes taking place in Fiscal Years 1993-1994, and the realigned force that will be achieved during the restructuring process by Fiscal Year 1995. For those learning about the U.S. Army and for those decision-makers of the executive and legislative branches of the U.S. Government and their staff specialists, this pamphlet provides insight into the relationships and integration among the various *organizations* of the Army. This pamphlet explains each organization's contributions to the overall objective of projecting and sustaining a well trained and equipped combatant force in joint and multinational military operations and operations other than war (OOTW). Appendices are provided as tutorials on grade structure, branches, and Army units. Geographical references are also provided on Active and National Guard Divisions and on Army installations. This pamphlet examines the Army's role, Army leadership initiatives, and organizational responsibilities and challenges. The Pamphlet concludes with specific examples of Army organizational *interrelationships* for achieving a sustained **Strategic Land Combat Force — Capable of Decisive Victory!**

1–2. ARMY ROLES, MISSIONS, and FUNCTIONS

a. Army organizations execute **Functions** (specific responsibilities) to provide organized, trained, and equipped land forces to perform the Army's **Roles** (as prescribed by law) as elements of combatant commands. **Missions** are assigned to the Commanders-in-Chief of combatant commands by the Secretary of Defense in accordance with the Unified Command Plan and the National Military Strategy. This strategy is built upon the four foundations of Strategic Deterrence and Defense, Forward Presence, Crisis Response, and Reconstitution.

b. The Army components of the unified combatant commands, along with Navy, Air Force, and Marine Corps elements, execute the military operations in peacetime, in periods of conflict, and in war. Military operations to wage war and operations other than war are required to accomplish missions assigned to our forward presence forces and crises response forces.

Note. See Appendix C for Definitions.

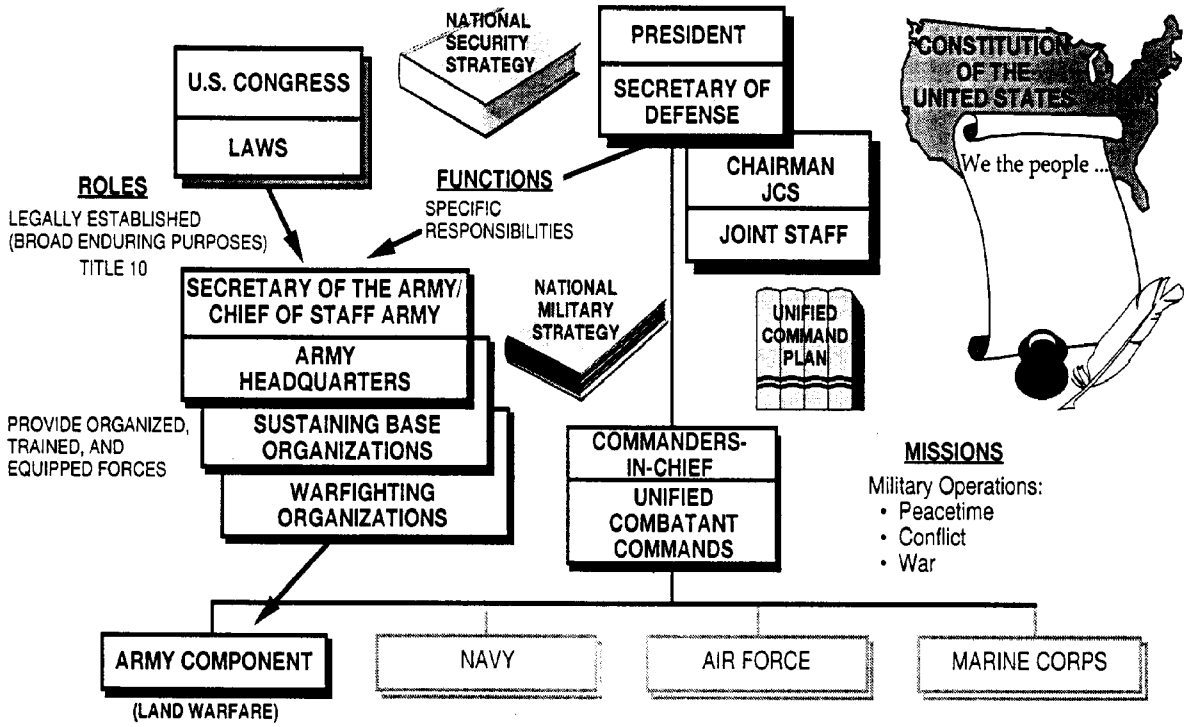
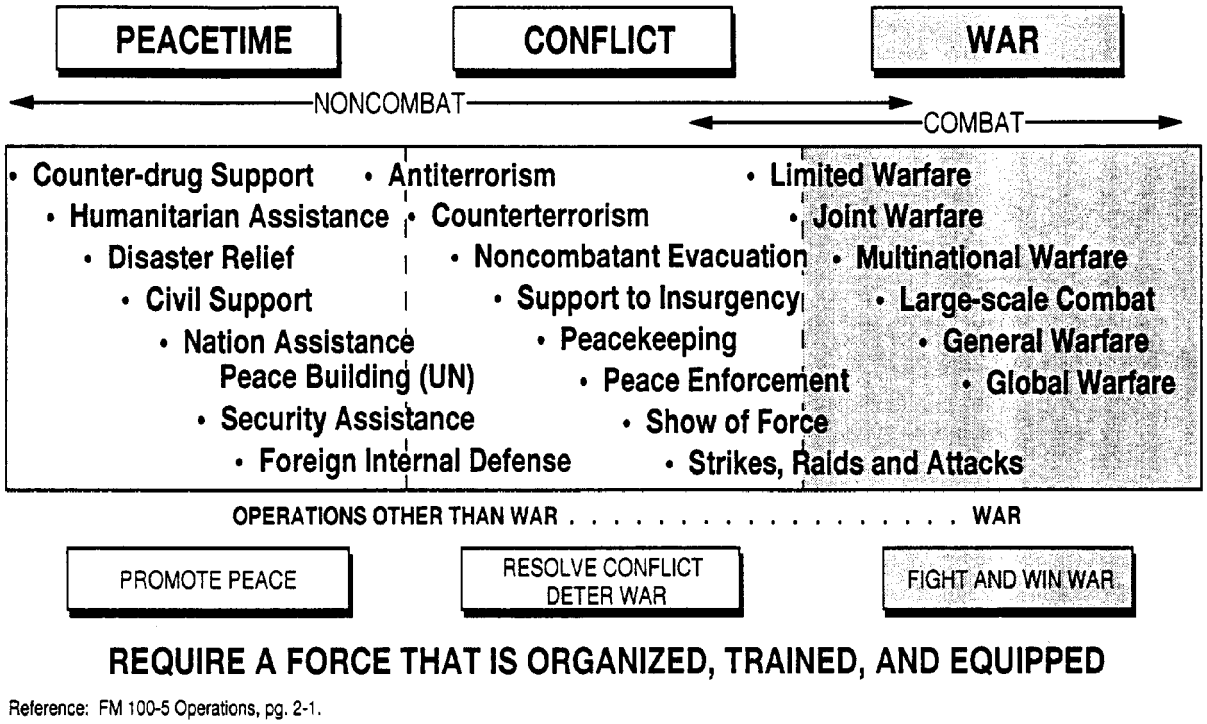


Figure 1-1. Army Organizations Execute Specific Functions and Assigned Missions

1–3. MILITARY OPERATIONS

Military Operations may range from support to counter-drug operations to general or global warfare. Those operations routinely carried out at home and abroad in a peacetime environment focus on improving the social, economic, and political fabric of our nation and other nations, thereby promoting peace. When regional conflicts arise, **operations other than war** (OOTW), sometimes involving combat operations, focus on quickly resolving the crisis, thus deterring escalation to **war**. Although the purpose of the Army remains to win our nation's wars, preparations for war ensure our abilities in operations other than war. Successful OOTW can deter war. However, should deterrence fail, OOTW which begin during peacetime, such as humanitarian assistance, may be conducted simultaneously and in the same theater of operations where conflicts are being fought or war is being waged.



Reference: FM 100-5 Operations, pg. 2-1.

Figure 1-2. Military Operations

1–4. CHANGING NATIONAL MILITARY STRATEGY

a. The President's National Security Strategy sets forth national security goals designed to ensure economic stability, territorial security, freedom, and democracy for all citizens. A **National Military Strategy** prepared by the Chairman of the Joint Chiefs of Staff in coordination with the service Chiefs of Staff and the Commanders-in-Chief (CINCs) of the unified commands is then defined to account for changing world events. Our current assessment cites four dangers facing the nation: proliferation of weapons of mass destruction; regional, ethnic, and religious conflicts; stability of democratic reform in former Soviet Union, Eastern Europe, Latin America, and elsewhere; and achievement of national security interest, and those of our allies, in a way that adequately incorporates economic concerns. Considering these dangers, our National Military Strategy has evolved from that of "containment" to that of "engagement," "partnership," and "prevention." The Army is a substantial contributor to the National Military Strategy in that it provides land forces for:

Warfighting **Deterrence** **Small Scale Operations**

b. To ensure the Army's fulfillment of its role in this National Military Strategy, the Secretary of the Army and the Army Chief of Staff established a vision for the Army on its journey to the 21st century. Six imperatives guide the Army in management of change while ensuring continuity and growth.

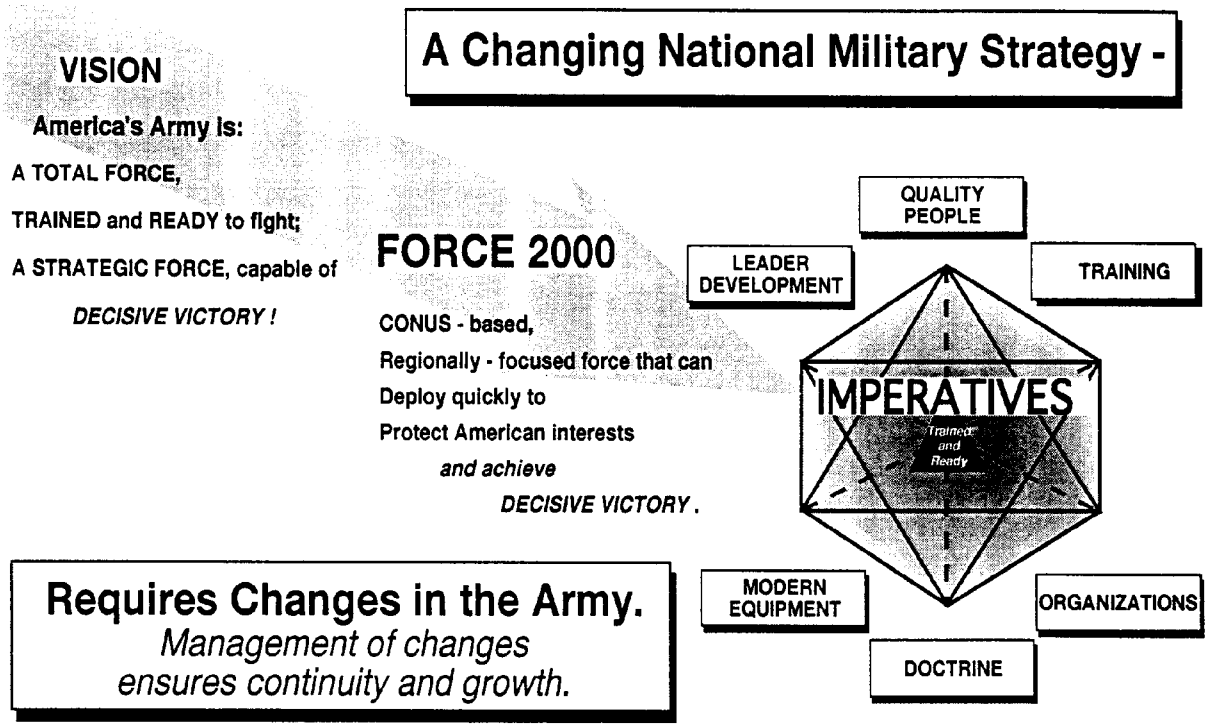


Figure 1-3. A changing National Military Strategy

1–5. FORCE GENERATION PROCESS

The Army is continually evaluating its evolving needs in doctrine, training, leader development, organizational structure, materiel and sustainment, and soldier systems. Managing that change requires an integrated effort across all organizations in the Army: headquarters, production and sustaining base, and combat elements. The force generation process is driven by threat assessments and combatant commands' requirements as cross-leveled by the joint staff. In response to OSD Defense Planning Guidance, prioritization of Army requirements are articulated in the President's defense budget submission to Congress. Congressional appropriations then determine the level of resources to acquire and train personnel and to acquire and sustain materiel needed by Army components of the combatant commands. The Army's six imperatives focus the force generation process and are the products of the process necessary to ensure capability for Decisive Victory.

Note. See Appendix D, The Army's Six Imperatives.

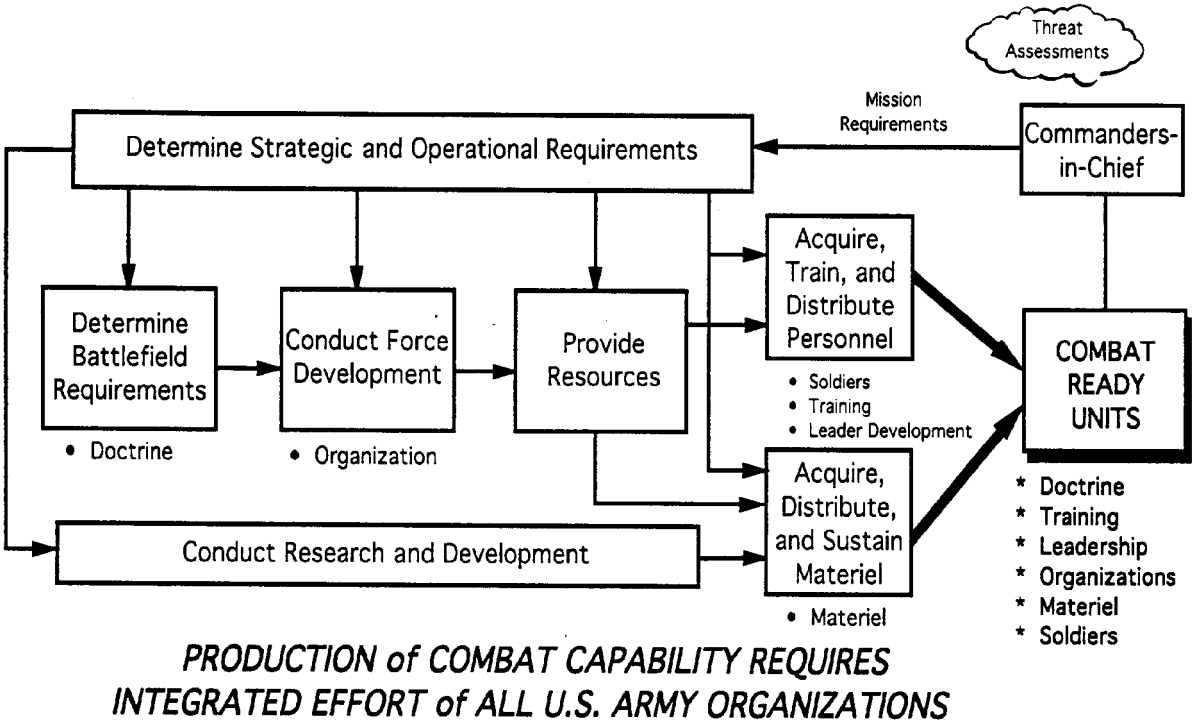


Figure 1-4. Force Generation Process

1–6. INTERRELATIONSHIPS of ARMY ORGANIZATIONS

The Army consists of two major portions. The first is the Army Headquarters and those organizations which produce and sustain the second portion, i.e.: the deployable operating forces which are assigned as Army components to the U.S. Unified Combatant Commands. The production and sustaining base organizations and the Army Headquarters are responsible for recruiting, training, equipping and maintaining, organizing, mobilizing/demobilizing and administering those forces to be provided to the warfighting CINCs. The organizations of the Army can be grouped according to functions: **combat development and training; materiel development and sustainment; command, control, communications and intelligence** organizations; and **warfighting**. Included in the command, control, communications and intelligence organizations are headquarters elements of the Army and seven special functions, Major Army Commands (MACOMs), which may also perform some of the other three functions. The Army is restructuring to maintain continuity of purpose while managing change and growing in capability to meet the Force 2000 objectives. Descriptions of the four functional groupings of organizations follows and section 6 summarizes examples of several new tools and initiatives that enhance the force generation process and promote readiness.

Note. See Appendix E, Groupings of Army Organizations.

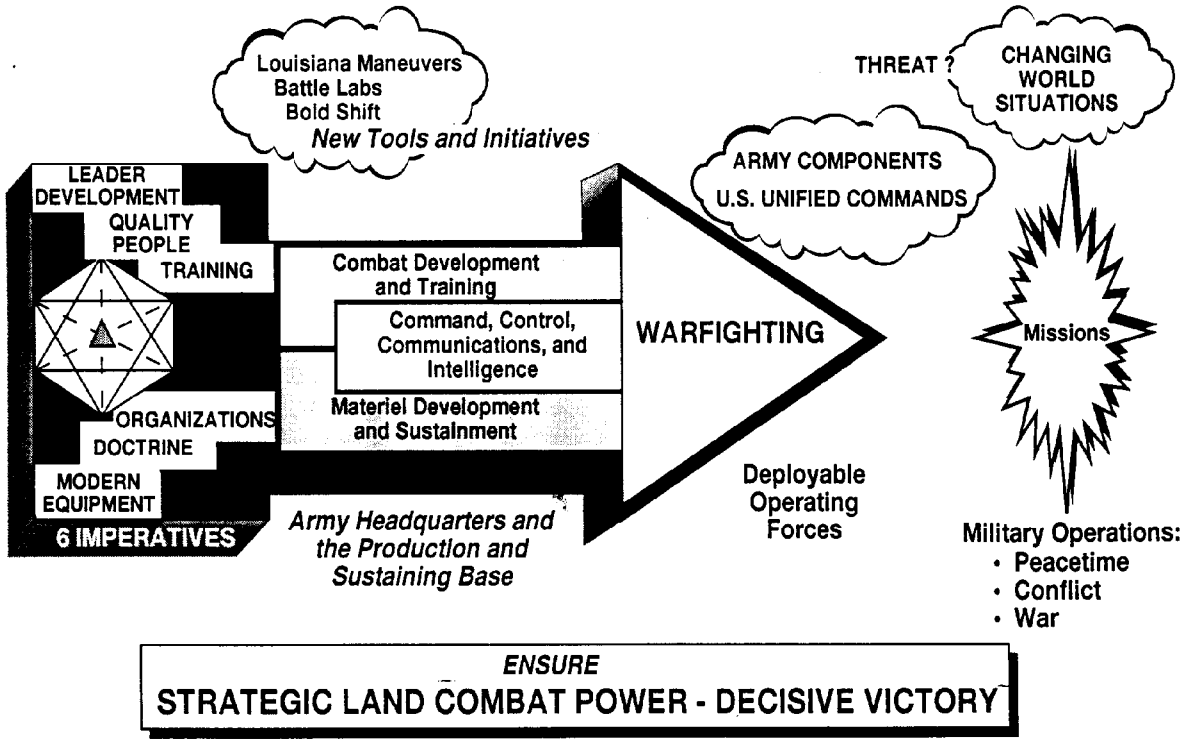


Figure 1-5. Interrelationships of Army Organizations

Chapter 2
COMMAND, CONTROL, COMMUNICATIONS, and INTELLIGENCE ORGANIZATIONS

2–1. Department of the Army Structure

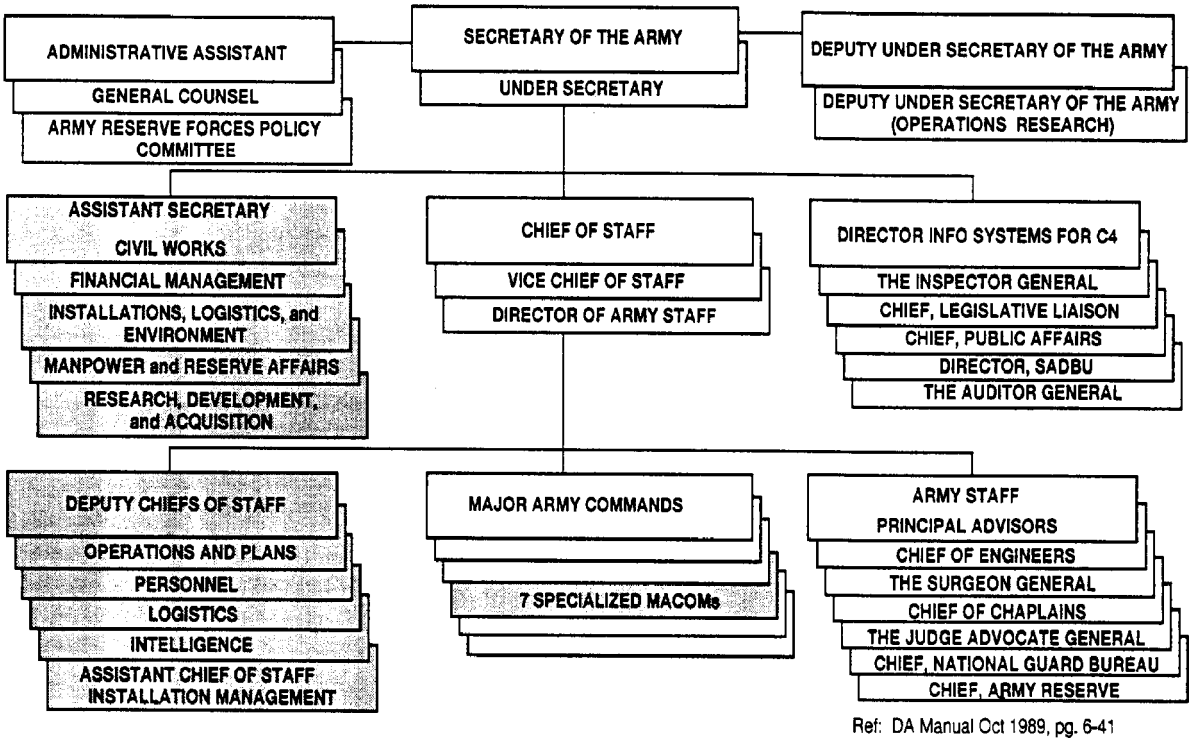
a. The Secretary of the Army is responsible to the Secretary of Defense for organizing, training, and equipping a strategic land combat Army force. The Secretary of Defense reports to the Commander-in-Chief of the United States Armed Forces, the President of the United States. The Department of the Army Structure is diagramed below. The highlighted portions of the diagram are subsequently summarized - the Assistant Secretaries, Deputy Chiefs of Staff, and the seven specialized MACOMs.

b. The Headquarters of the Department of the Army is organized with a Secretariat which manages the business of the Army. **The five Assistant Secretary functions** are presented on pages 15-19.

c. The Chief of Staff of the Army is the Secretary's principal military advisor responsible for planning, developing, executing, reviewing, and analyzing Army programs. **The four Deputy Chiefs of Staff elements and one Assistant Chief of Staff** are presented on pages 20-24.

d. The remaining elements of the Department of the Army that provide broad **command, control, communications, and intelligence** (C^3I) functions are **seven specific major Army commands** (MACOMs) headquartered in the continental United States (CONUS) presented on pages 25-33.

e. Four additional Army Commands with unique personnel roles for the Army are presented on pages 34-38. They are the **Army Recruiting Command,** the **Total Army Personnel Command,** the **United States Military Academy,** and the **U.S. Army Cadet Command**.



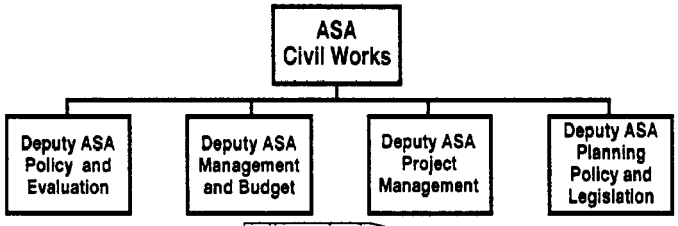
Ref: DA Manual Oct 1989, pg. 6-41

Figure 2-1. Department of the Army Structure

MISSION

- Supervises Army functions for conservation, development, and management of national water resources for flood control, navigation, and the environment.
- Policy formulation and Program direction of Arlington National Cemetery and the Soldiers' and Airmen's Home Cemetery.
- Program direction of the foreign activities of the Corps of Engineers except those which are exclusively in support of U.S. military forces overseas.

ORGANIZATION



FUTURE CHALLENGES

- Corps of Engineers reorganization.
- Ecosystem restoration.

LOCATION / SIZE

- Pentagon, Washington, DC
- 2 Military
- 19 Civilian

Figure 2-2. Assistant Secretary of the Army (Civil Works) ASA (CW))

MISSION

- Direct and manage the Department of the Army's financial management activities and operations.
- Execute the Department of the Army's planning, programming, budgeting, and execution system.

ORGANIZATION

ASA Financial Management/ Comptroller of the Army

- Deputy ASA Resource Analysis & Business Practices
- Deputy for Cost Analysis
- Deputy ASA Army Budget
- Deputy ASA Financial Operations
- Comptroller Proponency Office

FUTURE CHALLENGES

- Manage financial resources during rightsizing of the Army.
- Implement the Chief Financial Officer's Act.
- Funding unbudgeted contingency operations.
- Transition to business funding operations
  Defense Business Operating Fund (DBOF).

LOCATION / SIZE

- Pentagon, Washington, DC
- 60 Military
- 305 Civilian

Figure 2-3. Assistant Secretary of the Army (Financial Management) (ASA (FM))

MISSION

- Determination of long-range, strategic direction and policy governing Army installations.
- Responsible for Army installations, logistics, environment, safety, occupational health, and chemical munitions demilitarization.

ORGANIZATION

ASA Installations, Logistics, and Environment

- Deputy ASA Environmental Safety and Occupational Health
- Deputy ASA Installations and Housing
- Deputy ASA Logistics
- Deputy for Chemical Demilitarization
- Deputy for Installation Management and Program Analysis

FUTURE CHALLENGES

- Downsize Army installations.
- Chemical stockpile disposal.

LOCATION / SIZE

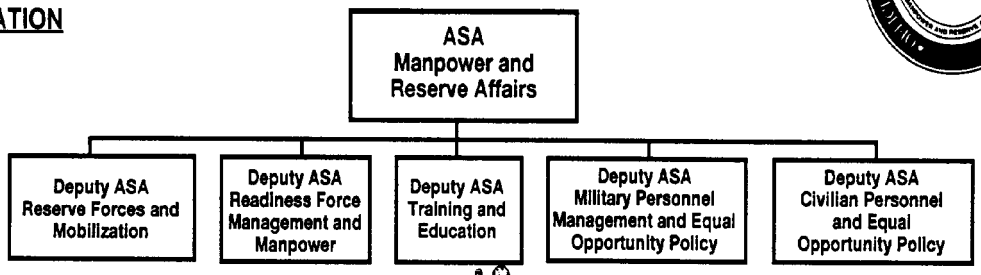
- Pentagon, Washington, DC
- 10 Military
- 34 Civilian

Figure 2-4. Assistant Secretary of the Army (Installations, Logistics, and Environment) (ASA (ILE))

MISSION

- Exercise overall supervision of manpower and reserve component affairs of the Department of the Army.
- Has policy approval and oversight responsibilities for all manpower, force structure, and personnel activities conducted throughout the Army including the issuance of force structure, personnel, and manpower policy guidance.

ORGANIZATION



FUTURE CHALLENGES

- Downsize the Army.
- Formulate future Army organization and force structure.

LOCATION / SIZE

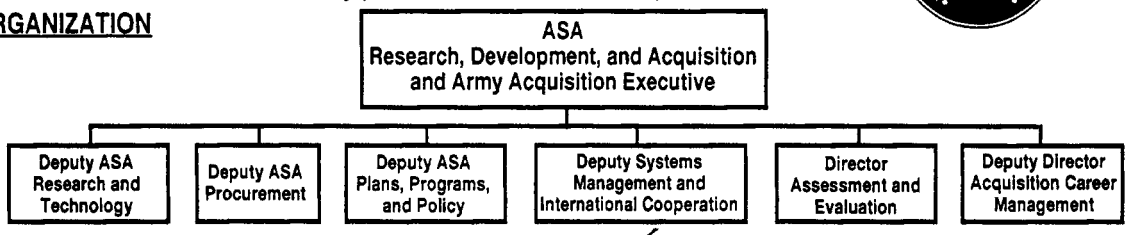
- Pentagon, Washington, DC
- 12 Military
- 25 Civilian

Figure 2-5. Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (MRA))

MISSION

- Manage the acquisition program of the Department of the Army (Army Acquisition Executive).
- Direct the research and development activities of the Department of the Army (Science Advisor to the Secretary of the Army).
- Manage the procurement, contracting, and related acquisition functions of the Army (Senior Procurement Executive).

ORGANIZATION



FUTURE CHALLENGES

- Focus R&D to maintain the United States technology lead.
- Translate technology development into cost effective weapons for the Army.

LOCATION / SIZE

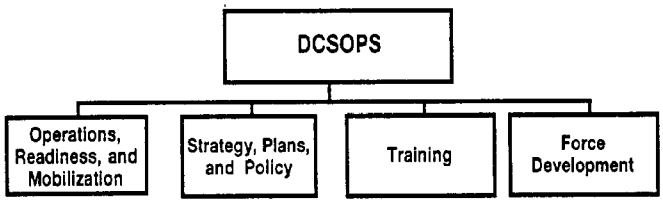
- Pentagon, Washington, DC
- 81 Military
- 95 Civilian

Figure 2-6. Assistant Secretary of the Army (Research, Development, and Acquisition) (ASA (RDA))

MISSION

- Establish requirements, oversee force structure stationing actions, and recommend priorities for and control the employment of U.S. Army Forces.
- Establish Army force requirements through threat versus capability analysis, strategy development, and force design.
- Establish priorities for the distribution of personnel, sustaining supplies and equipment, and structure force packages to meet mission requirements.
- Army staff element responsible for coordinating all joint and external matters.

ORGANIZATION



FUTURE CHALLENGES

- The development of a CONUS based force projection capability.
- Developing defense policies and military strategies for post Cold War strategic environment.

LOCATION / SIZE

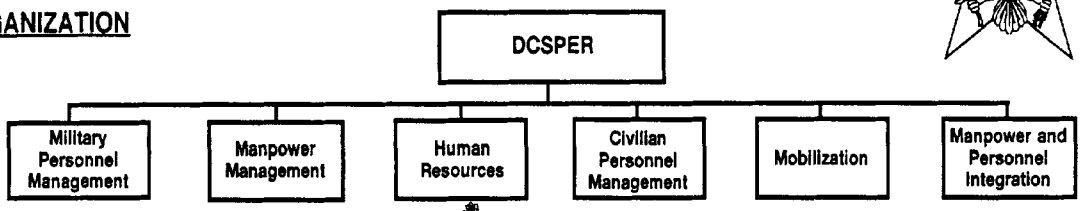
- Pentagon, Washington, DC
- 320 Military
- 168 Civilian

Figure 2-7. Deputy Chief of Staff for Operations (DCSOPS)

MISSION

- Man the Total Army with quality people.
- Provide and maintain a properly trained and motivated individual for each task that needs to be accomplished in the Army.

ORGANIZATION



FUTURE CHALLENGES

- Quality recruiting.
- Military/civilian strength management.
- Enhance soldier survivability.

LOCATION / SIZE

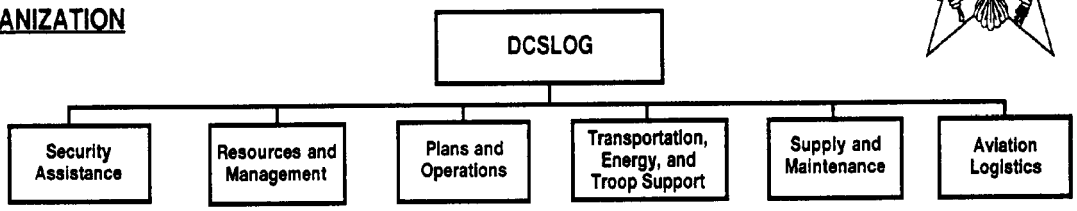
- Pentagon, Washington, DC
- 105 Military
- 145 Civilian

Figure 2-8. Deputy Chief of Staff for Personnel (DCSPER)

MISSION

- Develops and supervises Total Army, joint service, and international logistics to include concepts, policies, procedures, plans, and systems.

ORGANIZATION



FUTURE CHALLENGES

- Army strategic mobility program.
- Total distribution program.

LOCATION / SIZE

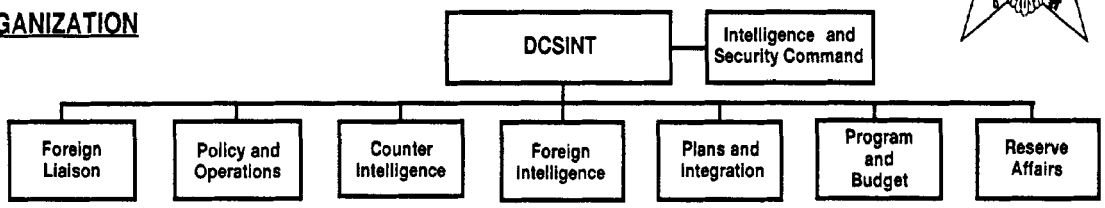
- Pentagon, Washington, DC
- 102 Military
- 170 Civilian

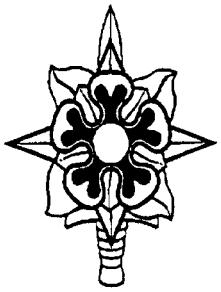
Figure 2-9. Deputy Chief of Staff for Logistics (DCSLOG)

MISSION

- Policy formulation, planning, programming and budgeting, management, staff supervision, propriety, and evaluation for Army intelligence activities of DA.
- Coordinates signals, human, imagery, measurements and signature intelligence programs, and the counterintelligence and security countermeasure activities of the Army.

ORGANIZATION





FUTURE CHALLENGES

- Streamlining Army intelligence.
- Global/multi-regional threats.
- Intelligence support to information warfare.

LOCATION / SIZE

- Pentagon, Washington, DC
- 86 Military
- 70 Civilian

Figure 2-10. Deputy Chief of Staff for Intelligence (DCSINT)

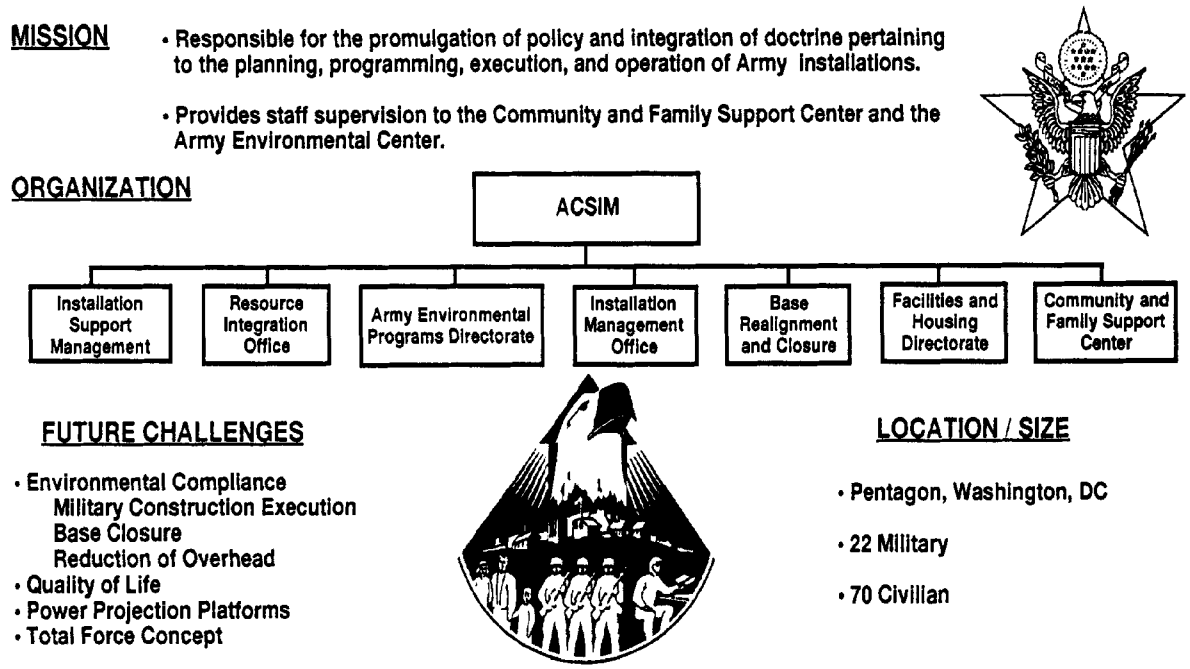


Figure 2-11. Assistant Chief of Staff for Installation Management (ACSIM)

2–2. SPECIALIZED MAJOR ARMY COMMANDS in the CONTINENTAL UNITED STATES

Major Army Commands that provide a broad spectrum of functions to the entire Army and perform wartime, conflict, and peacetime missions have been grouped in this section for reference only. Their roles, missions, and functions focus on command, control, communications, and intelligence but also include significant responsibilities as Combat Developers and Trainers, and Materiel Developers and Sustainers. These Major Army Commands are not major elements of U.S. Unified Commands but may have various size subordinate units, detachments, and activities distributed throughout the Army and the U.S. Unified Commands not only in the Continental United States (CONUS) but also worldwide.

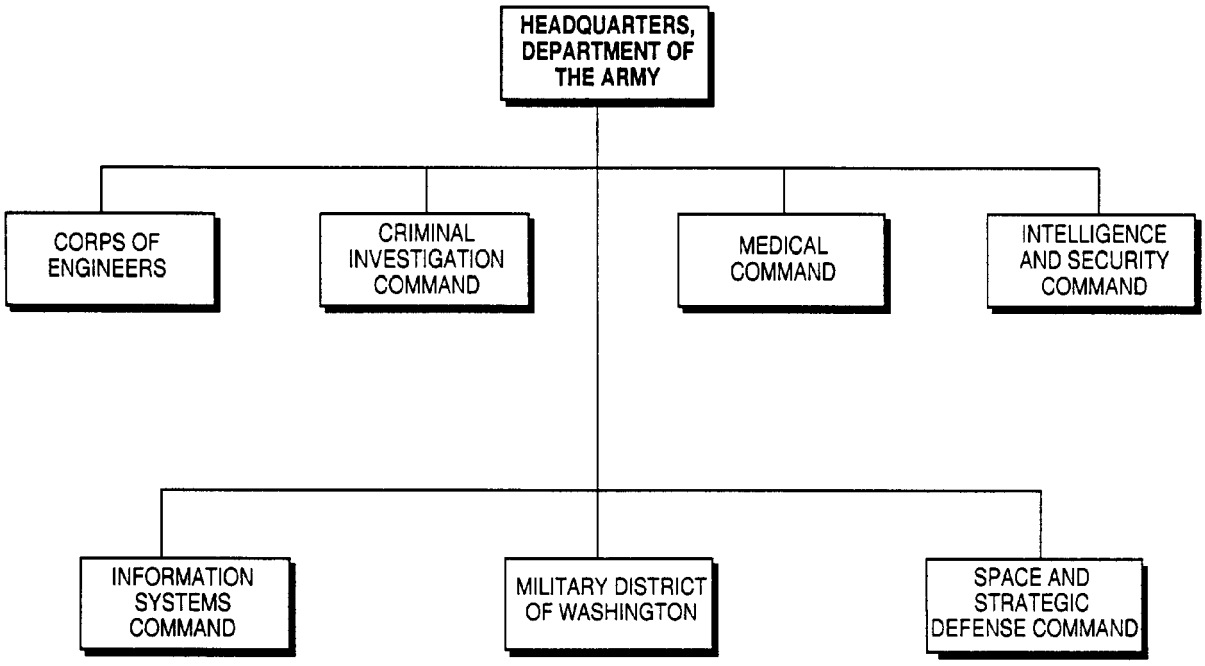
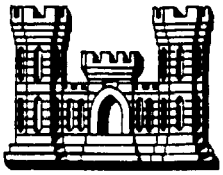


Figure 2-12. Major Army Command Structure in the Continental United States with Specialized Functions and Missions

MISSION

- Provides military construction for Army and Air Force.
- Provides design and construction management support for other defense and federal agencies.
- Plans, designs, builds, and operates water resources and other civil works projects.

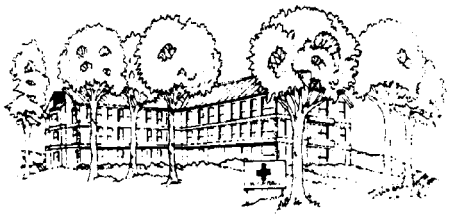


ORGANIZATION

- The Corps of Engineers is organized geographically into divisions and subordinate districts throughout the world.

FUTURE CHALLENGES

- Manage environmental restoration at Army and Air Force installations as well as formerly used defense sites.



LOCATION / SIZE

- HQ: Washington, DC
- 732 Military
- 43,008 Civilian

Figure 2-13. U.S. Army Corps of Engineers (USACE)

MISSION

- Conduct independent investigations of serious Army related crimes.
- Provide crime laboratory support for DoD Investigative agencies.
- Provide protective services to senior Army and defense officials.
- Provide criminal investigation support for full-dimensional operations.

ORGANIZATION

- The Army's smallest major command organized under one responsible official to provide centralized control over Army criminal investigations worldwide.
- Subordinate elements: Groups, TAACOM Support elements, TAACOM Area Support elements, Corps Support elements, Corps Area Support elements, Port Area Support elements, light and heavy Divisional Support elements, and TDA elements worldwide.

FUTURE CHALLENGES

- Assume expanded peacetime mission to investigate computer crime, environmental crime, and fraud within the workmen's compensation program.
- Reexamine wartime command and control structure to meet changing threat and battlefield doctrine; integration of CID AC/RC operations.
- Consolidation of DoD investigative organizations.
- Modernization of investigative operations.

LOCATION / SIZE

- HQ: Falls Church, VA
- 1,070 Military
- 561 Civilian

Figure 2-14. U.S. Army Criminal Investigation Command (USACIDC)

MISSION

- Provide health care to more than 3.5 million active duty soldiers, retirees, and their family members during peace and war.
- Develop health concepts, doctrines, and systems for the Army.

ORGANIZATION

- Major Army Command, under command of the Army Surgeon General, reporting to the Chief of Staff of the Army.
- Exercises command and control over eight Health Services Support Areas which oversee Health care delivery at all U.S. Army medical facilities in the United States, Europe, and Panama.
- Also exercises command and control of the Army Medical Department Center and School; Medical Research, Development, Acquisition and Logistics Command; Dental and Veterinary Commands; and the Army Environmental Hygiene Agency.
- Budgeted through Department of Defense Health Affairs.

FUTURE CHALLENGES

- Transition to managed care under the Army's "Gateway To Care" and evolving into DoD "TRICARE", designed to create a comprehensive, all-service, civilian-supported, coordinated-care system to improve medical readiness, expand access and health promotion, and maintain quality and control costs.

LOCATION / SIZE

- HQ: Ft. Sam Houston, TX
- 24,688 Military
- 30,632 Civilian

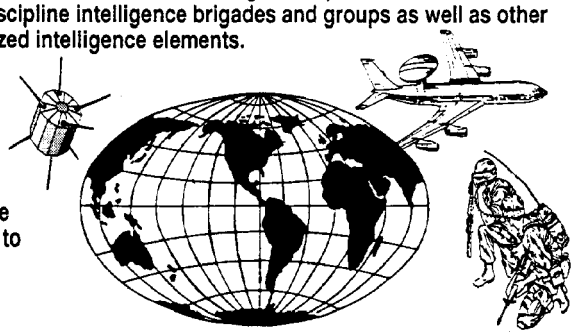
Figure 2-15. U.S. Army Medical Command (USAMEDCOM)

MISSION

- Provide multidiscipline intelligence, force protection, electronic warfare and information warfare support to the Army, joint, and combined commanders at all echelons and across the scope of military operations.
- Serves as the bridge between the strategic battlefield operating systems which operate from the Forward Line of Troops (FLOT) through the national intelligence agencies to provide a seamless flow of intelligence focused downward to the warfighter, whether forward deployed, executing force projection operations or operations other than war.

ORGANIZATION

- Major Army command exercising command over a variety of intelligence assets.
- Subordinate elements include single discipline and multi-discipline intelligence brigades and groups as well as other specialized intelligence elements.



FUTURE CHALLENGES

- INSCOM is integrated under the DCSINT staff and will continue to perform its basic mission.

LOCATION / SIZE

- HQ: Ft. Belvoir, VA
- 10,755 Military
- 3,013 Civilian

Figure 2-16. U.S. Army Intelligence and Security Command (USAINSCOM)

MISSION

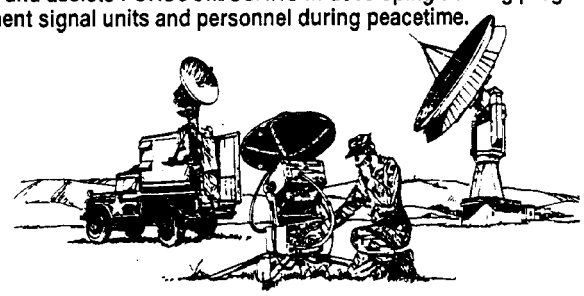
- Provide tactical and strategic communications to the elements of the warfighting Unified Commands. Operate and maintain the Army portion of the Defense Communications System.
- Provide communications support to civil authorities in domestic emergencies.
- Provide general purpose *information mission area* operation and maintenance support (including automation, telecommunications, publications and printing, visual information, and records management) to all OCONUS MACOMs plus PERSCOM, INSCOM, MDW, and the geographical National Capitol Region within CONUS.
- Design, develop, engineer, install, and test integrated Army Information Systems.

ORGANIZATION

- Commands and controls Active Component echelons above corps (EAC) signal elements worldwide.
- Advises and assists FORSCOM/USARC in developing training programs for EAC Reserve Component signal units and personnel during peacetime.

FUTURE CHALLENGES

- Provide command, control, and communications support to CONUS based force projection Army.



LOCATION / SIZE

- HQ: Ft. Huachuca, AZ
- 10,918 Military
- 9,347 Civilian

Figure 2-17. U.S. Army Information Systems Command (USAISC)

MISSION

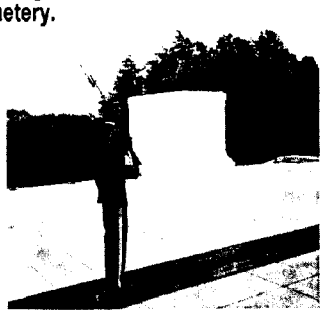
- Respond to crisis, disaster, or security requirements in the National Capital Region through implementation of various contingency plans.
- Provide base operation support through MDW installations for Army and Department of Defense organizations throughout the National Capital Region as well as a variety of specialized support including personal property shipping for the region, CONUS-wide fixed-wing airlift, and operation of Arlington National Cemetery.
- Conduct official ceremonies, locally and worldwide, on behalf of the nation's civilian and military leaders.

ORGANIZATION

- Subordinate units include 3rd U.S. Infantry (Old Guard), the U.S. Army Band (Pershing's Own), and the Operational Support Airlift Command.
- Installations and facilities include: Fort McNair, Washington, DC; Forts Myer, Belvoir, and A.P. Hill in Virginia; Forts Meade and Ritchie in Maryland; and Arlington National Cemetery.

FUTURE CHALLENGES

- Support deployments.
- Assist and support smooth transition of the Operational Support Airlift responsibilities from the Active Army to the Army National Guard (FY95).



LOCATION / SIZE

- Ft. McNair, Washington, DC
- 3,578 Military
- 4,055 Civilian

Figure 2-18. U.S. Army Military District of Washington (USAMDW)

MISSION

- Designated Army focal point for space.
- Conducts Army space related Tactical Exploitation Demonstration Programs.
- Responsible for exploitation of space assets for use by warfighting Commanders-in-Chief.
- Conducts coordinated research which ensures timely, energetic, and cost effective development of mature and revolutionary technologies for space.
- Exercises executive authority over operations and training.
- Interfaces with combat development activities.

ORGANIZATION

- Headquarters, Arlington, VA; principal research activities, Huntsville, AL.
- Serves as Army Component Command of U.S. Space Command, Colorado Springs, CO.
- Operates High Energy Laser System Test Facility, White Sands Missile Range, NM and manages the national range at Kwajalein Atoll.

FUTURE CHALLENGES

- Research and development of space defense and missile defense systems.

LOCATION / SIZE

- HQ: Arlington, VA; R&D: Huntsville, AL; ARSPACE: Colorado Springs, CO.
- 555 Military
- 1,349 Civilian

Figure 2-19. U.S. Army Space and Strategic Defense Command (USASSDC)

2–3. OTHER SPECIALIZED COMMANDS

Four Army Commands, not classified as Major Army Commands, require explanation of their specialized personnel roles and missions in the Total Army—America's Army.

a. The U.S. Army Recruiting Command (USAREC) is a field-operating agency reporting to the Deputy Chief of Staff for Personnel (DCSPER). USAREC is organized into brigades and battalions throughout the United States and recruiting offices in every community. The recruiting sergeants are the front line soldiers that recruit and process quality young men and women for the all-volunteer Army.

b. The U.S. Total Army Personnel Command (PERSCOM) is a field-operating agency reporting to the DCSPER. PERSCOM assists DCSPER in developing policy and programs governing personnel management. PERSCOM is the day-to-day personnel manager for Army civilian employees and all active duty personnel. The exceptions are Chaplain and Judge Advocate General Corps Officers who are managed by their Chiefs on the Army Staff.

c. The U.S. Military Academy is a field-operating agency reporting to the Chief of Staff of the Army. The Academy is commanded by a Lieutenant General, and the Corps of Cadets is organized into a brigade of four regiments of three battalions. Each battalion consists of three companies.

d. The U.S. Army Cadet Command is a field-operating agency reporting to both the Commander TRADOC and the DCSPER. Cadet Command is organized into ROTC regions, brigades and battalions throughout the United States. The Cadet Command operates senior ROTC programs affiliated with approximately 1,200 colleges and universities and accounts for about 70% of all second lieutenants commissioned each year. Army ROTC also supports over 1,200 Junior ROTC (JROTC) citizenship programs in high schools worldwide.

MISSION

- Recruit, with integrity, the highest quality individuals to meet the skill levels and structure of the regular Army and Army Reserve.
- Recruit for the special needs of the Army to include applicants for Officer Candidate School, Warrant Officer Flight Training, Technical Warrant Officers, Special Operations Forces, and the United States Military Academy (USMA) Preparatory School.

ORGANIZATION

- USAREC consists of a Headquarters organized into operational and administrative directorates overseeing a geographically oriented structure of four brigade headquarters and a support command. Each brigade has up to 13 subordinate battalion headquarters. The forty battalions have a total of 210 company headquarters and approximately 1,500 recruiting stations under their control.

FUTURE CHALLENGES

- Continue to fill available training seats with the quantity and quality of new soldiers required by the Army.

LOCATION / SIZE

- HQ: Ft. Knox, KY
- 7,556 Military (Active Army)
- 1,744 Army Guard/Reserve
- 1,237 Civilian

Figure 2-20. U.S. Army Recruiting Command (USAREC)

MISSION

- Direct, integrate, and coordinate Total Army Personnel Systems to develop and optimize the utilization of the Army's Human Resources in peace and war.

ORGANIZATION

- Structured with Career Management Directorates for officer, enlisted, and civilian personnel, and a mobilization directorate.
- Deputy Chiefs of Staff for Personnel and Logistics, Plans/Force Integration and Analysis, and Resource Management.
- Deputy Commanding General for Information Management.
- Provides the Adjutant General of the Army.

FUTURE CHALLENGES

- Ensure the implementation of military and civilian personnel policies while maintaining personnel readiness during the drawdown period for the Total Army.

LOCATION / SIZE

- HQ: Alexandria, VA
- 745 Military
- 1,496 Civilian

Figure 2-21. U.S. Total Army Personnel Command (PERSCOM)

MISSION

- Educate and train the Corps of Cadets so that each graduate shall have the attributes essential for professional growth throughout a career as an officer of the Regular Army and to inspire each graduate to a lifetime of service to the nation.

ORGANIZATION

- The United States Military Academy provides the Corps of Cadets a broad, four year undergraduate education culminating in a Bachelor of Science degree and a commission as a second lieutenant. The Academy educates and trains cadets academically, physically and militarily. Embedded in both education and training are ethical development and the molding of character.

FUTURE CHALLENGES

- Continue as the world's premier leader development institution.
- Remain a national symbol of integrity and selfless service.
- Continue as a community dedicated to excellence and quality.

LOCATION / SIZE

- West Point, New York
- 1,500 Military
- 3,800 Civilian
- 4,000 U.S. Corps of Cadets

Figure 2-22. United States Military Academy (USMA)

MISSION

- Commission future officer leadership of the U.S. Army and help young people be better Americans.

ORGANIZATION

- U.S. Army Cadet Command is the Army ROTC headquarters with operational, marketing, training, and administrative directorates. Cadet Command has responsibility for three geographically defined regions. Each region has up to six brigades. Each brigade has up to 26 Senior and 151 Junior ROTC battalions. The command's 16 brigades have a total of 333 Senior ROTC host battalions and extension centers, 900 cross-enrolled colleges and universities, and 1,238 Junior ROTC battalions in high schools.

FUTURE CHALLENGES

- Continue to provide the quantity and quality of newly commissioned lieutenants required for America's Army.

LOCATION / SIZE

- HQ: Ft. Monroe, VA
- 2,585 Military
- 654 Civilian
- 2,700 Retired Military
- 30,494 Senior ROTC Cadets
- 157,000 Junior ROTC Cadets

Figure 2-23. U.S. Army Cadet Command

Chapter 3
COMBATANT WARFIGHTING UNITS

3–1. U.S. Unified Commands and Army Components

Currently nine United States Unified Combatant Commands exist. Their missions are assigned by the Secretary of Defense with the advice and counsel of the Chairman of the Joint Chiefs of Staff.

a. Most Unified Commands consist of Army, Navy, Air Force, and Marine Corps components.

b. Each of the seven highlighted organizations on the facing page is a Major Army Command assigned as the Army component of its respective Unified Command.

(1) The Third U.S. Army is an element of Forces Command as well as being the Army component of the U.S. Central Command.

(2) The U.S. Army Space Command is an element of the U.S. Army Space and Strategic Defense Command as well as being the Army component of the U.S. Space Command. All these Army units are trained and equipped for combatant warfighting missions --- they may also be assigned operations other than war during peace and periods of conflict.

c. The specific missions and organizational structure of each are presented in the following nine subsections.

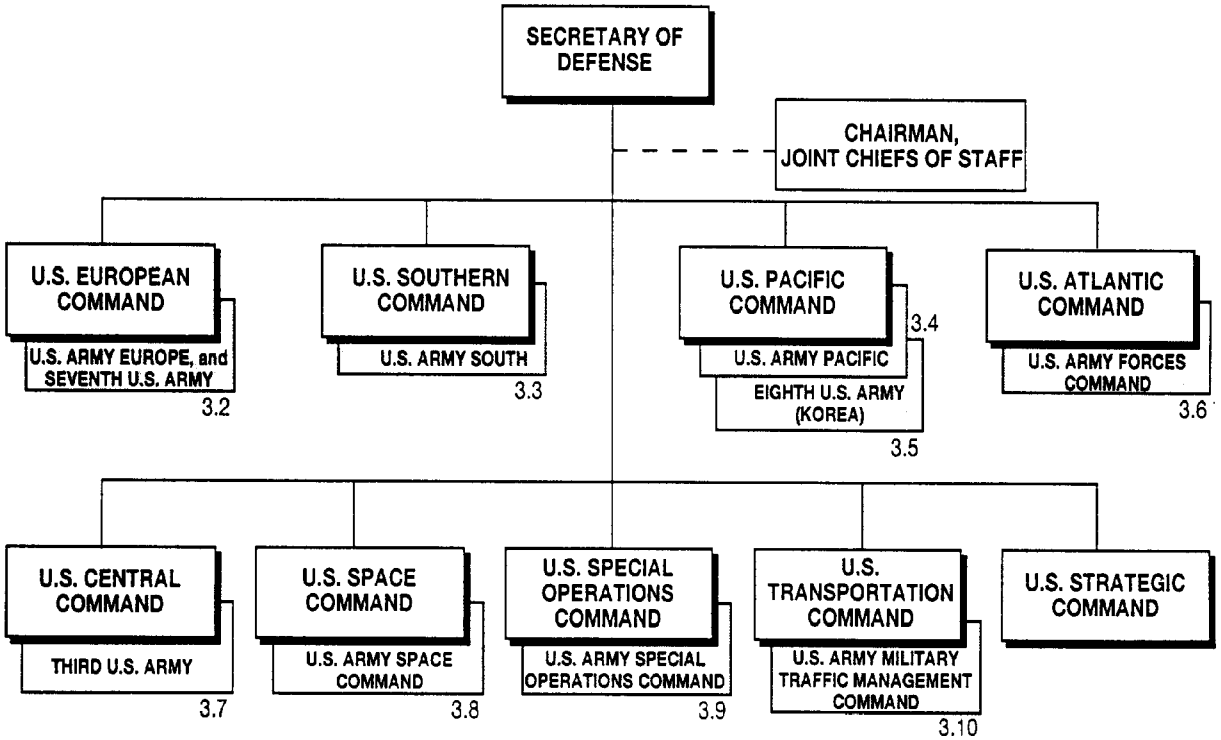
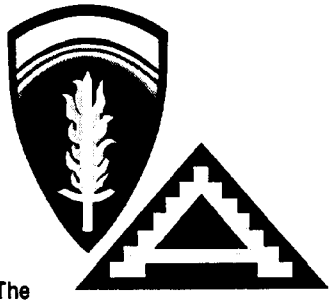


Figure 3-1. U.S. Unified Commands and Army Components

MISSION

- Responsible for defense of U.S. interests in Western Europe.
- Maintain a combat ready force to support NATO commitments.
- Maintain trained and ready forces for deployment on contingency operations in support of U.S. European Command (EUCOM) and U.S. Central Command (CENTCOM) missions.



ORGANIZATION

- Major Army Command and Army component of U.S. EUCOM.
- Commands U.S. Army units in Germany, Italy, England, and The Netherlands including V Corps, 1st Armored Division, 3rd Mechanized Infantry Division, Southern European Task Force (with their supporting aviation, artillery, engineers, military police, signal, intelligence, medical, and maintenance), 21st Theater Army Area Command, and Area Support Groups.

FUTURE CHALLENGES

- Reorganize from 213,000 troops in (FY90) down to 65,000 troops in (FY95) which includes reduction from two to one corps.
- Peacekeeping, security, and humanitarian assistance and international *military to military* assistance.

LOCATION / SIZE

- HQ: Heidelberg, Germany
- 68,289 Military
- 27,784 Civilian

Figure 3-2. U.S. Army Europe and seventh U.S. Army(USAREUR)

MISSION

- Command and control Army Forces in the U.S. Southern Command.
- Provide theater support for U.S. Army Forces and Headquarters USSOUTHCOM as directed by USCINCSO.
- Plans, programs, and provides U.S. Army support for USCINCSO's regional security strategy.
- As the Army element of Joint Task Force Panama, conduct operations throughout Panama that protect U.S. lives, property, and interests, defend the canal, and promote democracy in accordance with U.S. and Government of Panama (GOP) bilateral treaties and agreements.

ORGANIZATION

- Major Army Command and Army component of U.S. Southern Command.
- Organized around eight major subordinate commands which consist of light and airborne infantry, aviation, military police, signal, and engineer units.

FUTURE CHALLENGES

- Support counter-drug initiatives.
- Help foster civil-military relations in the region.

LOCATION / SIZE

- HQ: Ft. Clayton, Republic of Panama
- 6,028 Military
- 5,208 Civilian

Figure 3-3. U.S. Army South (USARSO)

MISSION

- Serve as the Army Component Command to Commander-in-Chief, U.S. Pacific Command (USCINCPAC) less the geographical area of Korea.
- Command and support assigned and attached active Army and USAR units, installations, and activities in Alaska, Hawaii, Japan, and in possessions and trust territories administered by the U.S. Pacific Command (USPACOM).
- Oversee, evaluate, and support the Army National Guard in Hawaii, Alaska, and Guam.
- Maintain a trained and ready force for employment in the Pacific theater or worldwide.

ORGANIZATION

- Major Army Command.
- Subordinate Units: 25th Infantry Division (light) and U.S. Army Hawaii; 1st Brigade, 6th Infantry Division (light), and U.S. Army Garrison, Alaska; U.S. Army Japan and IX Corps; 4th Special Operations Support Command; U.S. Army Chemical Activity, Pacific; U.S. Army Readiness Group, Pacific; and 9th Army Reserve Command.

FUTURE CHALLENGES

- Maintain close contact with foreign armies in the USPACOM area of responsibility through the USARPAC expanded relations program.

LOCATION / SIZE

- HQ: Ft. Shafter, HI
  Subordinate HQs: Alaska, Hawaii, and Japan
- 22,538 Military
- 7,194 Civilian

Figure 3-4. U.S. Army Pacific (USARPAC)

MISSION

- Provide forces to the Combined Forces Command/U.S. Forces Korea to deter aggression against the Republic of Korea (ROK) and, should deterrence fail, to defeat that aggression.

ORGANIZATION

- U.S. Major Army Command whose ground and aviation forces come under operational control of the Combined Forces Command in wartime.
- Major subordinate units: 2nd Infantry Division, 17th Aviation Brigade, 18th Medical Brigade, and the 19th Support Command.
- Largest component of the U.S. Forces Korea which also includes U.S. Air Forces, Korea (7th Air Force), and U.S. Naval Forces Korea.
- Commands assigned USAR units.

FUTURE CHALLENGES

- Deter north Korean aggression.

The armistice of 1953 did not end the war; it was only a "suspension of hostilities -- an interruption of the shooting." (GEN Maxwell D. Taylor)

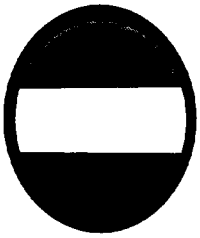
LOCATION / SIZE

- HQ: Yongsan Military Installation Seoul, Republic of Korea
- 22,557 Military
- 9,811 Civilian

Figure 3-5. Eighth U.S. Army (EUSA)

MISSION

- Responsible for mobilization planning and combat readiness of assigned active Army and USAR units and training supervision of Army National Guard during peacetime.
- Responsible for land defense of Continental United States (CONUS).
- Provides support to civil authorities in domestic emergencies.
- Provides support to federal, state, and local law enforcers to counter flow of illegal drugs.



ORGANIZATION

- Major Army Command and Army Component of U.S. Atlantic Command and provides Third U.S. Army as Army component to U.S. Central Command.
- Commands U.S. Army Reserve Command and Active Army Headquarters Units in CONUS, Puerto Rico, and Virgin Islands.

FUTURE CHALLENGES

- Support worldwide commitments while maintaining a capability to meet other contingencies.

LOCATION / SIZE

- HQ: Fort McPherson, GA
- 220,432 Military
- 25,385 Civilian

Figure 3-6. U.S. Army Forces Command (USAFORSCOM)

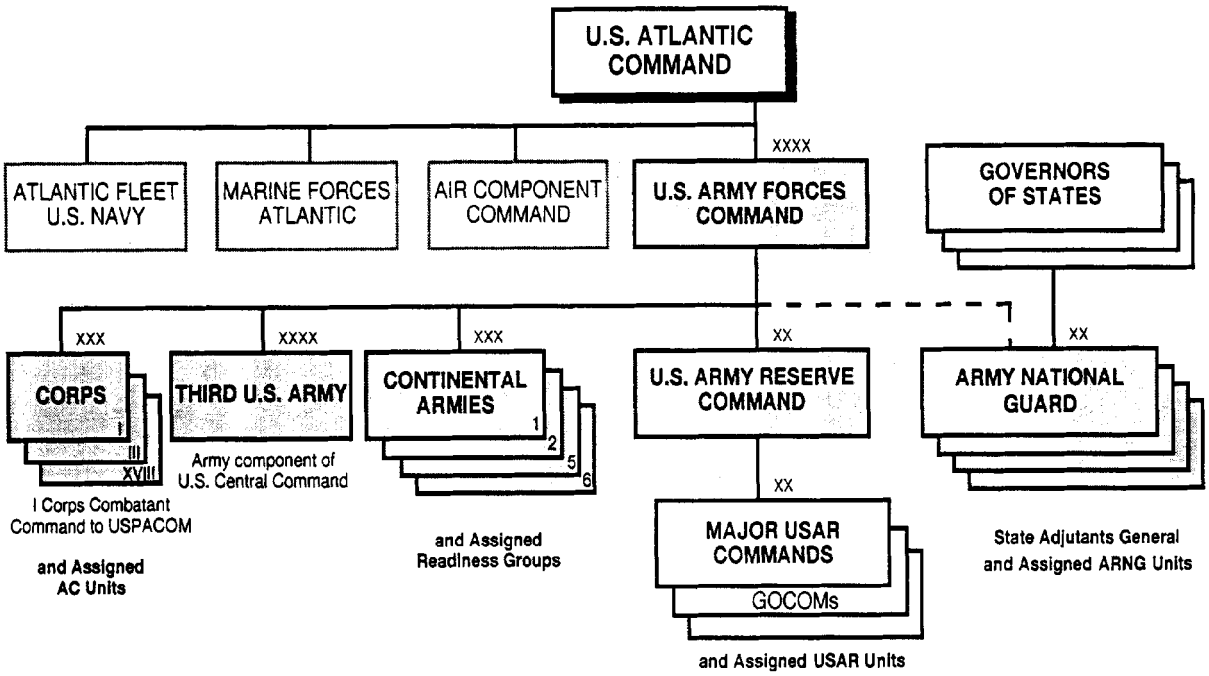


Figure 3-7. U.S. Atlantic Command and USA Forces Command

U.S. Army Forces Command currently controls three Corps Headquarters and their assigned and attached active component warfighting units.

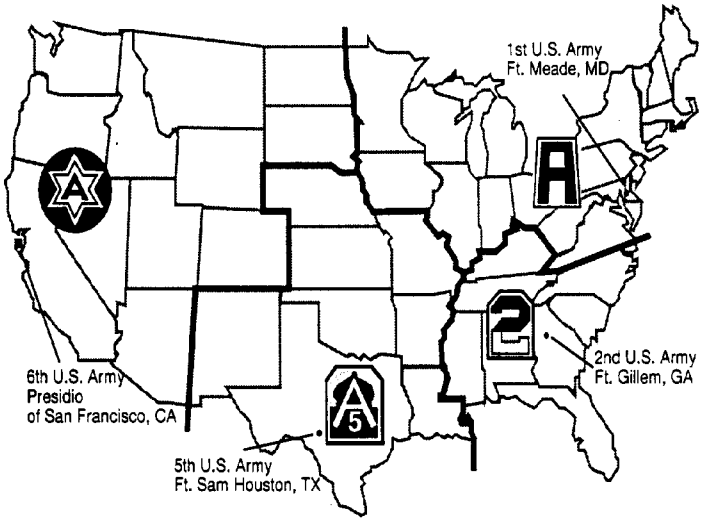
I CORPS
(Ft. Lewis, WA)

III CORPS
(Ft. Hood, TX)

XVIII AIRBORNE CORPS
(Ft. Bragg, NC)

Each Corps may have subordinate maneuver divisions, regiments, and brigades and supporting artillery, engineer, air defense, aviation, signal, intelligence, military police, and chemical brigades. Combat service support is provided by divisional and non-divisional commands, groups, battalions, and detachments. Special Forces, Psychological Operations, and Civil Affairs units are attached, provided in direct support, or placed under operational control as required, to meet training and operational requirements. Almost every active component unit has a **capstone** relationship with Army National Guard Units, U.S. Army Reserve Units, and individual reservists for year-round training and mobilization.

Figure 3-8. CONUS Corps



As major subordinate commands of FORSCOM, four numbered Armies are headquartered in the United States to accomplish the following missions:

- *Provide direct training support and oversee and evaluate Reserve Component training;*
- *Plan, exercise, and execute operational control of military forces allocated for mobilization and deployment in national emergencies;*
- *Perform assigned warfighting and peacetime missions.*

Each Continental U.S. Army (CONUSA) is organized with a staff of active duty, "active Guard/Reserve", Reservists on extended active duty, and civilian employees. The staff acts as a command and control and/or operational headquarters to Readiness Groups and Regional Training Teams and Detachments. These organizations are involved in the day-to-day support of training and evaluation of USAR and ARNG units in their respective geographical areas to facilitate the mobilization of America's Army.

Figure 3-9. CONUS Armies

MISSION

- **Commands, controls, supports, and ensures wartime readiness of USAR forces.**
- **Organizes, trains, and prepares USAR units for mobilization and commitment to a wartime theater of operations. Supports mobilization.**
- **Manages and executes allocated Army Reserve personnel funding, *and* operations and maintenance funding.**

ORGANIZATION

- **A major subordinate command of USAFORSCOM.**
- **Commander USARC is also Chief of Army Reserve, reporting to CSA, and is Deputy Commanding General for Reserve Affairs, USAFORSCOM.**
- **All Major U.S. Army Reserve Commands (MUSARCs), made up of geographically based Army Reserve Commands (ARCOMs), and direct reporting mission based Army Reserve General Officer Commands (GOCOMs) based in CONUS and Puerto Rico (less SOF) report to USARC.**
- **MUSARCs receive direct training support and training guidance from respective CONUS Army Headquarters.**
- **Preponderance of USAR units are Combat Support and Combat Service Support.**

FUTURE CHALLENGES

- **Implement "Bold Shift" initiative.**
- **Enhance the readiness of assigned USAR units with special emphasis on the Crisis Response Force/Contingency Force Pool (CRF/CFP) units.**

LOCATION / SIZE

- **HQ: Atlanta, GA**
- **343 Military* (AC and AGR)**
- **522 Civilian***

*Note: Assigned at Headquarters

Figure 3-10. U.S. Army Reserve Command (USARC)

MISSIONS

- Dual missions: Federal - provide properly trained and equipped units for mobilization in response to war and national emergencies; State - disciplined force ready to respond to local and state emergencies.
- The ARNG Directorate of the National Guard Bureau formulates, develops, and coordinates all programs and policies affecting the ARNG.

ORGANIZATION

- Commanded by Adjutants General, state and territorial headquarters and units located throughout the United States, Puerto Rico, Virgin Islands, and Guam report to their respective Governors as State Commanders-in-Chief.
- ARNG state headquarters and units receive direct training support and training guidance from respective geographical CONUS Army Headquarters and Readiness Groups.
- ARNG is a balanced force consisting of combat, combat support, and combat service support units.

FUTURE CHALLENGES

- Implement "Bold Shift" initiative.
- Train for federal mission, and provide local and state support when required.
- Accomplish smooth transition of the Operational Support Airlift responsibilities from the Active Army to the Army National Guard (FY95).

LOCATION / SIZE

- ARNG: Readiness Center, Arlington, VA
- 631 Military* (AC and AGR)
- 343 Civilian*

*Note: Assigned at Headquarters

Figure 3-11. Army National Guard (ARNG)

MISSION

- Develop and coordinate requirements, plans and participation of U.S. Army forces in regional exercises and contingencies.
- Provide command and control of assigned and attached U.S. Army forces in the USCENTCOM area.
- Be prepared to deploy worldwide in support of JCS contingencies.

ORGANIZATION

- Designated U.S. Army Forces Central Command (USARCENT) as the Army component command of U.S. Central Command (USCENTCOM).
- Under the combatant command (COCOM) of USCENTCOM.
- Command and control of assigned and attached U.S. Army forces in wartime as in Operation Desert Storm.
- Major subordinate command, less COCOM, of U.S. Army Forces Command.

FUTURE CHALLENGES

- Increase pre-positioned equipment stocks in the theater.
- Support forward presence in the region.

LOCATION / SIZE

- HQ: Ft. McPherson, GA
- 340 Military*
- 44 Civilian*

*Note: Assigned at Headquarters

Figure 3-12. Third U.S. Army and U.S. Army Central Command (USARCENT)

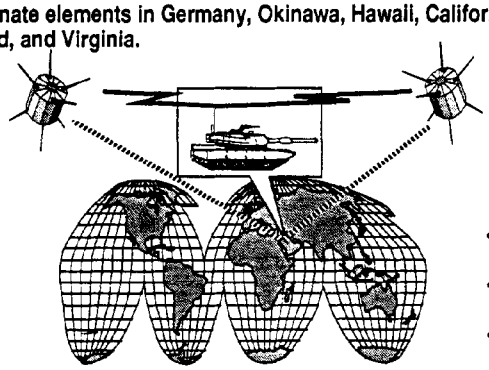
MISSION

- Command Defense Satellite Communications System Operation Centers and manage joint tactical use.
- Conduct planning as the "User" of Army Strategic Ballistic Missile Defense.
- Execute operational demonstrations of the Army Space Exploitation Demonstration Program.

"First in Space"

ORGANIZATION

- As a major subordinate command of U.S. Army Space and Strategic Defense Command (USASSDC), the Army Space Command is the Army component of U.S. Space Command (USSPACECOM).
- Subordinate elements in Germany, Okinawa, Hawaii, California, Maryland, and Virginia.



FUTURE CHALLENGES

- Demonstrate and recommend space capabilities to support land forces and strategic defense operations.

LOCATION / SIZE

- HQ: Colorado Springs, CO
- 436 Military
- 138 Civilian

Figure 3-13. U.S. Army Space Command (USARSPACE)

MISSION

- Provide trained and ready Special Forces, Ranger, Special Operations Aviation, Psychological Operations and Civil Affairs Forces to Warfighting Commanders-in-Chief, Joint Task Force Commanders, and U.S. Ambassadors and their country teams.
- Responsible for development of unique special operations doctrine, tactics, techniques, procedures, and materiel in coordination with USSOCOM, TRADOC, and AMC.
- Responsible for coordinating and deployment of security assistance teams to support friendly nations.

ORGANIZATION

- Army component command of U.S. Special Operations Command.
- Major Army Command responsible for all continental U.S.-based Army Special Operations Forces (Active, Army Reserve, and National Guard).
- Four major subordinate commands: U.S. Army John F. Kennedy Special Warfare Center and School; USA Special Forces Command, U.S. Army Civil Affairs and Psychological Operations Command, and U.S. Army Special Operations Integration Command.

FUTURE CHALLENGES

- Ensure readiness to perform: direct action, unconventional warfare, foreign internal defense, special reconnaissance, counterterrorism, psychological operations, and Civil Affairs in support of national policy objectives.

LOCATION / SIZE

- HQ: Ft. Bragg, NC
- 25,704 Military
- 1,054 Civilian

Figure 3-14. U.S. Army Special Operations Command (USASOC)

MISSION

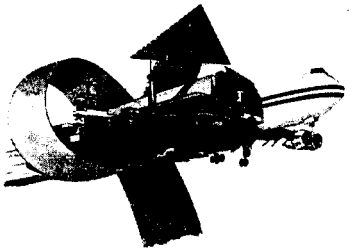
- Responsible for global traffic management, operation of worldwide water ports and Department of Defense transportation engineering.

ORGANIZATION

- A jointly-staffed Major Army Command and Army component of the U.S. Transportation Command.
- Subordinate area commands in Bayonne, NJ; Oakland, CA; and Newport News, VA -- active and reserve component elements located worldwide.

FUTURE CHALLENGES

- Global movement of DoD assets.
- Operate Global Transportation Network.
- Support total asset visibility.
- Provide timely, economical, and quality service.



LOCATION / SIZE

- HQ: Falls Church, VA
- 358 Military
- 3,309 Civilian

Figure 3-15. U.S. Army Military Traffic Management Command (MTMC)

Chapter 4
COMBAT REQUIREMENTS DEVELOPERS, and TRAINERS

4–1. Training and Doctrine

The warfighting units of the Combatant Unified Commands require doctrine for strategic, operational, and tactical **warfare** and **operations other than war**. The units must then train to ensure success, using the appropriate doctrine, tactics, techniques, and procedures. Many elements of the Army have specific combat development and training responsibilities, and they all are integrated by the Army's principal combat developer.

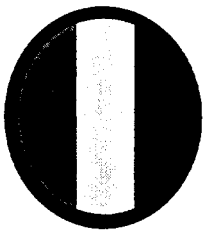
a. That individual is the Commander of the Training and Doctrine Command (TRADOC), who has responsibility to guide and coordinate the Army's total combat development effort.

b. Combat requirements development is based on warfighting concepts and doctrine. It includes organizational and force structure design, equipment, and sustainment systems and is interwoven with the training of soldiers. TRADOC's responsibilities encompass joint coordination of doctrine; combat arms, combat support, and combat service support disciplines; tactics, techniques, and procedure definition; analysis of Army capabilities; and training. Training and leader development spans from ROTC in high schools and colleges to battle command for brigade and division commanders and their staffs.

c. This section explains the organizations of the U.S. Army that focus combat development and training **to ensure success on the battlefield**.

MISSION

- Prepare the Army for war, be the architect of the future, and foster the Army's organizational excellence.
- Conduct all concept and doctrine development not assigned by Headquarters Department of the Army to other commands and agencies and integrate the Army's total doctrine development.
- Develop and maintain the training system by which the total Army *trains to fight*.
- Conduct all combat developments not assigned by Headquarters Department of the Army to other commands and agencies. As the Army's principal combat developer, the TRADOC Commanding General will guide, coordinate, and integrate the Army's total combat development effort.



ORGANIZATION

- A Major Army Command with six Army Training Centers and twenty-six schools on seventeen installations and two subinstallations throughout CONUS.

FUTURE CHALLENGES

- Accomplish its purpose through integration of six related missions: Doctrine, Training, Leader Development (military and civilian), Organizations (force design), Materiel (equipment requirements), and Soldier Issues.

LOCATION / SIZE

- HQ: Ft. Monroe, VA
- 41,292 Military
- 25,185 Civilian

Figure 4-1. U.S. Army Training and Doctrine Command (USATRADOC)

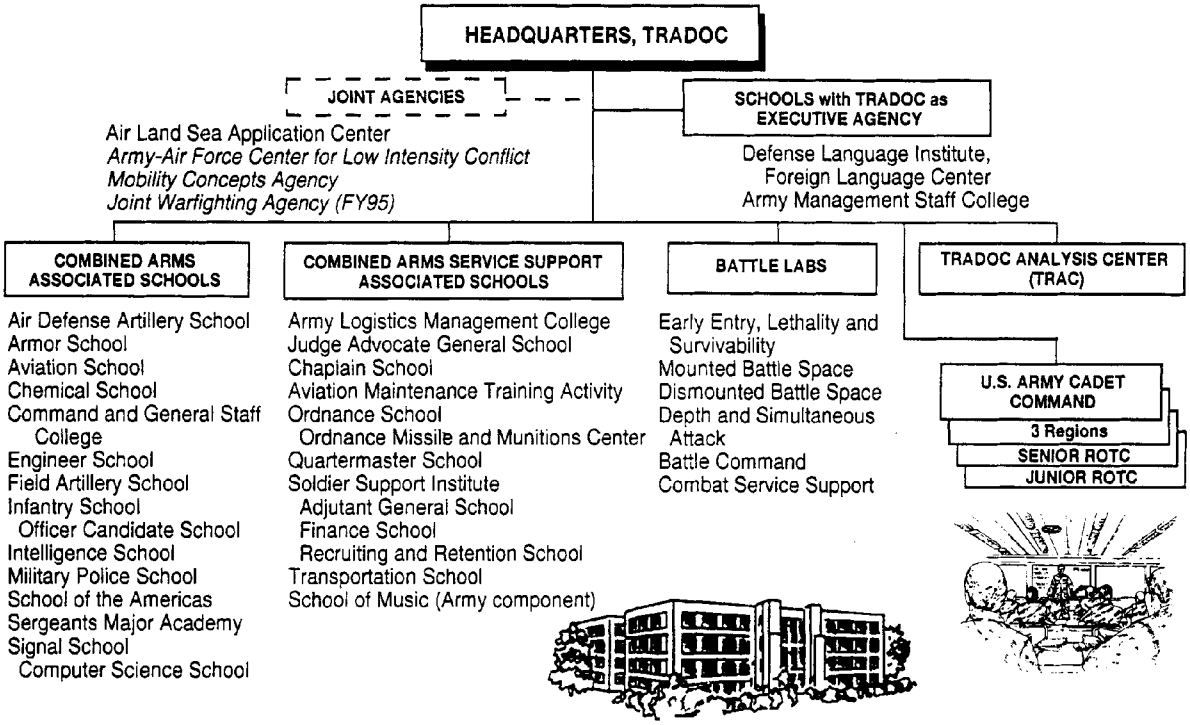


Figure 4-2. U.S. Army Training and Doctrine Command (USATRADOC)—Continued

4–2. COMBAT TRAINING CENTERS (CTCs)

a. Without question, the Army's Combat Training Centers are one of the most important elements in training our Army for tomorrow's battlefield. Combat training centers are practice fields where units from the Total Army can hone combat skills against a welltrained and equipped Opposing Force (OPFOR). Combat Training Centers include the **National Training Center** (NTC) at Fort Irwin, CA; the **Combat Maneuver Training Center** (CIVITC) at Hohenfels, Germany; the **Joint Readiness Training Center** (JRTC) at Fort Polk, LA; and the **Battle Command Training Center** (BCTC) at Fort Leavenworth, KS.

b. The NTC and the CMTC pit armored forces against OPFOR armored units in mid and high-intensity battles. The JRTC training is conducted along the same principles as NTC and CIVITC with the difference being that the participants are generally light infantry and Special Operations Forces (SOF).

c. The BCTC is a high-technology computer simulation designed to train corps and division-level commanders and their staffs. This approach enables training without the expenditure of fuel and ammunition and the corresponding environmental damage.

d. Additionally, JRTC and CMTC have developed operations other than war scenarios which focus on various peace enforcement tasks. These tasks include operating with governmental and non-governmental organizations, manning check points with soldiers from foreign nations, and interacting with noncombatants on the battlefield.

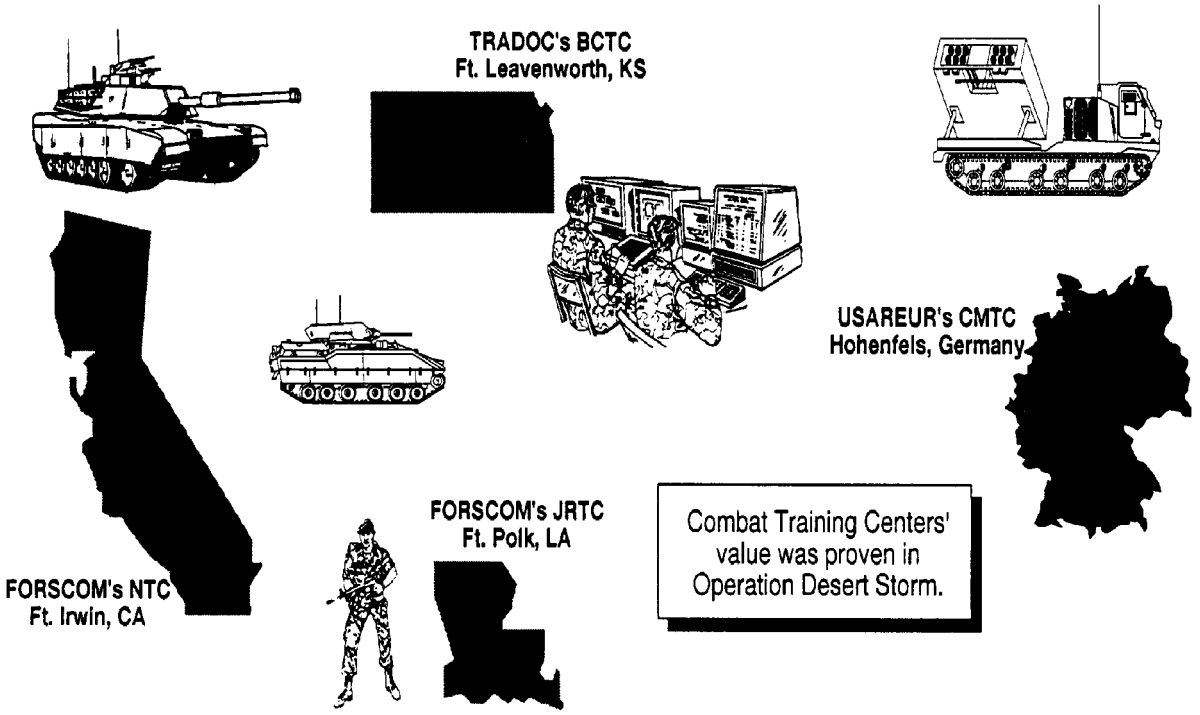


Figure 4-3. Combat Training Center explore the entire spectrum of military operations to meet today's and tomorrow's contingency operations requirements

Chapter 5
MATERIEL DEVELOPERS and SUSTAINERS

5–1. Research, Development and Acquisition of Materiel

This section explains the organizations of the Army that focus on materiel development, acquisition, and sustainment to ensure that accurate, sophisticated, and affordable weapon systems are at the right place at the right time.

a. The U.S. Army Materiel Command is the Army's lead command for technology generation and application, acquisition excellence, and logistics power projection.

b. The AMC elements provide these capabilities to the Army Acquisition Executive, the Program Executive

Officers, Program/Project/Product Management Offices, and the Army's industrial suppliers to ensure the highest quality materiel for the soldier.

c. The Medical Research, Development, Acquisition and Logistics Command, a major subordinate command of the U.S. Army Medical Command, ensures that medical equipment, procedures, and services are provided U.S. Army personnel in an effective manner worldwide.

d. To complete the Research, Development, and Acquisition process, the developmental test (DT) and evaluations are confirmed in independent operational tests (OT) by the Operational Test and Evaluation Command (OPTEC).

e. Logistics power projection is aided by the logistics and sustainment activities accomplished by the new Industrial Operations Command (USAIOC) and other logistics agencies and activities throughout AMC and the entire sustainment community.

MISSION

- Equip and sustain a trained and ready Army; provide equipment and services to other nations through the Security Assistance Program.
- Develop and acquire non-major systems and equipment; provide development and acquisition support to Program Executive Officers and Program/Project/Product Managers.
- Define, develop, and acquire superior technologies.
- Maintain the mobilization capabilities necessary to support the Army in emergencies; continue to improve productivity and quality of life.

ORGANIZATION

- Major Army Command with ten major subordinate commands.
- Organized with five commodity commands, four mission oriented commands, analysis and management activities, and logistics and sustainment command and activities.

FUTURE CHALLENGES

- Provide research, technology, materiel acquisition, and logistics as the Army's smart buyer.
- Project logistics power anywhere in the world.

LOCATION/ SIZE

- HQ: Alexandria, VA
- 5,875 Military
- 72,877 Civilian

Figure 5-1. U.S. Army Materiel Command (USAMC)

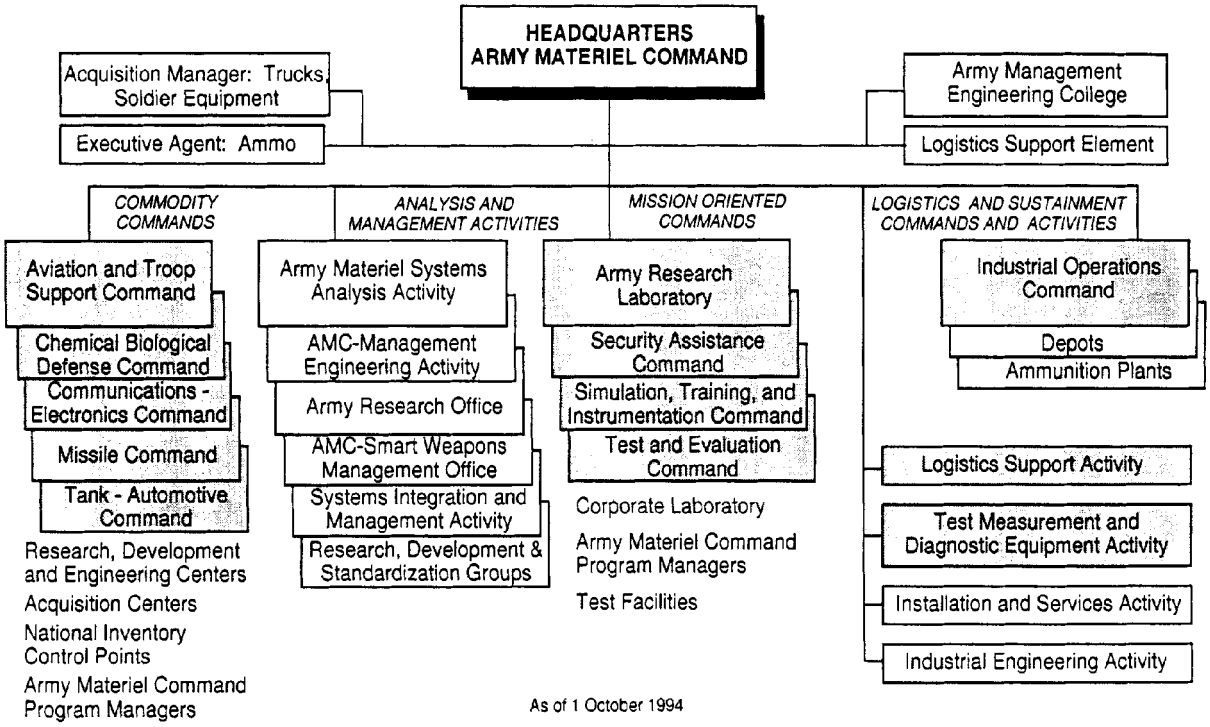


Figure 5-2. U.S. Army Materiel Command (USAMC)—Continued

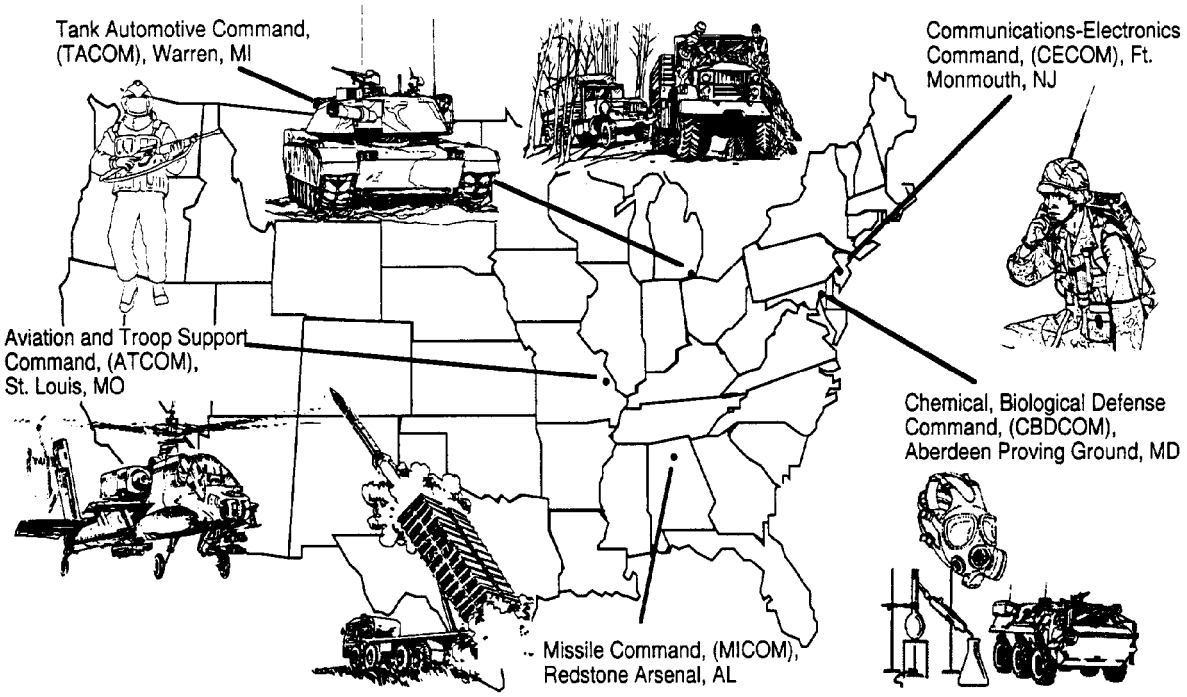


Figure 5-3. Army Materiel Command "Commodity Commands"

5–2. PROGRAM EXECUTIVE OFFICERS (PEOs)

a. The Army Acquisition Executive (AAE) (also Senior Procurement Executive) is assigned full time responsibility to manage the Army's acquisition system and functions.

b. Program Executive Officers are selected by the Secretary of the Army and may be either military or civilian. The PEOs report directly to the AAE and oversee program resources and statutory compliance. Program/Project/Product Managers (PMs) report to PEO(s) and execute program decisions in compliance with Army policy, AAE decisions, statutes, and regulations. The PM is responsible for managing the day-to-day acquisition activities and managing and executing the development, production, and fielding of assigned systems in accordance with approved performance, schedule, and cost requirements. Other Project or Product Managers may be assigned outside the PEO structure at the Major Army Command (MACOM) or Major Subordinate Command (MSC) level, as well as for joint projects reporting to Office of the Secretary of Defense (OSD) for which the Department of the Army (DA) is executive agent; however, all such acquisition activities are under the purview of the AAE.

c. The PEO structure receives extensive acquisition and technical support services from the Army Materiel Command, the Information Systems Command, and the Space and Strategic Defense Command.

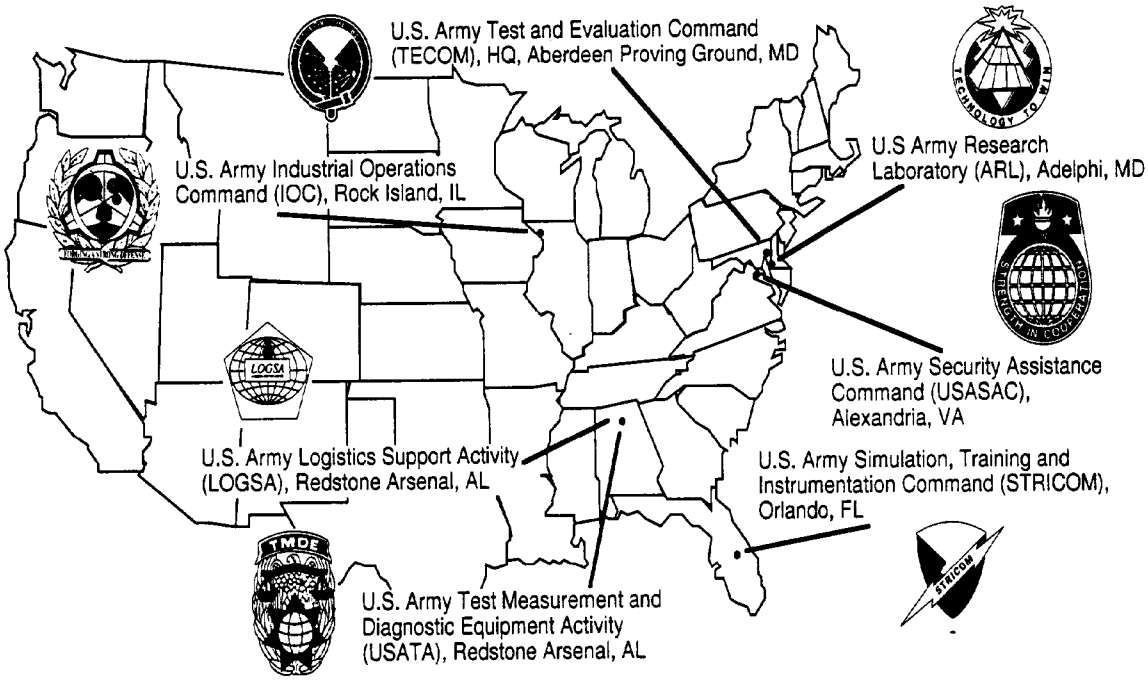


Figure 5-4. AMC "Mission Oriented" and "Logistics and Sustainment" Commands and Activities

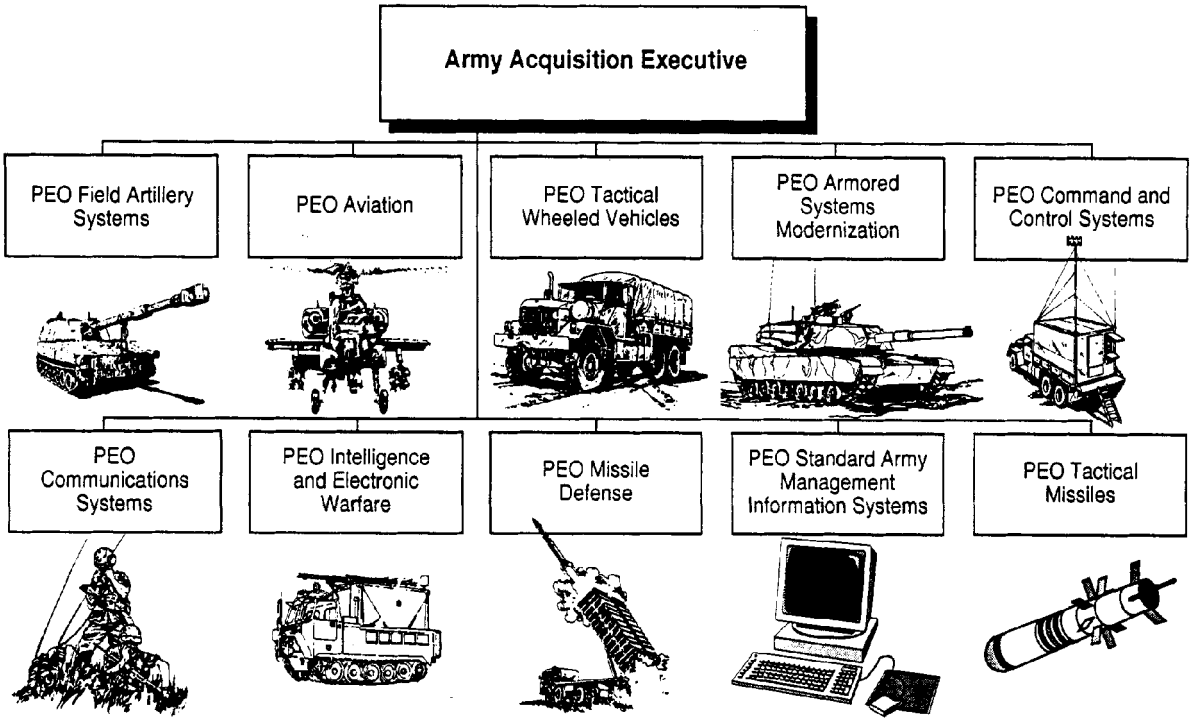


Figure 5-5. Army Acquisition Executive

MISSIONS

- Plan, coordinate, manage, execute, and review the Army Medical Research, Development, Test, and Evaluation Program.

ORGANIZATION

- Major subordinate command of the U.S. Army Medical Command.
- Nine CONUS laboratories and activities: four at Ft. Detrick, MD; Aberdeen Proving Ground, MD; Natick, MA; Ft. Rucker, AL; Walter Reed Army Hospital, Washington, DC; and Ft. Sam Houston, TX.
- Five OCONUS Laboratories: Germany, Brazil, Kenya, Thailand, and Korea.

FUTURE CHALLENGES

- Maintain world-class technological capability and responsiveness to address threats and warfighter needs.

LOCATION / SIZE

- HQ: Ft Detrick, MD
- 1,286 Military
- 1,460 Civilian

Figure 5-6. U.S. Army Medical Research, Development, Acquisition and Logistics Command (USAMRDALC)

MISSIONS

- Plan and conduct independent operational tests, evaluations, and assessments of Army Materiel and Information Mission Area Systems.
- Plan and conduct joint and multi-service tests.
- Report on system operational effectiveness and suitability to Army leadership and Department of Defense.

ORGANIZATION

- Field operating agency reporting directly to the Chief of Staff, Army.
- Subordinate commands are: Test and Experimentation Command (TEXCOM), Ft. Hood, TX; Operational Evaluation Command (OEC), Alexandria, VA; and TEXCOM Experimentation Center (TEC), Ft. Hunter Liggett, CA.

FUTURE CHALLENGES

- Implement streamlined operational test and evaluation process to ensure precise and cost-effective test and evaluation of materiel and concepts.

LOCATION / SIZE

- HQ: Alexandria, VA
- 1,072 Military
- 803 Civilian

Figure 5-7. U.S. Army operational Test & Evaluation Command (USAOPTEC)

5–3. LOGISTICS and SUSTAINMENT

a. The foremost mission is providing for the soldier just enough support just in time. Through continuous support arrangements, the U.S. industrial base, military depot and arsenal activities, and Army civilian and military personnel work together to ensure that supplies and equipment are available. As troops are deployed for contingency operations and operations other than war, prepositioned equipment and on-hand supplies accomplish the initial sustainment requirement.

b. Then, AMC continues sustainment, distribution, and servicing support in theaters of operation through resupply actions and by adding logistics support element personnel, logistics assistance representatives, and, when needed, contractor or host nation support to ensure our soldiers are equipped, trained, and ready in every situation.

c. The AMC Logistics Support Element (LSE) is a multi-faceted logistical organization having flexible design characteristics to control wholesale level support to military operations and is the forward element of the national strategic logistics base. The LSE's traditional role is to support Army forces. The LSE provides command and control structure to orchestrate not only AMC resources, (including logistics assistance representatives (LARs) teams from AMC commodity commands) but also logistics efforts from contractors, reserve component elements and host nation support when available.

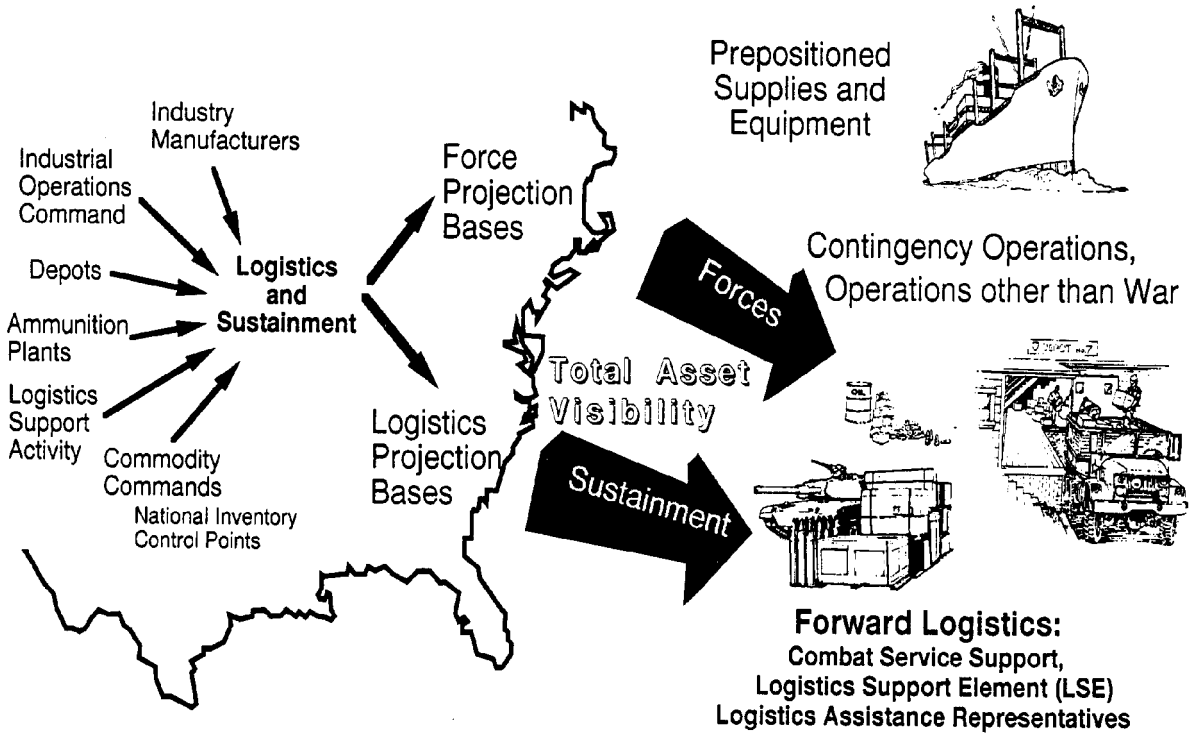


Figure 5-8. Forward Logistics

Chapter 6
ARMY ORGANIZATIONAL INTERRELATIONSHIPS

6–1. Louisiana Maneuvers (LAM)

a. In the fall of 1941, the Army staged the largest series of maneuver exercises in its history. The exercise, involving more than 400,000 soldiers in each iteration enabled the Army to prepare for the rigors of WWII. The intent of the Louisiana Maneuvers of the 1990's is to energize and guide the restructuring of the Army while simultaneously keeping it combat ready for any contingency.

b. LAM, which is personally directed by the Army Chief of Staff and the TRADOC Commander, incorporates Title 10 and warfighting issues deemed most important by the Army's senior leadership. LAM serves as a laboratory to practice roles and missions, assess and direct progress, provide a framework for decisions, and facilitate the Army's transformation. With the LAM process, new technologies and ideas are being critically evaluated and more quickly leveraged into the appropriations cycle.

c. Through Louisiana Maneuvers the Army will train and develop leaders, explore policy options, practice joint and multinational operations, validate doctrine, and refine concepts that will prepare the Army for the 21st century.

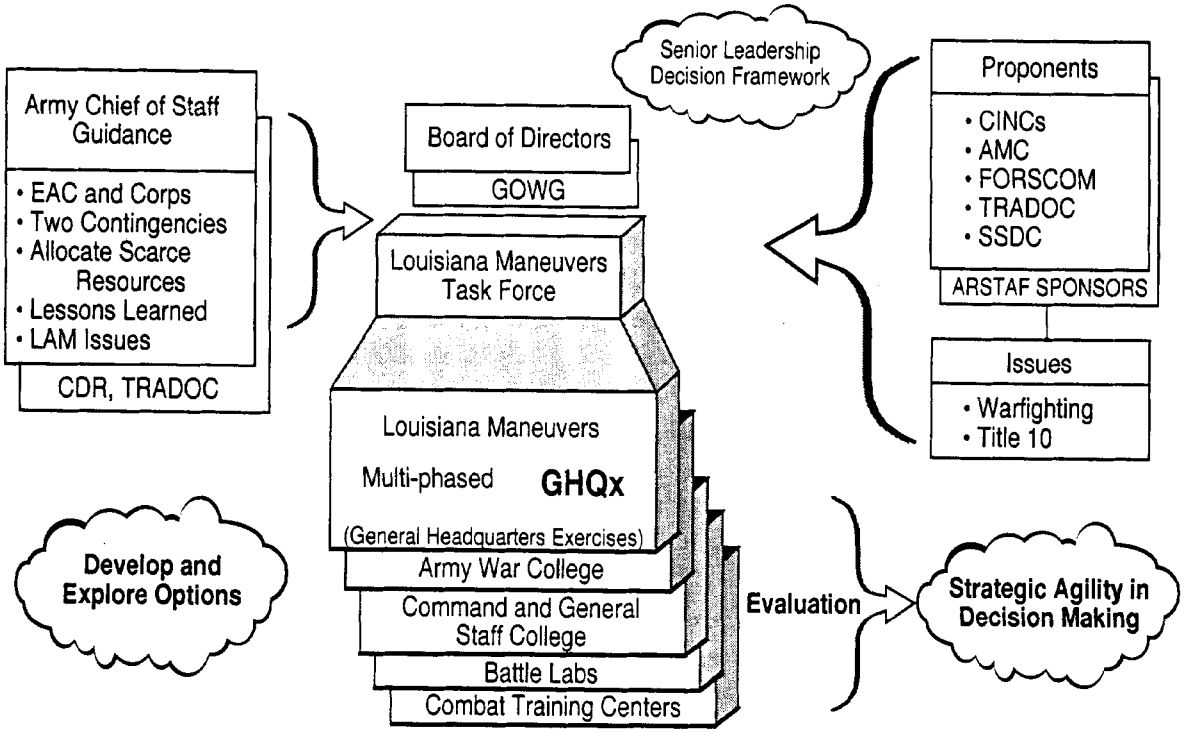


Figure 6-1. Louisiana Maneuvers—Transforming the Army

6–2. BATTLE LABS

The TRADOC Battle Laboratories are a means of developing capabilities for the Force Projection Army. Tied to the Battlefield Dynamic Concepts and the Warfighting Doctrine of the new FM-100-5, Battle Labs use virtual, constructive, and live distributed interactive simulations involving field soldiers and units in tactically competitive environments to generate battlefield insights on ways to increase lethality, survivability, and tempo of operations. The six Battle Labs integrate the needs and expertise of many Army organizations while accomplishing the Force Generation Process. Led by combat developers and trainers, the Battle Labs use distributed interactive simulation to test, model, and refine the Army's doctrine, training, leader development, organizational force structure, materiel development to meet modernization objectives, and soldier systems. This process is accomplished through the integration of materiel developers and sustainers; command, control, communications, and intelligence organizations; and, the soldiers and leaders of warfighting units. Coupled with instrumented training, CINCs and headquarters exercises, activities at combat training centers, and the Louisiana Maneuvers Process, Battle Labs are an important tool in the Force Generation Process. Battle Labs bring together many organizations of the Army to experiment, analyze, and prioritize high pay off solutions to field Combat Ready Units.

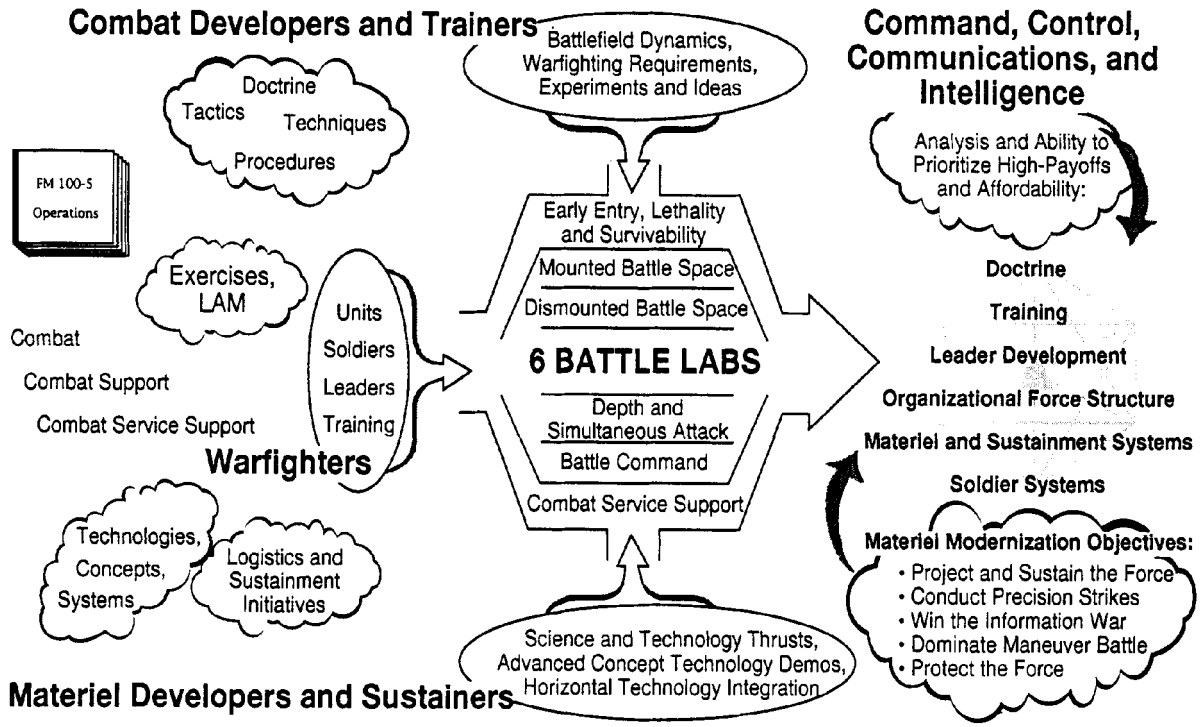


Figure 6-2. Battle Labs

6–3. BOLD SHIFT

a. Bold Shift is a Forces Command program approved by the Army Chief of Staff and supported by the top leaders of the Active Army, the Army National Guard, and the U.S. Army Reserve. Bold Shift's objective is to develop, test and implement programs to upgrade the overall readiness of a force that fully integrates the **Active** and **Reserve** Components of America's Army.

b. The Unit Mission Essential Task List (METL) is the performance standard and focuses training. The METL is based on wartime mission and external directives (including doctrinal manuals) - the unit must train as it plans to fight. Unit readiness is determined by the commander using the training assessment model (TAM). The TAM focuses on wartime readiness indicators and reinforces the commander's unit status report (USR) assessments.

c. Operational readiness evaluations (OREs) apply to units of both the active and reserve components. Evaluation of operational readiness assesses critical training tasks (both individual and collective) and quality indicators in unit personnel qualifications, logistics, maintenance, and training management. OREs provide unit commanders and higher headquarters with a thorough evaluation of the most critical training tasks and readiness indicators. All these steps enhance: **Total Force Readiness**.

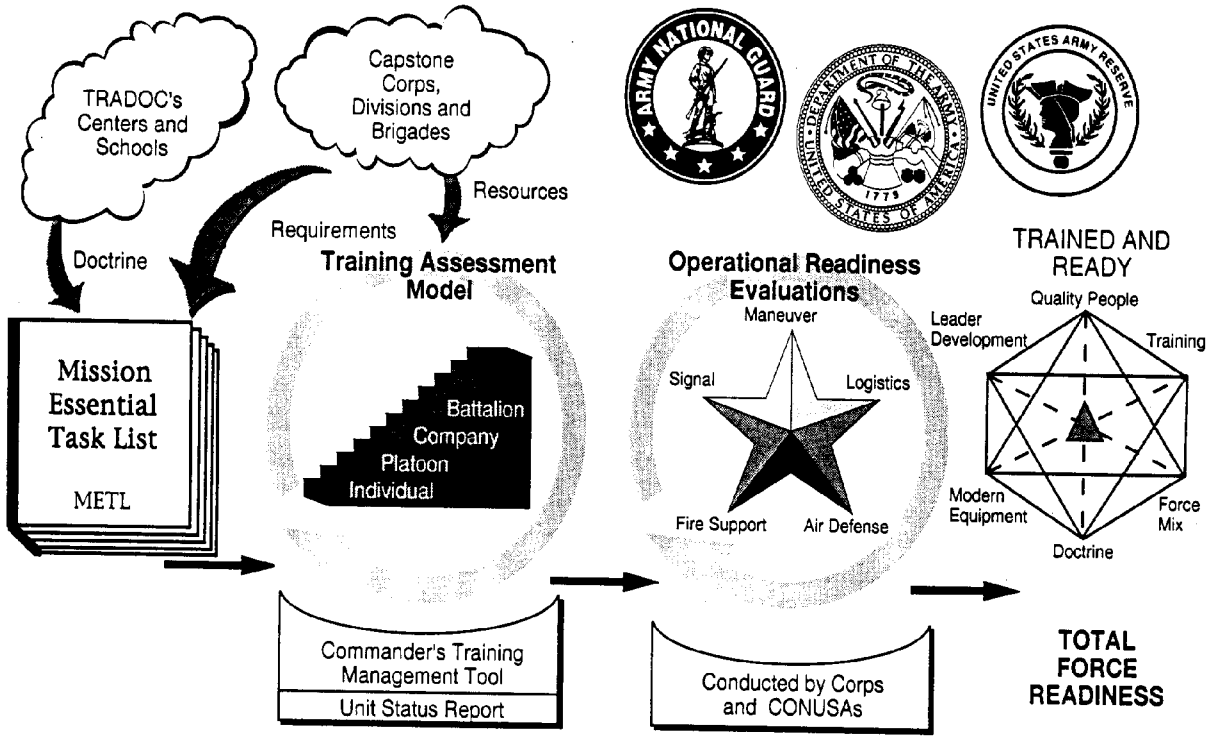


Figure 6-4. Bold Shift

Appendix A
References

a. STRATEGIC and DoD PUBLICATIONS.

(1) National Security Strategy of the United States, January 1993

(2) National Military Strategy of the United States, January 1993

(3) Annual Report to the President and the Congress, Department of Defense, January 1993

(4) Chairman, JCS Report on the Roles, Missions, and Functions of the Armed Forces of United States, February 1993

(5) Memorandum for Sec Mil Dept et al, SECDEF, 15 April 1993 (directing 3 categories of actions on above report)

b. ARMY PUBLICATIONS.

(1) United States Army Posture Statement FY95 - Challenges and Opportunities, HQ, DA, February 1994

(2) United States Army Posture Statement FY94 - Change and Continuity, HO, DA, March 1993

(3) ARMY FOCUS - The Army in Transformation, HQ, DA, September 1992

(4) Today's Challenge: Tomorrow's Army, HQ, DA, January 1992

(5) Army Regulation 10-5 Organization and Functions, Headquarters, Department of the Army, 30 November 1992

(6) Army Regulation 10-87 Organization and Functions, Major Army Commands in the Continental United States, 30 October 1992

(7) FM 100-1 The Army, 14 June 1994

(8) FM 100-5 Operations, 14 June 1993

(9) FM 100-17 Mobilization, Deployment, Redeployment, Demobilization, 28 October 1992

DEFINITIONS*

Roles: Broad and Enduring Purposes (or Responsibilities)

Established by Congress in Law

"Organize, train, and equip forces for prompt and sustained land combat"

Missions: Tasks assigned to Commanders-in-Chief (CINCs) of Combatant Commands

(In accordance with the Unified Command Plan prepared by the Joint Staff, reviewed by the Chairman of the Joint Chiefs of Staff (JCS) and the Secretary of Defense (SECDEF), and approved by the President.)

Functions: Specific Responsibilities

Assigned by the President and SECDEF to enable a service (Army organizations) to fulfill its legally established roles.

*Reference Chairman, JCS Report on *Roles, Missions, and Functions of the Armed Forces of the United States* , Feb. 93, pg. 1-1.

Figure B-1. Definitions of Roles, Missions and Function

Appendix C
The Army's Six Imperatives

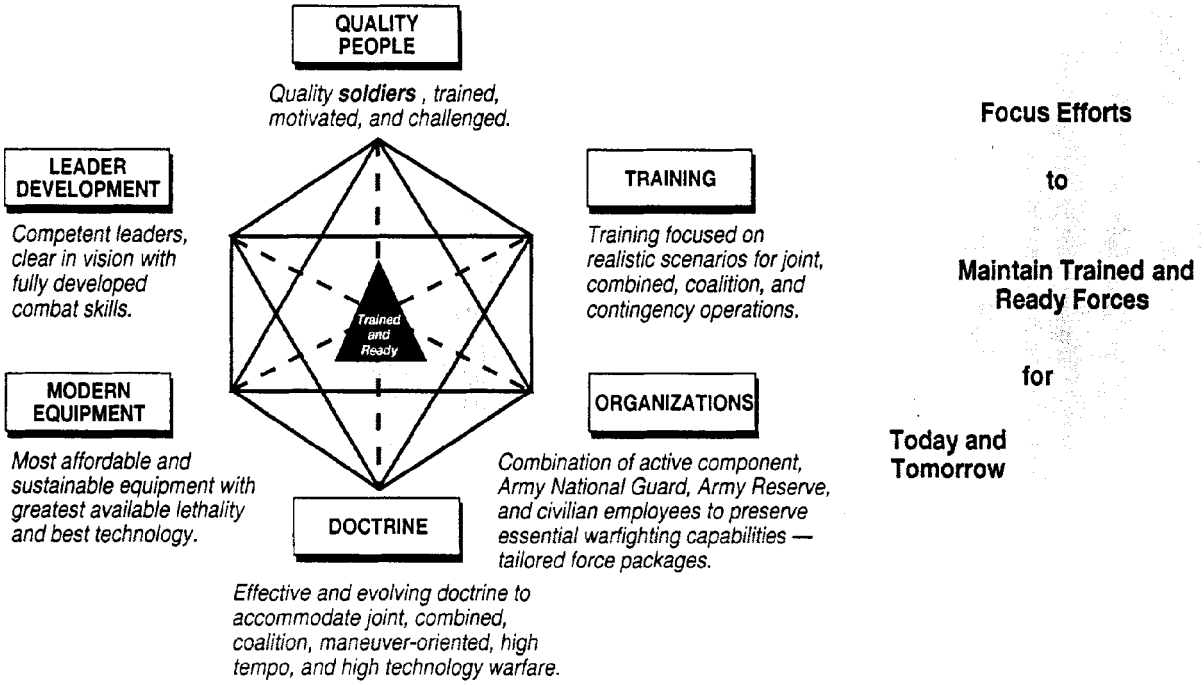


Figure C-1. The Army's Six Imperatives

Appendix D
GROUPINGS of ARMY ORGANIZATIONS

D–1. Warfighting Organizations

Those units which execute missions during peacetime or conduct operations other than war and which fight and win wars when required.

D–2. Combat Development and Training Organizations

Those which define doctrine, tactics, techniques, and procedures and which manage/conduct training.

D–3. Materiel Development and Sustainment Organizations

Those, which perform research, development, and acquisition of materiel and which ensure its availability to the Warfighters and Peacekeepers.

D–4. Command, Control, Communications, and Intelligence Organizations

Those Higher Headquarters and specialized Army Commands that may also execute some Combat Development and Training, Materiel Development and Sustainment, and Warfighting and Peacekeeping when required.

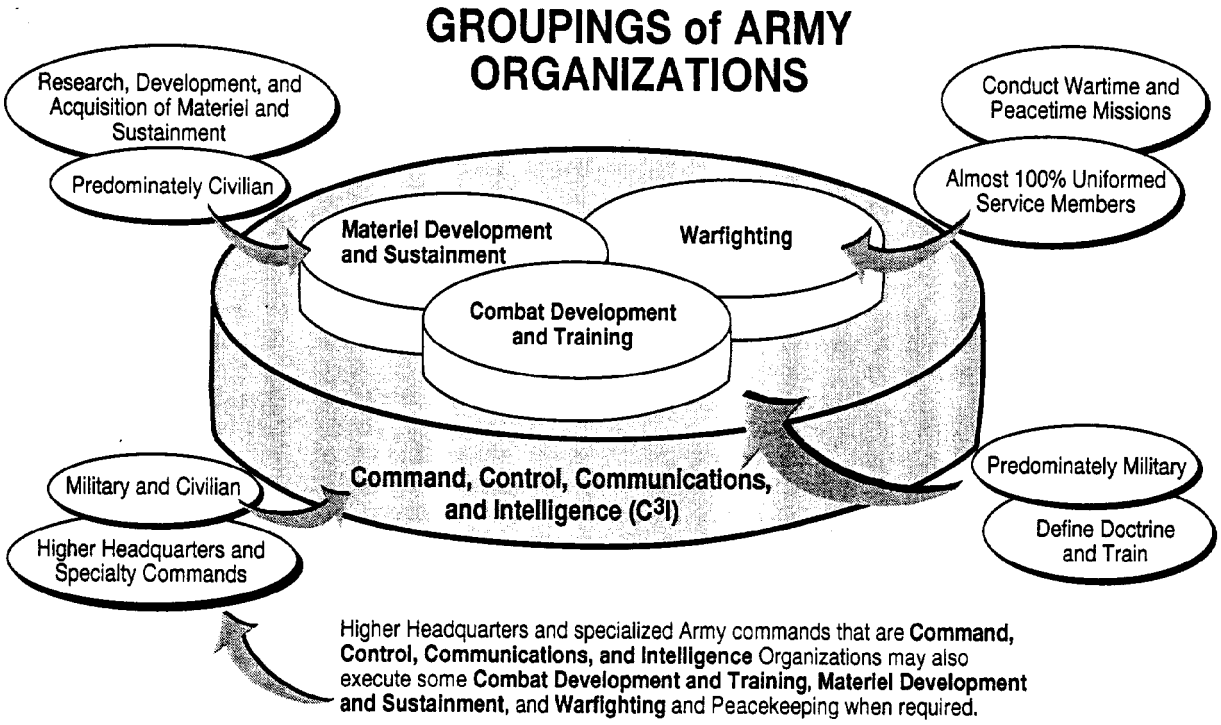


Figure D-1. GROUPINGS of ARMY ORGANIZATIONS

Appendix E
COMMAND AND SUPPORT RELATIONSHIPS

E–1. U.S. Army units operate under two types of relationships - command and support

A command relationship reflects the chain of command and degree of authority. A support relationship represents the manner in which the maneuver unit is to be supported. U.S. Army units can operate in one of three command relationships - assigned, attached, or OPCON (operational control).

E–2. Assignment

Assignment is the normal relationship when a parent unit directly commands its subordinate units. In this case, the parent unit is responsible for all command responsibilities, personnel actions, and logistics support. The parent unit may attach a subordinate unit to a supported commander when the parent unit does not provide adequate logistical support or timely command decisions. Attachment to another headquarters means that all command and logistics responsibilities are transferred to the supported unit.

E–3. Operational Control (OPCON)

Operational Control (OPCON) is appropriate when a supported unit commander needs task organization authority over the unit, but the parent unit must provide logistics support. When a support relationship is established, the parent unit retains command responsibility. The unit also remains responsible for logistics needs of the subordinate unit.

E–4. A General Support (GS)

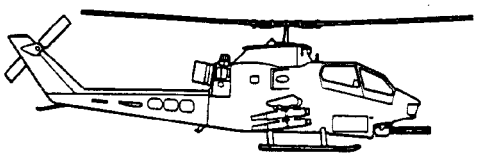
A General Support (GS) relationship is appropriate when the higher headquarters requires central control and flexibility in employing limited assets. In this relationship, support is to the force as a whole rather than to a particular sub-unit of the force.

E–5. A Direct Support (DS)

A Direct Support (DS) relationship provides support that is directly responsive to the needs of a specific combat, combat support, or combat service support element. It is usually for a single operation or a short period.

ARMY TOE and TDA ORGANIZATIONS

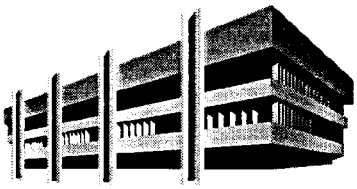
GENERAL PURPOSE FORCES
Table of Organization and Equipment
(TOE) UNITS

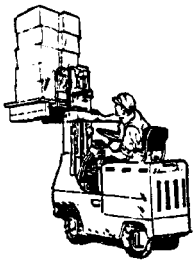


- Deployable
- Organized for combat
- Combat mission response
- Exists for wartime mission*
- **Threat based**

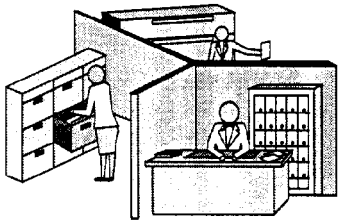
* Can and will perform Peacetime Missions

GENERAL SUPPORT FORCES
Table of Distribution and Allowances
(TDA) UNITS





- Not normally deployable
- Not designed for combat
- Functional mission
- Exists for peacetime and wartime missions
- **Workload based**



Reference: Today's Challenge: Tomorrow's Army, pg A-3.

Figure E-1. Army TOE and TDA Organizations

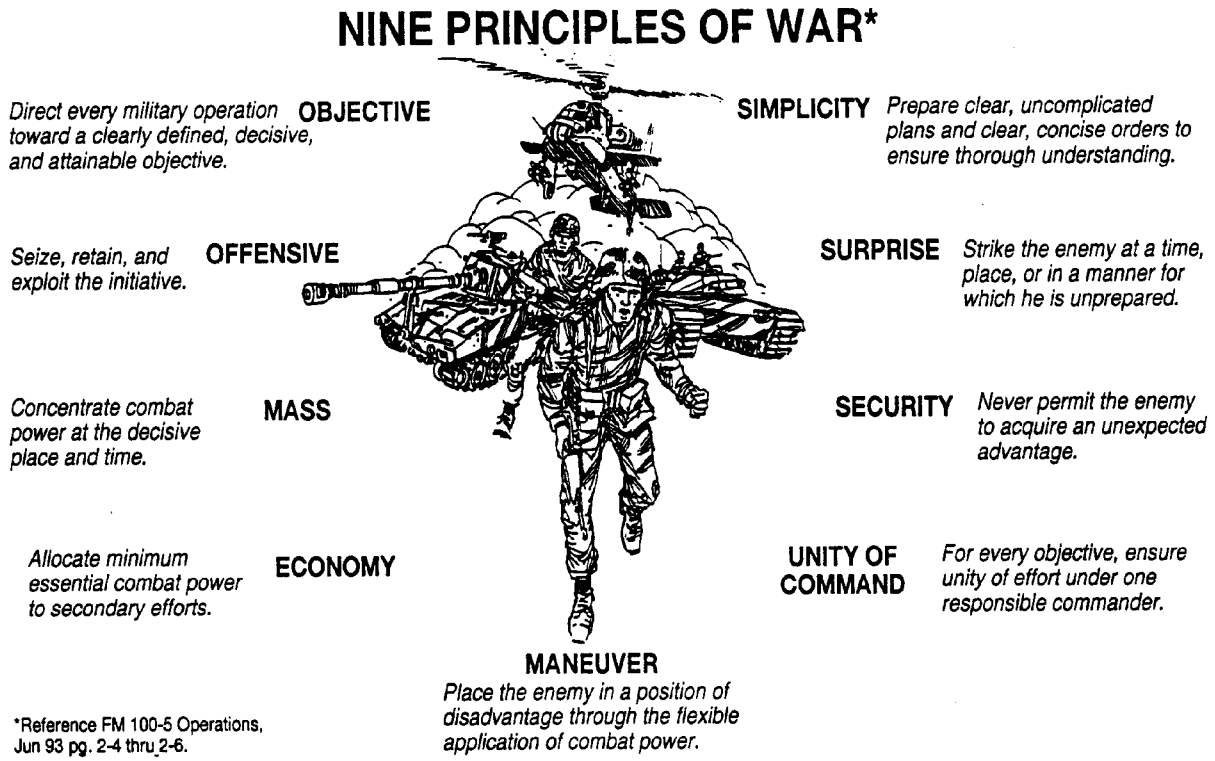


Figure F-1. Nine Principle of War

SIX PRINCIPLES of "OPERATIONS OTHER THAN WAR"*

OBJECTIVE

Direct every military operation toward a clearly defined, decisive, and attainable objective.

LEGITIMACY

Sustain the willing acceptance by the people of the right of the government to govern, or of a group or agency to make and carry out decisions.

RESTRAINT

Apply appropriate military capability prudently.

SECURITY

Never permit the hostile factions to acquire an unexpected advantage.

PERSEVERANCE

Prepare for the measured, protracted application of military capability in support of strategic aims.

UNITY OF EFFORT

Seek unity of effort toward every objective.

*Reference FM 100-5 Operations, Jun 93 pg. 13-3 through 13-4.

Figure F-2. Six Principles of "operation other than war"

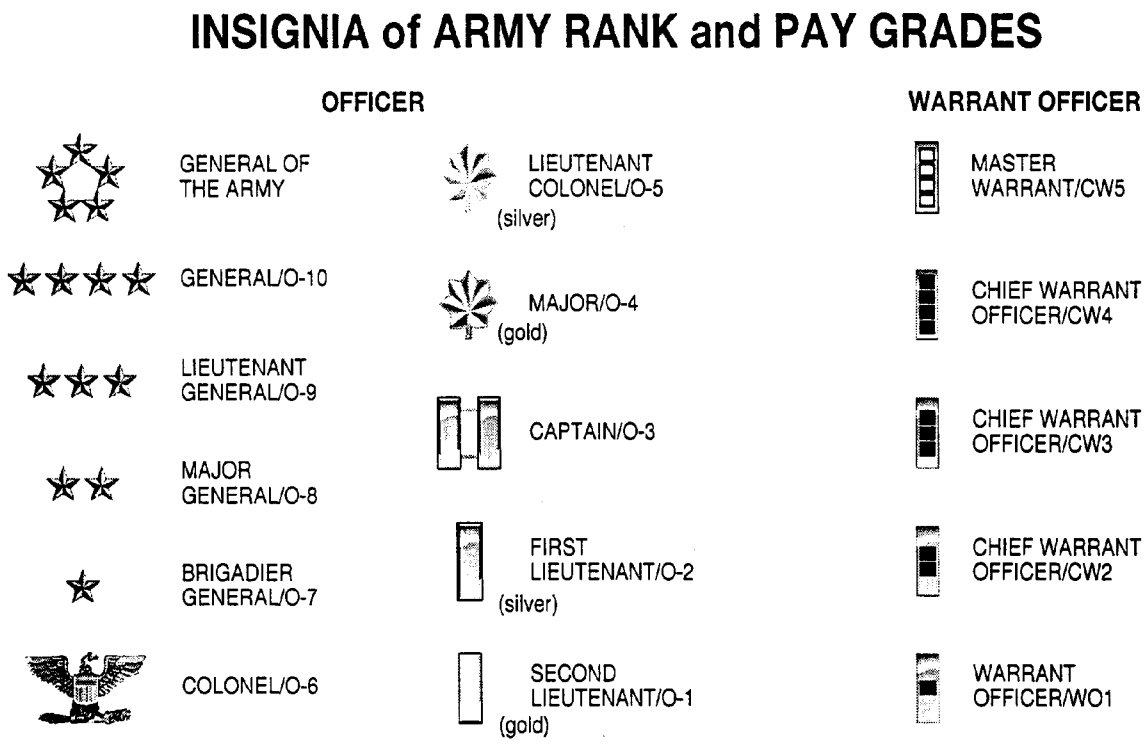


Figure G-1. Insignia of Army Rank And Pay Grades

INSIGNIA of ARMY RANK and PAY GRADES

ENLISTED

SERGEANT MAJOR OF THE ARMY/E-9

COMMAND SERGEANT MAJOR/E-9

SERGEANT MAJOR/E-9

FIRST SERGEANT/E-8

MASTER SERGEANT/E-8

SERGEANT FIRST CLASS/E-7

STAFF SERGEANT/E-6

SERGEANT/E-5

CORPORAL/E-4

SPECIALIST/E-4

PRIVATE FIRST CLASS/E-3

PRIVATE/E-2

no insignia PRIVATE/E-1

Figure G-2. Insignia of Army Rank And Pay Grades—Continued

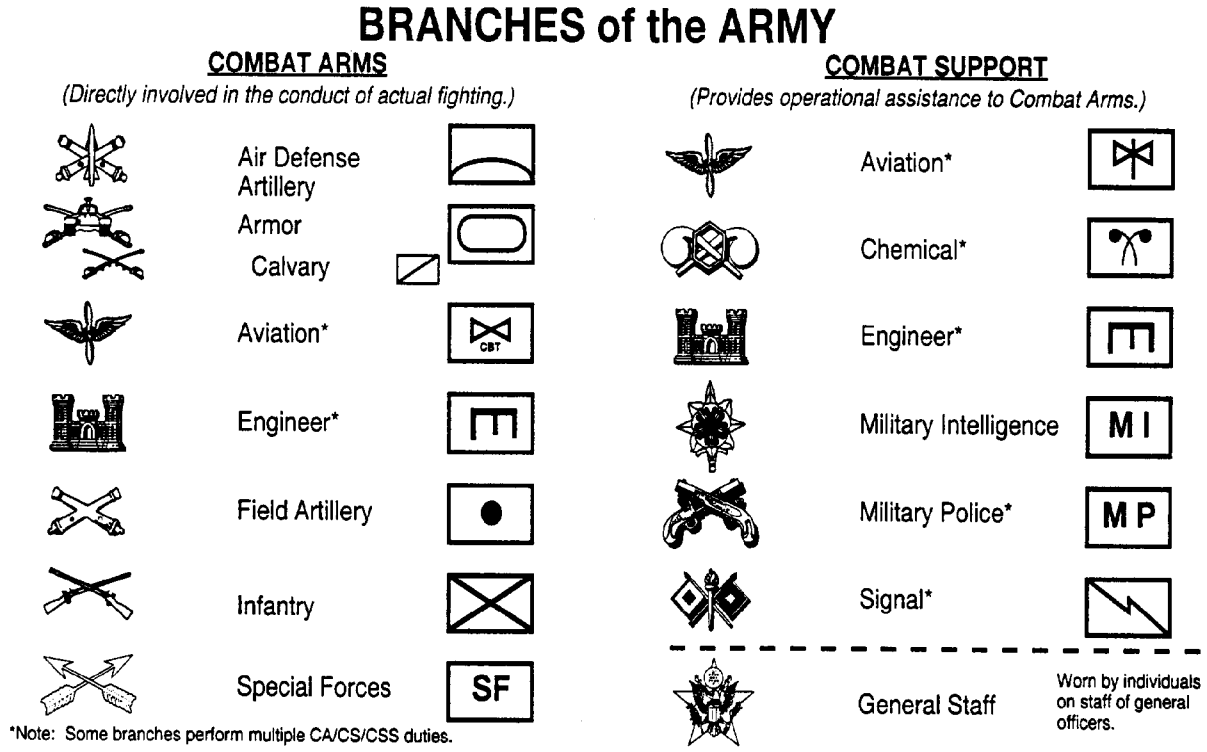
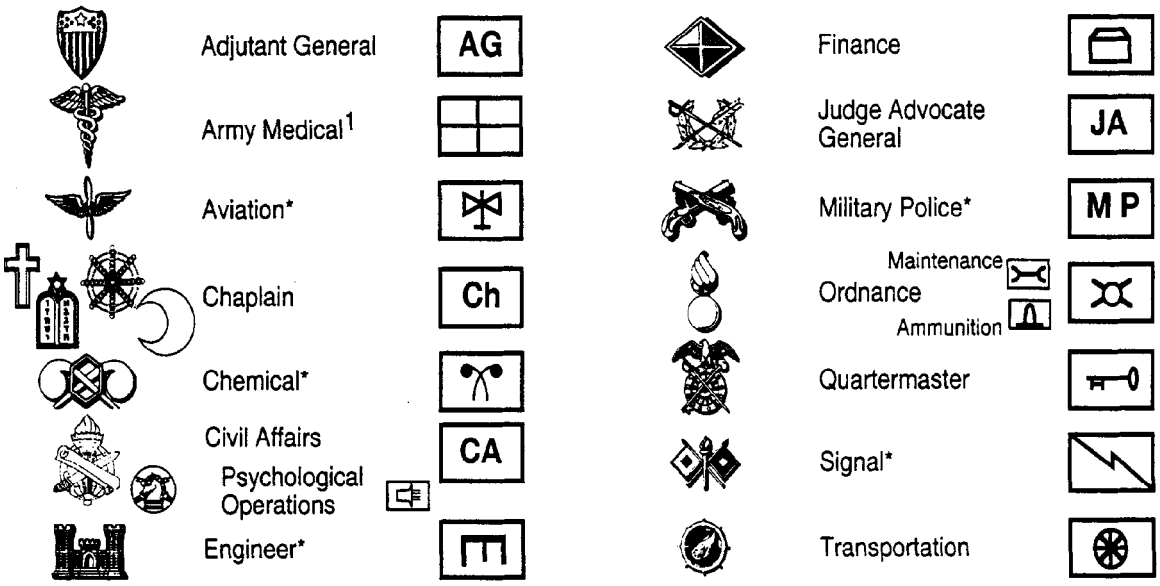


Figure H-1. Branches of the Army

BRANCHES of the ARMY

COMBAT SERVICE SUPPORT

(Performs personnel service support, logistics, and administrative functions for all branches)



*Note: Some branches perform multiple CA/CS/CSS duties.

[1] Six Specialty Corps: Medical Specialty, Nurse, Dental, Medical Service, Veterinary, and Medical.

Figure H-2. Branches of the Army—Continued

Appendix I
GENERAL STRUCTURING of ARMY FORCES

a. Missions are executed or carried out by different size elements or organizations within the Army. The basic building block of all Army organizations is the individual soldier. A small group of soldiers organized to conduct infantry maneuver and fires is called a squad. This appendix provides an illustrative example of the different size elements. Graphics provide insight to a specific type unit of that size.

b. As elements of the Army's organizational structure become larger units (i.e. brigade and higher), they contain more and more subordinate elements from combat arms, combat support, and combat service support units, (e.g., companies and battalions).

c. Typically, a company is the smallest element of the Army to be given a designation and an affiliation with higher headquarters at battalion and brigade level. This designation of an alpha/numeric and a branch cause an 'element' to become a 'unit.' This section is provided as a tutorial reference.

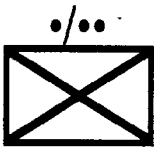
GENERAL STRUCTURING of ARMY FORCES

ELEMENT	SYMBOL and SIZE	
Squad/Section	•/••	9 - 10 Soldiers
Platoon	•••	16 - 44 Soldiers
Company/Battery/Troop	I	62 - 190 Soldiers
Battalion/Squadron	II	300 - 1000 Soldiers
Brigade/Regiment/Group	X/III	3,000 - 5,000 Soldiers
Division	XX	10,000 - 15,000 Soldiers
Corps	XXX	20,000 - 45,000 Soldiers
Army	XXXX	50,000 + Soldiers

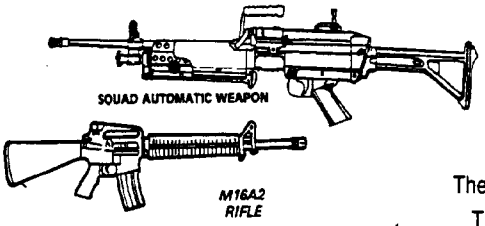
- The following system provides a framework to categorize Army organizations.
  - Each organization is replicated from three to five times to form the next larger element.
    - These elements are shown from smallest to largest.

Figure I-1. GENERAL STRUCTURING of ARMY FORCES

SQUAD/SECTION

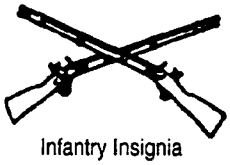


Infantry Squad
Map Symbol



The squad/section is the smallest element in the Army organizational structure.
The leader is a non-commissioned officer (usually a Sergeant or a Staff Sergeant).
The size is dependent on the function of the squad/section. Examples are:

Infantry	Chemical	Military Police
Artillery	Armor	Ordnance
Engineer	Signal	Quartermaster



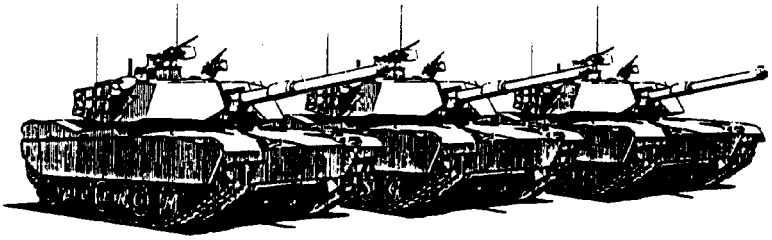
Infantry Insignia

The Squad is the final step in completing the mission.
Squads/sections make up platoons.

Figure I-2. Squad/Section

PLATOON

Armor Platoon
Map Symbol

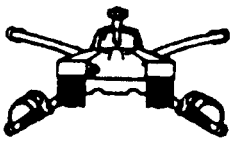


A platoon consists of two to four squads/sections.

The leader is usually a Lieutenant. A Staff Sergeant or Sergeant First Class is second in command.

The size will vary depending on the type of platoon. Examples are:

Infantry	Chemical	Military Police
Artillery	Armor	Ordnance
Engineer	Signal	Quartermaster



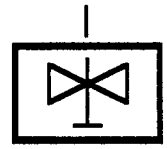
Armor Insignia

Through the coordination of the squads performing their particular tasks, functions are performed together to complete more than one task at a time or to act in support of another element when the task is complex.

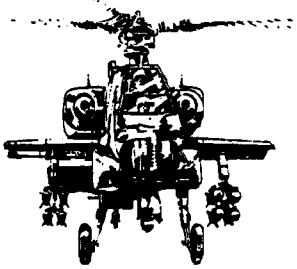
Platoons make up companies.

Figure I-3. Platoon

COMPANY/BATTERY/TROOP



Aviation Company
Map Symbol



Aviation Insignia

Typically, three to five platoons form a company.

The size varies depending on the type of unit.

A company is normally commanded by a Captain. A First Sergeant is the Company Commander's principal non-commissioned assistant.

A company is capable of receiving and controlling additional combat and combat support elements.

An artillery unit of equivalent size is called a battery.

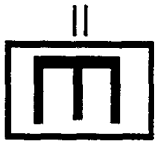
An armored or air cavalry unit of equivalent size is called a troop.

A company is a cohesive component that can perform a function on its own.

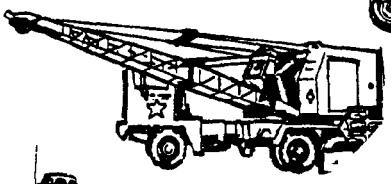
The company is the basic tactical element of the battalion.

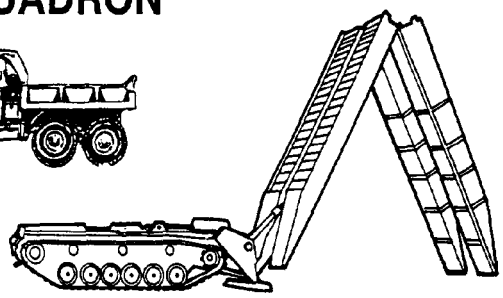
Figure I-4. Company/Battery/Troop

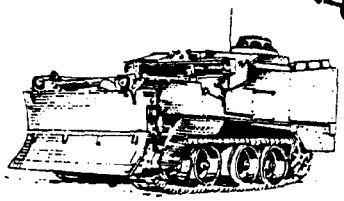
BATTALION/SQUADRON



Engineer Battalion
Map Symbol







Engineer Insignia

A battalion is composed of four to six companies.

A battalion is normally commanded by a Lieutenant Colonel. The Command Sergeant Major is the battalion commander's principal non-commissioned assistant.

The commander has a staff typically overseeing the battalion's mission, training, administration, and logistics functions.

A battalion is tactical and administratively self-sufficient.

A battalion is capable of independent operations of limited duration and scope.

In performance of particular missions, battalions are capable of cross attachment of companies of different types to form battalion-size task forces.

There are combat, combat support, and combat service support battalions.

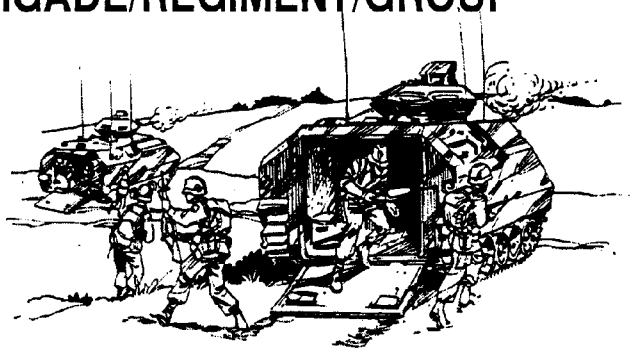
An armored or air cavalry unit of equivalent size is called a squadron.

Battalions/squadrons make up brigades/regiments.

Figure I-5. Battalion/Squadron

BRIGADE/REGIMENT/GROUP

Mechanized Infantry
Brigade
Map Symbol



A brigade headquarters commands the tactical operations of two to five organic and/or attached combat battalions.

A brigade is normally commanded by a Colonel. The Command Sergeant Major is the senior, non-commissioned officer.

Brigades may be employed on independent or semi-independent operations.

Armored Cavalry, Ranger, and Special Forces units this size are categorized as Regiments or Groups.

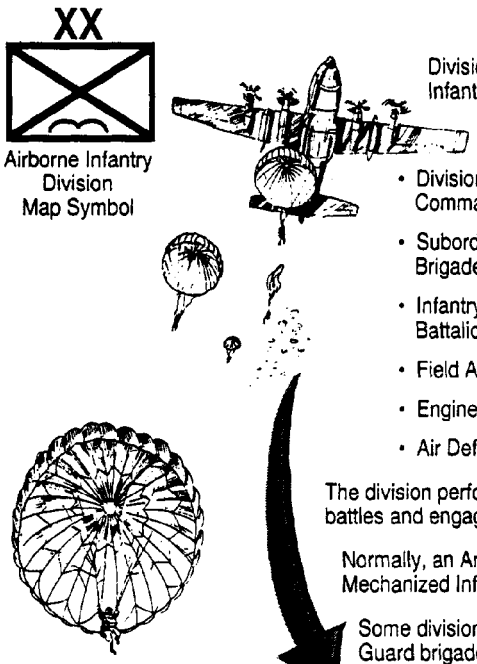
Combat, combat support, and combat service support elements may be attached to perform specific missions.

Each maneuver brigade has an organic field artillery battalion and a support battalion in direct support.

There are normally three brigades in a fully structured division.

Figure I-6. Brigade/Regiment/Group

DIVISION



Airborne Infantry Division Map Symbol

Divisions are numbered and assigned missions based on its structure. It may be Infantry, Airborne, Air Assault, Light or Mechanized Infantry, or Armored.

The typical division base includes:

- Division Headquarters for Command and Control
- Subordinate Combat Maneuver Brigade Headquarters
- Infantry and Armor Maneuver Battalions
- Field Artillery
- Engineers
- Air Defense Artillery
- Aviation
- Military police
- Military Intelligence
- NBC Defense
- Signal
- Division Support Command (provides supply, transportation, field maintenance, medical, and administrative services)

The division performs major tactical operations for the corps and can conduct sustained battles and engagements. A division is normally commanded by a Major General.

Normally, an Armored Division will have more Armor than Infantry Battalions, while a Mechanized Infantry Division will have more Infantry than Armor Battalions.

Some divisions are composed of two Active-duty brigades and one Army National Guard brigade as part of the roundout program.

Two or more Divisions constitute a Corps.

Figure I-7. Division

CORPS

XXX

Corps Map Symbol

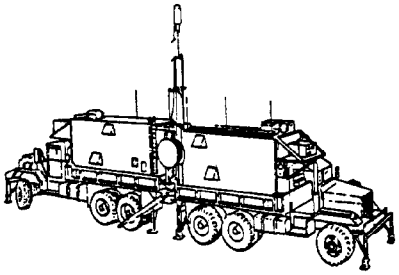
I CORPS (Ft. Lewis, WA)

III CORPS (Ft. Hood, TX)

V CORPS (Europe)

IX CORPS (Japan)

XVIII AIRBORNE CORPS (Ft. Bragg, NC)



A Corps is the deployable level of command required to synchronize and sustain combat operations.

The Corps staff elements perform analyses of national intelligence assets information.

The Corps provides framework for multinational operations.

The Corps is commanded by a Lieutenant General.

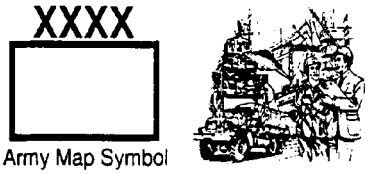
The Corps provides command, control, and logistical support of two to five combat divisions.

The Corps is the primary command and control headquarters for the conduct of the Airland Battle within the Theater of Operations.

Two or more Corps form an Army.

Figure I-8. Corps

ARMY



Army Map Symbol

Theater Army: is normally the Army service component command in a unified command. Third U.S. Army, Eighth U.S. Army, and U.S. Army, Europe are current examples of theater armies. The theater army, as the service component, has both operational and support responsibilities. Its exact tasks are assigned by the theater Commander-in-Chief and may be exclusively operational missions, solely logistic tasks, or a combination of both types of responsibilities.

Field Army: may be formed by theater Army commanders in coordination with the Commanders-in-Chief of unified commands to control and direct the operations of assigned corps. It will normally be constituted from existing army assets and structured to meet specific operational requirements. In joint and combined operations, the subordinate units of field armies may include units of other services or of allied forces. When the field army is the largest land formation in a theater of war, its commander may serve as the land component commander (LCC) and may design and direct the land campaign for the entire theater.

Reference: FM 100-5 Operations, 1986, Appendix C, pg. 185.

Army Group: In a mature theater of war where a large number of forces are employed, theater army commanders, in coordination with the Commanders-in-Chief of unified or combined commands, may form army groups to control the operations of two to five field armies. Army groups have not been employed by the U.S. Army since World War II. As in the past, their main function would be to design and direct campaigns in a theater.

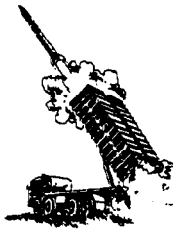


Figure I-9. Army

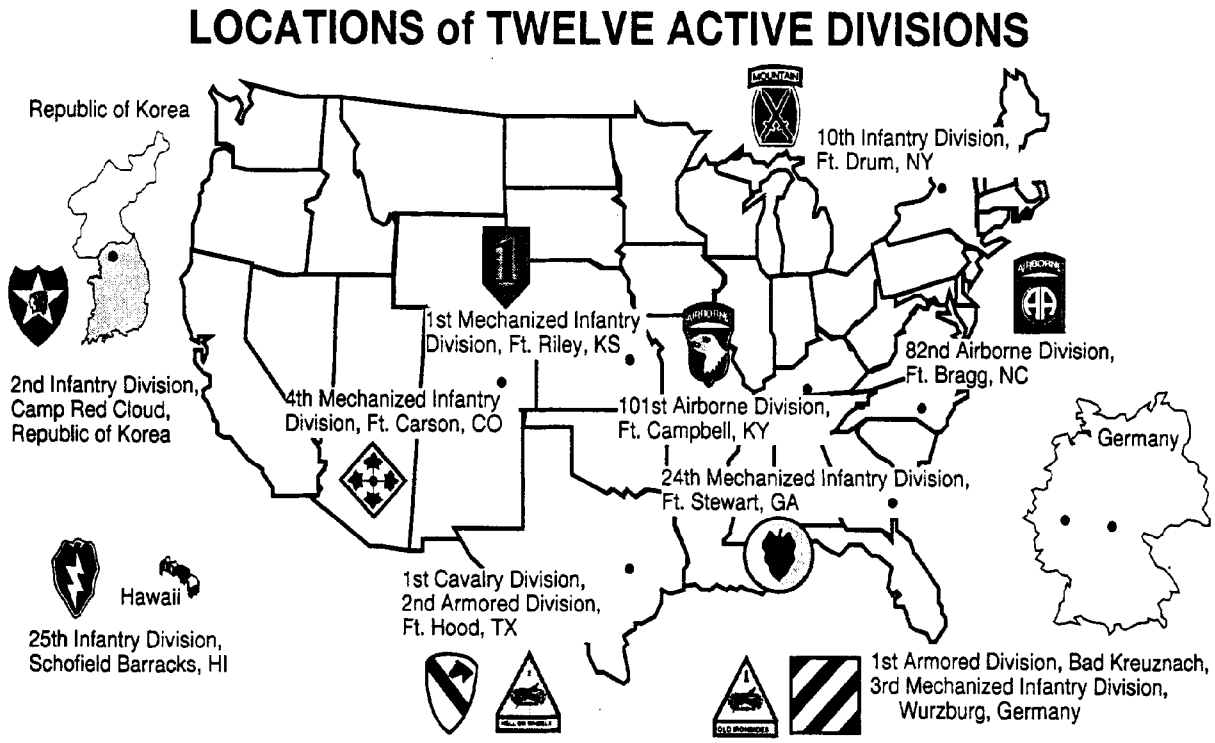


Figure J-1. Locations of Twelve Active Divisions

LOCATIONS of EIGHT ARMY NATIONAL GUARD DIVISIONS

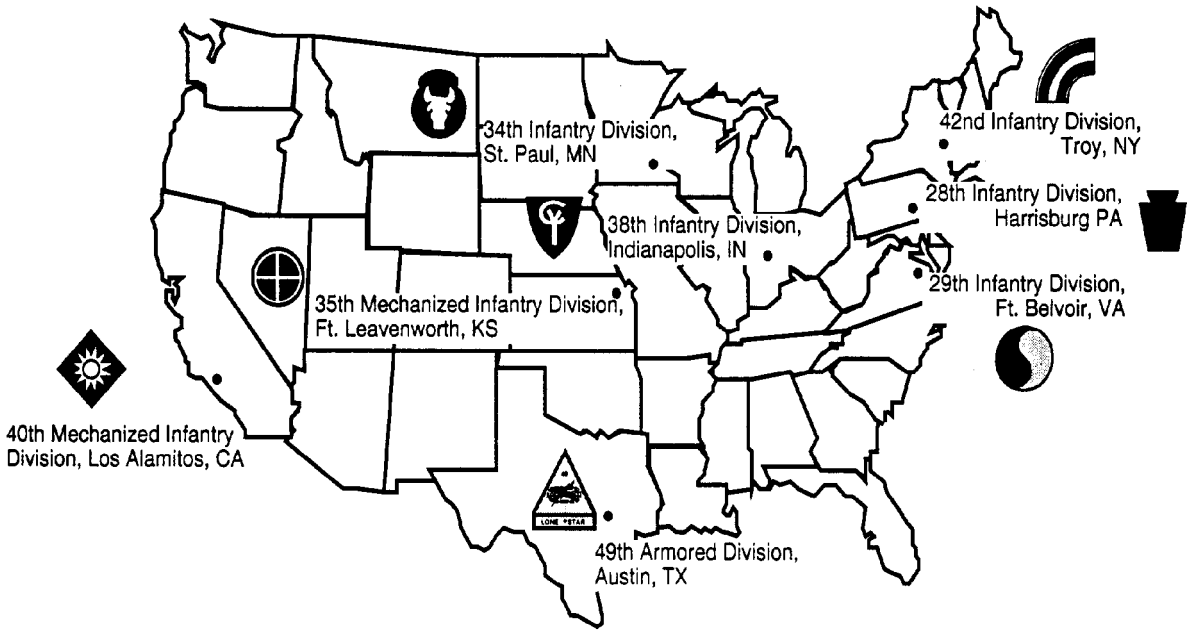
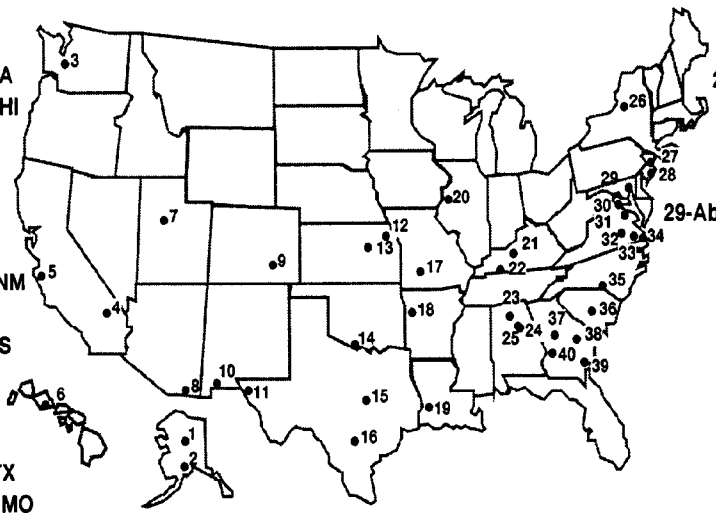


Figure J-2. Locations of Eight Army National Guard Divisions

MAJOR ARMY INSTALLATIONS - CONUS

1-Ft. Wainwright, AK
2-Ft. Richardson, AK
3-Ft. Lewis, WA
4-Ft. Irwin, CA
5-Ft. Hunter Liggett, CA
6-Schofield Barracks, HI
7-Dugway Proving Ground, UT
8-Ft. Huachuca, AZ
9-Ft. Carson, CO
10-White Sands Missile Range, NM
11-Ft. Bliss, TX
12-Ft. Leavenworth, KS
13-Ft. Riley, KS
14-Ft. Sill, OK
15-Ft. Hood, TX
16-Ft. Sam Houston, TX
17-Ft. Leonard Wood, MO
18-Ft. Chaffee, AR
19-Ft. Polk, LA
20-Rock Island Arsenal, IL



21-Ft. Knox, KY
22-Ft. Campbell, KY
23-Redstone Arsenal, AL
24-Ft. McClellan, AL
25-Anniston Army Depot, AL
26-Ft. Drum, NY
27-Picatinny Arsenal, NJ
28-Ft. Monmouth, NJ
29-Aberdeen Proving Ground, MD
30-Pentagon, Arlington, VA
31-Ft. Belvoir, VA
32-Ft. Lee, VA
33 Ft. Eustis, VA
34-Ft. Monroe, VA
35-Ft. Bragg, NC
36-Ft. Jackson, SC
37-Ft. McPherson, GA
38-Ft. Gordon, GA
39-Ft. Stewart, GA
40-Ft. Benning, GA

Figure K-1. Major Army Installations-CONUS

MAJOR ARMY INSTALLATIONS - WORLDWIDE

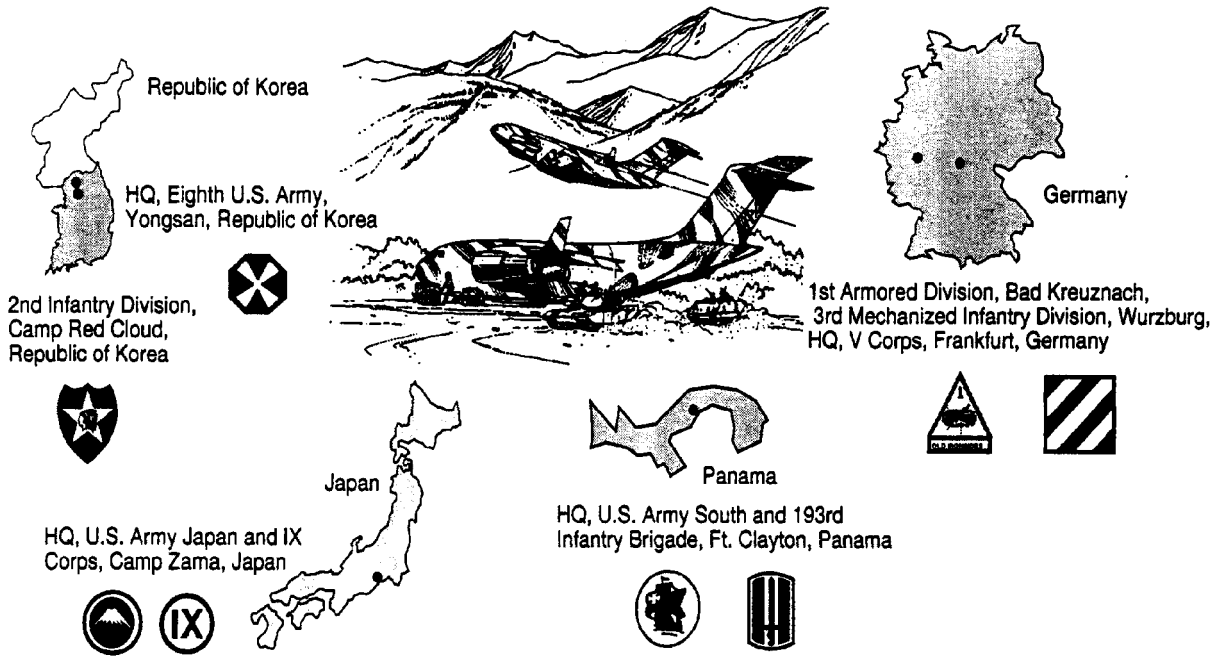


Figure K-2. Major Army Installations-Worldwide

U.S. ARMY PERSONNEL STRENGTH

(AUTHORIZED END STRENGTH 30 SEP 1994)

ACTIVE ARMY	SOLDIERS	DA CIVILIAN EMPLOYEES
AMC	5,875	72,877
CIDC	1,070	561
EUCOM	7,200	455
EUSA	22,557	9,811
FORSCOM	220,432	25,385
INSCOM	10,755	3,013
ISC	10,918	9,347
MDW	3,578	4,055
MEDCOM	24,688	30,632
MTMC	358	3,309
SOCOM	25,704	1,054
SSDC	555	1,349
TRADOC	41,292	25,185
USACE	732	43,008
USAREC	7,556	1,237
USAREUR	68,289	27,784
USARPAC	22,538	7,194
USARSO	5,436	2,568
OTHERS	60,467	24,750
TOTAL	540,000	293,574

ARMY NATIONAL GUARD

410,000 Drilling Guardsmen
includes
27,259 Excepted dual status Technicans
and
24,180 Active Guard/Reserve

ARMY RESERVE

Selected Reserve
234,458 Drilling Reservists

12,542 Active Guard/Reserve

13,000 Individual Mobilization Augmentees

9,745 Army Reserve Civilians
(counted within FORSCOM and other MACOMs)

Ready Reserve
450,673 Individual Ready Reservists

599,965 Retired Reservists

Figure L-1. U.S. ARMY PERSONNEL STRENGTH

RESERVED

Glossary

Section I
Abbreviations

AC
Active Component

AGR
Active Guard/Reserve

ANG
Army National Guard

AMMO
Ammunition

ARSTAF
Army Staff

ASA
Assistant Secretary of Army

CA
Combat Arms

C4
Command, Control, Communications, and Computers

CINC
Commander-in-Chief

CONUS
Continental United States

CS
Combat Support

CSA
Chief of Staff, Army

CSS
Combat Service Support

DA
Department of the Army

DCS
Deputy Chief of Staff

DoD
Department of Defense

DS
Direct Support

EAC
Echelons above Corps

EEO
Equal Employment Opportunity

GOCOM
General Officer Command

GOWG
General Officer Working Group

GS
General Support, General Staff

IMA
Individual Mobilization Augmentation

IRR
Individual Ready Reserve

JCS
Joint Chiefs of Staff

LAM
Louisiana Maneuvers

LARS
Logistics Assistance Representatives

MACOM
Major Army Command

MUSARC
Major U.S. Army Reserve Command

NGB
National Guard Bureau and Computers

OCONUS
Outside Continental United States

OOTW
Operations Other Than War

OPCON
Operational Control

OSD
Office of the Secretary of Defense

RC
Reserve Component

ROTC
Reserve Officer Training Corps

SA
Secretary of the Army

SADBU
Small and Disadvantaged Business Utilization

SOF
Special Operations Forces

TAACOM
Theater Army Area Command

TDA
Table of Distribution and Allowances

TOE
Table of Organization and Equipment

TPU
Troop Program Unit

UN
United Nations

USAR
U.S. Army Reserve

Section II
Terms
This section contains no entries.

Section III
Special Abbreviations and Terms
This section contains no entries.