



Department of the Army Historical Summary

Fiscal Year 2015



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

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William M. Donnelly

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WASHINGTON, D.C., 2021*

Cover: Soldiers attending the U.S. Army Mountain Warfare School in Jericho, Vermont, climb Smugglers' Notch as part of their final phase of the Basic Military Mountaineering Course in Jeffersonville, Vermont.

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DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2015

1

Introduction

When fiscal year (FY) 2015 opened, the Army did not have an approved budget and operated under a continuing resolution. The service expected that the year would bring organizational and personnel turbulence from cuts in its budget and its authorized personnel strength. Although major combat operations in Iraq and Afghanistan had ended, the service still had commitments in both countries. At the same time, the Army would have to maintain its readiness for contingencies and modernize its materiel for large-scale combat operations.

2

Organization, Management, and Budget

Organizational Changes

General Mark A. Milley assumed duty as the thirty-ninth Chief of Staff of the Army, on 14 August 2015, replacing General Raymond T. Odierno, who retired.

Headquarters, Department of the Army (HQDA), began its transition to the FY 2019 Organization Design. A July 2013 secretary of defense directive for a 20 percent reduction in the Department of Defense's (DoD) management headquarters spending initiated



(Left to right) The 38th Chief of Staff of the Army General Raymond T. Odierno, Secretary of Defense Ashton B. Carter, Secretary of the Army John M. McHugh, Chairman of the Joint Chiefs of Staff General Martin E. Dempsey, and 39th Chief of Staff of the Army General Mark A. Milley, 28 August 2015

this process. In July 2014, HQDA began a comprehensive review of its organization, to include associated field operating agencies, to determine the optimal size and structure of the headquarters within the constraints of projected budgets and overall Army end strength. The under secretary of the Army, in coordination with the vice chief of staff of the Army, oversaw the review, and the Office of Business Transformation and a contractor with expertise in large organizational headquarters design implemented it.

In June 2015, the secretary of the Army approved the redesign recommended by the review, with HQDA's provisional reorganization no later than the end of FY 2016 as a preparatory step, with full implementation no later than the beginning of FY 2019. Among the findings of the review were that numerous agencies had an excessive number of echelons between action officers and senior decision makers, and that too many managers had too few employees to manage. Guidance for the redesign therefore included limiting organizations to seven echelons and setting the ideal manager-to-employees ratio at one to eight. During FY 2016, these new designs will be implemented, along with the associated personnel reductions.

The secretary of the Army in July 2015 approved the surgeon general's request to reorganize Medical Command (MEDCOM). In 2013, a Futures Task Force had been established to review the MEDCOM structure; it recommended a flattened and more integrated structure geographically aligned to support operational forces. The resulting reorganization will transform the fifteen existing regional functional commands into four multidisciplinary regional health commands (RHC): RHC-Pacific, RHC-Central, RHC-Atlantic, and RHC-Europe. The RHCs will bring together medical, dental, public health, and veterinary services under one general officer command, providing a single point of accountability for health readiness in the operational forces. Within the continental United States, RHC-Atlantic and RHC-Central will align primarily with XVIII Airborne Corps and III Corps installations, respectively. Overseas, RHC-Pacific will align with U.S. Army, Pacific, and RHC-Europe will align with U.S. Army, Europe, and U.S. Army, Africa (USARAF). The headquarters elements of Dental Command, Public Health Command, and Warrior Transition Command will move to the MEDCOM headquarters as principal staff elements to improve health readiness integration, synchronization, and oversight at the strategic level. MEDCOM initiated the reorganization immediately after approval by the secretary of the Army; three of the four new RHCs were operational by the end of the fiscal year and activation of RHC-Central is expected to occur in October 2015.

Since its establishment in 2006, the commander of the Installation Management Command (IMCOM) had been HQDA's assistant chief of staff for installation management. The move of IMCOM headquarters from the National Capital Region to Fort Sam Houston, Texas, made this arrangement unwieldy by 2013. An analysis by the Office of the Assistant Chief of Staff for Installation Management resulted in the creation of the IMCOM Task Force and the Installation Management Task Force to identify the issues associated with separating the two positions. In December 2014, the chief of staff of the Army decided to pursue a separate lieutenant general position for the IMCOM commander. In June 2015, the secretary of the Army approved this separation and the new lieutenant general position, with IMCOM becoming a direct-reporting unit to the assistant secretary of the Army (installations, energy, and environment). The transition to this new arrangement will be completed during FY 2016.

The deputy secretary of defense in October 2014 directed a study into the operational cost of the Pentagon Reservation. One recommendation of the study was that information technology (IT) in the Pentagon be consolidated under a Joint Information Technology Single Service Provider (JITSSP), which would be a field service agency of the Defense Information Systems Agency. The resources and capabilities of the new organization would be provided by Washington Headquarters Services' Enterprise Information Technology Directorate, the Joint Staff's IT operations, and the Army's Information Technology Agency (ITA), which provides IT services for many other DoD organizations within the National Capital Region. In May 2015, the deputy secretary of defense accepted this recommendation and directed its implementation in two phases. The first phase of the transition began in July 2015 when JITSSP assumed operational control of ITA and the Enterprise Information Technology Directorate. Consolidation of common or shared IT services within organizations of Office of the Secretary of Defense in the Pentagon and the National Capital Region will occur during this phase. The second phase will extend the consolidation to the military departments' headquarters in the Pentagon and their elements in the National Capital Region. The transition is expected to be complete by the end of FY 2016.

The secretary of the Army in March 2015 approved the establishment of the Army University. Its purpose is to increase the academic rigor of the service's educational programs through broader accreditation, greater collaboration with civilian universities and colleges, and improved integration among the service's schools. The idea of the Army University dates back to 1949, but the broad geographic

dispersion of the service's schools and different institutional agendas prevented the development of a university structure. Advances in digital technology and distance learning now enable integrating Training and Doctrine Command (TRADOC) schools into a single educational structure modeled after successful state university systems, as well as the Air, Marine Corps, and National Defense Universities. All elements of officer, warrant officer, noncommissioned officer, and civilian education systems, both active and reserve components, and the Reserve Officers' Training Corps precommissioning program will be included. The Army War College will retain its unique status as a direct-reporting unit to the chief of staff of the Army. At HQDA, the Office of the Deputy Chief of Staff G-3/5/7 will develop relevant policy and manage resources for the program, which is expected to reach full operational capability in June 2017.

The TRADOC commanding general will act as Army University chancellor and serve as the systemwide integrator, reporting directly to the chief of staff of the Army. The commanding general of the Combined Arms Center at Fort Leavenworth, Kansas, will act as executive vice chancellor for training and education, providing oversight of academic quality, support programs, finances, future development of the system, and public representation for the university. The commandant of the Army War College will act as vice chancellor, advising the chancellor and the chief of staff of the Army on matters concerning strategic education. The Combined Arms Center's deputy commanding general will act as provost, responsible for long-term continuity, and will also serve as manager of the Army Learning Coordination Council, which will synchronize education activities across the Army.

Realignment of the Institute of Heraldry began late in the fiscal year and will become effective on 1 October 2015. Previously, the institute had reported directly to the Office of the Administrative Assistant to the Secretary of the Army. The change placed it under the U.S. Army Center of Military History. The rationale for this move included commonality of mission, as well as the fact that historical heraldry items, products, and services align closely under the center's mission areas and equities.

In November 2014, the Army established the Army National Military Cemeteries (ANMC) as a secretariat element within HQDA. The executive director, ANMC, serves as the principal adviser to the secretary of the Army on all matters related to Army cemeteries and reports directly to the secretary. Also that month, the Army designated Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery as direct reporting units of the ANMC.

Management

In February 2015, the HQDA chief information officer/deputy chief of staff, G-6 (CIO/G-6), published the Army Network Campaign Plan, which provides the direction for a modern network that optimizes operational effectiveness and increases information security while also increasing efficiencies. The network is one of the key technological focus areas described in the Army Operating Concept. The plan has five goals. First, align signals capabilities to support all Army missions. Second, boost cybersecurity capabilities, in part by establishing a series of cyberprotection teams. Third, strengthen the Army's underlying IT infrastructure. Fourth, make better use of IT at the edge of Army networks by using tools such as data consolidation. Fifth, strengthen network operations by, for example, "flattening" the IT architecture to give network operators greater visibility.

The following month, the CIO/G-6 published *Army Cloud Computing Strategy*. It sets out how cloud-enabled network capabilities will improve mission and business effectiveness, increase operational IT efficiencies, and protect the service's data and IT infrastructure. It extended the concepts defined in various federal government policies and nests within the Army Network Campaign Plan. The elements in this strategy include common standards; enabling resilience; cybersecurity; lowering IT costs; continuation of service under disconnected, intermittent, or low-bandwidth conditions; minimizing redundant data sources; and compliance with Army Information Architecture data standards. The G-6 will update the strategy periodically to reflect the standards, polices, and lessons learned during implementation.

The Office of Management and Budget (OMB) in 2010 established the Federal Data Center Consolidation Initiative to reduce the cost of data center operations, increase the federal government's overall IT security, and shift IT investments to more efficient computing platforms. The initiative directed federal agencies to close 40 percent of their data centers by the end of FY 2015. To comply with this directive, HQDA established the Army Data Center Consolidation Program. Initially, OMB had defined a data center as any room larger than 500 square feet devoted to data processing. In March 2012, however, OMB realized that data center facilities smaller than 500 square feet also consumed significant resources and directed that these be included in the consolidation effort. Using the revised definition, the Army identified 1,162 data centers across the service. Between FY 2011 and the end of FY 2015, the Army did not meet the goal of a 40 percent reduction; it reached 30 percent by closing 352 centers. The shortfall occurred principally in FY 2015, when only 71 out of 130 targeted

data centers closed. Most of the centers closed before FY 2015 were small ones with five or fewer servers. Organizations were more resistant to closing larger centers, especially because the Army Data Center Consolidation Program has been underfunded. The HQDA CIO/G-6 expects to make up the shortfall during FY 2016 with more stringent oversight of the program.

The Army continued working with the Defense Information Systems Agency on implementation of network modernization programs. During FY 2015, the service modernized fourteen installations by replacing one gigabit-per-second capabilities with ten gigabit-per-second campus-area switches. The Army delivered greater fiber-optic capacity and multiprotocol label-switching routing to twenty-four installations.

Over the past decade, the Army has invested heavily in standing up enterprise-wide cost-management capabilities within the General Fund Enterprise Business System and other related enterprise, resource, and planning systems. To take full advantage of these systems for better cost planning, analysis, and control, the Army established a cost-management steering group in October 2014. General officers and Senior Executive Service members comprise the group and the deputy assistant secretary of the Army for cost and economics chairs it.

Progress continued toward the goal of auditable financial statements. Congress mandated in the FY 2010 National Defense Authorization Act that the DoD must develop a plan for correcting its financial management deficiencies and ensure that its financial statements are ready for audit by 30 September 2017. In FY 2014, the Army asserted audit readiness on its General Fund Schedule of Budgetary Activity. The General Fund Schedule of Budgetary Activity for FY 2015 included financial transactions directly related to appropriations received by the service in FY 2015, but did not include financial transactions related to appropriations received in prior fiscal years. In December 2014, the Army contracted with an independent public accounting firm to conduct the audit, which will be completed early in FY 2016.

In July 2015, the secretary of the Army revised the service's conference management policy. Implementation of the policy since its issuance in December 2013 had demonstrated the need for increased delegation of approval authorities. The revision also ended the cumbersome requirement for a postevent quantitative and qualitative assessment as it provided fewer benefits than anticipated. Instead, only conferences approved by a tier one or tier two official now require a qualitative after-action report; conferences approved by a tier three or tier four official only require submission of actual cost and attendance

data, and a justification if the actual cost varied from the estimate by more than 10 percent. A new requirement was the mandatory use of the Army Conference Reporting and Tracking Tool to submit conference requests beginning 1 October 2015.

The Army published a major revision of *Army Regulation 1–100: The Army Gift Program* in July 2015. This revision, the first in thirty-two years, also superseded *Army Regulation 1–101: Gifts for Distribution to Individuals*. A new *Army Regulation 1–100* is part of HQDA's effort to standardize the acceptance, recording, reporting, and accountability of gifts accepted under Title 10, *United States Code*, for the benefit of various organizations and activities across the Department of the Army. For this reason, this revision also superseded *Army Regulation 1–101* because it had included an extrastatutory authority to certain commanders.

The Army's small business program seeks to expand the small business industrial base relevant to the service's needs and leverage the use of minority-serving educational institutions in support of Army science and technology programs. In FY 2015, the Army awarded over \$17.6 billion in prime contracts to small business firms. The Army exceeded all DoD-assigned socioeconomic small business goals for the fiscal year.

Budget

For the sixth consecutive year, the Army began its fiscal year without an approved budget, operating instead on a continuing resolution, which appropriated amounts for FY 2015 operations under the same conditions and at the same rates as in FY 2014. Under the resolution, no new multiyear procurements utilizing advance procurement funding could be initiated. It limited military construction to planning and design, unspecified minor military construction, ongoing projects already authorized, and the Army Family Housing program. In early November, the president sent Congress a request for additional operational contingency operations funding in FY 2015. The Army would receive about \$2.5 billion; 62 percent of this amount would go to training and equipping Iraqi forces. Congress finally passed the National Defense Authorization Act for FY 2015 in December (*Tables 1–4*), and on 19 December the president signed it into law.

FY 2015 was a challenging year as Congress appropriated \$5.1 billion less for the base budget than what the service actually spent in FY 2014, even though the demand for Army forces around the world did not decrease. Uncertainty of funding levels and budget distribution time lines created challenges throughout the year, as Army leaders at all

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2015 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	41,225
Military Personnel, Army Reserve	4,459
Military Personnel, Army National Guard	7,683
Medicare-Eligible Retiree Health Care Fund, Army	1,795
Medicare-Eligible Retiree Health Care Fund, Army Reserve	611
Medicare-Eligible Retiree Health Care Fund, Army National Guard	350
Operation and Maintenance	
Operation and Maintenance, Army	33,240
Operation and Maintenance, Army Reserve	2,491
Operation and Maintenance, Army National Guard	6,031
Environmental Restoration	202
Procurement	
Aircraft	5,103
Missiles	1,017
Weapons and Tracked Combat Vehicle	1,471
Ammunition	1,031
Other Procurement	4,894
Research, Development, Test, and Evaluation	6,594
Military Construction	
Military Construction, Army	539
Military Construction, Army Reserve	104
Military Construction, Army National Guard	127
Army Family Housing	
Operation	351
Construction	79
Army Working Capital Fund	14
Arlington National Cemetery	46 ^a
Base Realignment and Closure	84
Chemical Agents–Munitions Destruction/Construction	868
Joint Improvised Explosive Device Defeat Fund	115
Total	120,524

Numbers may not add due to rounding.

^a FY15 Operation and Maintenance, Army, request includes \$25 million designated for Arlington National Cemeteries

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2015 President's Budget Highlights*, March 2014

TABLE 2—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS REQUEST, FY 2015 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	3,829
Military Personnel, Army Reserve	25
Military Personnel, Army National Guard	155
Medicare-Eligible Retiree Health Care Fund, Army	46
Operation and Maintenance	
Operation and Maintenance, Army	17,135
Operation and Maintenance, Army Reserve	41
Operation and Maintenance, Army National Guard	76
Procurement	
Aircraft	36
Missiles	32
Ammunition	141
Other Procurement	778
Research, Development, Test, and Evaluation	4
Afghanistan Security Forces Fund	4,109
Joint Improvised Explosive Device Defeat Fund	379
Iraq Train and Equip Fund	1,618
Total	28,407

Numbers may not add due to rounding. Figures include both the June and November 2014 requests.

Source: Office of the Under Secretary of Defense (Comptroller), *Fiscal Year (FY) 2015 Overseas Contingency Operations (OCO) Budget Amendment Update*, November 2014

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,
FY 2015 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	41,116
Military Personnel, Army Reserve	4,318
Military Personnel, Army National Guard	7,644
Medicare-Eligible Retiree Health Care Fund, Army	1,996
Medicare-Eligible Retiree Health Care Fund, Army Reserve	395
Medicare-Eligible Retiree Health Care Fund, Army National Guard	689
Operation and Maintenance	
Operation and Maintenance, Army	32,603
Operation and Maintenance, Army Reserve	2,513
Operation and Maintenance, Army National Guard	6,176
Environmental Restoration	202
Procurement	
Aircraft	5,216
Missiles	1,209
Weapons and Tracked Combat Vehicle	1,722
Ammunition	1,015
Other Procurement	4,748
Research, Development, Test, and Evaluation	6,673
Military Construction	
Military Construction, Army	589
Military Construction, Army Reserve	173
Military Construction, Army National Guard	134
Army Family Housing	
Operation	351
Construction	79
Army Working Capital Fund	239
Arlington National Cemetery	66
Base Realignment and Closure	84
Chemical Agents Demilitarization	841
Total	120,790

Numbers may not add due to rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2016 President's Budget Highlights*, February 2015

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED OVERSEAS
CONTINGENCY OPERATIONS, FY 2015 (MILLIONS OF DOLLARS)

Military Personnel	
Military Personnel, Army	3,260
Military Personnel, Army Reserve	25
Military Personnel, Army National Guard	175
Medicare-Eligible Retiree Health Care Fund, Army	51
Operation and Maintenance	
Operation and Maintenance, Army	17,509
Operation and Maintenance, Army Reserve	42
Operation and Maintenance, Army National Guard	78
Procurement	
Aircraft	196
Missiles	32
Weapons and Tracked Combat Vehicle	5
Ammunition	141
Other Procurement	774
Research, Development, Test, and Evaluation	2
Military Construction, Army	37
Afghanistan Security Forces Fund	4,109
Joint Improvised Explosive Device Defeat Fund	444
Iraq Train and Equip Fund	1,618
Total	28,497

Numbers may not add due to rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2016 President's Budget Highlights*, February 2015

levels faced greater difficulty in planning and executing their programs. The fiscal year ended with personnel accounts at 99 to 100 percent obligated. The Army executed its three base budget operation and maintenance appropriations, less \$212 million, a majority of which were credits from favorable foreign currency fluctuations.

The Army executed its expiring-year FY 2013 procurement program at 99.4 percent, leaving only \$107 million unobligated. The primary reason for this amount was lower-than-expected contract closeout costs from the Kiowa Warrior program. The expiring-year FY 2014/2015 research, development, test, and evaluation program reached 99.6 percent obligated and 81.7 percent disbursed. The Army retained the remaining funds to finance contract adjustments. The FY 2015 execution rate for Army family housing operations was 99.7 percent. Of the 229 FY 2011/2015 military construction projects, the Army awarded 228. The remaining project, for land acquisition at Fort Benning, Georgia, was not required.

Reduced funding levels and improved management and execution of accounts left the Army with significantly fewer sources from which to reprogram funds than in prior years. Reprogramming funds requiring congressional approval totaled \$4.44 billion, a 27 percent decrease from FY 2014. The service reprogrammed an additional \$3.22 billion for actions below the thresholds that require congressional approval. The service funded a total of \$2.5 billion in unfinanced requirements with money taken from operations and maintenance accounts. Programs funded through reprogramming include base operations support (\$916 million); sustainment modernization and restoration (\$222.7 million); Army marketing (\$120 million); Kosovo Force, Balkans (\$40.8 million); Site G (\$43.8 million); and IT services and support (\$245.7 million).

During testimony before congressional committees in 2015, senior Army leaders warned that the service's readiness would be threatened if its funding were to be cut below the amount it requested for its FY 2016 budget. If sequestration budget cuts were implemented in FY 2016, by FY 2020 the Army would have to cut its active strength by 70,000 soldiers, its National Guard strength by 35,000, and its Army Reserve strength by 10,000. These personnel cuts would include the involuntary separation of about 14,000 officers and noncommissioned officers. Such reductions in personnel would then trigger the inactivation of between ten and twelve brigade combat teams (BCTs). Additionally, sequestration would require significant reductions in funding for training and materiel modernization (*Tables 5–6*).

For the seventh consecutive year, the Army ended its fiscal year without an approved budget for the next one. On 28 September,

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2016 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	41,131
Military Personnel, Army Reserve	4,551
Military Personnel, Army National Guard	7,942
Medicare-Eligible Retiree Health Care Fund, Army	1,785
Medicare-Eligible Retiree Health Care Fund, Army Reserve	333
Medicare-Eligible Retiree Health Care Fund, Army National Guard	588
Operation and Maintenance	
Operation and Maintenance, Army	35,108
Operation and Maintenance, Army Reserve	2,666
Operation and Maintenance, Army National Guard	6,718
Environmental Restoration	235
Procurement	
Aircraft	5,689
Missiles	1,420
Weapons and Tracked Combat Vehicle	1,887
Ammunition	1,233
Other Procurement	5,899
Research, Development, Test, and Evaluation	6,925
Military Construction	
Military Construction, Army	743
Military Construction, Army Reserve	114
Military Construction, Army National Guard	197
Army Family Housing	
Operation	394
Construction	100
Army Working Capital Fund	50
Arlington National Cemetery	46
Base Realignment and Closure	30
Chemical Agents Demilitarization	721
Total	126,503

Numbers may not add due to rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2016 President's Budget Highlights*, February 2015

TABLE 6—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS REQUEST, FY 2016 (*MILLIONS OF DOLLARS*)

Military Personnel	
Military Personnel, Army	1,828
Military Personnel, Army Reserve	24
Military Personnel, Army National Guard	166
Operation and Maintenance	
Operation and Maintenance, Army	11,383
Operation and Maintenance, Army Reserve	25
Operation and Maintenance, Army National Guard	61
Procurement	
Aircraft	165
Missiles	37
Weapons and Tracked Combat Vehicle	26
Ammunition	192
Other Procurement	1,206
Research, Development, Test, and Evaluation	2
Afghanistan Security Forces Fund	2,762
Joint Improvised Explosive Device Defeat Fund	493
Iraq Train and Equip Fund	715
Syria Train and Equip Fund	600
Total	20,685

Numbers may not add due to rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2016 President's Budget Highlights*, February 2015

HQDA issued a planning order for operations in FY 2016 without appropriations. The order included a list of those missions and activities which would continue during a government shutdown and guidance on how to suspend all other missions and activities until appropriations became available. Congress approved and the president signed a continuing resolution on 30 September, the last day of FY 2015, thereby obviating the need to implement these measures.

3

Personnel

Army Strength and Distribution

The Army's active strength at the end of FY 2015 was 487,366: 79,878 commissioned officers, 15,054 warrant officers, and 392,434 enlisted. There were 4,383 cadets at the U.S. Military Academy (Tables 7–8).

TABLE 7—ACTIVE DUTY PERSONNEL^a BY RACE/ETHNICITY, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
White	72%	64%	55%	58%
Black	12%	18%	24%	21%
Hispanic	7%	10%	15%	13%
Asian	6%	3%	4%	4%
Other	3%	5%	3%	3%

^a Does not include U.S. Military Academy cadets.

Source: Office of Army Demographics, *FY 15 Army Profile*

TABLE 8—ACTIVE DUTY PERSONNEL^a BY GENDER, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
Female	18.3%	9.5%	13.6%	14.3%
Male	81.7%	90.5%	86.4%	85.7%

^a Does not include U.S. Military Academy cadets.

Source: Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, *2015 Demographics: Profile of the Military Community*

At the end of the fiscal year, the Army National Guard's strength was 350,023: 37,121 commissioned officers, 8,584 warrant officers, and 304,318 enlisted (*Tables 9–10*).

TABLE 9—ARMY NATIONAL GUARD PERSONNEL
BY RACE/ETHNICITY, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
White	80%	86%	68%	70%
Black	8%	5%	16%	15%
Hispanic	6%	5%	10%	10%
Asian	3%	2%	3%	3%
Other	3%	3%	2%	2%

Source: Office of Army Demographics, *FY 15 Army Profile*

TABLE 10—ARMY NATIONAL GUARD PERSONNEL
BY GENDER, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
Female	14.3%	9.8%	16.7%	16.2%
Male	85.7%	90.2%	83.3%	83.8%

Source: Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, *2015 Demographics: Profile of the Military Community*

At the end of the fiscal year, the Army Reserve's strength was 198,552: 33,287 commissioned officers, 3,302 warrant officers, and 161,963 enlisted (*Tables 11–12*).

TABLE 11—ARMY RESERVE PERSONNEL BY RACE/ETHNICITY, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
White	65%	68%	52%	54%
Black	17%	16%	24%	22%
Hispanic	8%	10%	17%	15%
Asian	6%	3%	5%	5%
Other	4%	3%	3%	3%

Source: Office of Army Demographics, *FY 15 Army Profile*

TABLE 12—ARMY RESERVE PERSONNEL BY GENDER, FY 2015

	<i>Officer</i>	<i>Warrant</i>	<i>Enlisted</i>	<i>Total Force</i>
Female	25.5%	15.6%	22.6%	23.0%
Male	74.5%	84.4%	77.4%	77.0%

Source: Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, *2015 Demographics: Profile of the Military Community*

Officers

In FY 2015, Human Resources Command organized four active component officer force-shaping boards. The boards convened to meet congressionally mandated end-strength reductions and to reduce overpopulated branches and areas of concentration. The Colonel Army Competitive Category Selective Early Retirement Board considered 565 officers and selected 142. The Lieutenant Colonel Army Competitive Category Selective Early Retirement Board considered 547 officers and selected 151. The Captain Army Competitive Category Officer Selection Board/Enhanced Selective Early Retirement Board considered 3,433 officers and selected 500. The Captain Army Medical Department Officer Selection Board/Enhanced Selective Early Retirement Board considered 883 officers and selected 241.

In January 2015, the Army ended the policy of masking junior officer evaluation reports. Under this policy, selection boards could not view these reports once an officer was promoted to captain or chief warrant officer 3. In addition to ending the masking policy, Human Resources Command moved previously masked evaluation reports to the performance section of officers' personnel files. This change occurred as the secretary of the Army directed selection boards to move from the "fully qualified" to the "best qualified" criteria. Unmasking junior officer evaluation reports will provide selection boards with evidence justifying not selecting officers under the new criteria.

In October 2014, the Army launched the Commander 360 program, a new assessment for battalion and brigade commanders in which they receive feedback from leaders, peers, and subordinates throughout their organization. It is a leader development program within the Army's Multi-Source Assessment and Feedback suite of tools. The Army pilot-tested Commander 360 from April to July 2013 and received favorable reviews from participating commanders and raters. Following the pilot, it used twenty-four Regular Army commanders to test the final version of the program in spring and summer 2014. The multisource feedback produces useful insights

about commanders that they and their raters are not likely to come by on their own. Only the commanders and their current raters have access to the feedback. The Army designed the program for Centralized Selection List lieutenant colonels and colonels. It focuses on battalion- and brigade-level commanders because they have a critical role as organizational leaders. The Army requires approximately 1,200 Centralized Selection List-level Regular Army commanders to participate in two Commander 360 events during the course of their command tenure, the first within three to six months of assuming command and the second between fifteen to eighteen months of command. The Army plans to extend the program to nearly 2,400 reserve component commanders in October 2015.

A new edition of *Department of the Army Pamphlet 600-3, Officer Professional Development and Career Management*, published in December 2014, adjusted the branch and functional-area makeup of the three functional categories. It also renamed the Maneuver, Fires, and Effects functional category to the Operations category. The new alignment places eleven branches and one functional area, Information Operations, in the Operations category. The Army moved the Public Affairs functional area from the Maneuver, Fires, and Effects category to the Operations Support category, which contains two branches and twelve other functional areas, including a new electronic warfare specialty. The third functional category, Force Sustainment, has six branches and the Army Acquisition Corps functional area. The revision introduced a new competitive, intermediate-level, education-selection process. Starting with Year Group 2004, merit-based selection boards will be conducted in conjunction with promotion to major selection. They will consider Army Competitive Category officers for attending intermediate-level education, regardless of component or branch, on a best-qualified basis. There are three options for completing intermediate-level education: a ten-month resident course, a fourteen-week satellite campus course, and a distance education course.

In August 2015, Army Directive 2015-30 revised policy on professional military education, leader development, and talent management for warrant officers. It required completion of professional military education as a prerequisite for capstone and key warrant officer assignments. Among the assignments affected by this change are command at any level; professional military education instructors; HQDA centralized selection boards; Human Resources Command career managers; broadening assignments; and joint, interagency, intergovernmental, and multinational positions. The new policy applies to all three Army components and will be included in the next revision of *Army Regulation 350-1: Army Training and Leader Development*.

Enlisted

The Regular Army exceeded its recruiting goal of 59,000 for FY 2015 by 170 persons. Of those recruited, 58,162 had no prior military service. Women comprised 17 percent of the non-prior service recruits, the same percentage as in FY 2014. The service's goal is that no less than 90 percent of non-prior service enlistees will be a high school graduate. In FY 2015, high school graduates comprised 98 percent of non-prior service accessions, a figure that was 11 percent higher than in the previous year.

Both reserve components fell short of their recruiting objectives. The Army National Guard's objective was 43,250; it accessioned 38,430 enlistees. The Army Reserve's objective was 17,313; it accessioned 14,971 enlistees. An improving economy and budget constraints that limited enlistment bonuses were the principal causes of these shortfalls.

In FY 2015, the Regular Army reenlisted 50,083 soldiers. The Army National Guard reenlisted 35,713 soldiers. The Army Reserve reenlisted 16,102 soldiers.

During FY 2015, the Army continued to use "Precision Retention" as part of its plan to meet congressionally mandated end strength. This concept tailored retention to ensure personnel needs are met in specific military occupational specialties (MOSs). Under Precision Retention, commanders have the authority to reenlist a specific number of soldiers serving in critical over-strength MOSs and skill levels. Soldiers not selected for retention in their specialty were reclassified, assigned to a location that is critically short in their current MOS, or not permitted to reenlist. Precision Retention allowed the Army to monitor retention requirements and notify commands when the Army neared its maximum-retention thresholds. The Army encouraged soldiers who could not remain on active duty under Precision Retention to transition to the reserve components wherever their skills matched existing and projected requirements.

Human Resources Command conducted four Qualitative Service Program selection boards and three Qualitative Management Program selection boards as part of the Army's efforts to achieve congressionally mandated end strength and to reduce overpopulated MOSs. The Qualitative Service Program boards selected more than 325 Regular Army and Active Guard/Reserve (AGR) noncommissioned officers in pay grades E-7, E-8, and E-9 for involuntary separation. Of the 5,241 Regular Army and AGR noncommissioned officers in pay grades E-6 through E-9 considered for separation by Qualitative Management Program boards, 286 were determined ineligible, 1,233 elected to voluntarily retire, and 111 were deferred to later boards.

Of those boarded, the Army retained 1,931 and separated 1,688 from active service.

In July 2015, the chief of staff of the Army approved the implementation of the Noncommissioned Officer Professional Development System. The objective of the system is the creation of an adaptable and resilient noncommissioned officer corps capable of training and leading soldiers in uncertain and complex operating environments. TRADOC will develop and publish a Noncommissioned Officer Professional Development System strategy by the end of the first quarter of FY 2016.

At the same time, the chief of staff of the Army approved three supporting initiatives for the Noncommissioned Officer Professional Development System: renaming the Warrior Leader Course as the Basic Leader Course; adding a Master Leader Course for noncommissioned officers in the grade of E-8 to bridge the formal education gap between the E-7 and E-9 grades; and updating Noncommissioned Officer Education System deferment policies. These changes applied to soldiers in all three components. The Master Leader Course will educate noncommissioned officers in professional writing, communication, public speaking, and management. Pilot classes for the course will be begin in FY 2016.

The development of an agile and adaptive noncommissioned officer requires an investment in professional military education through a deliberate, continuous, and progressive lifelong process. To improve that process, Army Directive 2015-31 established a Select-Train-Educate-Promote policy in August 2015. This policy revises how the Army will promote enlisted soldiers in all three components by linking structured self-development and the Noncommissioned Officer Education System to subsequent promotion. Effective 1 January 2016, soldiers must graduate from the professional military education program for their position before they can be eligible to pin on their new rank. Promotion to sergeant will require completion of the Basic Leader Course. Promotion to staff sergeant will require completion of the Advanced Leader Course. Promotion to sergeant first class will require completion of the Senior Leader Course.

Civilian Personnel

At the end of FY 2015, there were 250,134 U.S. direct-hire civilian employees and 21,660 foreign national civilian employees paid from appropriated funds. There were also 27,736 paid from nonappropriated funds and 22,938 civil works civilian employees. The Army civilian workforce in FY 2015 had an average age of 47.7.

More than 20 percent of the workforce is age 55 or older whereas only 16 percent is under 35. A third of the workforce is currently at or near retirement age.

Since 2011, the Army has, commensurate with military end strength reductions, undertaken efforts to draw down civilian employee strength from its high of 285,000 during Operations IRAQI FREEDOM and ENDURING FREEDOM. The objective is to reach 239,500 full-time equivalents by the end of FY 2017. The total civilian workforce declined by 0.9 percent in FY 2015. The Army is working to achieve planned reductions in a responsible way by prioritizing the use of attrition and Voluntary Early Retirement Authority/Voluntary Separation Incentive Payments.

Special Topics

An Army War College study published in February 2015, *Lying to Ourselves: Dishonesty in the Army Profession*, found that the Army's increasing number of mandatory training requirements had created an environment where it is impossible to execute all of them to the required standard. At the same time, reporting noncompliance with the requirements is seldom a viable option. As a result, the conditions are set where subordinates and units often are forced to determine which requirements will actually be done to standard and which will only be reported as done to standard. After repeated exposure to the overwhelming demands and the associated need to put their honor on the line to verify compliance, many Army officers have become ethically numb. As a result, an officer's signature and word have become tools to maneuver through the Army bureaucracy rather than being symbols of integrity and honesty.

In March 2015, the sergeant major of the Army announced the "Not In My Squad" initiative as part of the service's efforts to prevent sexual harassment and sexual assault. It highlights the role of noncommissioned officers in this effort by fostering discussions about how junior noncommissioned officers can build and sustain a climate of dignity, respect, trust, and inclusion in their units. In June, the sergeant major of the Army conducted a workshop with a diverse group of thirty-two squad leaders from the service's major commands and the three components. The squad leaders identified best practices for building and maintaining a positive climate at the squad level. They also identified challenges they commonly face in this area, which include a lack of resources; too much online training (which they believe squad leaders could better present to soldiers); and too many last-minute, "no failure" taskings. The workshop will be replicated

across the Army during the next year to gather additional feedback and recommendations.

The secretary of defense in January 2013 rescinded the 1994 Direct Ground Combat Definition and Assignment Rule. He directed the military services and U.S. Special Operations Command to validate all occupational standards to ensure they are occupationally and operationally relevant, to complete all studies by autumn 2015, and either to ensure full implementation by 1 January 2016 or submit an exception to policy request. The Army responded to this directive with the Soldier 2020 program. It examined institutional and cultural factors associated with gender integration. It also studied the physical demands in combat arms MOSs to develop standards that would ensure that soldiers physically qualified for the positions fill them. These studies led to the opening of the 12B combat engineer and 13B and 13D artillery specialties and the Ranger School to women. On 30 September 2015, the Army recommended opening all MOSs that remained closed to women.

The Army in April 2015 revised its policy on tattoos. It no longer limits soldiers to a particular size or number of tattoos permitted on the arms or legs, provided those tattoos are not extremist, indecent, sexist, or racist. The policy, however, continues to prohibit tattoos above the T-shirt neckline (on the neck, face, and head) or on the wrists and hands. There is an exception allowing one ring tattoo on each hand.

Implementation of the Enterprise Army Brand national marketing strategy began in November 2014. This strategy is a shift in the Army's marketing approach. The Enterprise Army Brand emphasizes the service's value to the nation as an institution rather than its value for the individual. The reason for this change was a declining propensity for service in the military, a shrinking population of qualified applicants, and an increasingly favorable economy. These factors had made recruiting more difficult, as did a negative image of the Army created by the wars in Iraq and Afghanistan. The Enterprise Army Brand shows the service as the nation's most versatile force, with the scale and scope to adapt to challenges that arise both at home and abroad. It depicts who is in the Army, what they do, and why they have made the commitment to serve the nation.

During the fiscal year, the Army made significant gains in youth perceptions in important career value areas, as measured by the annual Joint Advertising Marketing and Research Studies program. These shifts in perceptions were significant and the first such reported gains since 2012. Monthly visits to the goarmy.com website increased from 1.6 million in the first quarter of the fiscal year to 3 million by the end of the fiscal year.

Work continued on the Integrated Personnel and Pay System–Army (IPPS-A). The Army designed the system to end reliance on more than forty stovepiped systems that do not efficiently share information with one another. Once implemented, IPPS-A will provide a web-based tool accessible to soldiers, human resources professionals, and other authorized users. The system will provide a centralized resource to better manage personnel and pay information for all three components. In November 2014, the Army completed deployment of IPPS-A Increment I. This increment provides a Soldier Record Brief accessible through a web interface that can be printed out, but it does not provide the ability to add or edit personnel data. That ability will be phased in during the four releases in Increment II. The Defense Acquisition Board in December 2014 approved the Milestone B for the IPPS-A Increment II. This decision authorized the system to enter the development and fielding phase for Increment II. In July 2015, the Army acquisition executive signed the full deployment acquisition decision memorandum for IPPS-A.

Human Resources Command administered \$229 million of tuition assistance funding to 113,888 soldiers in support of 366,290 education courses during this fiscal year. Using this tuition assistance, active component soldiers earned 12,036 academic degrees, Army National Guard soldiers earned 2,162 academic degrees, and Army Reserve soldiers earned 2,042 academic degrees.

Medal of Honor

In November 2014, President Barack H. Obama posthumously awarded 1st Lt. Alonzo H. Cushing the Medal of Honor for his actions near Gettysburg, Pennsylvania, while commanding Battery A, 4th Regiment of Artillery, on 3 July 1863. On the third day of the Battle of Gettysburg, Lieutenant Cushing's battery was positioned on Cemetery Ridge. The enemy began an artillery bombardment of the American position in preparation for a major infantry assault. Within a few hours, all of Cushing's officers had been killed, all but two of his guns had been silenced, and he had been severely wounded. Refusing to leave his battery, Cushing directed the operation of his remaining guns as the enemy's infantry assaulted the American position. When the enemy was less than 100 yards from his position, Cushing was shot in the head and killed, but the fire of his battery had played an important part in defeating the enemy attack.

In June 2015, two soldiers who served during World War I had their Distinguished Service Cross award upgraded to a Medal of Honor.



President Obama posthumously awards the Medal of Honor to 1st Lt. Alonzo H. Cushing, accepted on his behalf by his first cousin twice removed, Helen Loring Ensign, 6 November 2014.



President Obama posthumously awards the Medal of Honor to Sgt. Henry Johnson, accepted on his behalf by Cmd. Sgt. Maj. Louis Wilson of the New York National Guard, 2 June 2015.



President Obama posthumously awards the Medal of Honor to Sgt. William Shemin, accepted on his behalf by his daughters, Elsie Shemin-Roth and Ina Bass, 2 June 2015.

President Obama posthumously awarded Pvt. Henry Johnson the Medal of Honor for his actions in the Argonne Forest, France, as a member of Company C, 369th Infantry, 93d Division, on 15 May 1918. In the early morning hours, Private Johnson and another soldier were at a forward outpost when a German raiding party of at least twelve men attacked them. Although under intense enemy fire and despite receiving significant wounds, Johnson killed or wounded several of the Germans. When the enemy badly wounded a fellow soldier and began carrying him away, Private Johnson engaged two enemy captors in hand-to-hand combat. Wielding only a knife and gravely wounded himself, Johnson continued fighting, defeating the two Germans and rescuing the wounded soldier. He continued to hold back the larger enemy force until it retreated, leaving behind a large cache of weapons and equipment that provided valuable intelligence. Although Johnson became one of the first Americans to be awarded the French Croix de Guerre avec Palme, France's highest award for valor, the 369th Infantry Regiment was an African American unit of the New York National Guard and the racially segregated U.S. Army did not recognize his valor during the war. Johnson, who died in 1929, was awarded posthumously the Purple Heart in 1996 and the Distinguished Service Cross in 2002.

In June 2015, the president posthumously awarded the Medal of Honor to Sgt. William Shemin for his actions near Bazoches, France, as a member of Company G, 47th Infantry, 4th Division, from 7 August to 9 August 1918. Sergeant Shemin left cover and crossed open space, repeatedly exposing himself to heavy machine-gun and rifle fire, to rescue wounded soldiers. After the officers and senior noncommissioned officers had become casualties, Sergeant Shemin took command of his platoon and displayed great initiative under fire until wounded on 9 August. He was awarded the Distinguished Service Cross in December 1919. Shemin died in 1973.

4

Force Development, Training, and Operational Forces

Readiness

To offset sequestration's impact on FY 2014 readiness, the Army in FY 2015 implemented a tiered readiness plan. Six of the Regular Army's thirty-two BCTs, along with one combat aviation brigade, comprised the Army Contingency Force. This force ensured that a portion of the service's force structure remained ready and available for immediate deployment. These units received the resources necessary to reach a full state of readiness, to include equipment modernization and a rotation at a combat training center. However, these units had to curtail some necessary home station training to conserve resources for combat training center rotations. They then arrived for their rotation not fully ready for these complex training scenarios, and therefore unable to derive the full benefit of the training. Units not assigned to the Army Contingency Force received resources sufficient to reach readiness requirements at only the company level.

The Army Strategic Readiness Assessment Process is a quarterly comprehensive analysis of the Army's strategic readiness across the total force. This assessment combines objective, subjective, quantitative, qualitative, and empirical measures to portray a holistic view of current and projected strategic readiness. In June 2015, the Army published *Department of the Army Pamphlet 525-30: Army Strategic Readiness Assessment Procedures*. This new publication implements strategic readiness assessment procedures and processes per *Army Regulation 525-30: Army Strategic Readiness*. The pamphlet explains the strategic readiness assessment processes and general reporting procedures.

In September 2015, the Army published the Sustainable Readiness Model. Readiness models are used to monitor and plan the forces that can be made available to combatant commands for operations. Sustainable readiness will replace Army Force Generation (ARFORGEN), a model designed primarily to generate units for meeting predictable deployments in Iraq and Afghanistan. The Army

now, however, is expected to execute a multitude of highly diverse overseas missions.

Sustainable readiness extends the planning timeline by analyzing the Army's ability to meet global requirements four years into the future. The previous ARFORGEN model considered a narrower scope of requirements and looked only two years in advance of the execution phase. The Army also designed sustainable readiness to ensure that high operational tempo, such as those in civil affairs, combat aviation, and military intelligence, can be tracked in a more detailed manner, compared to the BCT-centric model of ARFORGEN. Unlike ARFORGEN, there are no fixed progressive cycles for Regular Army units, but reserve component units will remain on a five-year cycle.

Instead of the ARFORGEN three-stage cycle of reset-train-deploy, sustainable readiness will be less mechanistic and create more detailed forecasts of unit readiness as measured against anticipated demands on a quarterly basis through the first two years of each Future Year Defense Program. This analysis provides a method for synchronizing Army activities and resources by indicating whether a unit is preparing to assume a mission, ready for a mission, or already assigned a mission. These readiness states provide the basis for the three descriptive three-month modules (Prepare, Ready, and Mission) used as the organizing construct for the Sustainable Readiness Model. Within the "Prepare" module, commanders will train their units to complete the full range of military operations. Units in the "Ready" module will prepare for deployment at any time. Units in the "Mission" module will be prepared for a variety of tasks but focused to accomplish a specific mission. The Army will implement the Sustainable Readiness Model in FY 2017.

Doctrine and Future Force

In October 2014, the Army published *TRADOC Pamphlet 525-3-1: The Army Operating Concept: Win in a Complex World*. It describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of the joint force and working with multiple partners. The concept will guide future force development by identifying first-order capabilities that the service needs to support U.S. policy objectives. It provides the intellectual foundation and framework for future force development under Force 2025 and Beyond.

This concept focuses on all three levels of war—tactical, operational, and strategic—and defines winning as more than simply defeating threat forces. It means meeting national goals and

objectives that are unique for each operation through the application of all elements of national power. The concept defines “complex” as an environment that is not only unknown, but also unknowable and constantly changing. To win in this environment, the Army must provide the joint force with multiple options, integrate the efforts of multiple partners, operate across multiple domains, and present our adversaries with multiple dilemmas.

The Center for the Army Profession and Ethic in June 2015 released the second edition of *Army Doctrine Reference Publication 1: The Army Profession*. This revision added a chapter defining and discussing the Army ethic. The first edition, published in June 2013, had only briefly mentioned the topic. The Army ethic guides soldiers and civilian employees in making decisions and taking actions in the performance of their duties. The Army ethic is expressed in law, Army values, creeds, oaths, ethos, and shared beliefs embedded within Army culture.

Force Structure

The drawdown in the Regular Army’s authorized personnel strength required the service to continue a reduction in force structure begun the previous year. During FY 2015, the Army inactivated six BCTs: 4th BCT, 1st Infantry Division; 1st BCT, 2d Infantry Division; 2d BCT, 3d Infantry Division; 2d BCT, 4th Infantry Division; 3d BCT, 10th Mountain Division; and 3d BCT, 1st Armored Division. These inactivations left the Regular Army with thirty-two BCTs. To provide the 2d Infantry Division with an American maneuver brigade following inactivation of its 2d BCT, the Army in 2015 began deploying an armored BCT from the United States to Korea on a nine-month tour. In July 2015, the Army announced that budget constraints would require it to inactivate an additional two BCTs by FY 2017: 3d BCT, 3d Infantry Division, and 4th BCT, 25th Infantry Division. Additionally, the 2d BCT, 25th Infantry Division, will convert from a Stryker brigade to a two-maneuver battalion infantry BCT.

The implementation of the Budget Control Act’s sequestration provisions in 2013 made the Army’s aviation structure unaffordable. In response, HQDA created the Aviation Restructure Initiative to retain as many of its most capable aircraft as affordable. The initiative will also maximize capacity for meeting combatant command requirements by placing all attack helicopters in the Regular Army and focusing Army National Guard units on the lift and medevac missions. The secretary of defense approved the initiative in 2014. By the time the Army completes it in FY 2019, the initiative will have eliminated nearly 700

aircraft and three combat aviation brigades from the Regular Army and 111 aircraft from the reserve components. All TH-67 initial pilot training aircraft will be retired. All OH-58A/C training and utility aircraft will be retired. All OH-58D reconnaissance helicopters will be retired. All AH-64 attack helicopters in the Army National Guard will be transferred to the Regular Army to replace the OH-58Ds. Then, one AH-64-equipped attack reconnaissance battalion in each Regular Army combat aviation brigade will convert to a heavy attack reconnaissance squadron design; this design will include RQ-7 Shadow drones for the capabilities OH-58Ds previously provided. Additional UH-60s will be transferred to the Army National Guard to increase the number of lift units. One hundred UH-72s will be procured for the training mission.

During FY 2015, the Army completed several parts of the Aviation Restructure Initiative. It retired 273 OH-58s. It transferred twenty-four AH-64D attack helicopters from the Army National Guard to the Regular Army's 1st Battalion, 6th Aviation Regiment, at Fort Riley, Kansas. It inactivated three Regular Army combat aviation brigades and activated an attack reconnaissance battalion in Alaska. It transferred thirty-two UH-72 helicopters to the U.S. Army Aviation Center of Excellence and the center began the first class of initial-entry rotary-wing training in this aircraft. Three Regular Army air cavalry squadrons converted to heavy attack reconnaissance squadrons.

Congress established the National Commission on the Future of the Army in the FY 2015 National Defense Authorization Act because of two concerns. The first was how the Army should best organize and employ its three components in a time of declining resources. The second was whether the service should proceed with the transfer of AH-64 aircraft from the Army National Guard to the Regular Army, as directed by the Aviation Restructure Initiative. Congress directed the commission to undertake a comprehensive study of the Army's structure to assess the size and force mix of the Regular Army, Army National Guard, and Army Reserve, and to make recommendations in those areas where the commission thought appropriate. In considering recommendations, the commission is to take into account anticipated mission requirements for the Army at acceptable levels of national risk in a manner consistent with available resources and anticipated future resources. Additionally, Congress specifically directed the commission to study the transfer of all the Army National Guard's AH-64 helicopters to the Regular Army. The commission's report is due by 1 February 2016.

In December 2014, the secretary of the Army assigned responsibility for integrating and synchronizing the Army's support

of the commission to the HQDA deputy chief of staff G-8's Army Quadrennial Defense Review Office. The office will identify likely issues to be addressed by the commission and prepare appropriate background papers, briefings, and analysis for the commission. The secretary gave the office full tasking authority across the Army for this effort.

In October 2014, the Army began reorganizing and redesignating its battlefield surveillance brigades as expeditionary military intelligence brigades. The major change is that the expeditionary military intelligence brigade will not have an organic cavalry squadron with which to conduct reconnaissance missions. The new design of a brigade headquarters and two military intelligence battalions will provide mission-tailored, multidiscipline intelligence capabilities for corps, divisions, and BCTs.

Training

The HQDA deputy chief of staff G-2 established the Army Intelligence Training Steering Committee. Its purpose is to provide a forum for identifying operational intelligence training issues or gaps, determining priorities, and developing options or solutions. The committee then sends its recommendations to the G-2 and to the director of training in the office of the HQDA deputy chief of staff G-3/5/7. Represented on the committee are Forces Command, the Army National Guard, the Army Reserve, Army Cyber Command, Army Special Operations Command, Intelligence and Security Command, and the Intelligence Center of Excellence.

The Army created the Foundry Program in 2005 to better prepare military intelligence soldiers and units for operational deployments. The program divides its courses into a university-type numbering system that allows a tiered approach to learning. It enables soldiers to sustain intelligence skills pertinent to their unit's mission, to improve their individual and collective technical and analytical skills, and to receive required accreditation and certification training to successfully execute intelligence missions.

In June 2015, the Army published a revised edition of *Army Regulation 350-32: The Army Foundry Intelligence Training Program*, to establish Foundry 2.0. The original Foundry program focused the military intelligence force on operations in Afghanistan and Iraq. It relied on contractors to conduct training and depended on funding from overseas contingency operations appropriations. Soldiers will conduct most training in Foundry 2.0 and base budget appropriations will fund the program. The revised regulation directs all Foundry

TABLE 13—GRADUATES OF INITIAL MILITARY TRAINING COURSES, FY 2015^a

<i>Course</i>	<i>Graduates</i>
Basic Combat Training	65,983
One-Station Unit Training	26,033
Advanced Individual Training	82,717
Basic Officer Leader Course	12,246
Officer Candidate School	756
Warrant Officer Candidate School	1,580
Initial Entry Rotary Wing	910

^a These figures include Regular Army, Army National Guard, and Army Reserve students graduating from active component schools. Data is based on start date; if a class started in FY 2014 and graduated in FY 2015, it is not counted in the FY 2015 data.

Source: *FY 2016 United States Army Annual Financial Report*

training to be focused on either a Regionally Aligned Force or the Global Response Force.

The National Training Center conducted one rotation for an Army National Guard BCT and eight rotations for Regular Army BCTs. The Joint Readiness Training Center had one Army National Guard and seven Regular Army BCT rotations. Five Army service component command headquarters, three corps headquarters, four division headquarters, five BCT headquarters, four expeditionary sustainment command headquarters, four sustainment command headquarters, and twenty-one functional or multifunctional brigade headquarters completed the Mission Command Training Program.

During FY 2015, as part of the Army's assessment of whether and how to open combat arms positions to women, women for the first time attended and graduated from the Ranger School. Early in the fiscal year, the Airborne and Ranger Training Brigade selected thirty-one female soldiers (eleven officers and twenty noncommissioned officers) to serve as observers and advisers for women attending the Ranger School. In April 2015, 19 women and 381 men began the first gender-integrated class at the Ranger School. Over the preceding six years, about half of the soldiers who began the course eventually completed the final phase, although some graduates had to recycle through the course. After the four-day Ranger assessment phase, eight women and just under half of the men remained. Of these eight women, five were dropped from the course and sent back to their units during the

TABLE 14—GRADUATES OF ACTIVE COMPONENT PROFESSIONAL DEVELOPMENT COURSES, FY 2015^a

<i>Course</i>	<i>Graduates</i>
Noncommissioned Officer Education System	
Basic Leader Course	18,726
Advanced Leader Course	11,816
Senior Leader Course	7,599
Sergeants Major Course Resident	423
Sergeants Major Course Phase 2 Nonresident	495
Warrant Officer Education System	
Warrant Officer Advance Course Resident	2,461
Warrant Officer Advance Course Nonresident	507
Warrant Officer Staff Course Resident	1,182
Warrant Officer Staff Course Nonresident	1,087
Warrant Officer Senior Staff Course Resident	358
Warrant Officer Senior Staff Course Nonresident	367
Officer Education System	
Intermediate Level Education Resident	1,019
Intermediate Level Education Common Core	941
Senior Service College Resident	879
Senior Service College Distance Learning	660

^aThese figures include Regular Army, Army National Guard, and Army Reserve students graduating from active component schools. Data is based on start date; if a class started in FY 2014 and graduated in FY 2015, it is not counted in the FY 2015 data.

Source: *FY 2016 United States Army Annual Financial Report*

first phase of the course. The remaining three women cycled back to the start of the course. After restarting it in June, two women, 1st Lt. Shaye L. Haver and Capt. Kristen M. Griest, completed the course and received their Ranger tab in August. The next month, the Army announced that Ranger School was open to women who could meet the selection criteria.

In 2007, the Army began using platoon sergeants instead of drill sergeants in advanced individual training (AIT) classes. These platoon sergeants are responsible for administrative actions and formation

management. In FY 2015, the AIT Platoon Sergeant Course expanded from a two-week to a six-week program. The Army designed the new program using input from currently serving AIT platoon sergeants. The expanded course will emphasize the platoon sergeant's role in continuing the soldier-development process, begun in basic combat training, with an emphasis on physical readiness training, drill and ceremonies, and Warrior Tasks and Battle Drills.

Desert combat skills have not been taught in Army schools since the Ranger School ended its desert phase in 1995. The 1st Armored Division at Fort Bliss, Texas, ran its first Desert Warrior Course in July 2015. This three-week course is for soldiers serving in squad and team leader positions. Patterned after the Jungle Operations Training Course at the East Range Training Center in Hawaii and the Cold Weather Leader's Course at the Northern Warfare Training Center in Alaska, this new course teaches survival techniques and small-unit tactics in a desert environment and also allows junior soldiers to improve their leadership skills. The course will be offered quarterly. Currently, it is limited to soldiers assigned to Fort Bliss.

Operational Forces: Afghanistan

On 31 December 2014, Operation ENDURING FREEDOM ended. Operation FREEDOM'S SENTINEL began the next day. Operation FREEDOM'S SENTINEL is the United States' contribution to the North Atlantic Treaty Organization's (NATO's) Operation RESOLUTE SUPPORT. The new operation's mission is to provide further training, advice, and assistance for the Afghan security forces and institutions. In June 2013, as part of the transition from ENDURING FREEDOM to FREEDOM'S SENTINEL, U.S. Forces, Afghanistan, tasked 1st Sustainment Command with conducting Operation DRUMBEAT. This operation closed out most American installations in the country by the end of 2014. It discarded equipment and materiel not needed for RESOLUTE SUPPORT or returned it to the United States.

In Operation FREEDOM'S SENTINEL, the Army provides the headquarters elements for the U.S. Forces, Afghanistan, National Security Element, and for two of RESOLUTE SUPPORT's four train, advise, and assist commands: Train, Advise, and Assist Command-East and Train, Advise, and Assist Command-South. It also provides two BCTs, one each for Train, Advise, and Assist Command-East and Train, Advise, and Assist Command-South, as well as an aviation brigade. The mission of the BCTs is to advise units of the Afghan National Army and Afghan police forces and provide the quick reaction forces for each command. Individual soldiers serve as advisers at the Afghan



Soldiers assigned to the 3d BCT, 101st Airborne Division, provide security during a visit to the regional police logistics center in Nangarhar Province, Afghanistan, 17 February 2015.

corps and ministerial levels, and help staff the RESOLUTE SUPPORT and U.S. Forces, Afghanistan, headquarters.

In December 2014, about 200 soldiers from Headquarters, 3d Infantry Division, assumed the role as the U.S. Forces, Afghanistan, National Security Element. The forward detachment from Headquarters, 1st Cavalry Division, deployed to Afghanistan in June 2014 to serve as the headquarters for Regional Command–South and, after the transition from Operation ENDURING FREEDOM to Operation FREEDOM’S SENTINEL, as the headquarters for Train, Advise, and Assist Command–South. In June 2015, an element from Headquarters, 7th Infantry Division, assumed responsibility as the headquarters for Train, Advise, and Assist Command–South. In October 2014, an element from the 3d Infantry Division replaced an element from the 10th Mountain Division as the headquarters for Regional Command–East, which under Operation FREEDOM’S SENTINEL became Train, Advise, and Assist Command–East.

In February 2015, the 3d BCT, 101st Airborne Division, replaced the 3d Cavalry Regiment in Train, Advise, and Assist Command–East. The 2d BCT, 10th Mountain Division, deployed in April 2015 to Train, Advise, and Assist Command–South. In May 2015, a task force from

the Combat Aviation Brigade, 101st Airborne Division, replaced one from the Combat Aviation Brigade, 82d Airborne Division.

At the end of FY 2015, there were 6,937 soldiers deployed in Afghanistan. Army casualties in Afghanistan during FY 2015 were 8 killed in action and 98 wounded in action.

Operational Forces: Southwest Asia

During FY 2015, the Army's commitment to the fight against the Islamic State of Iraq and Syria (ISIS) increased. In FY 2014, U.S. Army, Central (ARCENT), had deployed a headquarters to Iraq after being designated the Combined Forces Land Component Command for the conduct of operations in Iraq. Early in FY 2015, DoD established Operation INHERENT RESOLVE with the objective of defeating ISIS in designated areas of Iraq and Syria and setting conditions for follow-on operations to increase regional stability. At the same time, ARCENT became the headquarters element for Combined Joint Task Force–Operation INHERENT RESOLVE. In September 2015, the III Corps headquarters deployed to Iraq to replace ARCENT as the headquarters element for Combined Joint Task Force–Operation INHERENT RESOLVE.

In October 2014, an element of the headquarters of 1st Infantry Division deployed to serve as the Combined Joint Forces Land Component Command–Iraq. This command provides command and control of coalition troops training, advising, and assisting Iraqi security forces. In June 2015, an element of the headquarters of the 82d Airborne Division replaced the 1st Infantry Division in this mission.

The 3d BCT, 82d Airborne Division, deployed in January 2015 to provide advise and assist teams for Iraqi security forces and to secure critical facilities. In September 2015, the 1st BCT, 10th Mountain Division, assumed this mission. Soldiers from the Army Reserve's 310th Sustainment Command were mobilized early in FY 2015 to take over operations at Fort Hood, Texas, from the 13th Sustainment Command, which had deployed to Kuwait. The Army then tasked the 310th Sustainment Command late in 2014 with creating a logistics advise and assist team. The team, augmented with personnel from other Army Reserve units and from the Regular Army's 82d Sustainment Brigade, arrived in Iraq in February 2015 to work with Iraqi security forces logistics organizations.

In FY 2014, the Army deployed a number of AH–64 Apache attack helicopters to Iraq to enhance security for the U.S. embassy. In October 2014, these helicopters began supporting Iraqi security forces by attacking ISIS fighters.

At the end of FY 2015, there were 2,923 soldiers deployed in Iraq. Army casualties in Iraq during the fiscal year were five wounded in action.

During FY 2015, Operation SPARTAN SHIELD continued in Kuwait to support U.S. Central Command. The 3d BCT, 4th Infantry Division, in March 2015 replaced the 1st BCT, 1st Infantry Division. Also rotating through Kuwait were air defense, aviation, and logistics units. At the end of FY 2015, there were 5,699 soldiers deployed in Kuwait.

Operational Forces: U.S. Army, South

U.S. Army, South, is responsible for Army operations in Central and South America and the Caribbean. During the fiscal year, it conducted 164 security cooperation events with 23 countries in U.S. Southern Command's area of responsibility. Joint Task Force–BRAVO, stationed at Soto Cano Air Base, Honduras, and its primary unit, the 1st Battalion, 228th Aviation Regiment, continued to provide helicopter support for medical readiness training, disaster-relief operations, and countering organized crime. Regular Army and mobilized Army National Guard military police units continued to support Joint Task Force–GUANTANAMO's detainee operations. Soldiers from the Texas Army National Guard's 72d BCT, 36th Infantry Division, trained security forces in Guatemala and Honduras as part of the Countering Transnational Organized Crime program.

Operational Forces: U.S. Army, Africa

In December 2013, an outbreak of the Ebola virus began in Guinea, although the disease was not definitively diagnosed until March 2014. By then, the outbreak had spread to the neighboring countries of Sierra Leone and Liberia. In late April and early May of 2014, it appeared that the outbreak was waning. Cases began to increase again in early June, however, and the epidemic overwhelmed the medical capacity of Liberia, Guinea, and Sierra Leone. During the first week of August, the U.S. chiefs of mission in those nations declared foreign disasters. The U.S. Agency for International Development (USAID) established a disaster assistance response team in Monrovia, Liberia, to lead and coordinate the U.S. government's assistance efforts. In September, the Liberian government requested more extensive U.S. support in fighting the epidemic. In response to a Department of State request, the Joint Staff ordered U.S. Africa Command to establish a twenty-five-bed medical unit in Monrovia to treat Liberian healthcare workers who became infected with Ebola. Shortly thereafter, President

Obama directed that the operation be expanded to provide Liberia more assistance.

On 16 September 2014, Maj. Gen. Darryl A. Williams, commanding general of USARAF, and fourteen members of his headquarters staff arrived in Monrovia, to assess the situation. That same day, President Obama announced that the U.S. government's efforts, now designated as Operation UNITED ASSISTANCE, had four objectives: (1) control the outbreak in Liberia, (2) address the epidemic's effect on local economies and communities, (3) coordinate a broader global response, and (4) build a regional public health system. USAID would lead the American effort with the military in support. U.S. Africa Command directed USARAF to establish the headquarters for Joint Forces Command–UNITED ASSISTANCE (JFC-UA). Its mission was to coordinate military support to USAID's efforts to contain the spread of Ebola in West Africa.

USARAF did not have the resources to simultaneously serve as the JFC-UA headquarters and as the Army service component command for Africa Command. In September, HQDA selected the headquarters of the 101st Airborne Division to replace USARAF as the JFC-UA headquarters. On 25 October 2014, General Williams transferred command of JFC-UA to Maj. Gen. Gary J. Volesky, commanding general of the 101st Airborne Division. Deploying along with the division headquarters was the 101st Sustainment Brigade. The brigade provided area support to all U.S. military forces in the operation. Because no theater support command or expeditionary support command deployed, the brigade also had to coordinate directly with U.S. Transportation Command, Surface Deployment and Distribution Command, Army Materiel Command, and the Defense Logistics Agency.

Soldiers from several types of units deployed for Operation UNITED ASSISTANCE. An engineer brigade headquarters supervised the joint engineer force in Liberia. Elements from a number of Army engineer battalions constructed Ebola treatment units and bases for U.S. forces in theater, and completed all the Ebola treatment units by 20 January 2015. Elements of a combat support hospital trained Liberians in operating Ebola treatment units and provided healthcare for JFC-UA personnel. Teams from an area mobile laboratory conducted epidemiological laboratory testing for the identification of Ebola and other endemic diseases in an expeditious manner. A general support aviation battalion task force with UH–60 and CH–47 helicopters moved personnel and materiel throughout the country. A contingency contracting battalion supervised teams setting contracts for services and materiel from Liberian vendors. Teams from a civil affairs company



A biochemist with the 1st Medical Laboratory starts the process of decontaminating equipment for Ebola testing in Zwedru, Liberia, February 2015.

linked units with local officials and citizens in their areas of operations and connected units with the numerous aid organizations working in Liberia. A military police company was the JFC-UA security force. At peak strength in December 2014, 2,692 soldiers were deployed in Liberia and at an intermediate staging base in Senegal.

In mid-October 2014, the World Health Organization estimated new Ebola cases could reach 10,000 per week by December, a rate that would overwhelm existing and planned medical facilities and extend the duration of Operation UNITED ASSISTANCE. In response to this prediction, HQDA began preparing a rotation of units. The secretary of defense in November 2014 authorized the mobilization of about 2,100 soldiers in Army National Guard and Army Reserve units to replace Regular Army units in JFC-UA during the spring of 2015. The predicted increase in Ebola patients, however, did not occur. With the epidemic now receding, DoD canceled the reserve components mobilization in January 2015.

The next month, JFC-UA began transitioning its activities to other organizations and redeploying units to their home stations. The requirement that personnel returning from Ebola-affected areas of West Africa undergo a twenty-one-day quarantine complicated redeployment. Ebola is not transmitted easily and the missions of

almost all military personnel excluded contact with Ebola patients. Nevertheless, the secretary of defense made the quarantine part of the redeployment process out of an abundance of caution and to assure soldiers, their families, and the public in the United States and Europe that redeploying troops would not transmit the disease. Limited facilities for controlled monitoring forced JFC-UA to stagger the movement of soldiers back to home stations because they could leave West Africa only when space was available for them in a quarantine facility. This requirement significantly extended the time units needed to recover from deployment.

In March, the headquarters of the 48th Chemical Brigade replaced the 101st Airborne Division as the JFC-UA headquarters. The World Health Organization declared Liberia Ebola-free on 9 May and JFC-UA concluded operations on 30 June 2015.

Operational Forces: Asia-Pacific

U.S. Army, Pacific, launched the Pacific Pathways initiative in 2014, combining multiple preexisting exercises with partner nations into integrated operations. Each operation is a “pathway” for enhancing the readiness of participating forces, strengthening relationships with allies and partners, and providing a crisis response option for U.S. Pacific Command. Each Pathway operation deploys a battalion-sized task force and a BCT headquarters for approximately ninety days to conduct a series of exercises. Pathway 15–1, conducted from January to May 2015, using elements of the 2d BCT, 25th Infantry Division, included exercises COBRA GOLD in Thailand, FOAL EAGLE in South Korea, and BALIKATAN in the Philippines. Pathway 15–2 began in June 2015, using elements of the 3d BCT, 25th Infantry Division, included exercises HAMEL in Australia, GARUDA SHIELD in Indonesia, and KERIS STRIKE in Malaysia. It will conclude in October 2015. Pathway 15–3 began in June 2015, using elements of the 1st BCT, 25th Infantry Division, included exercises KHAN QUEST in Mongolia, ORIENT SHIELD in Japan, and HOGUK in South Korea. It will conclude in November 2015.

In 2004, the United States and South Korean governments agreed to move all U.S. Army forces to garrisons south of the Han River, most of which will be relocated to Camp Humphreys, about 40 miles south of Seoul on the peninsula’s west coast. During FY 2015, construction of new facilities at Camp Humphreys continued. The Army expects that the move of units and headquarters will be completed during FY 2019.

The 2d Infantry Division in June 2015 became a combined U.S. and South Korean organization. The division will now include a Korean

brigade, have a Korean officer as deputy commanding general, and involve a mix of Korean and American officers on the division staff.

The 1st BCT, 2d Infantry Division, inactivated during FY 2015. To replace it, the Army began a program of deploying an armored BCT to Korea on a nine-month rotation. The 2d BCT, 1st Cavalry Division, deployed from Fort Hood, Texas, in June 2015 to begin the first rotation under this program. In June 2015, the first rotation of a multiple-launch rocket system battalion from the United States to Korea began. Battalions deployed under this program will spend nine months in Korea to augment the 210th Field Artillery Brigade's counterfire capabilities. The initial rotating unit will leave its equipment in place for future rotations.

Operational Forces: U.S. Army, Europe

Begun in response to Russia's aggression against Ukraine in 2014, Operation ATLANTIC RESOLVE is a series of operations, actions, and activities by U.S. European Command that demonstrate the commitment of the United States to the security of its allies and partners in Europe. Because U.S. Army, Europe, has no assigned division headquarters and only three assigned maneuver brigades, none of which are an armored BCT, the Army in FY 2015 began deploying units from the United States to support ATLANTIC RESOLVE operations. In October 2014, the 1st BCT, 1st Cavalry Division, the Army's European Command regionally aligned force, began deploying units for ATLANTIC RESOLVE rotations. These units, along with units assigned to U.S. Army, Europe, participated in multinational exercises in Eastern Europe with allied and partner nations.

Later in FY 2015, the 1st BCT, 3d Infantry Division, replaced the 1st BCT, 1st Cavalry Division, as the European regionally aligned force. The brigade moved to Europe in March 2015 for its first three-month ATLANTIC RESOLVE deployment. In February 2015, the 4th Infantry Division, Fort Carson, Colorado, began supplying a mission command element to U.S. Army, Europe. It oversees the rotational units and provides a division-level command and control capability. Mobilized reserve component units also deployed to Europe for rotations during FY 2015. The European Reassurance Initiative, which is part of the overseas contingency operations appropriation in the FY 2015 budget, funds ATLANTIC RESOLVE operations. This appropriation pays for rotational forces, infrastructure upgrades, and other support to allies and partners in Europe.

Central to U.S. Army, Europe's concept for ATLANTIC RESOLVE is the idea of "dynamic presence"—enhancing deterrence by demonstrating



Soldiers from the 2d Battalion, 8th Cavalry Regiment, of the 1st BCT, 1st Cavalry Division, dismount a Bradley fighting vehicle as Hungarian soldiers provide suppressing fire during Operation IRON SWORD 2014 in Pabradė, Lithuania, 13 November 2014.

the command's capability to operate in allied and partner nations. One of the most visible examples of this concept in FY 2015 was Exercise DRAGON RIDE, conducted by the 3d Squadron, 2d Cavalry Regiment, between 21 March and 1 April 2015. The squadron had been deployed since January 2015 in Estonia, Latvia, Lithuania, and Poland. Instead of moving its vehicles back to its home station in Germany by rail, the squadron conducted a 1,100-mile road march. Convoys originating in Estonia, Lithuania, and Poland converged in the Czech Republic and then headed home to Germany. Helicopters from the 12th Combat Aviation Brigade and other NATO air assets supported the convoys.

Although the initial focus of ATLANTIC RESOLVE had been northeastern Europe, where NATO's most vulnerable members were located, in FY 2015 the operation extended into southeastern Europe. In March 2015, soldiers from the 173d Airborne Brigade and the 2d Cavalry Regiment conducted a training exercise with the Romanian military, marking the start of periodic training rotations to Romania and Bulgaria. The Army expects rotations to Hungary to begin in early FY 2016.

During FY 2015, U.S. Army, Europe, continued to support Ukrainian security forces. In April 2015, two companies and a

battalion staff from the 173d Airborne Brigade deployed there for the first of three two-month training rotations under Exercise FEARLESS GUARDIAN. During the rotations, soldiers from the brigade trained three battalions of Ukraine's newly formed national guard forces. In July 2015, U.S. troops participated in the long-standing Exercise RAPID TRIDENT, a cooperative multinational training exercise focused on peacekeeping and stability operations, held at the International Peacekeeping and Security Centre in Ukraine.

At the beginning of FY 2015, the 12th Combat Aviation Brigade in Germany was the Army's largest aviation brigade with seven battalions. During FY 2015, the Army reorganized the brigade as part of the Aviation Restructure Initiative. Three of the brigade's battalions inactivated and two moved out of Europe. At the end of the restructuring, the brigade had one attack battalion and one general support aviation battalion. To provide the theater with additional aviation capabilities, the Army began deploying an aviation battalion task force to Germany on a nine-month rotation. The task force has an assault helicopter battalion, two medical evacuation teams, and an air-traffic service company. In March 2015, the 4th Battalion, 3d Aviation Regiment, deployed from Hunter Army Airfield, Georgia, as the first rotational aviation task force in Europe.

Operational Forces: Domestic Operations

For the first time since 2006, Regular Army soldiers deployed to fight wildfires. About 200 soldiers from the 5th Battalion, 3d Field Artillery Regiment, Joint Base Lewis-McChord, Washington, formed Task Force FIRST ROUND, which deployed on 22 August 2015 to help fight fires in the Colville National Forest, Washington. Before deploying, wildland firefighters with the National Interagency Fire Center trained the soldiers on firefighting techniques and safety measures. The task force provided ten crews that freed up some civilian crews for use against other wildfires until it returned to Joint Base Lewis-McChord on 11 September.

5

Reserve Components

Organizational Structure

The Army National Guard had fourteen general officer level headquarters: eight divisions, two expeditionary sustainment commands, one army air and missile defense command, one military police command, one theater aviation command, and one theater sustainment command. It had 126 operational brigades and groups: 28 BCTs; 48 multifunctional support brigades; 48 functional support brigades and groups; and 2 Special Forces groups. The full-time personnel for this force structure included 31,385 Active Guard and Reserve soldiers and 28,810 military technicians. The Army Reserve is organized into training commands and functional commands, with the latter type including medical, aviation, signal, sustainment, engineer, military police, civil affairs, and psychological operations units.

To provide operational surge capability for Army Cyber Command, the Army National Guard is creating eleven cyber protection teams: one full-time team and ten teams ready for mobilization when needed. The teams will be responsible for conducting defensive cyberspace operations, readiness inspections, vulnerability assessments, and a variety of other cyber roles and missions. This initiative is the result of ongoing collaboration between the Army National Guard and Army Cyber Command, and builds upon the existing Guard cyber force structure of one data processing unit and fifty-four computer network defense teams. The 1636th Cyber Protection Team, the full-time team, stood up during the first quarter of FY 2015. The other teams will be stood up over the next three fiscal years.

Through the State Partnership Program, Army National Guard units conduct a broad range of military-to-military engagements in support of defense security goals. In FY 2015, the Army added two new partnerships to the program: Massachusetts with Kenya and Kentucky with Djibouti. The Army National Guard conducted over 750 partnership events during the fiscal year.

Mobilization

The Army National Guard mobilized 10,123 soldiers for federal active duty to support combatant commands in ongoing operations,



A UH-60 Black Hawk helicopter of the Alaska Army National Guard conducts water bucket operations during a firefighting mission south of Tok, Alaska, June 2015.

exercises, training events, and security cooperation activities. The majority of these soldiers—7,215—deployed to the U.S. Central Command area. Other deployments were 902 to U.S. Africa Command; 856 to U.S. Southern Command; 576 to U.S. European Command; and 574 to U.S. Northern Command. There were 453,849 soldier-days in 64 incidents of defense support of civil authorities in the United States during FY 2015.

At the end of FY 2015, 14,438 Army Reserve soldiers were in active-duty status supporting combatant commands and another 2,960 soldiers engaged in training support missions in the continental United States. During FY 2015, the Army ordered an additional 1,656 Army Reserve soldiers to active duty under the provisions of Title 10, *United States Code* § 12304(b) to support preplanned missions for five combatant commands.

The Army National Guard continued Operation PHALANX during FY 2015. Established in July 2010 in accordance with a presidential executive order, the operation provides support to the Department of Homeland Security along the southern border of the United States. In March 2012, Operation PHALANX shifted from deploying soldiers on the ground at fixed locations to aerial patrols along the border, with some National Guard

security and intelligence analysts assisting federal law enforcement. During this fiscal year, soldiers from more than twenty states and territories mobilized for the operation. Army National Guard aviators flew over 7,600 hours and contributed to U.S. Customs and Border Protection's apprehension of more than 28,000 undocumented aliens and the seizure of over 42,000 pounds of marijuana and other narcotics.

Training

During this fiscal year, First Army, a Regular Army unit, continued its Bold Shift restructuring. First Army advises, assists, and trains reserve component units both before and after mobilization. Begun in 2014, Bold Shift is part of the service's efforts to transition from the predictable deployment cycles of the Iraq and Afghanistan wars to a new environment featuring a smaller force that must prepare for changing global commitments and a renewed emphasis on high-intensity combined arms operations. This requires reserve component units to maintain a higher readiness level to minimize postmobilization times. First Army therefore shifted its training focus from postmobilization to premobilization while retaining the capability to conduct postmobilization training.

Under Bold Shift, First Army will reduce its training brigades from sixteen to nine. The training brigade restructuring began in January 2015 and will be completed by the first quarter of FY 2016. First Army organized six combined arms training brigades to support Army National Guard BCTs. Three multifunctional training brigades will support functional and multifunctional brigades in the Army National Guard and the Army Reserve. The reorganized brigade formations are larger than the previous brigades, provide increased training support capacity for functional and multifunctional units, and use an operations group-type capability similar to that found at the combat training centers. Soldiers from all three components staff the brigades.

The demand for cybersecurity soldiers now is larger than the number of these soldiers. In February 2015, the Army Reserve launched a cyber private-public partnership, Cyber P3, to increase the number of its soldiers with cyber operation skills. The agreement with six universities and twelve companies will allow soldiers to enter the cyber field, enhance existing skills, and maintain continuous professional education. The program will prepare individuals to fill cyber related positions in both their civilian employment and in the Army Reserve.

Operation PATRIOT BANDOLEER, conducted between March and May 2015, combined training for reserve component logistics



The 288th Engineer Company of the Mississippi Army National Guard trains on obstacle breaching during an Exportable Combat Training Capability exercise, August 2015.

units with support for Army Materiel Command. The operation moved Army pre-positioned stocks and war reserve containers from Military Ocean Terminal Sunny Point, North Carolina, to Joint Munitions Command depots across the country. Army Reserve units and contracted stevedores offloaded more than 2,500 containers of equipment and munitions from U.S. Army Vessel *Lt. Col. John U.D. Page*, of which 833 containers were for Operation PATRIOT BANDOLEER. Army National Guard transportation units from six states then moved these containers to the depots. About halfway through the exercise, an additional 517 pieces of equipment were added to the operation, which transportation units moved from the terminal to Army Strategic Logistics Activity Charleston in Goose Creek, South Carolina.

The Army National Guard's Exportable Combat Training Capability is an instrumented field-training exercise designed to certify platoon proficiency. It provides an experience at a unit's home station similar to that at a combat training center or a regional training center, minimizing cost and time away from home and jobs. In FY 2015, 17,100 soldiers in 196 companies from 6 BCTs and 5 multifunctional brigades completed either a 15- or a 21-day training exercise.

6

Logistics

Management

The Logistics Modernization Program (LMP), underway since 2003, will replace the two largest national-level logistics systems: the inventory management Commodity Command Standard System, and the depot and arsenal operations Standard Depot System. The program will transform Army logistics operations in eight core business areas: acquisition, distribution, finance, product lifecycle management, supply chain planning, depots and arsenals, maintenance, and warehouse inventory management. As with Global Combat Support System–Army, the service made use of existing commercially available technology, instead of developing an entirely new one, and it began implementing the new system in waves. Fielding of LMP’s Increment 2 began in January 2014. In June 2015, fielding of Increment 2, Wave 3, began. The Army expects to complete this wave’s fielding, the final wave in Increment 2 in 2016. Increment 2 expands on the already operational production baseline to specifically address shop-floor automation, automatic identification technology, expanded ammunition requirements, strategic business transformation goals, and specific DoD directives such as unique item identification. The Increment 2 expanded capabilities enable LMP to provide mission-critical information about production activities across the supply chain.

The Global Combat Support System–Army is a logistics and financial system for both units and installations. It tracks supplies, spare parts, organizational equipment, unit maintenance, and financial transactions related to logistics. The system, based on a commercial software program, replaces the Standard Army Management Information Systems and integrates about 40,000 local supply and logistics databases. Fielding has been accomplished using the wave approach to avoid disruption to ongoing operations. In November 2015, the Army completed Wave 1 fielding, which had begun in February 2013. In total, 281 supply-support activities received this wave, which replaced the Standard Army Retail Supply System, the Single Stock Fund/Middleware, and the Funds Control Module.

Wave 2 will replace the Property Book Unit Supply–Enhanced and the Standard Maintenance System–Enhanced. Full deployment for Wave 2 began in August 2015 and is scheduled for completion in November 2017. It will convert property books and unit funding to the new system and manage maintenance aspects in motor pools. The Wave 2 effort has forty-four materiel fielding teams and roughly three times as many simultaneous fielding events as during Wave 1.

Initiatives

The Army Equipment Modernization Strategy, published in March 2015, describes how the Army will apply resources to adapt materiel in the near-term, evolve programs in the midterm, and innovate within science and technology for the long-term. The strategy resides with the Army Operating Concept so leaders can focus resources to maintain strategic and operational flexibility. The strategy's objectives are to enhance the soldier for broad joint-mission support, enable mission command, and remain prepared for joint combined arms maneuver. To mitigate risk in the uncertain fiscal environment, the service will sustain science and technology investments, leverage current fleets, build new systems only by exception, and delay the next generation of platforms until they are affordable.

Through the near-term (2016–2020), the Army will use existing capabilities in new ways, modify and adapt capabilities to respond to new needs, and more rapidly exploit new opportunities with innovative approaches. In the midterm (2021–2029), the Army will evolve capabilities to retain its ability to prevent or mitigate opposing forces from using their current or projected equipment or tactics. It also will enhance capabilities to deploy rapidly and conduct operations with sufficient scale to accomplish assigned missions. For the long-term (2030–2045), the Army will innovate with less mature but promising technologies to sustain its asymmetrical advantages and achieve significant leaps in warfighting efficiency and effectiveness.

Research, Development, and Acquisition

The Army identified ten critical funded programs in three categories (network, vehicle, and aviation) to synchronize equipment modernization during FY 2015. In the network category were: Warfighter Information Network–Tactical (WIN-T); the family of Networked Tactical Radios; Joint Battle Command–Platform; Distributed Common Ground System–Army (DCGS-A); and Net Warrior. In the vehicles category were: Armored Multi-Purpose

Vehicles; Paladin Integrated Management; and Joint Light Tactical Vehicles (JLTVs). In the aviation category were AH-64 Apache and UH-60 Black Hawk helicopters.

The Army conducted two Network Integration Evaluations (NIEs) at Fort Bliss, Texas, and White Sands Missile Range, New Mexico: NIE 15.1 in October and November 2014, and NIE 15.2 in April and May 2015. The purpose of an NIE is operational testing with a focus on tactical mission-command networks. The NIEs also evaluate emerging capabilities that are not formal acquisition programs. These “systems under evaluation” are not acquisition programs of record, but rather systems that may offer value for future development. The Test and Evaluation Command’s Operational Test Command, in conjunction with the Brigade Modernization Command, develops realistic operational scenarios for each NIE. The 2d BCT, 1st Armored Division, is the dedicated NIE test unit. During NIE 15.1, the Army conducted a follow-on operational test and evaluation for WIN-T Increment 2. During NIE 15.2, the Army conducted a follow-on operational test and evaluation for the DCGS-A Increment 1, Release 2, and a limited user test for the AN/VRC-118 Midtier Networking Vehicular Radio.

The WIN-T is the Army’s internet protocol-based satellite and line-of-sight communications network that supports voice, data, and video communications for units at theater level and below. The Army approved WIN-T program requirements in December 2000 and will field the system in three increments. In 2012, the Army completed fielding the first increment, which created the backbone for an at-the-halt network that provides the full range of data, voice, and video communications to command posts at the battalion echelon and above. The service began fielding Increment 2 in October 2012. This increment permits soldiers to use WIN-T from moving vehicles. In 2014, fiscal constraints led the Army to restructure the third increment, which would have produced a full networking on-the-move capability using airborne communications relays. This change eliminated the requirements for hardware but retained the development efforts to complete the network operations software and the Net Centric Waveform 10.X software upgrade, which will then be used to update Increments 1 and 2.

By June 2015, the Army had fielded Increment 2 to twelve BCTs and four division headquarters for their use during deployments to Afghanistan. The defense acquisition executive, who approved WIN-T Increment 2 for full-rate production in June 2015, directed the Army to correct performance deficiencies and cybersecurity vulnerabilities identified during NIE 15.1. The Johns Hopkins University and the

Army Research Laboratory will examine these issues and recommend in FY 2016 what improvements to user-training techniques and hardware and software enhancements are necessary to remedy any deficiencies and vulnerabilities. In September 2015, the defense acquisition executive delegated the milestone decision authority for WIN-T Increment 2 to the Army.

At NIE 15.2, the AN/VRC-118 Midtier Networking Vehicular Radio underwent a limited user test. A key feature of this radio is its ability to provide terrestrial, ground-level connectivity with restricted or nonexistent satellite communications across the brigade, battalion, and company echelons. During the evaluation, the system enhanced the units' midtier networks when satellite communications were available. In a reduced satellite network environment, however, the network message completion rate did not meet the Army's requirement. The system experienced faults that prevented battalions from sending or receiving any data for extended periods, even when radios were within line of sight of each other. The Army is developing a test and evaluation master plan to support a January 2016 Milestone C decision.

DCGS-A connects units from battalions to echelons above corps with intelligence agencies; other military services; joint intelligence, surveillance, and reconnaissance platforms and sensors; and the Army's mission command systems. It gives units the ability to view information in one place and integrate that information into tools that can support intelligence development. Initial testing of the system in 2012 found a number of shortcomings. In response, the Army reconfigured DCGS-A into Increment 1, Release 1, which contained only the secret-level components; Increment 1, Release 2, which contained top secret/sensitive compartmented information; and Increment 1, Release 3, which included a cloud-computing capability to support worldwide intelligence analysis, database synchronization, and operations in disconnected or low-bandwidth environments. The defense acquisition executive approved the full deployment of this configuration. In December 2014, the under secretary of defense (acquisition, technology, and logistics) approved the Army's modification of this acquisition strategy that ended Increment 1 with completion of Release 2 deployment. Requirements allocated for Release 3 will now be allocated to Increment 2. Evaluation of Release 2 during NIE 15.2 in May 2015 showed that it has resolved the shortfalls with database discrepancies and intelligence fusion tools. The first unit fielding of Increment 1, Release 2, will be completed during the second quarter of FY 2016.

The Joint Battle Command-Platform (JBC-P) is the Army's next-generation mounted situational awareness and friendly force tracking



A soldier from the 4th Infantry BCT, 3d Infantry Division, uses the JBC-P system.

system that provides on-the-move digital command and control. During October and November 2014, the Army conducted testing of JBC-P 6.0 to verify fixes of deficiencies noted during the May 2014 multiservice operational test and evaluation. The system continued to exhibit phantom Mayday messages and a new deficiency of delayed position location updates appeared. Based on these results, the Army did not approve a full materiel release. Instead, it approved a conditional materiel release to field JBC-P with the 4th BCT, 3d Infantry Division, at Fort Stewart, Georgia, for continued testing.

The Armored Multi-Purpose Vehicle (AMPV) will replace the M113 family of vehicles, a design first fielded in the 1960s, of which approximately 3,000 variants remain in service. The AMPV will replace the M113 at the brigade level and below in five roles: general purpose, medical evacuation, medical treatment, mortar carrier, and mission command. Although the AMPV utilizes a new hull design, it is derived from the Bradley Fighting Vehicle and a majority of AMPV subsystems are from the Bradley. In December 2014, the defense acquisition executive authorized the program to enter at Milestone B. An integrated baseline review occurred at the contractor's facility in August 2015, verifying the contractor can accomplish the engineering and manufacturing development scope of work on time and within budget.

The JLTV is an Army and Marine Corps program to produce vehicles and companion trailers. There will be two- and four-seat variants and four mission package configurations: general purpose, heavy-gun carrier, close-combat-weapons carrier, and a utility/shelter carrier. The Army and Marine Corps will procure approximately 17,000 vehicles under the contract. In August 2015, the defense acquisition executive approved the program to enter Milestone C with low-rate initial production. That same month, the Army awarded a firm-fixed-price production contract for low-rate initial production to start in the first quarter of FY 2016. In September 2015, one of the corporations that had competed for the contract but had not been selected filed a protest with the Government Accountability Office. It claimed that its design for the JLTV was more capable and more affordable. The Army suspended work on the program for the remainder of the fiscal year as the Government Accountability Office reviewed the protest.

The Enhanced Medium Altitude Reconnaissance and Surveillance System (EMARSS) is the Army's next-generation C-12 aircraft for crewed airborne intelligence collection, processing, and targeting support. In FY 2014, the Milestone C decision approved an acquisition strategy for twenty-four aircraft in four variants: four EMARSS-S for signals intelligence; eight EMARSS-G for geospatial intelligence; eight EMARSS-M multi-intelligence platforms; and four EMARSS-V equipped with the Vehicle and Dismount Exploitation Radar. The four EMARSS-S were delivered at the end of FY 2015.

The Guided Multiple Launch Rocket System has two fielded variants. The unitary variant uses a single 200-pound-class, high-explosive charge to attack targets with low collateral damage. The dual-purpose improved conventional munition variant disperses 404 submunitions to attack area targets. Some of these submunitions fail to function, creating an unexploded ordnance hazard. To comply with the 2008 DoD policy on cluster munitions and unintended harm to civilians, the Army began working on an alternative warhead to reduce the potential for unexploded ordnance hazards. The alternative is a large airburst fragmentation warhead, which explodes around thirty feet above the ground, filling the air with hundreds of bullet-like penetrator projectiles. The result can cause considerable damage to a large area but, unlike cluster munitions, leaves behind only the solid metal penetrators and inert rocket fragments. The alternative warhead completed the combined Milestone C and full-rate production review in April 2015. In May 2015, the Army acquisition executive approved full-rate production and the Army awarded a contract the next month.

The Operational Camouflage Pattern Army Combat Uniform became available for purchase by soldiers in July 2015. It replaces



A Guided Multiple Launch Rocket is fired from a M142 High Mobility Artillery Rocket System launcher.

the Universal Camouflage Pattern Army Combat Uniform worn in garrison and the Operation ENDURING FREEDOM Camouflage Pattern Army Combat Uniform used in theater. The Operational Camouflage Pattern provides soldiers an effective camouflage pattern optimized for both day and night operations in a full range of operating environments. Additionally, the Operational Camouflage Pattern uniforms incorporates minor design changes. These include redesigned shoulder sleeve pockets with a zipper opening, no trouser drawstring, a button on the lower calf pocket, two pen pockets on the sleeve instead of three, and the elimination of the elbow and knee patch hook and loop.

Military clothing sales stores will receive the new uniforms over a period of six months from July to November. New enlisted soldiers



Operational Camouflage Pattern Army Combat Uniform

will receive the uniform beginning in January 2016. Uniforms and equipment in the Operational Camouflage Pattern will become available for members of the Army National Guard, the Army Reserve, and the Senior Reserve Officers' Training Corps during summer 2016. The Army authorized soldiers to mix and match T-shirts, belts, and

boots with either the Operation ENDURING FREEDOM Camouflage Pattern or the Operational Camouflage Pattern during a transition period expected to run through the end of FY 2019. Soldiers who have flame-resistant Army Combat Uniforms in the Operation ENDURING FREEDOM Camouflage Pattern will be authorized to wear them during the transition.

In September 2015, the secretary of the Army directed an immediate safety review at all DoD labs and facilities involved in the production, shipment, and handling of live and inactivated select biological agents and toxins. The secretary of the Army is the executive agent for the DoD Biological Select Agent and Toxin Biosafety program. The secretary ordered this review after the discovery of anthrax contamination at Dugway Proving Ground in Utah. It was found in secure areas located outside the primary containment area, but still contained within the special enclosed lab for holding it. This discovery followed findings by the Centers for Disease Control and Prevention of incorrect or incomplete record keeping at Edgewood Chemical Biological Center, in Aberdeen, Maryland, and the U.S. Army Research Institute of Infectious Disease in Frederick, Maryland. The Army expects a report on the results of the review in early FY 2016.

7

Support Services

Installations

In March 2015, the Army published Execute Order (EXORD) 164–15. It initiated an effort to reduce installations’ footprint by making all reasonable efforts to maximize space utilization, consolidate units into the best facilities, and dispose of excess assets. The objective is to optimize the use of existing facilities and reduce the real property portfolio to match mission requirements. Retaining the best facilities and disposing of failing excess facilities will allow the Army to better support the changing force structure through repurposing and reduce sustainment and energy costs. The EXORD required senior commanders to develop a plan that consolidated mission requirements into the best facilities available, divested unneeded or underutilized assets, addressed repurposing of desirable assets to other needed missions, and eliminated off-post leases beginning in 2015.

The under secretary of the Army and the vice chief of staff of the Army approved the Energy Security and Sustainability Strategy in May 2015. The strategy addresses the need for secure access to energy, water, and land resources in a rapidly changing world. As part of the strategy, the Army continues targeted installation energy efforts on both efficiency and development of renewable energy projects.

FY 2015 continued a two-year trend in facility energy use intensity reduction, achieving an overall energy use intensity of 79,700 Btus per square foot per year. Renewable energy capacity increased for the third year as the service added over 40 megawatts. The service exceeded potable, industrial, landscaping, and agriculture water conservation goals. The Army is now ahead of schedule on reducing by FY 2020 its potable water intensity by 26 percent from the FY 2007 baseline. The Army exceeded the FY 2015 cumulative fossil fuel reduction goal of 20 percent with a 41 percent reduction. This also exceeds the mandated FY 2020 cumulative goal of 30 percent. The Army cut the nontactical vehicle fleet by 1,134 vehicles, for a total reduction of over 16,400 since FY 2011.

During FY 2015, the final phase of the privatization of the Army lodging program transferred 2,058 rooms at Fort Lee, Virginia, and

Fort Benning, Georgia, to a private partner. A \$715 million loan from a bank in September 2015 will, in combination with operational income over the next six-and-a-half years, fund more than \$1 billion worth of development to continue across the service's 12,432-room privatized lodging portfolio.

The 2005 Base Realignment and Closure Commission selected Fort McPherson, Georgia, for closure. The Army closed it in September 2011. It was primarily an administrative post after World War II, with 488 acres containing several large office buildings, a picturesque historic district, a health clinic, housing, and an 18-hole golf course. The Army conveyed 436 acres of environmentally clean property to the McPherson Implementing Redevelopment Authority under an economic development conveyance in June 2015. The Army received \$13 million for the property with another \$10 million payable on the third anniversary of the settlement, and three \$1 million payments payable on the fifth, sixth, and seventh anniversaries. The Army secured a letter of credit with a bank to secure the future payments in the event of any unforeseen economic circumstances.. Because of environmental contamination, four parcels containing approximately forty-one acres of property could not be transferred with the conveyance. The Army will continue cleanup of this land and expects to transfer it by FY 2021.

Public Affairs

During the fiscal year, the U.S. Army Facebook page grew from 2,947,613 page likes to 3,520,813 page likes. The U.S. Army Twitter account grew from 521,586 followers to 704,068 followers. There were 7,091,245 mobile-device visitors to Army.mil, which is a 2.19 percent increase from FY 2014. Average time spent on the page by mobile users increased by 5.43 percent from FY 2014. Overall, however, Army.mil experienced a decline of 5.12 percent in visits from FY 2014. The new Google search policy implemented in April 2015, which expanded its use of mobile-friendliness as a ranking signal, may have affected the organic search ranking for Army.mil, which was not mobile-friendly in 2015.

In FY 2015, the Office of the Chief of Public Affairs emphasized increasing the service's online presence and taking a less defensive approach to telling the Army's story. As part of this effort, the office began an outreach initiative called "Meet Your Army." It brings soldiers to communities where the service has little or no presence to help connect it with the American people, educate them about their Army, and build trust and confidence in the service. Soldiers meet with civic leaders, students, and the general public; conduct media

interviews; and utilize social media to tell the Army story to audiences in these areas. The Office of the Chief of Public Affairs created a Meet Your Army tool kit for units and organizations. It provides a detailed explanation of each step in the Meet Your Army planning and execution cycle, templates, and other resources.

Between January and March 2015, the Army conducted community listening sessions at thirty installations in the United States. The sessions' purpose was to gather comments from local officials and residents in communities around these posts regarding the June 2014 Supplemental Programmatic Environmental Assessment. This assessment reviewed changes the Army would have to make if the Budget Control Act's sequestration provisions were used in FY 2016 and analyzed what effects personnel strength cutbacks and installation size reductions would have on local communities. Before making any final decisions regarding these cuts, the Army will take into consideration public concerns raised during the listening sessions.

Legislative Liaison

The major Army issues among members of Congress were sexual assault in the military, the effects of reduced funding driven by the Budget Control Act and sequestration, base realignment and closure, and the Aviation Restructure Initiative.

During the fiscal year, the Office of the Chief Legislative Liaison handled 37,600 congressional inquiries. Of these, Congress addressed 408 to Army senior leaders, of which the secretary of the Army reviewed and signed 163 replies worked through the Red Top tasking process. Constituent issues referred to the Army by members of Congress included awards, medical concerns, financial issues, records, and various military personnel issues such as discharges and separations, enlistments, and assignments. Legislative Liaison supported visits to Army installations made by 98 members of Congress and their delegations and 200 congressional staff delegations.

Safety

In FY 2015, 111 soldiers died in accidents, a 12 percent decrease from FY 2014. The largest cause of accidental deaths continued to be accidents involving privately owned vehicles, with seventy-two deaths. Other causes were: nineteen from personal injury; five from Army motorized vehicles; three from Army combat vehicles, two from other Army operated vehicles, six from aviation mishaps, and four from weapons and explosives. The Army had 2,769 Class A to Class

C ground mishaps and 101 Class A to Class C aviation mishaps, to include remotely piloted systems.

In August 2015, the secretary of the Army established a new Safety and Occupational Health Senior Executive Council, along with its standing subcommittee, the Safety and Occupational Health Synchronization Oversight Council. These organizations replaced the Army Safety Coordinating Panel General Officer Steering Committee and the Safety and Occupational Health/Human Resources Synchronization Oversight Council. Cochaired by the assistant secretary of the Army (installations, energy and environment) and the vice chief of staff of the Army, the Safety and Occupational Health Senior Executive Council provides collective governance of safety and occupational health. It serves as a single forum to review and assess important matters in these areas for the Department of the Army. By consolidating the functions of former steering committees, councils, boards, and working groups, the Safety and Occupational Health Senior Executive Council ensures issues are handled appropriately and integrated into relevant institutional processes for action or elevated to senior leaders for guidance and decision.

8

Special Functions

The Surgeon General

The Performance Triad program seeks to motivate healthy behaviors that support individual soldier performance and resilience, as well as a lifestyle of healthy behaviors for soldiers and their families. It includes messaging, curriculum and training, policy development, technology, leader development, and changes within the installation environment to make a healthy choice the easy choice. In a pilot of the program in FY 2014, the majority of soldiers participating did not meet the Performance Triad targets. Only 5 percent met all sleep targets, only 42 percent met all activity targets, and only 3.6 percent met all nutrition targets. After a redesign of the curriculum, a second pilot began in FY 2015 with five brigades stationed in the United States.

In October 2014, the *New York Times* published an article reporting that from 2004 to 2011 American and Iraqi troops encountered, and on at least six occasions were wounded by, chemical weapons produced by Saddam Hussein's regime in the 1980s. The article alleged that the DoD kept these encounters secret, ordered U.S. troops not to report these encounters, and prevented injured personnel from receiving proper medical treatment and a Purple Heart to recognize their wounding.

After publication of this article, DoD formed a working group, led by the under secretary of the Army. The group had four goals: (1) identify, contact, and gather information about service members' and veterans' potential chemical weapon agent exposures; (2) refer those with plausible exposure for a medical examination; (3) ensure that examination information is included in the service members' medical records and provide notification to the Department of Veterans Affairs; (4) and consider recognizing service members and veterans with a Purple Heart where appropriate.

The working group designated the Army's Public Health Center (Provisional) as the DoD lead agency for the identification of service members potentially exposed to weaponized chemical agents. The center contacted and interviewed current and former service members of the Army and Navy who may have been exposed. The Marine Corps assumed this responsibility for marines who may have been exposed.

The services used unit rosters, Post-Deployment Health Assessments, and the Force Health Protection Hotline to identify those who may have been exposed.

Any service member or veteran who was determined to have a confirmed or likely exposure was offered a clinical assessment. Additionally, persons considered to have no evidence of a symptomatic exposure could request and be granted an examination. Assessments were conducted at the Walter Reed National Military Medical Center in Maryland. In order for veterans to receive an assessment, the Army placed them in Secretarial Designee status so they could be given invitational travel orders.

Between October 2014 and March 2015, 7,504 service members and veterans were evaluated. Two hundred sixty-six individuals were categorized as confirmed or likely to have had a symptomatic exposure. In March 2015, the under secretary of the Army apologized for the treatment of service members exposed to chemical weapons in Iraq. He stated that the military services had not complied with policies in effect at the time regarding chemical weapon agent exposure. He also announced that the Army had approved awarding a Purple Heart to a soldier burned by sulfur mustard agent and that he expected more medals to be issued after further review.

In October 2014, the secretary of defense directed the military health system to improve access, quality of care, and patient safety by transforming into a high-reliability organization. In 2015, MEDCOM established the deputy chief of staff for quality and safety to align all human research protections, quality, patient safety, and occupational safety and health elements within the same directorate. This alignment provides a synergistic environment to analyze problem areas and best practices across quality and safety spectrums from within the command and in consultation with external experts.

In FY 2015, 128 active duty, 98 Army National Guard, and 57 Army Reserve soldiers died by suicide. In all three components, the number of suicides increased from FY 2014: by ten in the active Army, eight in the Army National Guard, and thirteen in the Army Reserve.

The Inspector General

In FY 2015, inspectors general worked on 32,083 inquiries from soldiers, family members, civilian employees, and members of the public who requested assistance in resolving an Army-related issue. The most frequent type of request, at 34 percent of the total, concerned command and leadership issues. These requests dealt primarily with the leaders' actions to redress soldier or family member

problems. The second most prevalent request, at 19 percent, concerned military personnel management issues. These requests primarily dealt with enlisted promotions, leave and pass concerns, and flagging action issues. Finance and accounting issues were 10 percent of all requests. These assistance requests mainly concerned problems with allowance payments and bonuses for enlistment, reenlistment, and extending overseas service. Personal misconduct were 5 percent of all requests. These requests primarily dealt with issues involving harassment and maltreatment, false statements, and Privacy Act violations.

The secretary of the Army, the chief of staff of the Army, or the vice chief of staff of the Army direct Inspector General systemic inspections. These inspections assess the health of an entire Army system and inspectors make recommendations on how that system can be improved. In FY 2015, Inspector General teams conducted several systemic inspections. An inspection of uncleared contractor access to Army installations between April and November 2014 found that installation staff understanding of the installation access process and commander oversight of it was lacking Army-wide. An inspection of leader development between April 2014 and January 2015 found that leaders at all levels struggled to find the time for and the right balance of mission training requirements, leader development, and mandated training. An inspection of the Army Substance Abuse Program between March and June 2015 found a number of systemic oversights causing significant stress on the program's clinics Army-wide.

The Inspector General, on behalf of the secretary of the Army and the chief of staff of the Army, directs Inspector General compliance inspections based on requirements contained in statutes, policies, and regulations. These inspections assess a specific organization's adherence to relevant statutes, DoD policy, Army regulations, and Army policies. In FY 2015, the U.S. Army Inspector General Agency conducted over 100 compliance inspections. Inspector General policy generally prohibits discussion of specific findings associated with compliance inspections.

From the beginning of FY 2013 to the end of FY 2015 there were 1,949 allegations of misconduct made against 1,725 senior officials. In this case, the term "senior official" refers to promotable colonels, general officers, Senior Executive Service members, and all colonels that are cosubjects in an inspector general senior official investigation. During these two years, there were 152 substantiated allegations made against 110 subjects. The most numerous type of substantiated allegation was failure to take appropriate action. This allegation is defined as when a leader was aware of alleged misconduct by a subordinate and the leader failed to take action to address the alleged misconduct.

The second most frequent substantiated allegation was failure to obey an order or regulation. The third most substantiated allegation was failure to treat subordinates with dignity and respect. The fourth most substantiated allegation was misuse of military personnel.

Provost Marshal General

The Office of the Provost Marshal General established a public website listing the most wanted fugitive deserters. The purpose of the website is to assist in apprehending the most dangerous of these deserters, those charged with violent crimes. The entry on each deserter is similar to that of other law enforcement agencies' most-wanted lists. The site links to the Criminal Investigation Command's existing "Wanted by CID" page.

The Army Law Enforcement Reporting and Tracking System became operational on 1 April 2015. The system combines the law enforcement reporting systems used by the Criminal Investigative Division and the Military Police Corps into a unified case management system for reports on felony crimes and reports on misdemeanor crimes. The new system standardizes reporting mechanisms, reduces redundant data, and allows the Criminal Investigative Division and the Military Police Corps to share information quickly.

Army Audit Agency

The Army Audit Agency identified four field offices for closure in FY 2015 and FY 2016. It closed its Fort Huachuca, Arizona, and Fort Knox, Kentucky, field offices in FY 2015; it will close its Fort Benning and Fort Hood field offices in FY 2016.

The agency assessed Army programs and functions on an enterprise level. It identified ten risk areas for audit focus: acquisition, audit readiness, contracting, financial management, health of the force, human capital, installations, intelligence, protection, and sustainment. During the fiscal year, the agency published 105 reports with \$1.3 billion in potential monetary benefits.

Civil Works

After Hurricane Sandy in 2012, the Corps of Engineers began a comprehensive study of flood risks in the coastal zone of its North Atlantic Division. In January 2015, it published the Hurricane Sandy Comprehensive Study. The study presented a Coastal Storm Risk Management Framework that states and localities can use to identify

site-specific problems, needs, and opportunities. The framework identified a set of structural, nonstructural, and programmatic measures to manage risk and promote resilience for approximately 31,000 miles of coastline, from New Hampshire to Virginia. The study also provides various tools that can expedite and enhance future studies. All future North Atlantic coastal studies will undergo a thorough review to ensure they are consistent with the tenets of the study.

As part of the Comprehensive Everglades Restoration Plan, the Army completed the Central Everglades Planning Project. This project developed a plan, known as a Project Implementation Report, for restoration projects in the central Everglades that will capture water that currently is being lost to tides and send it instead to the Everglades and Florida Bay. The Corps of Engineers prepared the project using a pilot process designed to reduce the overall time for a study of this magnitude. In prior years, plan formulation and review may have taken six years or longer, but the Corps completed the Central Everglades Planning Project in half that time. The Army transmitted the report to the Congress for authorization and appropriations.

The outer harbor phase of the Savannah Harbor Expansion Project began in September 2015. Deepening the harbor will allow larger, Neopanamax cargo vessels to call on the port with fewer tidal restrictions. This phase will extend the entrance channel by 7 miles and deepen the outer harbor from approximately Fort Pulaski for 18.5 miles into the Atlantic Ocean. Dredging the outer harbor is the first step to deepening the entire 40-mile shipping channel and harbor from the ocean to the Georgia Ports Authority terminal in Garden City.

The Corps of Engineers, in collaboration with a federal interagency team, released a revised version of *Synchronizing Environmental Reviews for Transportation and Other Infrastructure Projects*, also known as the Red Book. This new Red Book does not contain any new policy or guidance. Rather, it describes how agencies can apply existing regulations, guidance, and policy to maximize efficiency by having agency reviews run concurrently. It also includes the use of dedicated transportation and infrastructure liaisons, development of programmatic approaches, and use of a watershed-scale approach to mitigation. The new Red Book replaces an edition published in 1988.

Environmental Protection

The Corps of Engineers and the Environmental Protection Agency finalized the Clean Water Rule. This final rule does not establish any regulatory requirements. Instead, it is a definitional rule that clarifies the scope of “waters of the United States” consistent with the Clean

Water Act, U.S. Supreme Court precedent, and science. The final rule also reflects consideration of the extensive public comments received on the proposed rule. The rule became effective on 28 August 2015.

The Army's environmental restoration program reduces the risks to human health and the environment at active installations and Base Closure and Realignment facilities. It also ensures that Army environmental cleanup programs conform to DoD policy. In FY 2015, the Army reached the DoD environmental restoration goal of achieving "Response Complete" at 90 percent of all sites, three years earlier than the projected date. The service continues working toward meeting the DoD goal of achieving "Response Complete" at 95 percent of all sites by the end of FY 2021.

Chemical Weapons Demilitarization

In 1997, the United States entered into the Chemical Weapons Convention, an international treaty requiring the destruction of chemical weapons. The U.S. Army Pueblo Chemical Depot in Colorado holds 2,600 tons of mustard agent in about 780,000 artillery shells. In 2012, the Army completed the Pueblo Chemical Agent–Destruction Pilot Plant, which used an automated process to destroy munitions. However, some of the shells are leaking or are otherwise damaged, making it unsafe to neutralize them in the plant's automated process. In March 2015, the depot began processing these shells with the Explosive Destruction System, which uses explosives to tear open the shells and chemicals to neutralize the mustard agent. Destruction of the remaining shells is expected to begin in FY 2016 and the depot expects to have all munitions destroyed by 2019.

Legal

In FY 2015, there were 1,819 active component attorneys in the Judge Advocate General Corps. (This total does not include sixty-nine officers attending law school while participating in the Army's Funded Legal Education Program.) Among the active component attorneys, there were 114 African Americans, 57 Hispanics, and 109 Asian Americans and Native Americans. Around 27 percent (492) of the total active component attorneys were women. The attorney strength in the Army Reserve was 1,782 and 906 in the Army National Guard at the end of the fiscal year.

The Military Justice Additional Skill Identifier program continued during the fiscal year. Its purpose is to identify and sustain expertise and to assist in the selection of personnel for key military justice positions.

By the end of FY 2015, 1,286 judge advocates have been awarded skill identifiers: 668 basic, 353 senior, 182 expert, and 83 master military justice practitioners.

Approximately 459 active and reserve component judge advocates served in the U.S. Army Trial Defense Service, including 138 on active duty, 172 assigned to one of three Army Reserve trial defense legal operations detachments, and 149 in the Army National Guard. The service detailed one or more counsel to every Army special and general courts-martial referred in the fiscal year and assisted soldiers facing military justice–related adverse administrative actions. The service’s active duty caseload for FY 2015 was 862 special and general courts-martial; 1,542 administrative boards; 26,699 nonjudicial punishment actions; and 29,077 military justice consultations.

In FY 2015, 629 records of trial and nearly 1,600 motions and briefs were referred to one of the three judicial panels comprising the U.S. Army Court of Criminal Appeals for judicial review. The average processing time for those courts-martial, from sentencing to convening authority action, was 203 days. In 176 of those cases, the convening authority completed the initial action within the 120 days prescribed by *United States v. Moreno*.

The Army’s superior court rendered an initial decision in 537 cases, with an average processing time of 298 days from receipt of the

TABLE 15—COURTS-MARTIAL STATISTICS, FY 2015

<i>Type of Court</i>	<i>Tried</i>	<i>Convicted</i>	<i>Acquittals</i>	<i>Rate of Decrease from FY 2014</i>
General	636	566	70	−4.4%
Bad Conduct Special	235	202	23	−39.6%
Non–Bad Conduct Special	1	1	0	N/A
Summary	148	Not Tracked	Not Tracked	−67.5%
Overall Rate of Decrease from Last Report				−29.6%

Source: The Judge Advocate General of the Army, *Annual Report Submitted to the Committees on Armed Services of the United States Senate and the United States House of Representatives for the period October 1, 2014 to September 30, 2015*

record of trial by the clerk of court to decision by Army Court of Criminal Appeals. Of the 537 decisions, the superior court rendered 474 within the 18-month period prescribed by *United States v Moreno*. There were no court-martial convictions reversed due to command influence, denial of the right to a speedy review, lost records, or other administrative deficiencies (*Table 15*).

In FY 2015, there were 33,708 cases where nonjudicial punishment was imposed under Article 15 of the Uniform Code of Military Justice, a rate of 68.60 per 1,000. This was an increase of 10.4 percent from FY 2014.

Historical Activities

The National Museum of the United States Army Project Office, an element of the Office of the Assistant Secretary of the Army (Installations, Energy and Environment) oversees design and construction of the National Museum of the United States Army at Fort Belvoir, Virginia. Funding for the project comes from nongovernmental sources in accordance with a 2009 memorandum of agreement which designated the Army Historical Foundation (a member-based, publicly supported 501(c)(3) nonprofit organization) as the official fund-raising entity for the project. In January 2015, the foundation assumed construction management responsibilities. In May, it affiliated with the Association for the United States Army to accelerate the project's progression. In September, it awarded the construction contract. The Army will operate and maintain the museum once it opens in 2019.

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Conclusion

FY 2015 was a challenging year as Congress appropriated \$5.1 billion less for the Army's base budget than what the service spent in FY 2014. The decline in funding marked FY 2015 as similar to other postwar periods in the Army's history. Smaller budgets brought smaller authorized strengths. To reach those strengths, the service implemented a precision retention strategy and convened early retirement, qualitative service programs, and qualitative management program boards to involuntarily separate Regular Army personnel. Regular Army force structure also declined during the year, with six BCTs and three combat aviation brigades inactivating. To ensure that a portion of its Regular Army force structure remained prepared for contingency operations, the service turned to a tiered readiness system in which only the units of the Army Contingency Force received the resources necessary to reach a full state of readiness. The service completed planning for reorganizing HQDA and MEDCOM to optimize their effectiveness in a time of fewer resources. Another feature of postwar periods, increased tension between the Regular Army and the reserve components, led Congress to establish the National Commission on the Future of the Army and the commission began its work in FY 2015.

The service in FY 2015 also looked to the future. As part of that effort, it published the Army Operating Concept, the Army Equipment Modernization Strategy, the Army Network Campaign Plan, and the Energy Security and Sustainability Strategy. Adoption of the Sustainable Readiness Model will provide a more effective method for meeting the demand for units across a range of diverse missions. The establishment of an Army University will increase the rigor of the service's educational programs. The opening of all MOSs to women will produce better talent management of soldiers. The Enterprise Army Brand marketing strategy will improve recruiting. First Army continued its Bold Shift restructuring to enhance reserve components readiness.

The current postwar period, however, is unlike previous ones in that the demand for Army forces remained high. The size of the Army's commitment in Afghanistan remained stable even with the transition from Operation ENDURING FREEDOM to Operation FREEDOM'S

SENTINEL. The establishment of Operation INHERENT RESOLVE, however, brought an increase in the number of soldiers deployed to Iraq. The Pacific Pathways initiative required a steady supply of Army units for its exercises. The Army also began programs to rotate an armored BCT and a multiple-launch rocket system battalion from the United States to Korea. Two other rotation programs, to support Operation ATLANTIC RESOLVE with an armored BCT and an aviation battalion task force, also began in FY 2015. Southern Command continued to require both active and reserve component units for its joint task forces and its partner training missions. The response to the Ebola outbreak through Operation UNITED ASSISTANCE in Liberia demonstrated the utility of Army forces for short-notice contingency deployment. Mobilization for active duty in the combatant commands continued for reserve component units and governors continued to mobilize their Army National Guard units for active service in the states and territories.

FY 2015 ended without an approved budget for FY 2016 even as the Army worked to meet the demand for its capabilities from combatant commands and it sought to reshape the force for the postwar period. Adding to the uncertainty of the new fiscal year was the possibility that the FY 2016 budget when finally approved would include sequestration cuts requiring even more reductions in authorized personnel strength and force structure.

Bibliographical Note

The primary sources for the Department of the Army Historical Summary are materials provided to the U.S. Army Center of Military History by various offices in Headquarters, Department of the Army. Additional primary sources include reports and other documents produced during the fiscal year by Headquarters, Department of the Army, Army major commands, and the Office of the Secretary of Defense. This summary also utilizes unofficial media articles, most importantly those from *Army Times* and *ARMY* magazine.

Abbreviations and Acronyms

AGR	Active Guard/Reserve
AIT	Advanced Individual Training
AMPV	Armored Multi-Purpose Vehicle
ANMC	Army National Military Cemeteries
ARCENT	U.S. Army, Central
ARFORGEN	Army Force Generation
BCT	Brigade Combat Team
CIO	Chief Information Officer
DCGS-A	Distributed Common Ground System–Army
DoD	Department of Defense
EMARSS	Enhanced Medium Altitude Reconnaissance and Surveillance System
EXORD	Execute Order
FY	fiscal year
HQDA	Headquarters, Department of the Army
IMCOM	Installation Management Command
IPPS-A	Integrated Personnel and Pay System–Army
ISIS	Islamic State of Iraq and Syria
IT	information technology
ITA	Information Technology Agency
JBC-P	Joint Battle Command–Platform
JFC-UA	Joint Forces Command–UNITED ASSISTANCE
JITSSP	Joint Information Technology Single Service Provider
JLTV	Joint Light Tactical Vehicle
LMP	Logistics Modernization Program
MEDCOM	Medical Command
MOS	Military Occupational Specialty
NATO	North Atlantic Treaty Organization
NIE	Network Integration Evaluation
OMB	Office of Management and Budget
RHC	Regional Health Command
TRADOC	Training and Doctrine Command
USAID	U.S. Agency for International Development
USARAF	U.S. Army, Africa
WIN-T	Warfighter Information Network–Tactical

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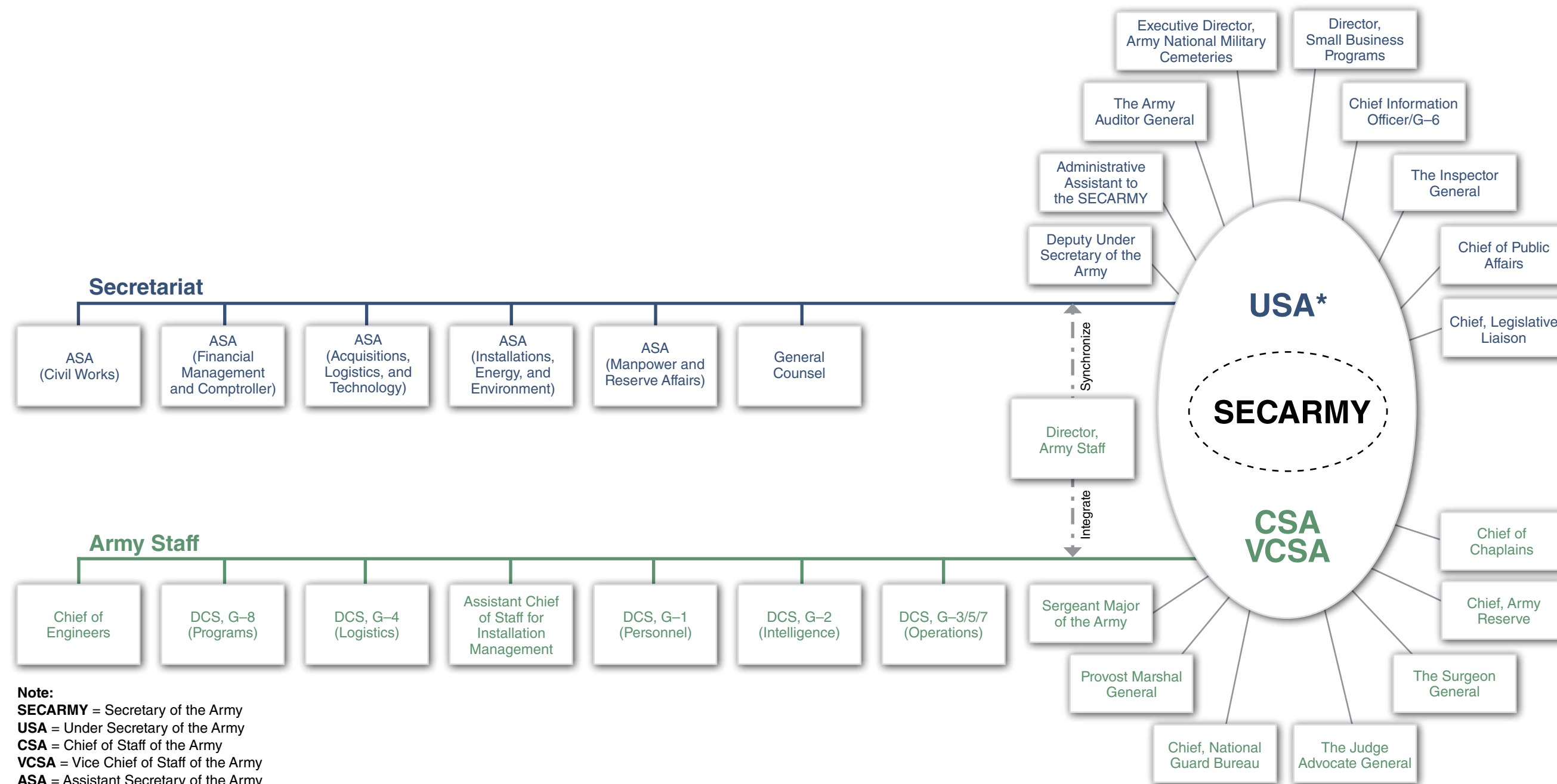
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Appendix—Headquarters, Department of the Army Organization (FY 2015)



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

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

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

