



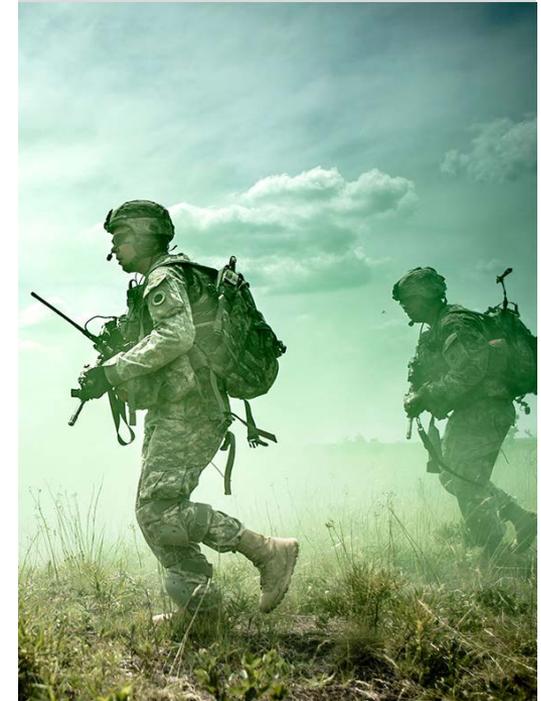
# YOUR ARMY MISSION READY

2018



# WHO IS YOUR ARMY? TODAY

- **Your Army is people. We are a family, an organization and a profession.**
- **We are an all-volunteer force.**
- **We are bound by the Army Values:**
  - Loyalty
  - Duty
  - Respect
  - **Selfless Service**
  - Honor
  - Integrity
  - Personal Courage
- **We have a Warrior Ethos:**
  - I will Always Place The Mission First
  - I will Never Accept Defeat
  - I will Never Quit
  - I will Never Leave a Fallen Comrade Behind



“ ”

***People are the Army's  
greatest asset.***

**—Honorable Mark T. Esper**  
23<sup>RD</sup> SECRETARY OF THE ARMY  
NOVEMBER 2017



# WHO IS YOUR ARMY? HISTORY

- The U.S. Army's birthday is June 14. Last year, we celebrated our 242<sup>nd</sup> birthday while also commemorating the World War I Centennial.
- Our strategic theme for the celebration was 'Over There! A Celebration of the WWI Soldier.'
- We observed the Army's involvement in WWI as a catalyst to it becoming the world's most adaptive and competent land force in history, and we honor the service of more than four million American Soldiers who served in WWI.
- America's Army has stood ready to meet any challenge for 242 years of service to our Nation; readiness remains the Army's number one priority.



“ ”

***'Over There! A Celebration  
of the WWI Soldier.'***

—Strategic Theme for the  
2017 Army Birthday Celebration



# YOUR ARMY: MISSION READY

## The Army Narrative:

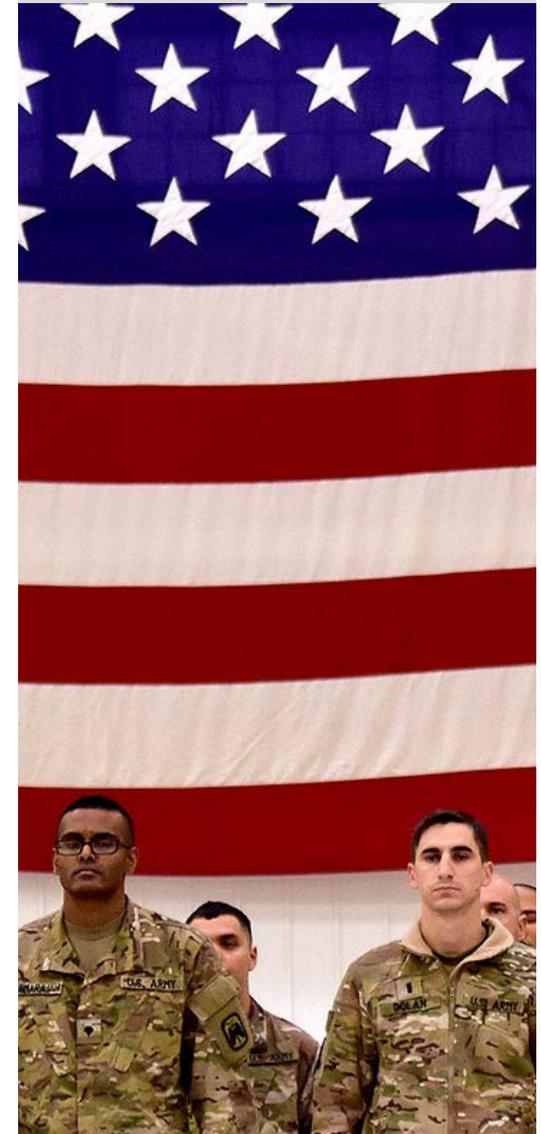
- Your Army is the world's most powerful and effective land force. It is a ready-to-fight force that is experienced, lethal and trained to conduct any mission assigned in support of our Nation's security.
- The Army's greatest asset is our people – the finest men and women our great Nation has to offer.
- Now more than ever, the Army must modernize to remain lethal and ready to fight tomorrow, against increasingly capable adversaries and near-peer competitors.



# RESPONSIBILITIES OF YOUR ARMY

Title 10 of the U.S. Code provides the legal basis for the structure of the U.S. military within the Department of Defense. The Secretary of the Army is responsible for the following functions:

- Recruiting
- Organizing
- Supplying
- Equipping  
*(including Research & Development)*
- Training
- Servicing
- Mobilizing
- Demobilizing
- Administering  
*(including Morale & Welfare)*
- Maintaining
- Construction
- Equipment
- Buildings, Structures, etc.



# THE ROLE OF YOUR ARMY

The purpose of your Army is to fight and win our Nation's wars. Warfighting is our primary mission. Everything we do is driven and guided by this fundamental principle. It is imperative that we respond to Combatant Commanders as part of the Joint Force. Combatant Commanders are in charge of one of nine Combatant Commands (COCOM) – six with geographical and three with functional responsibilities.

We do this by rapidly dominating any operational environment and providing decisive results across a full range of missions. Interoperability and close coordination with our Allies and partners remains a vital component to successful operations. Our strategic framework is guided by three principal and interconnected roles:

- **PREVENT:** The Army prevents conflict by maintaining credibility based on capacity, readiness and modernization. It averts miscalculations by potential adversaries.
- **SHAPE:** The Army shapes the environment by sustaining strong relationships with other armies, building their capacity, and facilitating strategic access.
- **WIN:** If prevention fails, the Army rapidly applies its combined arms capabilities to dominate the environment and win decisively.



# SECRETARY OF THE ARMY

**Honorable Mark T. Esper**

23<sup>RD</sup> SECRETARY OF THE ARMY



*... our Army remains the world's premier ground combat force and the bedrock of our Nation's defense. This is why the readiness and welfare of our Soldiers, Civilians, and their Families will always be foremost in my mind, and why I intend to pursue initiatives that will offer the professional opportunities and quality of life all deserve.*

—HONORABLE MARK T. ESPER



## SECRETARY OF THE ARMY PRIORITIES:

1. Readiness
2. Modernization
3. Reform



# CHIEF OF STAFF OF THE ARMY

**General Mark A. Milley**  
39<sup>TH</sup> CHIEF OF STAFF OF THE ARMY



*Our fundamental task is like no other – it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world’s premier combat force. Readiness for ground combat is – and will remain – the U.S. Army’s #1 priority.*

–GENERAL MARK A. MILLEY



## CHIEF OF STAFF OF THE ARMY PRIORITIES:

1. Readiness
2. Future Army
3. Care of Soldiers



# SERGEANT MAJOR OF THE ARMY

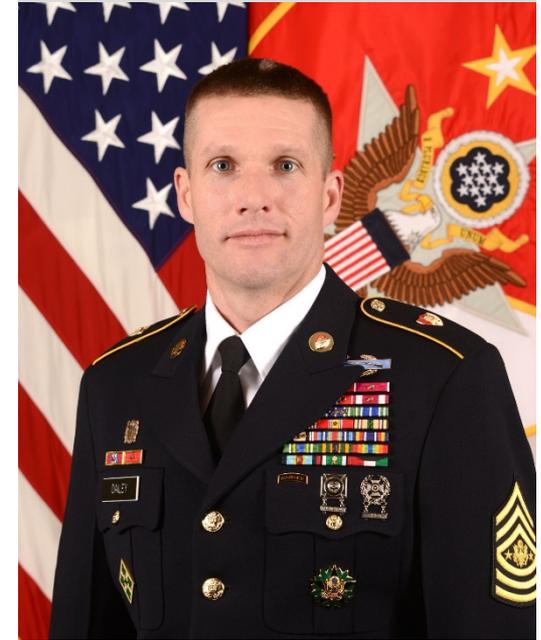
**SMA Daniel A. Dailey**

15<sup>TH</sup> SERGEANT MAJOR OF THE ARMY



*The Army's greatest asset is our people – America's sons and daughters. In order to maintain a high state of readiness, we have to continue to recruit and retain the best our Nation has to offer and ensure we are the best trained, led and equipped fighting force in the world. It all starts with our Soldiers.*

–SMA DANIEL A. DAILEY



## SMA Initiatives:

- Personnel Readiness/Soldier Deployability
- NCO-Led Individual and Collective Unit Training (STT)
- Responsible Growth/Sustain and Retain the Best
- Enlisted NCOPDS
- Talent Management
- Army University
- Stewardship of the Profession – “Not in my Squad”
- Communicate to Congress and the American Public
- Soldier for Life
- Recognize Excellence – Create a Positive Environment



# RANK INSIGNIA OF YOUR ARMY

## OFFICERS\*

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	SPECIAL
										
Second Lieutenant (2LT)	First Lieutenant (1LT) 18 Months	Captain (CPT) 4 Years	Major (MAJ) 10-11 Years	Lieutenant Colonel (LTC) 16.5 Years	Colonel (COL) 22 Years	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

## WARRANT OFFICERS\*

W-1	W-2	W-3	W-4	W-5
				
Warrant Officer (W01)	Chief Warrant Officer (CW2) 2 Years + WOBC	Chief Warrant Officer (CW3) 7-8 Years + WOAC	Chief Warrant Officer (CW4) 12-14 Years + WOSC	Chief Warrant Officer (CW5) 17-20 Years + WOSSC

## ENLISTED

No Insignia	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	Senior Enlisted Advisor		
			 				 	 			
Private E-1 (PV1)	Private E-2 (PV2) 6 Months	Private First Class (PFC) 16 Months	Specialist (SFC) 30 Months	Corporal (CPL)	Sergeant (SGT) 4.5 Years	Staff Sergeant (SSG) 8 Years	Sergeant First Class (SFC) 12.5-14 Years	Master Sergeant (MSG) 17.7-20 Years	First Sergeant (1SG) 22.6-24 Years	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)

\* Only counts commissioned time



# THE SOLDIER PROFESSION: ENLISTED

*The trigger pullers and technical experts.*

## **Basic Combat Training (BCT):**

10 week training course that transforms Civilians into Soldiers.

## **Advanced Individual Training (AIT):**

Soldiers receive 4 to 56 weeks of hands-on training and field instruction to make them experts in their specific career fields.

---

## **Private – Specialist**

- Warrior and a member of a team.
- Disciplined, physically and mentally tough, trained and proficient in warrior tasks and drills.

## **Non-Commissioned Officer: Corporal – Sergeant Major**

- Leaders are responsible for the preparation and accomplishment of the mission and welfare and training of Soldiers.
- Backbone of the Army.
- Continually advance in expert knowledge and skills throughout their careers.



# THE SOLDIER PROFESSION: OFFICER

*Leadership at all levels.*

## **BOLC-A:**

Basic Officer Leader Course Pre-Commissioning Training.



## **BOLC-B:**

Provides newly commissioned/appointed Army officers and warrant officers with progressive and sequential training at branch schools, to produce adaptive officers, steeped in the profession of arms and who are technically/tactically competent, confident, and capable of leading in unified land operations upon their arrival at their first unit of assignment.

## **Career Progression:**

Officers attend additional professional schools as they progress in their career.

Options are available to obtain advanced civilian degrees, to train with foreign militaries, and work with industry.

Career long professional training and education refines the technical, tactical and leadership abilities of officers, preparing them for greater responsibility.



# YOUR ARMY AT A GLANCE

## America's Army

### 1,006,166 Soldiers:

- 186,520 Soldiers supporting Combatant Commands in over 140 worldwide locations
- Currently supporting 10 named operations

### Army Assets:

- **59 BCTs (32 AC and 27 RC)**
  - 15 ABCTs (10 AC and 5 RC)
  - 35 IBCTs (15 AC and 20 RC)
  - 9 SBCTs (7 AC and 2 RC)
- **21 CABs (11 AC and 10 RC)**
- **7 THAAD Bty / 15 Patriot Bns**
- **12 FA Brigades (4 AC and 8 RC)**
- **30 Sustainment Brigades (11 AC and 19 RC)**

## Demographics

Male – 85%  
 Female – 15%  
 56% White  
 21% Black  
 15% Hispanic  
 6% Asian / Pacific Islander  
 1% American Indian  
 1% Other R/E

## Globally Responsive

Ability to deploy more than 9,000 Soldiers as a **Global Response Force** within 96 hours on missions ranging from humanitarian assistance to direct action.

Provide up to **5,000** Soldiers and equipment to the NATO Response Force to meet emerging security requirements.

Provide 7 strategically located sets of **Army Pre-Positioned Stocks** around the world so our Soldiers can fall directly in on equipment and Fight Tonight.

Approximately **99k** Soldiers deployed or forward stationed at any one time.

## The World is Complex

Competing powers (China and Russia), regional powers (Iran and North Korea), transnational terrorist networks (ISIL, al Qaida, and affiliated organizations), cyber threats, and the proliferation of weapons of mass destruction continue to threaten U.S. security and vital interests. The Army of today and tomorrow remains the Nation's primary force to deal with these threats both at home and abroad.

## Army Commands

- Training and Doctrine Command
- Army Materiel Command
- Forces Command

## EUCOM

- USAREUR**
- 2nd Armored Cavalry Regiment
- 173rd Airborne

## CENTCOM

- ARCENT**

## PACOM

- USARPAC**
- 25th Infantry Division
- 2nd Infantry Division

*The Army must not be measured by our past accomplishments, but by our ability to respond to present threats, unpredictable contingencies, and future conflicts.* —General Mark A. Milley, 39th CSA

## SOUTHCOM

- ARNORTH**

## AFRICOM

- USARAF**

## Globally Engaged

Operating in over 140 Countries, the Army is regionally engaged against numerous and unique threats to both the United States and our allies.

In Europe, the Army (USAREUR) stands ready to preserve strategic partnerships, develop partner capacity, counter transnational threats and support the collective security of the NATO Alliance by rotating a brigade from the United States to work with partners. In Africa, Army units work with interagency and international partners, build defense capabilities, respond to crises and deter/defeat transnational threats in order to advance U.S. national interests and promote regional security, stability and prosperity. In the Middle East, the Army continues to advise and assist Iraqi forces, the Kurdish Peshmerga, and Afghan National Security Forces. In the Pacific, Army partnerships further strengthen our alliances and commitment to the region; State Partnership Programs partner with 70 nations around the world and participate in over 2000 Multinational Exercises each year.

## ACTIVE DUTY & NATIONAL GUARD

### 3 Corps HQs and 18 Division HQs (10 AC and 8 ARNG)

- |                       |                         |                        |
|-----------------------|-------------------------|------------------------|
| I Corps               | 3rd Infantry Division   | 29th Infantry Division |
| III Corps             | 4th Infantry Division   | 34th Infantry Division |
| 18th Airborne Corps   | 25th Infantry Division  | 35th Infantry Division |
| 1st Armored Division  | 10th Mountain Division  | 36th Infantry Division |
| 1st Cavalry Division  | 82nd Airborne Division  | 38th Infantry Division |
| 1st Infantry Division | 101st Airborne Division | 40th Infantry Division |
| 2nd Infantry Division | 28th Infantry Division  | 42nd Infantry Division |



# ACTIVE DUTY MAP

## MAJOR COMMANDS, DIVISIONS AND FORMATIONS



\*Units also in Vicenza, Italy

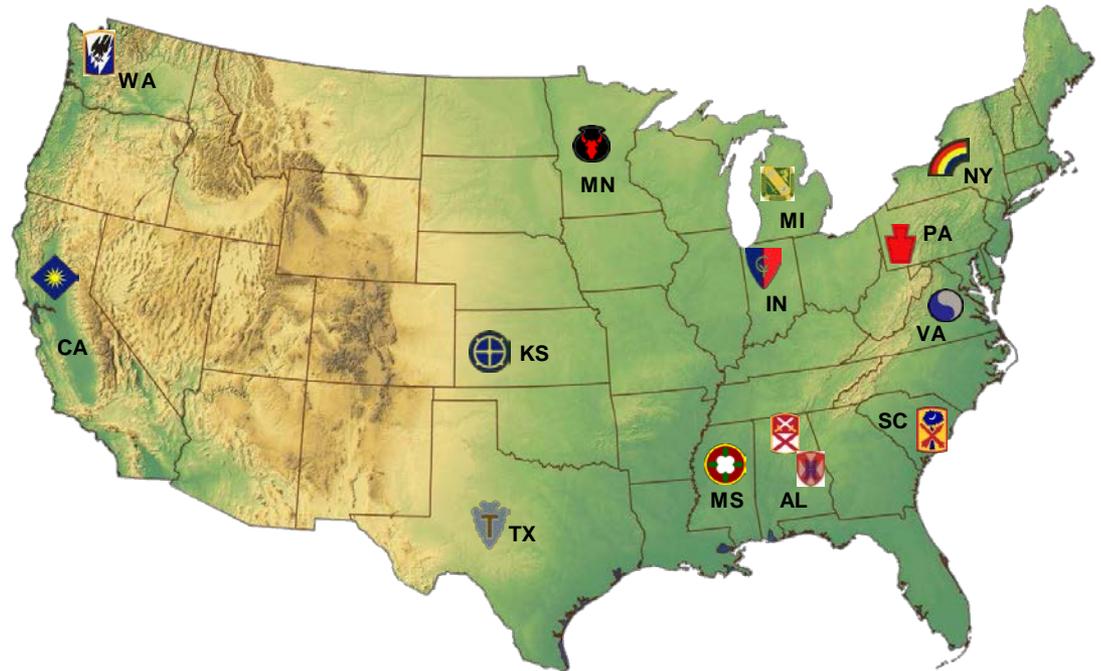


YOUR ARMY: MISSION READY

# ARMY NATIONAL GUARD MAP

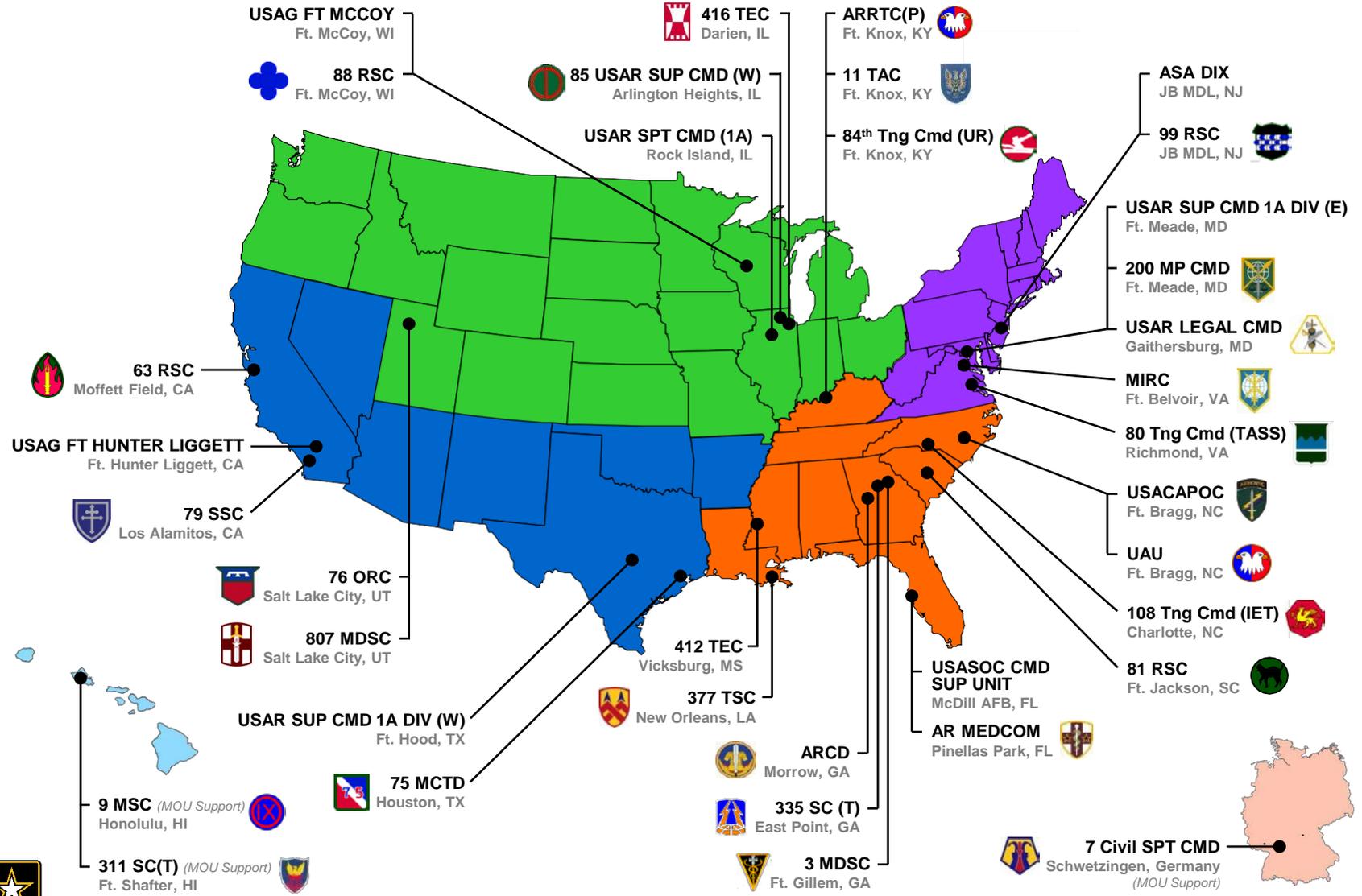
## DIVISIONS AND COMMANDS

Alabama	135 <sup>th</sup> Expeditionary Sustainment Command (ESC)	
	167 <sup>th</sup> Theater Sustainment Command (TSC)	
California	40 <sup>th</sup> Infantry Division	
Indiana	38 <sup>th</sup> Infantry Division	
Kansas & Missouri	35 <sup>th</sup> Infantry Division	
Michigan	46 <sup>th</sup> Military Police Command (MPC)	
Minnesota	34 <sup>th</sup> Infantry Division	
Mississippi	184 <sup>th</sup> Expeditionary Sustainment Command (ESC)	
New York	42 <sup>nd</sup> Infantry Division	
Pennsylvania	28 <sup>th</sup> Infantry Division	
South Carolina	263 <sup>rd</sup> Army Air and Missile Defense Command (AAMDC)	
Texas	36 <sup>th</sup> Infantry Division	
Virginia & Maryland	29 <sup>th</sup> Infantry Division	
Washington	66 <sup>th</sup> Theater Aviation Command (TAC)	



# ARMY RESERVE MAP

## OPERATIONAL, FUNCTIONAL, TRAINING AND SUPPORTING COMMANDS



# APPROPRIATIONS

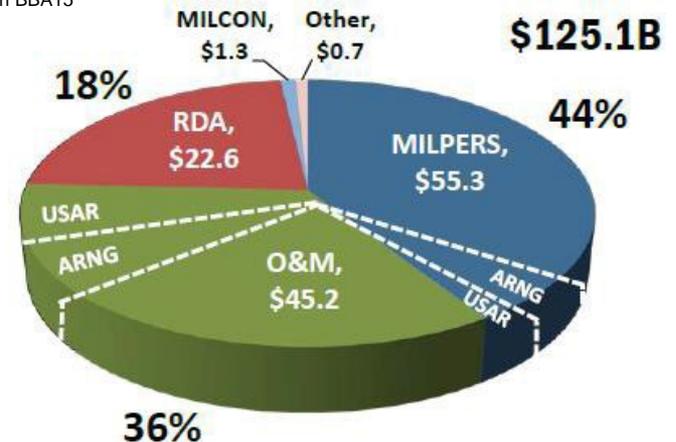
Request (\$B)	FY14 Actuals	FY15 Actuals	FY16 Enacted	FY17 Request
Military Personnel	56.4	56.2	56.2	55.3
Operation and Maintenance <sup>1</sup>	44.7 <sup>2</sup>	43.1 <sup>3</sup>	43.8 <sup>4</sup>	45.2 <sup>5</sup>
Procurement / RDTE	21.2	20.6	23.9	22.6
Military Const / Family Housing / BRAC	2.6	1.8	1.6	1.3
Other Base (CAMD / AWCF / ANC)	1.3	1.1	1.0	0.7
<b>Totals</b>	<b>126.2<sup>2</sup></b>	<b>122.7<sup>3</sup></b>	<b>126.5<sup>4</sup></b>	<b>125.1<sup>5</sup></b>

Other Base: Chemical Agent and Munitions Destruction, Army Working Capital Fund, Arlington National Cemetery

- 1: Includes Environmental Restoration Account (ERA) funding
- 2: Includes \$3.1B Base-to-OCO Transfer
- 3: Includes \$.85B Base-to-OCO Transfer; \$.3B Readiness Add

- 4: Includes \$2.2B Base-to-OCO Transfer; \$.5B Readiness Add
- 5: Includes \$2.0B in OCO request to comply with BBA15

- FY17 request is \$1.4B less than FY16 enacted, protecting current readiness at the expense of future modernization and end strength
- Funding levels and distribution represent reductions required to meet the Bipartisan Budget Agreement (BBA15) funding topline



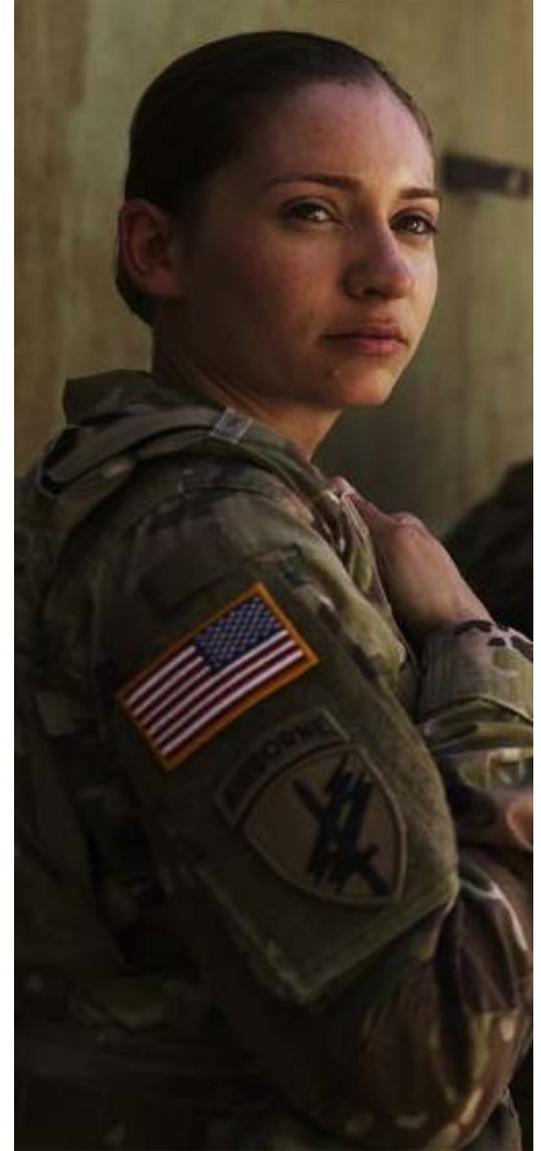
# GLOBALLY ENGAGED

- As the complexity of global security threats continues to increase, the Army sources 50% of the demand for the Joint Force globally and provides 70% of forces for emergent requirements.
- The Army has approximately 187K Soldiers currently supporting combatant commanders in 140 countries. The Army requires sufficient and predictable funding at levels commensurate with our requirements to continue to support combatant command missions.
- Regionally Aligned Forces provide Combatant Commanders (CCDRs) with tailored, responsive and consistently available Army Forces to better enable them to Prevent, Shape and Win.
- An active, global presence and a unique understanding of the land domain define the Army as the security partner of choice.



# SOLDIER 2020

- Your Army is a standards-based profession positioned to place the best-qualified Soldier in each job.
- Your Army's scientific, innovative and state-of-the-art approach to validate human performance standards for each Military Occupational Specialty (MOS) will ensure all Soldiers are postured for success with viable career paths.
- Your Army's senior leadership continues efforts to balance and transition the department in a way that increases total force capability.



For more information, visit [www.army.mil](http://www.army.mil).

# ONLINE PRESENCE OF YOUR ARMY

www

Army.mil: [www.army.mil](http://www.army.mil)



Facebook: [www.facebook.com/USArmy](http://www.facebook.com/USArmy)



Twitter: [@USArmy](http://www.twitter.com/USArmy)



Flickr: [www.flickr.com/soldiersmediacenter/](http://www.flickr.com/soldiersmediacenter/)



YouTube: [www.youtube.com/usarmy](http://www.youtube.com/usarmy)

www

ArmyLive Blog: <http://armylive.dodlive.mil/>



Instagram: <https://instagram.com/usarmy/>



# Backups

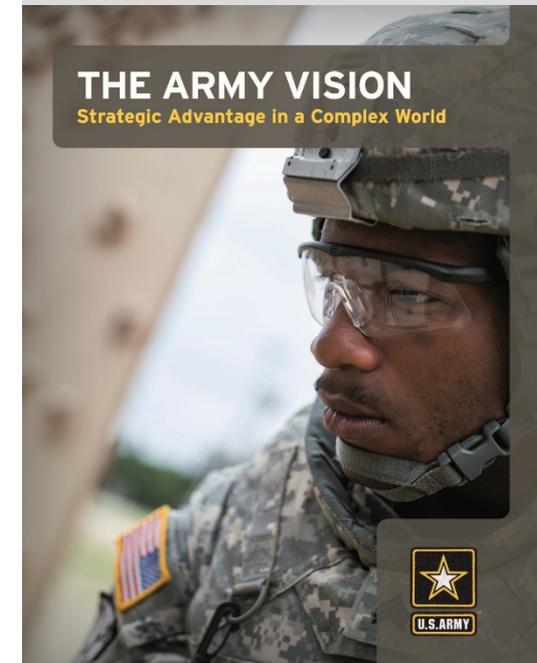


# The Army Vision:

## Strategic Advantage in a Complex World

The Army of 2025 and beyond will effectively employ **lethal and non-lethal over-match** against any adversary to prevent, shape, and win conflicts and achieve national interests. It will leverage **cross-cultural and regional experts** to operate among populations, promote regional security, and be **interoperable** with the other Military Services, United States Government agencies and allied and partner nations.

It will consist of a **balanced, versatile mix of scalable, expeditionary forces** that can rapidly deploy to any place on the globe and conduct sustained operations within the full range of military operations. Composed of **agile and innovative institutions, Soldiers, and Civilians**, the United States Army of 2025 and Beyond provides strategic advantage for the Nation with trusted professionals who strengthen the enduring bonds between the Army and the people it serves.



# National Guard

The National Guard is the only United States military force that operates across both State and Federal responses, leveraging State Active Duty (SAD), Full-Time National Guard Duty (Title 32) and Active Duty (Title 10). While SAD, Title 32 and Title 10 are different statuses and roles, they provide mutually supporting capability.

## TITLE 32

- Title 32 allows the Governor, with the approval of the President or the Secretary of Defense, to order a member to full-time active duty status under the command and control of the State, but directly funded by the Federal Government.
- For operational Homeland Defense activities. Examples include: Airport Security mission after 9/11 and response efforts for hurricanes and other natural disasters.

## SAD

- The Governor can activate National Guard personnel to “State Active Duty” in response to natural or man-made disasters or Homeland Defense missions. Soldiers and Airmen remain under the command and control of the Governor.
- A key aspect of this duty status is that the Posse Comitatus Act does not apply, giving National Guardsmen the ability to act in a law enforcement capacity within their home state or adjacent state if granted by that state’s Governor.



# Army National Guard

The National Guard is the only dual-use United States military force, capable of operating as a State militia or a reserve component of the Army. The National Guard supports the States in State Active Duty (SAD) and the Army and the Department of Defense in Full-Time National Guard Duty (Title 32) and Active Duty (Title 10)." Rationale: Accuracy and clarity. IAW Title 10 (see section 101): the "Army National Guard" is part of the "organized militia" of the States, territories, and the District of Columbia, while the "Army National Guard of the United States" is a reserve component of the Army. The National Guard may operate as the Army National Guard in State responses and the Army National Guard of the United States in Federal responses, but not as both simultaneously. In addition, SAD is the duty status for State duties, whereas, by law, Title 32 and Title 10 are Federal duty statuses intended for Federal duties.

## TITLE 10

- Under specified authorities, allows the President and the Secretary of Defense to order a member to full-time active duty status under Federal command and control with Federal funding to perform Army missions.
- For Army missions in support of combatant commanders worldwide.

## TITLE 32

- Under specified authorities, allows the Governor, with the approval of the President or the Secretary of Defense, to order a member to full-time active service under the command and control of the State, but directly funded by the Federal Government, to support Army missions.
- Primarily for training, but may also be used for support of operations or missions requested by the President or the Secretary of Defense.

## SAD

- The Governor can activate National Guard personnel to "State Active Duty" in response to natural or man-made disasters, law enforcement, or public safety and security missions. Soldiers and Airmen are under the command and control of the Governor and directly funded by the State.
- A key aspect of this duty status is that the Posse Comitatus Act does not apply, giving National Guardsmen the ability, when allowed by State law, to act in a law enforcement capacity within their home state or adjacent state if granted by that state's Governor.



# Ready and Resilient

- Twelve years of war has taught us the importance of resiliency in our Soldiers, civilians and families
- The Ready and Resilient campaign creates a holistic and collaborative approach to helping our Soldiers, civilians and families
- The Army will change its culture into one that reduces the stigma of seeking help, does not tolerate any form of harassment and hazing, and holds leaders accountable for the welfare of their Soldiers
- The Ready and Resilient campaign is a collection of comprehensive and far-reaching programs designed to guide the Army's efforts to build physical, emotional, psychological and spiritual resilience in our Total Force; some resources include:

[Army Medicine](#)

[Army Profession](#)

[Army Substance Abuse Program](#)

[Comprehensive Soldier and Family Fitness](#)

[Deployment Health Assessment Program](#)

[Military OneSource](#)

[Sexual Harassment/Assault Response & Prevention](#)

[Soldier For Life](#)

[Strong Bonds](#)

[Suicide Prevention](#)



For more information, visit [www.army.mil/readyandresilient](http://www.army.mil/readyandresilient).

# Sexual Assault Response & Prevention

- Sexual assault and harassment represent an insider threat with the potential to cause significant, irreparable harm to our Army
- The Army Sexual Harassment/Assault Response and Prevention (SHARP) Program reinforces the Army's commitment to eradicating sexual harassment and sexual assault through a comprehensive policy that centers on:
  - awareness and prevention
  - training and education
  - victim advocacy
  - response, reporting, accountability, and program assessment
- The Army's goal is to stop sexual harassment and sexual assault by creating a climate that respects the dignity of every Soldier, civilian, and family member, as well as those outside the military community



For more information, visit <http://www.preventsexualassault.army.mil>.

# Soldier for Life

- The Soldier for Life mindset is a holistic shift in how we focus Soldier support services in all phases of the Soldier lifecycle, demonstrating the U.S. Army's commitment to our most precious asset: our Soldiers and their Families.
- Soldier for Life has connected over 1000 private and public organizations to Soldiers and spouses resulting in 1.2 million jobs, and over 2000 Soldiers have benefited from credentialing and apprenticeship opportunities.
  - At present, the Army identified 580 civilian-recognized equivalent Army credentials and more than 100 credentials for promotion points. These will continue to increase.
  - Soldier for Life helped to establish over 70 primary apprenticeship programs on 19 installations, and those numbers are growing.
- Soldiers for Life are invaluable members of their civilian communities. Soldiers remain strong by staying connected to the Army, reintegrating as civic leaders and role models in our communities while forming the link for communities back into the Army.



For more information, visit <http://soldierforlife.army.mil>.