



“America’s Force of Decisive Action”

An Overview of Army structure and capabilities



**ARMY FORCE MANAGEMENT SCHOOL
FORT BELVOIR, VIRGINIA**

MAY 2012

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PREFACE

The organization of the United States Army is founded on “*mission*”. The organization evolves based on need and resources available. The structure of the Army has changed significantly since 2003 and continues to change. That change is proceeding in a manner that will ensure a current go-to-war capability while the Army transitions to Joint Force 2020.

This document describes the types of units and organizations within the Army and focuses on the interrelationships and integration among all elements of the Army necessary for the Army to accomplish its role as an element of the total military force of the United States. The Army is individuals formed into teams. The Army is Soldiers in uniform, civilian employees, contractors, and family members. Uniformed members of the Armed Forces are on active duty and in reserve duty status. Reserve Component Soldiers form our Army National Guard and Army Reserve. Our nation’s President and appointed civilian leaders exercise authority over the Army and provide guidance and direction. Missions that the Army receives from those officials are executed under uniformed leadership. This is **AMERICA’S ARMY** – a strategic land combat force capable of delivering **DECISIVE VICTORY**.

Purpose and Objective: This primer serves as a basic guide to Army organizations and is a good reference on the **Organization of the United States Army**. This Primer is applicable to the men and women of the United States Army in the active component (COMPO 1), the Army National Guard (COMPO 2) and the US Army Reserve (COMPO 3)—altogether America’s finest fighting machine.

The organization of the Army and the organizations within the Army are predicated on the ROLES prescribed to the Army and the MISSIONS and FUNCTIONS to be carried out or executed by the organizations within the Army. **CAUTION: Army force structure for this primer is based on Fiscal Year (FY) 2012.**

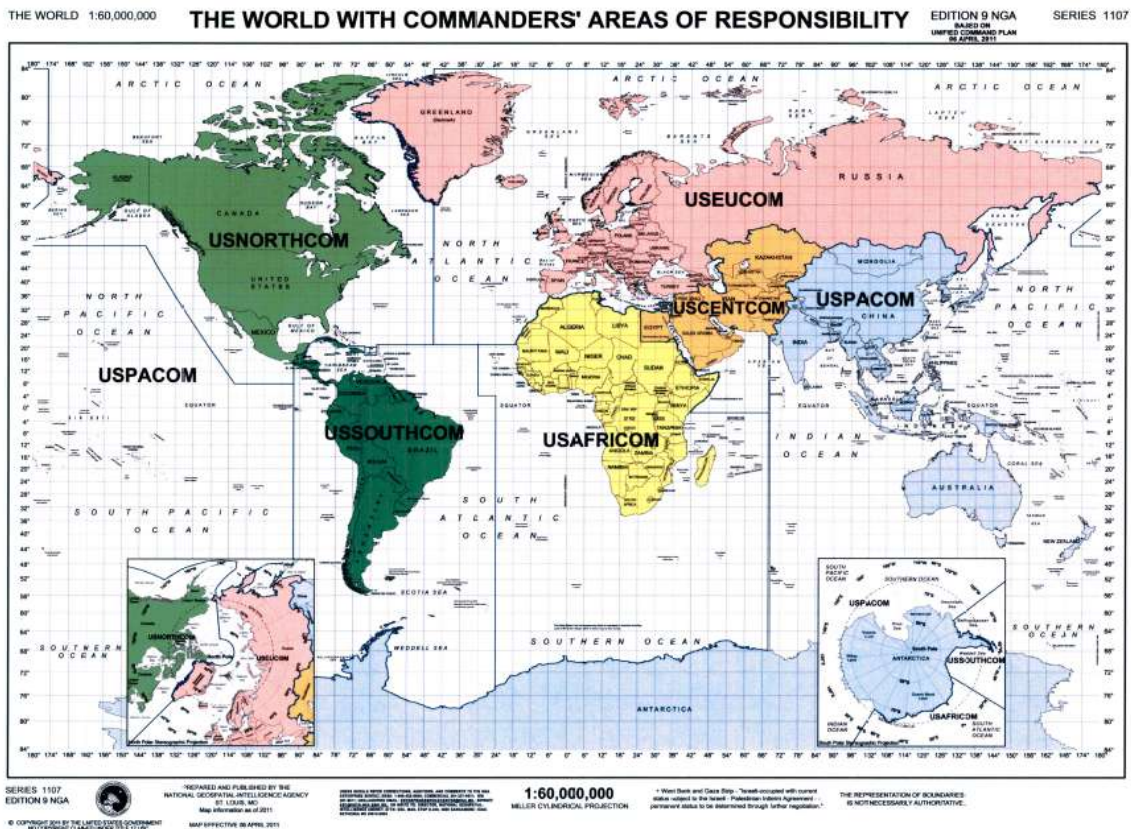
The U.S. Army’s primary role is to be an element of deterrence; but, should hostilities arise, the U.S. Army will be the sustained land combat force that achieves decisive victory and maintains America’s security. The United States National Security Strategy, for the Department of Defense, has been modified with the distribution of the Sustaining U.S. Global Leadership: Priorities for 21st Century Defense (dated January 2012) – also named the “**Defense Strategic Guidance**”. The remainder of the guidance contained in the current National Security Strategy has not changed to the other departments and agencies. OSD/DoD guidance is being revised to ensure achievement of national political, economic, and security goals. In response, the military force structure of the Army is being reshaped, redeployed, realigned, and reinvented to ensure the versatility and flexibility to accomplish a wide spectrum of missions. This primer brings perspective to these changes. Sustaining U.S. Global Leadership: Priorities for 21st Century Defense is found: www.defense.gov/news/Defense_Strategic_Guidance.pdf



ARMY ROLES, MISSIONS AND FUNCTIONS: Army organizations execute **Functions** (specific responsibilities) to provide organized, trained, and equipped land forces to perform the Army’s Roles (as prescribed by law) as elements of DoD’s combatant commands. **Missions** are assigned to the Commanders of combatant commands by the Secretary of Defense in accordance with the Unified Command Plan (UCP) and the National Military Strategy (NMS).

The Army components of the unified combatant commands, along with Navy, Air Force, and Marine Corps elements, execute the military operations in peacetime, in periods of conflict and in war. The role of the Army is to conduct prompt and sustained combat on land. The global social and political environment, in which that role must be played, is shifting dramatically. No one can predict when, how or where the United States may be called upon to project military power. To accomplish the mission of deterring conflict and winning wars, the Army must continuously change in order to provide the most combat effective force, within available resources, for joint and expeditionary roles.

THE COMBATANT COMMANDS



INTERRELATIONSHIPS OF ARMY ORGANIZATIONS:

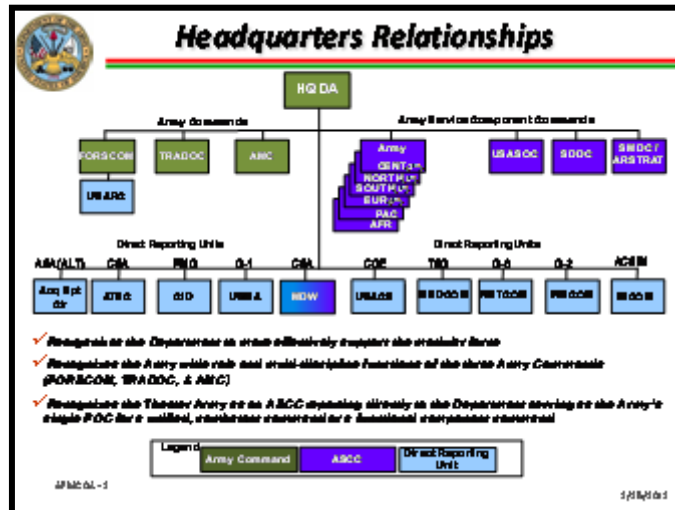
The Army consists of two major portions. The first is the Army Headquarters and those organizations which produce and sustain the second portion. The deployable “OPERATING FORCE” (OF) is assigned as Army components to the U.S. Unified Combatant Commands. Examples: Army Service Component Commands (ASCC), Corps Headquarters, Division Headquarters, Brigade Combat Teams (BCT), Battalion (Bn), Companies/Troops/Batteries, Platoons, Squads and Teams. The “GENERATING FORCE” (GF) is the production and sustaining base organizations and the Army Headquarters. They are

Headquarters Definitions

<p>Army Command:</p> <p>An Army force, designated by the Secretary of the Army, performing multiple Army Service Title 10 functions (3013b) across multiple disciplines. Command responsibilities are those established by the Secretary and normally associated with administrative control (ADCON).</p>	<p>Army Service Component Command (ASCC):</p> <p>An Army force, designated by the Secretary of the Army, comprised primarily of operational organizations serving as the Army component for a combatant commander. If designated by the combatant commander, serves as a Joint Forces Land Component Command (JFLCC), or Joint Task Force (JTF). Command responsibilities are those established by the Secretary and normally associated with operational control (OPCON) and ADCON.</p>
<p>Direct Reporting Unit (DRU):</p> <p>An Army organization comprised of one or more units with institutional or operational functions, designated by the Secretary of the Army, providing broad general support to the Army in a normally single, unique discipline not otherwise available elsewhere in the Army. Direct Reporting Units report directly to a Headquarters, Department of the Army principal and / or Army Command and operate under authorities established by the Secretary of the Army.</p>	
<p>Field Operating Agency (FOA): No Change Staff Supporting Agency (SSA): No Change</p>	
<p>Decision: Secretary of the Army Approved ON 14 December 2005.</p>	

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responsible for recruiting, training, equipping and maintaining, organizing, mobilizing/demobilizing and administering those forces to be provided to the combatant commanders. Examples: Army Commands (ACOMs), Direct Reporting Units (DRU) and Field Operating Agencies (FOA).



COMMAND AND SUPPORT RELATIONSHIPS

U.S. Army units operate under two types of relationships – command and support. A **command relationship** reflects the chain of command and degree of authority. A **support relationship** represents the manner in which the maneuver unit is to be supported.

Command Relationship: U.S. Army units can operate in one of several command relationships:

ORGANIC: those forces assigned to and forming an essential part of an organization. Organic parts of a unit are those listed in its table of organization for the Army. Joint command relationships do not include organic because a joint force commander is not responsible for the organizational structure of units. That is a Service responsibility.

ASSIGNMENT: is the normal relationship when a parent unit directly commands its' subordinate units. In this case, the parent unit is responsible for all command responsibilities, personnel actions, and logistics support.

ATTACHMENT: The parent units may attach a subordinate unit to a supported commander when the parent unit can not/may not provide adequate logistical support or timely command decisions. **Attachment** to another headquarters means that all command and logistics responsibilities are transferred to the supported unit.

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

ADMINISTRATIVE CONTROL (ADCON): authority over subordinate or other organizations in respect to administration and support, including organization of Service force, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational mission of the subordinate or other organizations. It is a Service authority, not a joint authority.

Support Relationship:

GENERAL SUPPORT: a General support (GS) relationship is appropriate when the higher headquarters requires central control and flexibility in employing limited assets. In this relationship, support is to the force as a whole rather than to a particular subunit of the force.

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

INSIGNIA OF ARMY RANK AND PAY GRADES:

Enlisted Ranks and Grades. Below is list of the enlisted ranks with the name of the rank, abbreviation, grade, and how to address each rank.

No Insignia

Private / PV1 / E-1 / "Private"

A private is the lowest rank in the Army: a trainee who's starting basic combat training (BCT).



Private / PV2 / E-2 / "Private"

A PV2 has basically the same duties as a Private. To become a PV2, a Private must have served a minimum of 6 months or receive a waiver from his or her commander.



Private First Class / PFC/ E-3 / "Private"

PV2s are promoted to this level after one year—or earlier by request of supervisor. An individual can begin BCT at this level with experience or prior military training. PFC carries out orders issued to them to the best of his/her ability. PFC's can have many duties depending on their unit and how "squared away" of a soldier they are (uniform, education, duty performance, leadership potential, skill proficiency, and accomplishments). In order to get promoted to Private First Class, a PV2 must have a year in service and show great performance.



Specialist / SP4 / E-4 / "Specialist"

A SP4 can manage other enlisted soldiers of lower rank. Has served a minimum of two years and attended a specific training class to earn this promotion. People enlisting with a four year college degree can enter BCT as a specialist. Specialists have more duties assigned and a lot more is expected of them, because they are on their way to becoming Non-Commissioned Officer (NCO). A "squared away" specialist can perform some of the tasks of a junior NCO. A PFC can become a Specialist after 2 years of service.



Corporal / CPL / E-4 / "Corporal"

The base of the NCO ranks, CPLs serve as team leader of the smallest Army units. Like sergeants (SGTs), they are responsible for individual training, personal appearance and cleanliness of Soldiers. Although they are on the same pay grade as specialists, corporals have a lot more responsibilities assigned. Corporals are Junior NCOs which means that they have the same authority to manage Soldiers as an SGT. Usually, a corporal will be in charge of a Team of 4 – 5 Soldiers. Commanders appoint specialists to be corporals based on their demonstrated potential to become an NCO.



Sergeant / SGT / E-5 / "Sergeant"

A Sergeant commands a squad (9 to 10 Soldiers). Considered to have the greatest impact on Soldiers because SGTs oversee them in their daily tasks. In short, SGTs set an example and the standard for privates to look up to, and live up to. SGTs play an important role in all aspects of the Army. Being a first line supervisor, a SGT has a lot of influence on his or her Soldiers and has a variety of duties including training, inspecting, and disciplining them. In order to become an SGT, a Soldier must earn promotion points by studying, taking classes, having a high physical training (PT) score, showing great marksmanship, and going to the promotion board. Upon promotion, Sergeants enter the Non-commissioned Officer Corps and join what is commonly referred to as "the backbone of the Army".



Staff Sergeant / SSG / E-6 / "Sergeant"

A Staff Sergeant, like a Sergeant (E-5), can command a squad (9 to 10 Soldiers) or can have the responsibility of an entire Platoon (16-40 Soldiers). Often a SSG has one or more SGTs under their leadership. SSGs are responsible for developing, maintaining and utilizing the full range of his Soldiers' potential. Because Staff Sergeants have much more time in service and more experience they are usually responsible for more military items and equipment. To become an SSG, a SGT must also earn promotion points and must physically go to the Promotion Board.



Sergeant First Class / SFC / E-7 / "Sergeant"

A Sergeant First Class is a key assistant and advisor to the platoon leader. Generally has 15 to 18 years of Army experience and puts it to use by making quick, accurate decisions in the best interests of the Soldiers and the country. An SFC is a Platoon Sergeant meaning that he or she will take the orders that are put out by the Platoon Leader (an officer) and ensure that the platoon properly carries out those orders.



Master Sergeant / MSG / E-8 / "Sergeant"

A Master Sergeant is the principal NCO at the battalion level, and often higher. Not charged with all the leadership responsibilities of a 1SG, but expected to dispatch leadership and other duties with the same professionalism. Depending on an NCO's military occupational specialty (MOS), he or she can be promoted to Master Sergeant. A Master Sergeant has more administrative duties and less authority than a First Sergeant (who is also on the same pay grade).



First Sergeant / 1SG / E-8 / "First Sergeant"

1^{SG} is the principal NCO and life-blood of the company: the provider, disciplinarian and wise counselor. Instructs other SGTs, advises the company/troop/battery commander and helps train all enlisted Soldiers (60-200). Assists officers at the company level and is responsible for managing an entire company of Soldiers. First Sergeants must keep their companies performing to the best of their ability by ensuring that orders or information from the commander (an officer) or higher is given to the Platoon Sergeants who give it to their Soldiers. Every First Sergeant wants his or her company to be the best. To accomplish that, First Sergeants ensure that their company is well trained, fit for duty, and doing their duties properly. Sometimes a First Sergeant will be referred to as "Top".



Sergeant Major / SGM / E-9 / "Sergeant Major"

Sergeant Major's (SGM) experience and abilities are equal to that of the Command Sergeant Major (CSM), but the sphere of influence regarding leadership is generally limited to those directly under his charge. Assists officers at the battalion level (300 to 1,000 Soldiers). Just as a SFC or a First Sergeant manage their Platoon or Company, a Sergeant Major must control a Battalion through enforcing orders, organizing training, and holding accountability formations.



Command Sergeant Major / CSM / E-9 / "Command Sergeant Major"

Functioning without supervision, a CSM's counsel is expected to be calm, settled and accurate—with unflagging enthusiasm. Supplies recommendations to the commander and staff, and carries out policies and standards on the performance, training, appearance and conduct of enlisted personnel. Assists Officers at the brigade level (3,000 to 5,000 Soldiers). CSMs work at different levels in a unit representing Soldiers, advising the officers above them, and providing leadership to a battalion or a higher unit. Enlisted Soldiers who attain the distinction of being selected by the Department of the Army for participation in the Command Sergeants Major program are the epitome of success in their chosen field, in this profession of arms. There is no higher grade of rank, except Sergeant Major of the Army, for enlisted Soldiers and there is no greater honor.

The CSM carries out policies and standards of the performance, training, appearance, and conduct of enlisted personnel. The CSM advises and initiates recommendations to the commander and staff in matters pertaining to the local NCO support channel.

Perhaps slightly wiser and more experienced than the first sergeant, the CSM is expected to function completely without supervision. Like the old sage of times past, the CSM's counsel is expected to be calm, settled and unequivocally accurate, but with an energy and enthusiasm that never wanes, even in the worst of times.

Assignable to any billet in the Army, the CSM is all those things, and more, of each of the preceding grades of rank.



Sergeant Major of the Army / SMA / E-9 / "Sergeant Major"

There's only one Sergeant Major of the Army. This rank is the epitome of what it means to be a Sergeant and oversees all NCOs. Serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army (a four-star General).

The Sergeant Major of the Army is the highest rank an Enlisted Soldier can achieve in the U.S. Army. The current SMA as of March 1, 2011 is Sergeant Major of the Army Raymond F. Chandler III.

Warrant Officer Ranks and Grades. Warrant Officers are the technical experts of the Army.

The Army Warrant Officer is an adaptive technical expert, combat leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the Warrant Officer administers, manages, maintains, operates, and integrates Army systems and equipment across the Conflict Continuum of Army operations. Warrant Officers are formally addressed as either Mr. or Ms. CW2 through CW5 may also be addressed as "Chief".



Warrant Officer 1 / WO1 / W-1

Appointed by warrant from the Secretary of the Army. WO1s are technically and tactically focused officers who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor. WO-1 is the lowest rank on the Warrant Officer Rank scale, but they have a lot of responsibilities. A WO1 is expected to proficiently operate equipment, train Soldiers on that equipment, and give the leaders above them advice on their technical specialty.



Chief Warrant Officer 2 / CW2 / W-2 "

Chief Warrant Officers become commissioned officers as provided by the President of the United States. CW2s are intermediate level technical and tactical experts who perform

increased duties and responsibilities at the detachment through battalion levels. From the rank of CW2 on up, the President of the United States appoints Warrant Officers to their position by commission. CW2s have more experience in their field than WO1s, and they can work at a higher level in a unit (usually at the Battalion level).



Chief Warrant Officer 3 / CW3 / W-3

Advanced-level experts who perform the primary duties that of a technical and tactical leader. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW3s primarily support operations levels from team or detachment through brigade. With higher rank, a CW3 has more knowledge and expertise in his or her chosen field. This also means that a Chief Warrant Officer 3 has more responsibilities such as supervising other Warrant Officers and working in support of higher units, anywhere from Battalions to Divisions.



Chief Warrant Officer 4 / CW4 / W-4

Senior-level experts in their chosen field. They primarily support battalion, brigade, division, corps, and echelons above corps operations. CW4s typically have special mentorship responsibilities for other WOs and provide essential advice to commanders on WO issues. CW4s have more leadership responsibilities including advising unit Commanders and providing training and guidance to lower ranking Warrant Officers.



Chief Warrant Officer 5 / CW5 / W-5

Master-level technical and tactical experts that support brigade, division, corps, echelons above corps, and major command operations. They provide leader development, mentorship, advice, and counsel to WOs and branch officers. CW5s have special WO leadership and representation responsibilities within their respective commands.

CW5 is the highest rank a Warrant Officer can achieve. They are the best of the best in their technical field. A Chief Warrant Officer 5's duties can range anywhere from being the technical expert at the Division or Corps level to representing Warrant Officers to Commanding Officers.

Commissioned Officer Ranks and Grades



Second Lieutenant / 2LT / O-1 / "Lieutenant, Sir or Ma'am"

Second Lieutenant is the typical entry-level rank for a Commissioned Officer in the U.S. Army. A second Lieutenant usually leads / commands a platoon (within a company/troop/battery) consisting of the platoon sergeant and two or more squads of about 20 to 44 Soldiers. Sometimes a 2LT will be referred to as a "Butter Bar" or "LT."



First Lieutenant / 1LT / O-2 / "Lieutenant, Sir or Ma'am"

First Lieutenants have more experience than Second Lieutenants, and are usually promoted to their rank after about 18 months in Service. Since a 1LT has more experience, he or she might be put in the position of Executive Officer (XO) for a Company.



Captain / CPT / O-3 / "Captain, Sir or Ma'am"

Commands and controls company-sized units (60 to 200 Soldiers), together with a 1^{SG} as his principal NCO assistant. Instructs skills at service schools and The United States Army combat training centers and is often a Staff Officer from battalion to ARSTAF level.



Major / MAJ / O-4 / "Major, Sir or Ma'am"

Majors can serve as XOs for battalions or hold a primary staff officer position at the brigade or higher levels.



Lieutenant Colonel / LTC / O-5 / "Lieutenant Colonel, Colonel, Sir or Ma'am"

A Lieutenant Colonel commands a battalion of about 400-1200 Soldiers with a CSM as his/her principal NCO assistant. May also be selected for brigade and task force Executive Officer, primary staff officer at division and higher levels.



Colonel / COL / O-6 / "Colonel, Sir or Ma'am"

Typically commands brigade-sized units (3,000 to 5,000 Soldiers), with a CSM as his /her principal NCO assistant. Also found as the chief of divisional-level staff agencies or higher. Colonels are sometimes referred to as "Full Birds".



Brigadier General / BG / O-7 / "General, Sir or Ma'am"

Brigadier Generals usually do not command units; instead they serve as Deputy Commanders to the commander of a division. Assists in overseeing the staff's planning and coordinating of missions. Also found as primary staff officer at Department of Defense, Joint Staffs, and Army levels.



Major General / MG / O-8 / "General, Sir or Ma'am"

A Major General will typically command a division (4 BCTs) of approximately 15,000 Soldiers. May be assigned as the commander of a Joint Command or Task Force. Also found as primary staff officer at Department of Defense, Joint Staffs, and Army levels.



Lieutenant General / LTG / O-9 / "General, Sir or Ma'am"

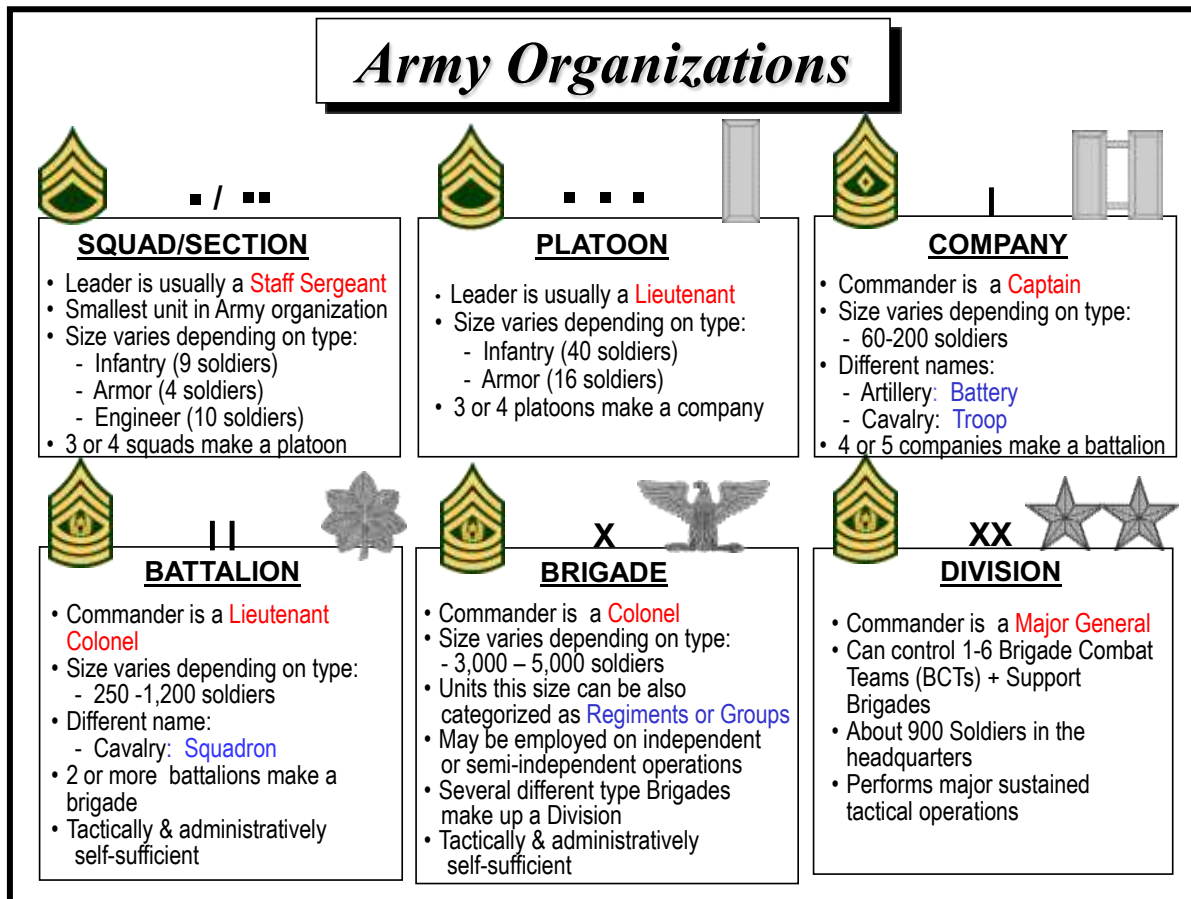
A Lieutenant General commands an entire corps with between 20,000 to 45,000 Soldiers. May be assigned as the commander of a Joint Command or Task Force. Also found as primary staff officer at Department of Defense, Joint Staffs, and Army levels.



General / GEN / O-10 / "General, Sir or Ma'am"

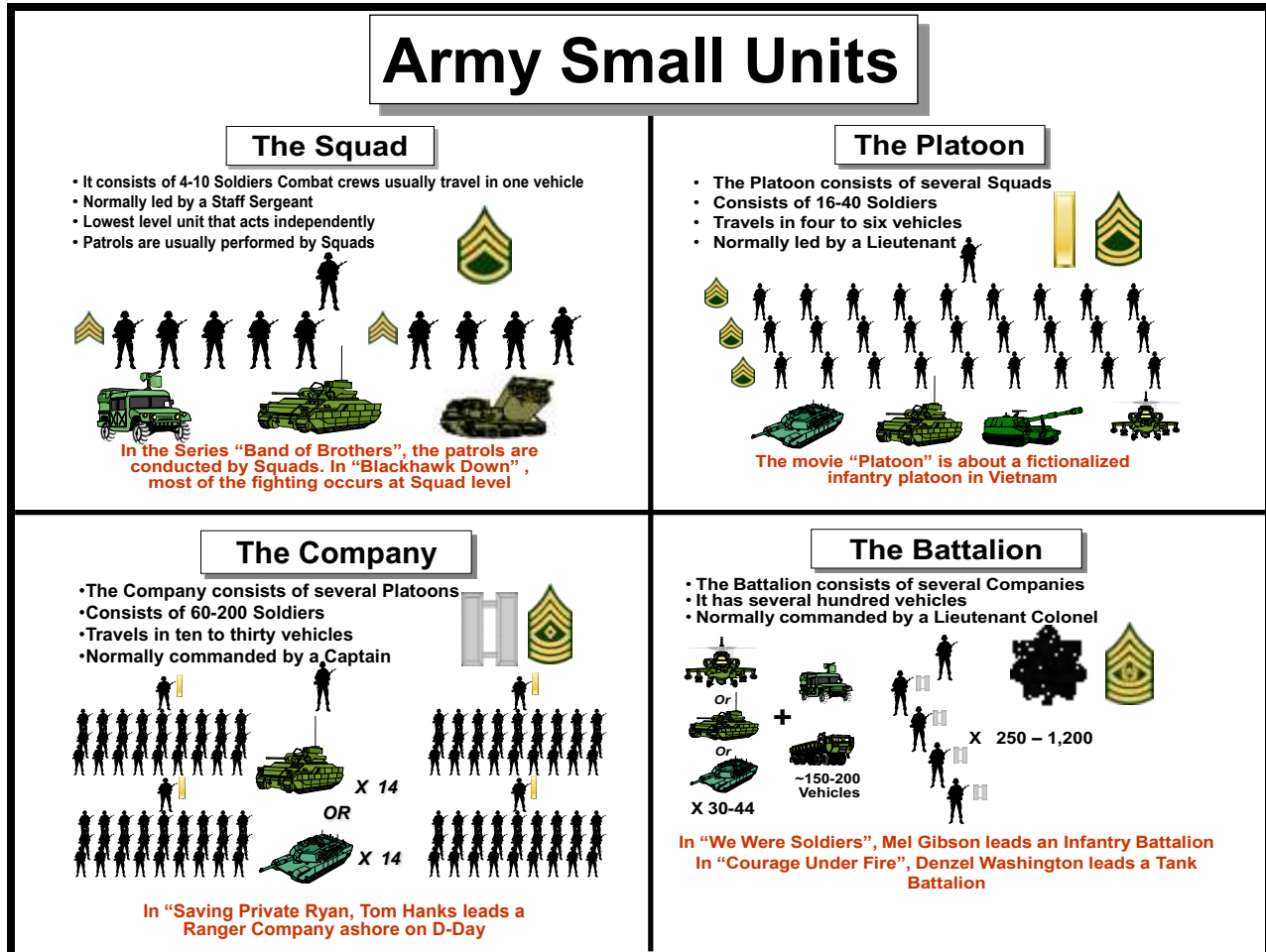
The senior level of Commissioned Officer typically has over 30 years of experience and service. Instead of commanding an actual unit, a General is responsible for a specific region and all the units within that region and operations that fall within their geographical area. The Chief of Staff, Army is a four-star General.

SUMMARY OF THE NON-COMMISSIONED & OFFICER LEADERSHIP “RANKS” & “POSITIONS”.



Organizational Designs of the Army

The Army is designed in “small units” and “large units”. This chart depicts the organization of Army small units.



We know that the Army is an organization of organizations. This chart describes the unit-level organizations that make up the Army. We will briefly examine each level of Army organizations.

The first level depicted is the Squad or Section. This is the lowest level of formal organization, but probably the most important. Every junior Soldier in the Army is assigned to a Squad or Section, and a Sergeant has the responsibility for the total care of that Soldier. If you see a picture of a Soldier standing guard at a road intersection in Kandahar, Afghanistan, you may be assured that the Soldier belongs to a Sergeant who has complete responsibility for the training, leadership, welfare, and well-being of that Soldier.

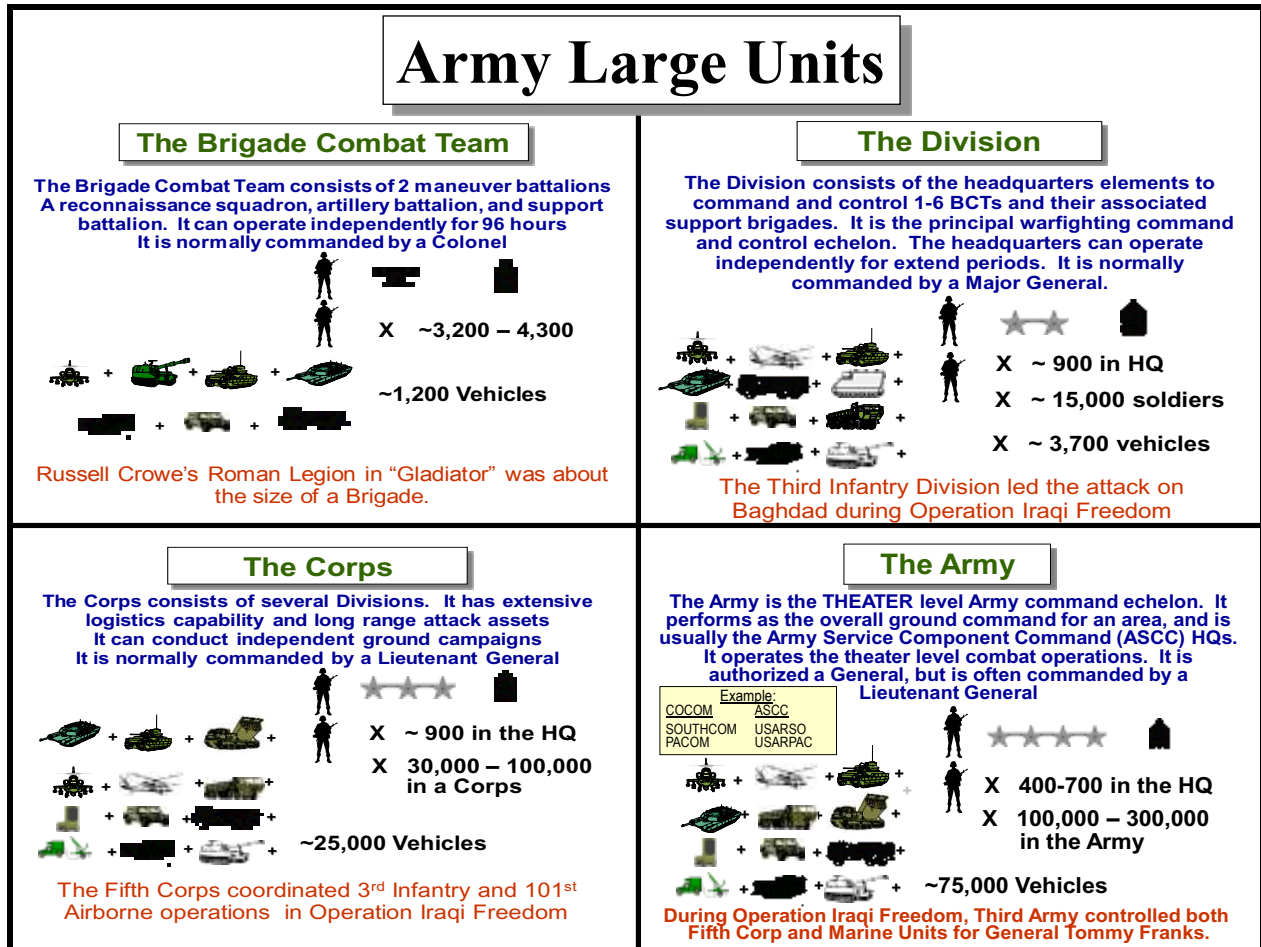
The next level is the Platoon. Assemble 3 or 4 Squads and you build a Platoon. A platoon consists of roughly 40 Infantry Soldiers or 16 Armor Soldiers (4 tanks times 4 crew members per tank) and is led by a Lieutenant, assisted by a Sergeant First Class.

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The next level is the **Company**. Assemble 3 or 4 Platoons and you build a company. A company consists of roughly 60-200 Soldiers. The size of a company varies between branches. Usually a Captain commands a company, and he/she is assisted by a First Sergeant. Company sized units in the Field Artillery and Air Defense Artillery are referred to as batteries. In the Cavalry they are referred to as troops.

The next level is the **Battalion**. A battalion is commanded by a Lieutenant Colonel, and is assisted by a Command Sergeant Major. Battalion strengths range from roughly 250-1,200 Soldiers. Battalion sized organizations in the Cavalry are referred to as squadrons.

This chart depicts the organization of **Army Large Units**.



The **Brigade Combat Team** is the basic unit of combat capability. The Brigade Combat Team (BCT) is currently commanded by a **Colonel**, and is assisted by a **Command Sergeant Major**. BCT strengths range from roughly 3,200 to 4,300 Soldiers, depending on type, and are designed to employ the full range of combat capabilities as operationally demanded. TRADOC is investigating the design of a BCT with three (3) maneuver battalions for the Heavy and Infantry BCTs.

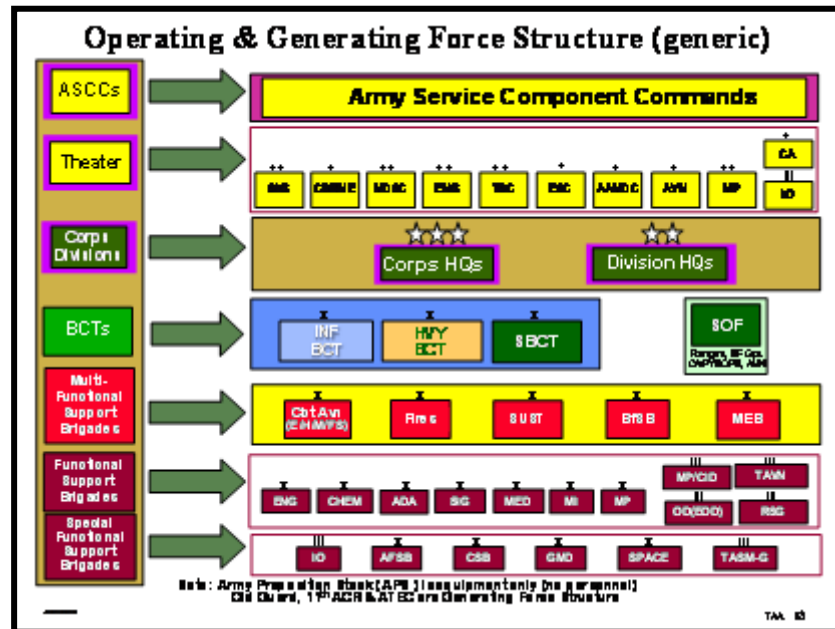
The next level is the **Division**. A Division is commanded by a **Major General**, and is assisted by a very senior Command Sergeant Major. Divisions are currently organized as headquarters elements only, with no permanently assigned Brigades. A division is capable of command and control of 1 to 6 BCT's and their associated maneuver support and sustainment units. There are ten(10) Division headquarters structured in the Active Component and eight (8) Division headquarters structured in the Army National Guard.

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Corps headquarters are like division headquarters in that they are organized as headquarters elements only, and are capable of commanding and controlling some number of Division headquarters as well as direct command of Brigade Combat Teams if needed. Four (4) Corps headquarters are structured in the Active Component.

Army force structure is always changing. Changes in strategy, missions, doctrine, time, people, equipment and dollars result in changes in force structure. With the current revision of Army structures to Army Modular Force designs, each of the above depicted organizations is evolving in structure, organization, design and mission. CSA Odierno has directed a relook at the BCT design.

The Army seeks to design a force structure meeting the President's strategy, the guidance from OSD / CJCS and congressional constraints. The force is divided into Operating Force (OF) and Generating Force (GF) discussed on page five (5) of this Primer. This figure provides the generic organization of the Army from higher to lower, supported to supporting, WITH THE CAVEAT: the total impact of the force/resource reductions have not been identified.



ARMY FORCE STRUCTURE

GENERAL STRUCTURING of ARMY FORCES (as of January 2012)

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

As elements of the Army's organizational structure become larger units (i.e. battalions, brigades or divisions), they contain more and more subordinate elements from combat arms (CA), combat support (CS), and combat service support (CSS) units (e.g., companies and battalions).

Typically, a company is the smallest element of the Army to be given a designation and an affiliation with higher headquarters at battalion and brigade level. This designation of an alpha/numeric and a branch cause an "element" to become a "unit". Example: Battery B, 2nd Battalion, 3rd Field Artillery Regiment.

Army's force structure and Total Strength.

There are roughly 212 Military Occupational Specialties (MOS) Soldiers can have in the Army, and there are over 1300 types of units they can be assigned to. In total, there are over 8,000 separate units in the Army. These units are found in the three components (COMPOs) of the Army: the Active Army (COMPO 1), Army National Guard (COMPO 2) and Army Reserve (COMPO 3). Total Strength of the Army is the aggregate of COMPO 1, 2 & 3 authorized (spaces), authorized by officer/warrant officer/enlisted (by Fiscal Year).

The **Active Army** (AC) performs the full range of land dominance tasks, and is composed entirely of full time professional Soldiers. HQDA projects the future total strength for the active component (COMPO 1) will be approximately 490,000 (officer, warrant officers, and enlisted), supported by the best Department of the Army Civilians (DAC) and contractors, located through the world.

The **Army National Guard** (ARNG) also performs that full range of land dominance activities, but typically the National Guard trains and organizes units to perform both a State mission under the control of the State Governors, and, when federalized, the National Guard typically provides trained units to perform a variety of Army missions. The projected total strength for COMPO 2 is approximately 350,000 (officer, warrant officer and enlisted) throughout the 50 States, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands (3 territories).

The **United States Army Reserve** (USAR) performs combat service support (CSS) and some combat support (CS) missions in support of the active component and the ARNG. The projected total strength for COMPO 3 is approximately 205,000 (officer, warrant officer and enlisted) within the 50 States, and throughout the world.

Note that the majority of American Soldiers are actually in the National Guard or the Army Reserve. The Guard and Reserves are collectively referred to as the Reserve Components (RC). Additional information is available in the Reserve Component Primer located on the Army Force Management Website: <http://www.afms1.belvoir.army.mil/primers.php> .

The **TOTAL STRENGTH** (by Fiscal Year (FY), officer/warrant officer/enlisted, and component) is determined through guidance from the President, Congress, and/or the Office of the Secretary of Defense. The force structure supporting the strategy (brigade combat teams, support and sustainment), within the total strength, by component and FY has not been determined for FY 13, 14 & 15. Additional force reductions and total strength reductions may be on the horizon (impacts of Budget Control Act of 2011, Sequestration, and Congressional Budget deliberations and negotiations for the 2013 budget).

Current Force Structure Guidance.

In January 2012 the President and Secretary of Defense announced a change in the National Security Strategy and focus for the Department of defense. The latest guidance did not include the "Directed Force" or the force sizing construct normally included in the National Defense Strategy (NDS), the Defense Planning Guidance (DPG), the Quadrennial Defense Review (QDR) or the Army Plan (TAP). Until those changes are received by the Army Staff (ARSTAF), the current force structure is approximately reflected in the following table. Additional information on the future force structure is found on page 37 of this primer.

Army Forces Across the Spectrum



As of January 2012

	Army Special Operations	Infantry	Stryker	Heavy (Armored / Mechanized)
Active Component	<ul style="list-style-type: none"> • 5 Special Forces Groups • 1 Ranger Regiment • 1 Special Operations Aviation Regiment (SOAR) • 2 Civil Affairs Brigades • 1 Psychological Operations (PSYOP) Group 	20 Infantry BCTs	8 Stryker BCTs	17 Heavy BCTs
	82 Support Brigades, 10 Division HQs, 4 Corps HQs, 8 Army Service Component / Functional Commands			
Reserve Component	<ul style="list-style-type: none"> • 2 Special Forces Groups • 9 Civil Affairs Brigades • 2 PSYOP Groups 	20 Infantry BCTs	1 Stryker BCT	7 Heavy BCTs
	147 Support Brigades, 8 Division HQs			
Totals	<ul style="list-style-type: none"> • 7 Special Forces Groups • 1 Ranger Regiment • 1 SOAR • 11 Civil Affairs Brigades • 3 PSYOP Groups 	40 Infantry BCTs	9 Stryker BCTs	24 Heavy BCTs
	229 Support Brigades, 18 Division HQs, 4 Corps HQs			

NOTE: TRADOC has recommended that the Heavy BCTs be renamed Armor BCTs or ABCTs. Additionally, as the OSD/DOD directed reductions in Total Strength impact the number of BCTs during the current and future Budget submissions, the mix of IBCT, SBCT and HBCTs will be adjusted in addition to the directed /proposed "inactivations" of BCTs.

Army Organizations / Military Map Symbols

In many cases, Army organizations are depicted using unit map symbols. The map symbols are designed to depict Army unit capabilities in a concise form. This dates back to the Civil War and the First World War. Military planners found it much more efficient to write a unit symbol on a map rather than describe the unit in longhand. Therefore, the Army developed the military map symbol. This process is still in use today. Many current Army capabilities are displayed through the use of military map symbols.

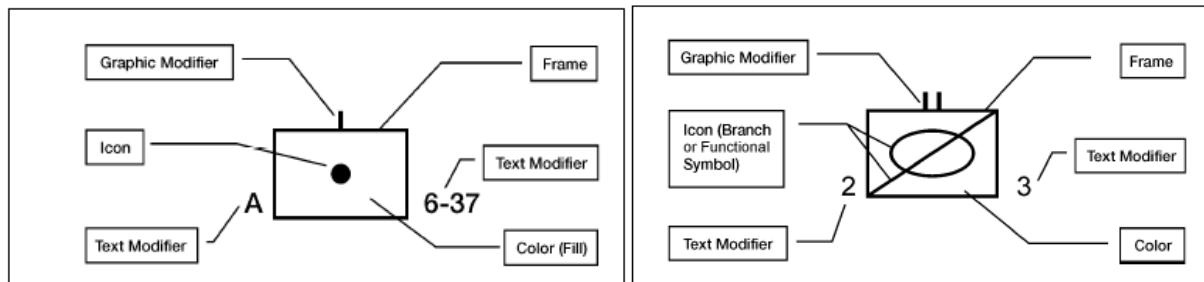
The complete list of the branches within the Army, with branch brass (worn on uniforms) and map symbols are displayed on pages 21 and 22.

UNIT Map symbols

In accordance with FM 1-02, **OPERATIONAL TERMS AND GRAPHICS**, Chapter 4 (military symbols) a military symbol is composed of a frame, color (fill), icon(s), and may include text or graphic modifiers that provide additional information (see figure below).

The icon is the innermost part of the military symbol providing an abstract pictorial or alphanumeric representation of the function or role of the military symbol. Within the frame and as an integral part of a basic icon, there may also be additional graphic or text modifiers that further define the function or role of the military symbol being displayed. FM 1-02, Chapter 5 (Unit Symbols) covers the potential modifier fields, descriptions of the fields, branches and functional symbols, mobility and capability modifiers, special operations forces, echelons, task force, reinforced or detached, named commands and control headquarters, headquarters elements, and multi-functional combat service support units.

This primer presents the single standard for developing land unit symbols established in FM 1-02. A unit is a military element whose structure is prescribed by a competent authority. This primer includes a wide variety of unit symbols and modifiers for building new or unique symbols. However, no attempt to depict all unit symbols has been made. Two examples are demonstrated here.



Graphic Modifier: depicts the level of the unit/element. Left graphic is a company. The right graphic is a battalion.

ICON: The icon is the innermost part of the military symbol providing an abstract pictorial or alphanumeric representation of the function or role of the military symbol. Within the frame and as an integral part of a basic icon, there may also be additional graphic or text modifiers that further define the function or role of the military symbol being displayed. Some examples are provided in later graphics. The example on the left is a field artillery battery. Unit on the right: armored cavalry squadron [armor tread and cavalry bandoleer].

COLOR (FILL): Color indicates affiliation. Color is the hue of the line marking the geometric border or the fill of the interior area of the frame. The colors represent the branch within the Army (infantry, armor, signal, etc) FM 1-02, table 4-3 depicts the default colors for the symbols.

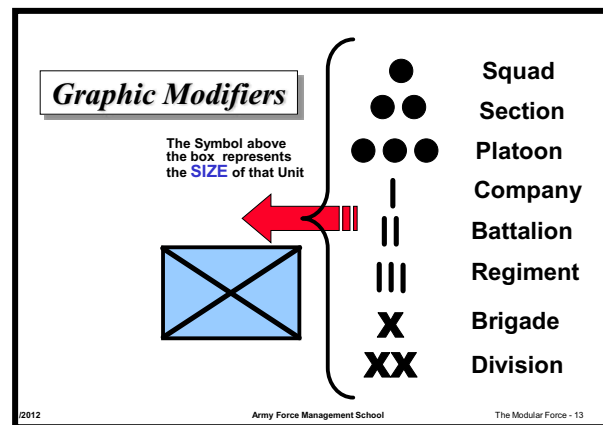
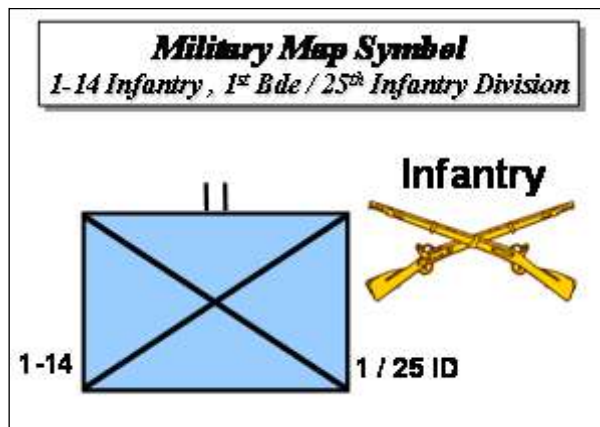
TEXT OR GRAPHIC MODIFIERS: A text or graphic modifier provides additional information about a symbol. This information is displayed on the outside of the frame. The default placement of modifiers in fields around the frame is shown above. The placement of these modifiers is the same, regardless of frame shape. Symbol on the left is A Battery, 6th Battalion 37th Field Artillery. Symbol on the right is the 2nd Squadron, 3rd Armored Cavalry Regiment.

Map symbol Frame unit size and hierarchy from Squad to Army

ELEMENTS	SYMBOL and SIZE		NOTES
Squad/Section		9-10 Soldiers	This schematic provides a framework to categorize Army organizations. These elements are shown from smallest to largest. Each organization is replicated from three to five times to form the next larger element.
Platoon		16-44 Soldiers	
Company/Battery/Troop		60-200 Soldiers	
Battalion/Squadron		250 -1,200 Soldiers	
Brigade/Regiment/Group		3,000-5,000 Soldiers	
Division		Approximately 15,000 Soldiers	
Corps		30,000-100,000 Soldiers	
Army		100,000+ Soldiers	

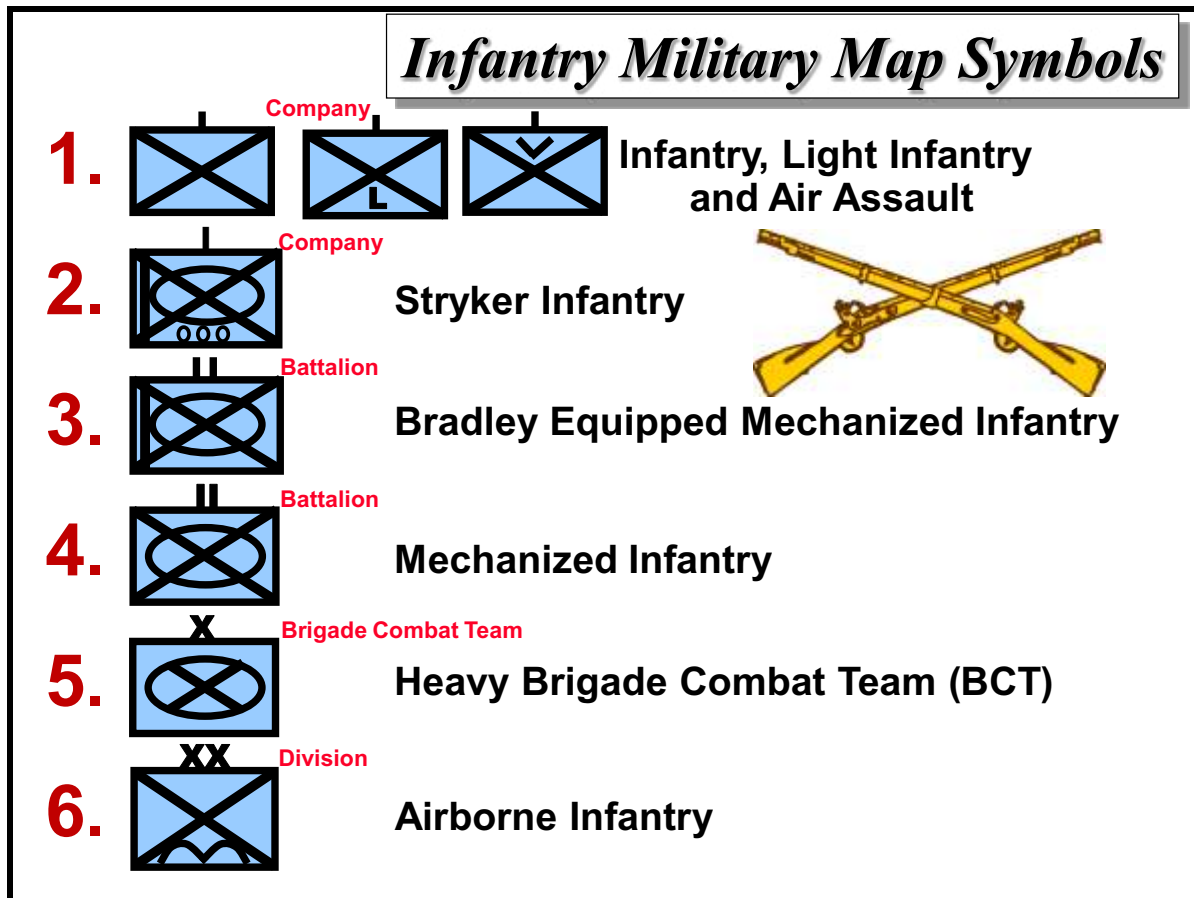
Example INFANTRY:

Depicted here is the map symbol for Infantry...a simple portrayal of crossed rifles (the branch insignia of Infantry, depicted as crossed straps) and the color within the frame is infantry blue.



The frame is used to identify the location of the unit on a map. The map symbol is also used in charts to identify the unit. The inner area of the box was used to identify the type of unit and the outer area of the box was used to identify the unit size and designation.

There are a variety of INFANTRY organizations, with unit symbols and graphics to match. This diagram demonstrates the various Graphic Modifiers used to describe the different “flavors / capabilities” with the infantry branch.



The symbols (annotated 1-6 in the slide above) depict some of the additional capabilities of Infantry units. Descriptions of each is listed below, by number, and we'll also use this chart to understand the placement of the symbols that indicate unit size, text or graphic modifiers, and color.

1. The top symbols represent a variety of Infantry Companies. The three variations represented: Infantry, Light Infantry and Air Assault
2. The next symbol is the symbol for Stryker equipped Infantry Company. The first branch symbol affiliation is infantry denoted by the crossed straps. The second branch symbol modifier that further explains the capability of the unit is “mechanized” or “armored” with the tank tread. The third branch symbol modifier for the next capability is “wheeled” or more appropriately “wheeled armored vehicle”. This is a mobility modifier. It describes the capability of the unit to move personnel and equipment. The fourth branch symbol modifier for the capability is “gun system equipped”. The graphics indicate that the unit is equipped with the Stryker Combat Vehicle. The depicted symbol indicates that this is a company sized unit.
3. The next symbol represents Bradley equipped Mechanized Infantry Battalion. We add a vertical line graphic modifier to the symbol for Mechanized Infantry to indicate a different capability for this unit. Because the M-2 Bradley Fighting Vehicle has a 25 mm gun system and remarkably

different mobility characteristics, we depict Bradley equipped units differently. The symbol indicates that this is a battalion sized unit.

4. The next symbol represents Mechanized Infantry Battalion. The infantry crossed straps graphics are modified with the additional symbol of the tank tread representing armor, tracked or self propelled. This means that this unit uses the protection and mobility of armored personnel carriers to perform its missions. The graphic modifier demonstrates that this is a brigade sized unit.
5. The next last symbol is that of a Heavy Brigade Combat Team (HBCT). This organization consists of equal portions of Mechanized Infantry and Tank units, and essentially blends Armor and Infantry capabilities into "Maneuver" capabilities.
6. The last symbol represents an Airborne Division. The additional symbol of the glider wings placed in the lower portion of the box indicates an airborne capability for this unit.

BRANCHES OF THE ARMY: The complete list of branches, branch brass (worn on uniforms) and map symbols are portrayed in the next two graphics.

Combat Arms and Combat Support:



































BRANCHES and functions of the ARMY

Combat Arms <small>(directly involved in the conduct of actual fighting)</small>	Combat Support <small>(provides operational assistance to Combat Arms)</small>
Air Defense Artillery	Aviation*
Armor	Chemical*
Cavalry	Engineer*
Combined Arms	Military Intelligence
Aviation*	Military Police*
Engineer*	Signal*
Field Artillery	Civil Affairs
Infantry	Psychological Operations
Special Forces	

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

Combat Service Support:

Combat Service Support
(performs personnel service support, logistics, and administrative functions for all branches)

	Adjutant General			Finance	
	Army Medical¹			Judge Advocate General	
	Aviation*			Military Police*	
	Chaplain			Ordnance	
	Chemical*			Maintenance	
	Civil Affairs			Ammunition	
	Psychological Operations			Quartermaster	
	Engineers*			Signal*	
				Transportation	

•Note: Some branches perform multiple CA / CS / CSS duties
•1. Six specialty corps: Medical Specialty, Nurse, Dental, Medical Service, Veterinary, and Medical

Army Branches and Unit Capabilities:

The following section will provide basic information about the different branches of the Army, their mission, branch insignia, map symbols, branch colors and various examples / pictures of equipment. This portion of the primer does not present all of the branches of the Army, nor does the primer cover every type of organization in the Army.

- Maneuver: Infantry
Armor
Aviation
Engineer
Military Police
- Fires: Field Artillery
Air Defense Artillery
- Support: Military Intelligence
Signal

Army Branches and Unit Capabilities

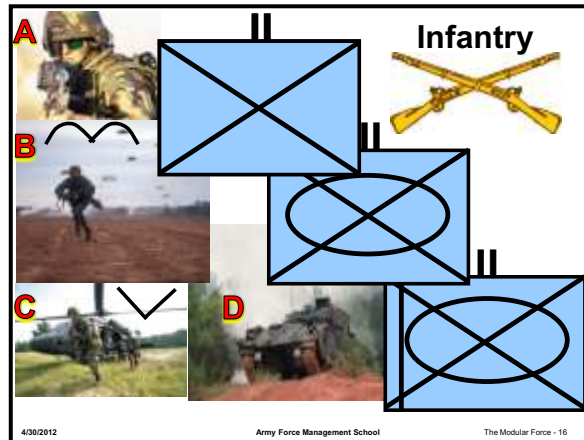
- ✓ Describe Army Branches and their missions in the operational area
- ✓ Depict Branch insignia
- ✓ Depict the military map symbol(s)
- ✓ Depict representative examples of unit equipment and capabilities

INFANTRY:

Infantry is one of the Combat Arms. It is a maneuver branch. The mission of the Infantry is to close with the enemy by means of fire and maneuver, and capture or destroy him.

1. There are several different types of infantry organizations in the Army today.

a. The first picture is Light Infantry, depicted in the upper left corner (A). The United States Army has the finest light infantry in the world today, and we can deploy light infantry units quite rapidly if needed. But, light infantry organizations have no tanks and very little organic transportation for its Soldiers. Therefore, light units can be deployed quickly to the theater, but once employed in combat, have limited tactical mobility, and very limited protection from heavy force opponents.

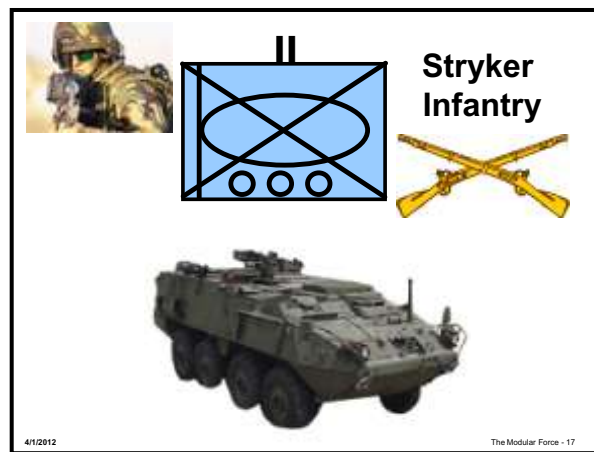


b. We have Airborne Infantry, depicted in the middle left picture (B). Airborne is considered light infantry as well. The Airborne has all the same capabilities as Light Infantry, but Airborne units have the training and additional skills to be employed by the Combatant Commander via parachute. While this is a formidable strategic or tactical mobility capability, once employed in combat, the Airborne fights like Light Infantry.

c. We also have Air Assault Infantry, depicted in the lower left picture (C). Air Assault is considered light infantry as well. The Air Assault has all the same capabilities as Light Infantry, but Air Assault units have the training and additional skills to be delivered into battle via helicopter. These units can optimize the value of air mobility with quick insertions and movement within the battlefield, but once employed in combat, the Air Assault conducts most of its operations like Light Infantry.

d. The Army standard for Mechanized Infantry today is the M-2 Bradley Fighting Vehicle (BFV), depicted on the center bottom (D). The Bradley has a 25 mm cannon, allows Soldiers to fight from inside the vehicle, and has substantially improved mobility and survivability characteristics.

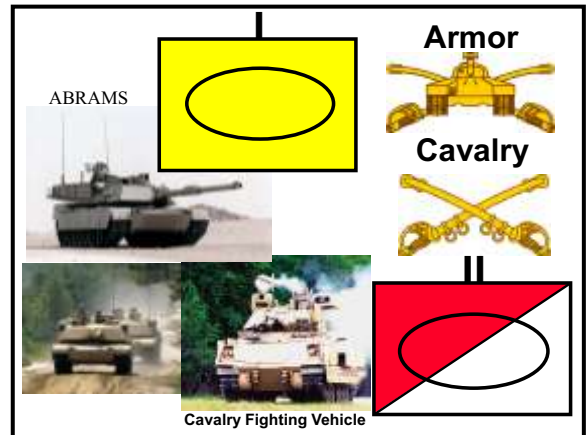
2. Stryker is an additional Infantry skill. This slide chart depicts the Stryker Infantry structure using the Stryker Brigade Combat Team (SBCT) as the base unit. The idea of the SBCT is to capitalize on the versatility and deployability of light infantry, and by providing additional mobility, firepower and protection. The SBCT is designed to offer a more “versatile” land dominance capability across the CONFLICT CONTINUUM. Note that the Stryker vehicle is more than just an Infantry Carrier. The Stryker was designed as a family of vehicles with several variants for special capabilities. It was designed to have roughly 85% parts commonality with common chassis, and common drive train. This makes the vehicle easier to sustain and support.



ARMOR :

This slide depicts Armor organizations as another Combat Arms branch.

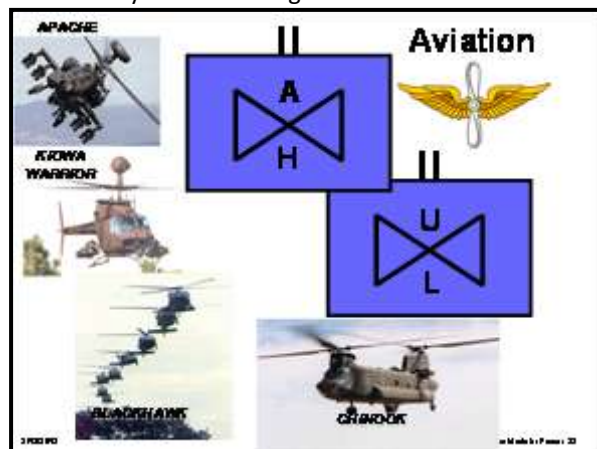
1. Armor units team with infantry units to accomplish the tactical mission by providing the maneuver, firepower and shock effect in conjunction with infantry operations. In Heavy units, Infantry and Armor units almost always work in combination with each other to accomplish the tactical mission.
2. There are two types of Armor units depicted on this chart.
 - a. Tank units task organize with Infantry units to close with the enemy, capture or destroy him, and to take and hold terrain. Tank unit symbols are at the top of the chart.
 - b. Cavalry units are depicted at the bottom of this chart. Cavalry organizations are armored units, but have a significantly different mission. Cavalry uses the mobility, protection and firepower of armored vehicles and aircraft to perform its primary mission of Reconnaissance.



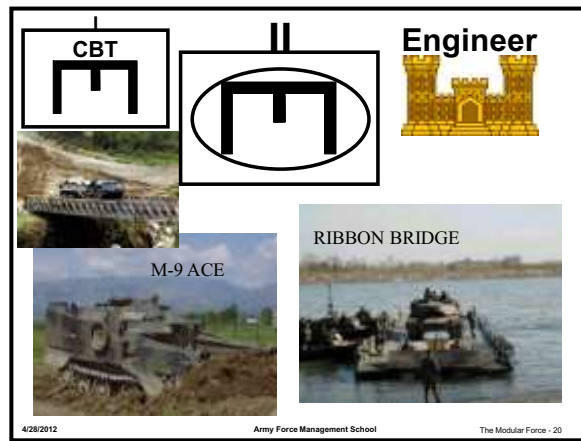
AVIATION :

Here are examples of Army Aviation capabilities.

1. The Army's standard attack aircraft is the AH-64 "Apache". It is considered a "Heavy" Attack aircraft and its unit symbol is depicted using a rotor blade with an "A" indicating Attack and an "H" indicating Heavy. The OH-58D "Kiowa Warrior" is the Army's standard light attack aircraft. Its unit symbol would be depicted using an "A" for Attack, "R" for Reconnaissance, and "L" for Light.
2. The Army's standard light utility aircraft is the UH-60 "Blackhawk". Its unit symbol is depicted with a "U" for Utility and an "L" for Light. The Army's heavy utility aircraft is the CH-47 "Chinook". Its unit symbol would be depicted using a "U" for Utility and an "H" for Heavy.
3. These various types of aircraft will be arrayed in several types of aviation brigades, and will be examined in greater detail later in this primer.



ENGINEERS : Engineers perform their combat roles of Mobility, Counter-Mobility, and Survivability.

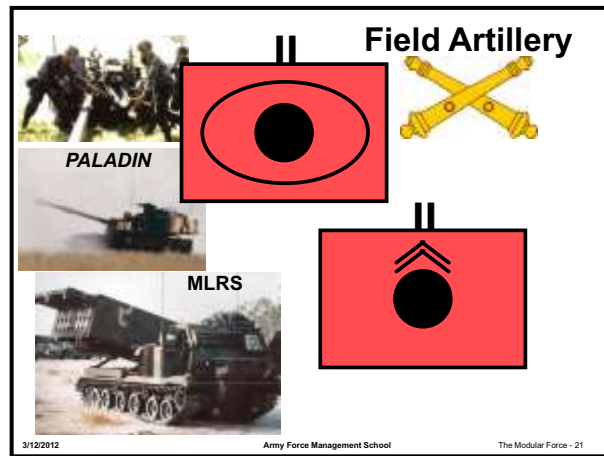


MILITARY POLICE

Military Police provide law enforcement and battlefield circulation control to the operational area. In combat, MP units keep main supply routes clear and orderly and route the vast amounts of vehicular traffic associated with the logistic support of the units in the operational area.

FIELD ARTILLERY : Artillery units provide cannon, rocket and missile fires to employed formations. This slide depicts some representative examples of artillery systems.

1. Light organizations have towed artillery, as depicted in the upper left.
2. Heavy organizations have self-propelled artillery, as seen in the center picture.
3. The Multiple Launch Rocket System (MLRS), seen at the bottom of the chart.



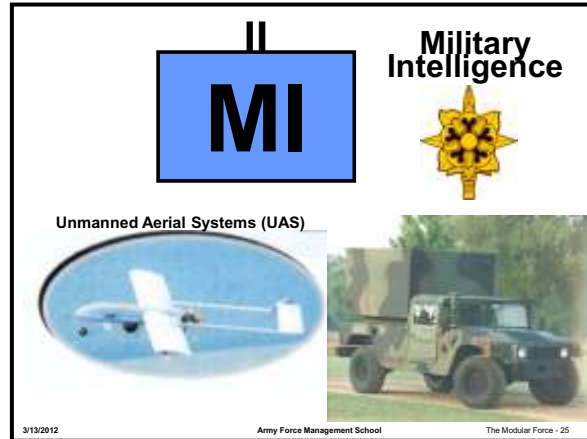
AIR DEFENSE ARTILLERY :

Air Defense Artillery units provide the air protection umbrella for units in the operational area. Shown are some representative weapons systems that have historically been structured in Air Defense units.



MILITARY INTELLIGENCE

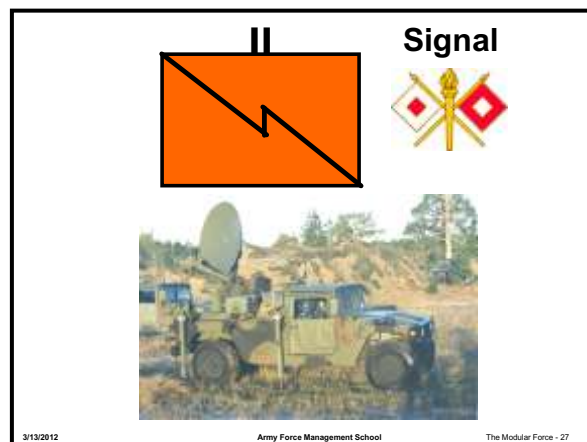
Military Intelligence (MI) provides all-source information and intelligence for the commander and his planning staff. MI units use a variety of ground based equipment, and there is growing reliance on Unmanned Aerial Systems (UAS). UAS give commanders the opportunity to see farther and clearer than they could even in the recent past. They are employed in a variety of units including Military Intelligence and Aviation units. More detail will come later in this primer as we examine the support brigade structure.



SIGNAL

Signal units provide the communications means for an operational area. Communication requirements have multiplied over the recent past, and with the advent of Digitization, bandwidth requirements have literally exploded.

Digitization is a communications architecture that allows headquarters elements and combat crews to exchange voice, data and video information in real time. This information exchange requires significant bandwidth, and it is Signal units that provide those services.

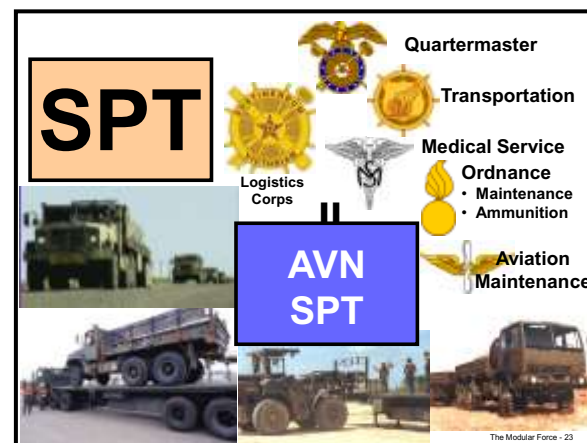


SUPPORT

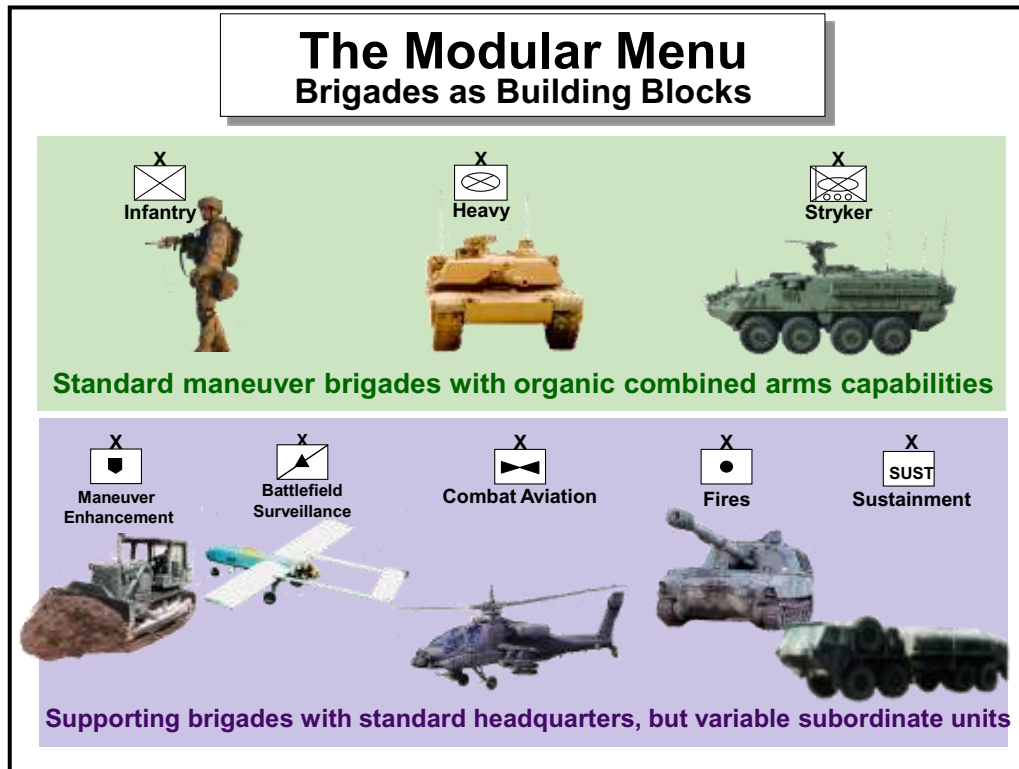
Includes the Logistics Corps, Quartermaster, Transportation, Medical Service, Ordnance (Maintenance and Ammunition) and Aviation Maintenance.

Support organizations provide the logistical support and sustainment for other units operating in the theater or the continental U.S. Depicted to the right are some representative (but not all inclusive) types of ground and aviation support units.

Combat Service Support provides “field support” and “sustainment support”. Additional definitions, roles and functions for Support organizations are found later in this Primer.



MODULAR MENU:



We have completed the design and implementation of the modular force structure. The maneuver brigades contain the combined arms capabilities necessary to deploy for employment of the unit into the fight. Basically, we will organize as we fight. This includes adding access to joint capabilities at much lower levels with a more robust network for communications, more joint and specialized personnel, and enhanced training and leader development. All maneuver units have transformed to Infantry, Heavy or Stryker designs. The Stryker design has three (3) maneuver battalions. The heavy and infantry BCTs are currently designed with two (2) maneuver battalions. The Army is considering a redesign of the heavy and infantry BCTs to add the third maneuver battalion, an engineer battalion and some additional field artillery capabilities.

TRADOC has proposed changing the title of the "HEAVY" BCTs to "ARMOR" BCTs. This change has not been approved by the Senior Leaders of the Department of the Army (SLDA) by the publishing date.

The support brigade structure is still evolving. Notice that the brigades are named by their capabilities, not necessarily by their branch. Additionally, the supporting brigades are designed based on the density of personnel and equipment. Changes in the BCTs design will dictate changes in the supporting brigade designs.

The Brigades of the Army. The center piece of the current force structure design is the BRIGADE. The Maneuver / Combat Brigades are the Heavy Brigade Combat Team (HBCT), Infantry Brigade Combat Team (IBCT) and the Stryker Brigade Combat Team (SBCT). The number of combat brigades is

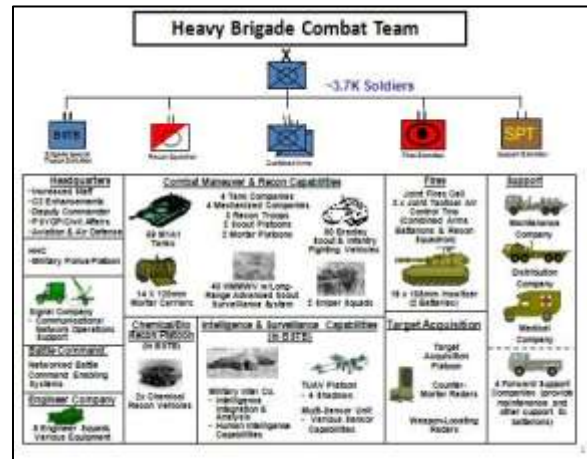
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provided by in DoD / OSD guidance as the **DIRECTED FORCE**. The **DIRECTED FORCE** provides the types / mix of HBCT, IBCT and SBCT. The guidance includes which COMPO is assigned which type and number of BCTs. With changes in the BCTs, the Army needs flexibly designed support brigades to ensure the success of the combat organizations (BCTs).

HBCT:

The Heavy Brigade Combat Team (HBCT) conducts offensive, defensive, and stability operations in support of Combatant Commander objectives providing armored firepower with tanks, mechanized infantry, and self propelled artillery. HBCTs are capable of conducting defense support to civilian authorities (DSCA).

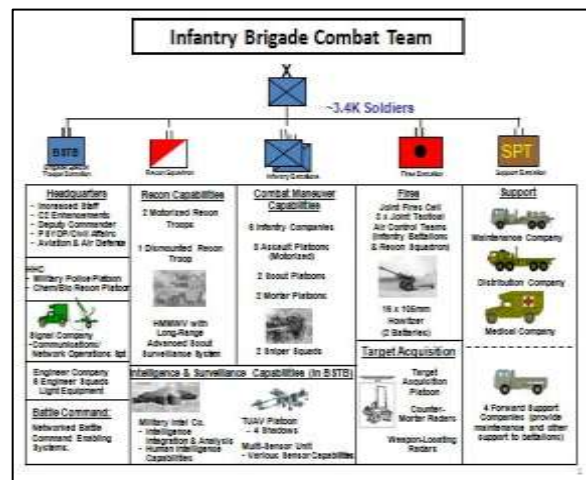
This chart reflects the current basic structure of a Heavy Maneuver Brigade. The BCT consists of roughly 3,900 Soldiers. Note that it is designed with the necessary organic maneuver, fires, communications, intelligence, reconnaissance, and sustainment capabilities. The BCT is capable of employing itself in virtually any operational environment, and sustaining itself for limited periods (~72hours).



IBCT:

The Infantry Brigade Combat Team (IBCT) conducts offensive, defensive, and stability operations in support of Combatant Commander objectives providing light infantry, towed artillery, motorized reconnaissance, and DSCA. This graphic depicts the basic structure of an IBCT. There are Airborne and Air Assault variants of this design, but the basic structure and design are similar. The current Infantry BCT consists of roughly 3,400 Soldiers.

Note that it is also designed with the necessary organic maneuver, fires, communications, intelligence, reconnaissance, and sustainment capabilities. The BCT is capable of employing itself in virtually any operational environment, and sustaining itself for limited periods (~72hours).



SBCT:

The Stryker Brigade Combat Team (SBCT) conducts offensive, defensive, and stability operations in support of Combatant Commander objectives providing a highly lethal and mobile brigade with combined arms firepower and DSCA. This graphic depicts the current structure of a Stryker Brigade Combat Team. The SBCT consists of roughly 4,300



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Soldiers. The SBCT is larger than the other two (2) BCTs because it has the **third maneuver battalion** organic to the design.

Note that it is also designed with the necessary organic maneuver, fires, communications, intelligence, reconnaissance, and sustainment capabilities. The SBCT is capable of employing itself in virtually any operational environment, and sustaining itself for limited periods (~72hours). It has also been designed to have an immediate operational capability upon arrival in its assigned operational area.

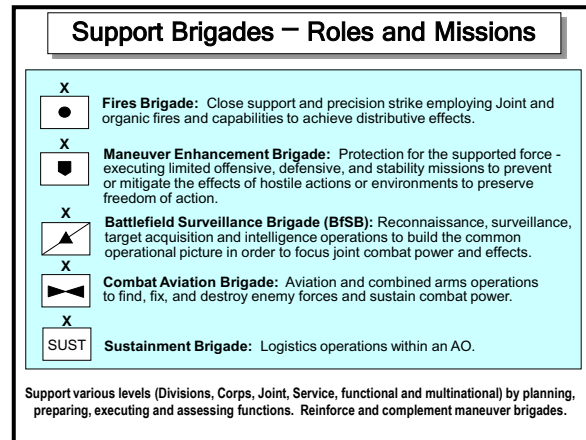
SUPPORT BRIGADES / ROLES and MISSIONS:

This chart shows the basic description and map symbols of each of the multi-functional support brigades. Note that the preponderance of Multi-Functional Support Brigades are assigned to the Reserve Components.

The support brigades fall into the following categories:

- Multi-Functional Support
- Functional Support
- Special Functional Support

The following slides provide an overview to the capabilities, designs and functions of each type of support brigade.



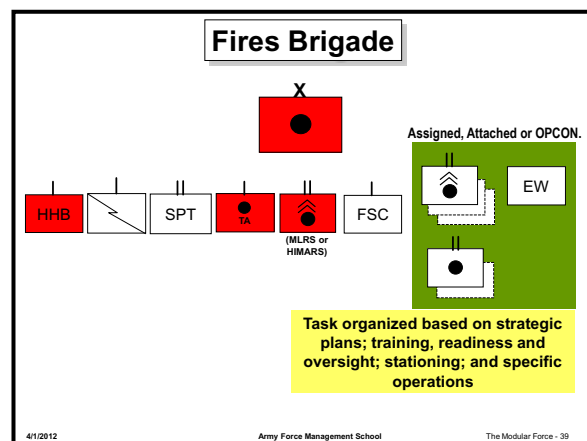
Multi-Functional Support Brigades: This category of organizations include: Fires Brigade (FiB), Maneuver Enhancement Brigade (MEB), Battlefield Surveillance Brigade (BfSB), Combat Aviation Brigade [Expeditionary, Light, Medium (full spectrum) and Heavy] [CAB(E), CAB(L), CAB(FS) and CAB(H)], and Sustainment Brigade (SUST).

FIRES BRIGADE (FiB): The FiB provides conventional fires as directed with five to seven organic or attached field artillery battalions and other organic assets. Provides targeting by means of ground/air observation and weapons locating radar. Supports maneuver and aviation elements with Fire Support elements and teams.

Fires Brigades provide the fires and precision effects that may be required in a given operational environment. The basic Brigade structure consists of the headquarters and support elements, a communications element, a Target Acquisition Battery (TAB) and at least one (1) Multiple Launch Rocket unit.

Additionally, the Fires Brigade has the capacity to expand as needed to accept and control multiple cannon or rocket artillery units, as well as units that can provide Electronic Warfare (EW) capabilities.

Fires Brigades are apportioned, assigned and deployed as required by operational conditions.

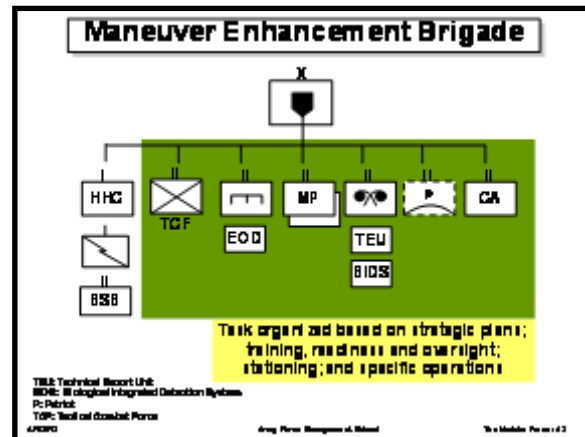


MANEUVER ENHANCEMENT BRIGADE (MEB):

The MEB is a mission tailored force. It provides protection for the supported force – executing limited support area operations, maneuver support operations, and support to consequence management, and stability operations to prevent or mitigate the effects of hostile action or environments to preserve freedom of action. The MEB merges combat support capabilities from Engineer, Military Police (MP), Chemical, Explosive Ordnance Detachments (EOD), Civil Affairs (CA), and if attached, controls the Tactical Combat Force to defeat threats in the support area.

MEB is designed as a multi-functional headquarters only, with no fixed substructure.

- Command and Control (C2) Headquarters with Air and Missile Defense (AMD), MP, Engineer, and Chemical Biological Radiological Nuclear & High Yield Explosive Command (CBRNE) functional operations/planning cells
- Functional ops/plans cells.
- Foundation to create modular, tailorable, scalable PROTECTION force
- Subordinate assets drawn from force pool (no fixed subordinate structure)

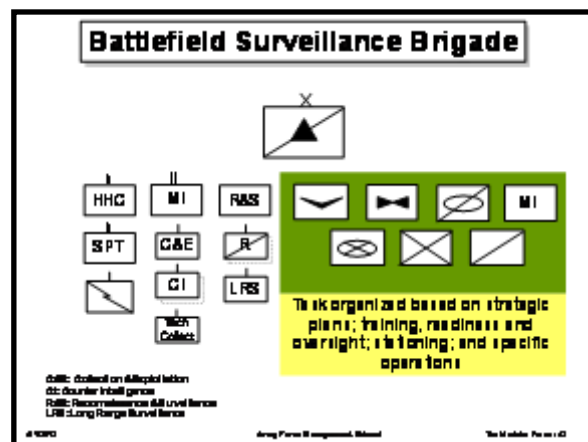


BATTLEFIELD SURVEILLANCE BRIGADE (BfSB):

Battlefield Surveillance Brigades (BfSB) provide the military intelligence collection, exploitation, counter-intelligence, reconnaissance, surveillance, target acquisition, operational intelligence and human intelligence capabilities that may be required in a given operational environment.

The basic Brigade structure consists of the headquarters and support elements, a communications element, a Military Intelligence (MI) battalion, a Reconnaissance and Surveillance battalion, and a Long Range Surveillance company. Only Active Component BfSBs have two (2) MI battalions.

Additionally, Unmanned Aerial Systems (UAS), attack aviation, cavalry units and SOF can also be operationally linked to the Brigade as needed. BfSBs are apportioned as required by operational conditions.



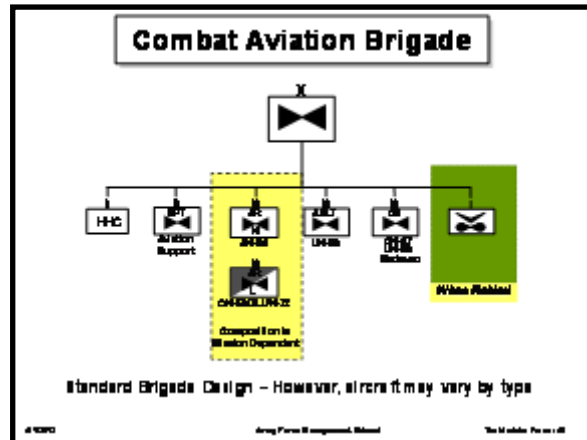
COMBAT AVIATION BRIGADE (Variations): The slide on the next page depicts the basic structure of a Combat Aviation Brigade. The Aviation Brigade is expansible and able to be tailored to the mission by acceptance of various numbers and types of aviation units. Aviation assets protect maneuver

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elements and provide multi-dimensional aviation support, including sufficient organic capability to conduct battalion-sized vertical maneuver and sustainment.

Aviation Brigades are organized multi-functionally with Reconnaissance, Attack, Lift, General Support and Aviation Support Battalions. Aviation Brigades may accept other branch enablers and BCTs when required. They can also fully integrate into all operations of the supported BCT(s) as well as operate in support of Division or Corps assets.

Combat Aviation Brigades are normally apportioned to maneuver forces as required by operational demand.



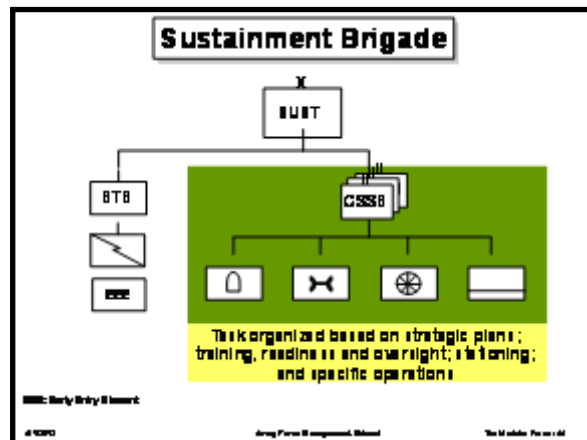
CAB (Heavy): CAB(H) provides support to maneuver BCTs using pure or task-organized unit to conduct multiple independent missions including Reconnaissance, Security, Movement to Contact, Attack, Air Assault, Air Movement, C2 Support, Aeromedical Evacuation, Casualty Evacuation and Personnel Recovery. It has two attack battalions and no attack / reconnaissance squadrons.

CAB (Medium): CAB(M) provides support to maneuver BCTs using pure or task-organized unit to conduct multiple independent missions including Reconnaissance, Security, Movement to Contact, Attack, Air Assault, Air Movement, C2 Support, Aeromedical Evacuation, Casualty Evacuation and Personnel Recovery. It has one attack battalion and one attack / reconnaissance squadron with OH-58D helicopters.

CAB (Light): CAB(L) provides support to maneuver BCTs using pure or task-organized units to conduct multiple independent missions including Reconnaissance, Security, Movement to Contact, Attack, Air Assault, Air Movement, C2 Support, Aeromedical Evacuation, Casualty Evacuation, and Personnel Recovery. It has no attack battalions. However it has two attack /reconnaissance squadrons with OH-58D helicopters.

CAB (Full Spectrum): The CAB(FS) is an Army National Guard (ARNG) organization designed to find, fix, and destroy enemy forces using maneuver to concentrate and sustain combat power at the critical time and place, as an integrated member of the combined arms team. The CAB(FS) supports an ARNG Division. CAB(FS) has one attack battalion and one (1) security and support battalion with LUH-72 helicopters.

SUSTAINMENT BRIGADE: The Sustainment Brigade plans, coordinates, synchronizes, monitors, and controls sustainment within its assigned Area of Operations. The area of operation may be in support of a Division headquarters or an Army Service Component Command (ASCC). The Sustainment Brigade is a modular, tailorable organization comprised of both functional and multifunctional subordinates CSS units. It is a single CSS management structure capable of providing sustainment management and distribution



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based logistics support from maneuver brigade to Theater Support Commands (TSCs).

Designed as a multi-functional headquarters only with no fixed substructure

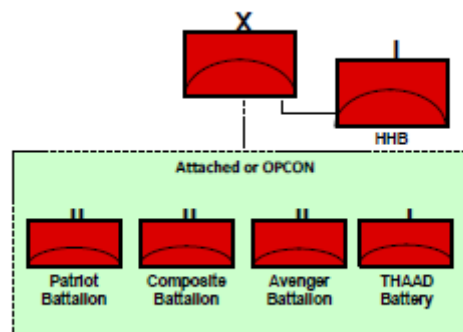
- Commands and controls sustainment assets for a Division, Corps or multi-national force HQ
- Headquarters designed around multifunctional operations/plans section capable of managing the full range of sustainment assets.
- May or may not have organic signal company.
- Foundation to create modular, tailorable, scalable SUSTAINMENT force
- Subordinate assets drawn from force pool (no fixed subordinate structure)

FUNCTIONAL SUPPORT BRIGADES: This category of organizations include: Air Defense Artillery, Chemical, Engineer, Military Intelligence, Military Police, Military Police (CID), Signal, Ordnance (EOD), Medical, Regional Support Groups (RSG), and Theater Aviation Brigade (TAB).

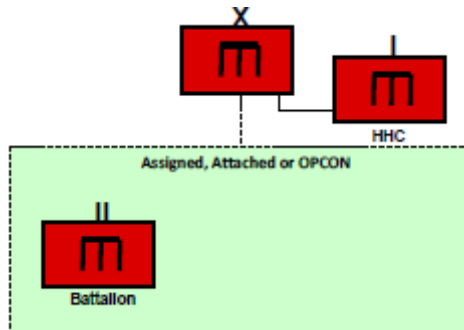
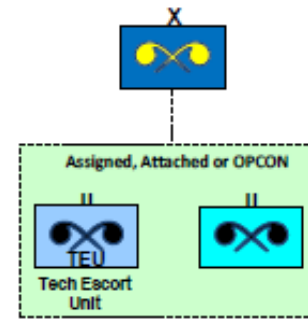
Functional Support Brigades & Commands (Combines Echelon Above Brigade (EAB) Enabler Functions). Command (CMD) and Brigade (BDE) are used below.

ASCC: Army Service Component Command	CHEM: Chemical	MI: Military Intelligence
AAMDC: Air and Missile Defense CMD	CSB: Contracting Support Brigade	MP: Military Police (CMD/BDE)
AFSB: Army Field Support Brigade	ENG: Engineer	MP/CID: Military Police/Criminal Investigation Division
ACR: Armored Cavalry Regiment	FIRES: Field Artillery	OD: Ordnance
ADA: Air Defense Artillery	GMD: Global Missile Defense	OD/EOD: Ordnance/Explosive Ordnance Detachment
AVN: Aviation	HVY BCT: Heavy Brigade Combat Team	RSG: Regional Support Group
BCT: Brigade Combat Team	INF BCT: Infantry Brigade Combat Team	SBCT: Stryker Brigade Combat Team
BFSB: Battlefield Surveillance Brigade	IO: Information Operations	SIG: Signal (Commands/Brigades)
CA: Civil Affairs	MDSC: Medical Deployment Support Command	TAVN: Theater Aviation (Brigade)
Cbt Avn: Combat Aviation Brigades	MEB: Maneuver Enhancement Brigade (CS)	Theater Aviation Sustainment (TASM-G)
CBRNE: Chemical Biological Radiological Nuclear & High Yield Explosive	MED: Medical (Command/Brigade)	

AIR DEFENSE ARTILLERY BRIGADE:. Provides command, control, staff planning and supervision of units attached to the brigade. Provides control of ADA fires by use of electronic or manual fire distribution systems. Provides the fire coordination interface between subordinate air defense units and the Regional or Sector Air Defense Commands (RADC/SADC) via the organic Air Defense Artillery Fire Coordination Operations (ADAFCO) section.

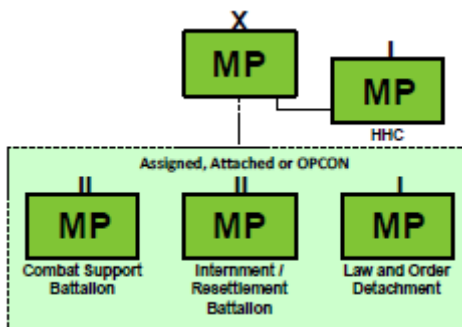
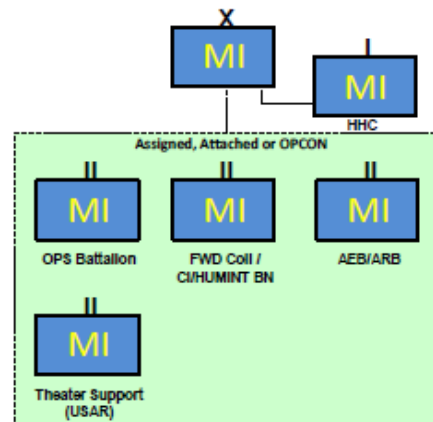


CHEMICAL BRIGADE: The Chemical Brigade Headquarters provides command, control and supervision for the operation of two to six subordinate chemical battalions, staff planning and coordination required in support of Chemical, Biological, Radiological, and Nuclear (CBRN) reconnaissance, decontamination, biological detection and smoke operations within the Corps or Theater area of operations. The Chemical Brigade normally collocates with the supported unit's headquarters.



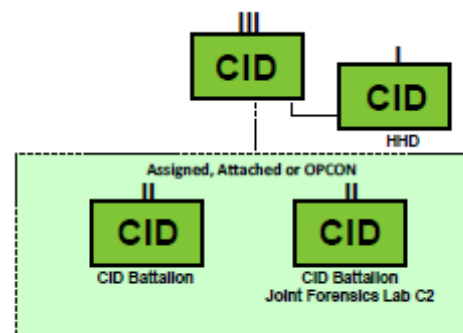
ENGINEER BRIGADE: The Engineer Brigade plans, integrates, and directs execution of engineer missions. The brigade headquarters is capable of providing command and control for 3-5 mission tailored engineer battalions to provide mobility support in support of force application, focused logistics, or protection at the Joint Task Force / Army Service Component Command.

MILITARY INTELLIGENCE BRIGADE: The MI Brigade provides C2 for assigned and attached units; Intelligence & Electronic Warfare (IEW) support for battle management to Joint and Allied commands, theater rear operations, and the sustaining base.



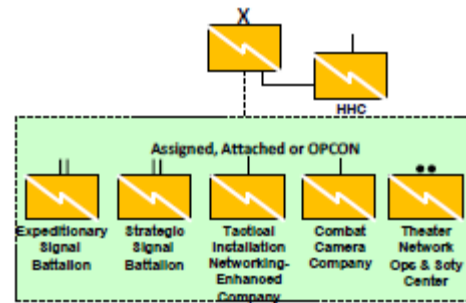
MILITARY POLICE BRIGADE: THE MILITARY POLICE BRIGADE PROVIDES COMMAND AND CONTROL AND COORDINATES OPERATIONS OF ALL MP AND OTHER ASSIGNED OR ATTACHED UNITS. THE BRIGADE IS CAPABLE OF STAFF PLANNING AND SUPERVISION FOR 2-6 MP BATTALIONS. WHEN WITHOUT AN MP COMMAND, FUNCTIONS AS JOINT FORCE COMMANDER'S COMMANDER OF DETAINEE OPERATIONS AND IS AUGMENTED WITH A THEATER DETENTION REPORTING CENTER (TDRC).

MILITARY POLICE BRIGADE (CID): The CID Group provides command, control, and staff supervision over all CID elements within the Theater of operations. Additionally, the CID Group must provide the same level of support to non-deployed units whose real world mission is on or near Army installations.

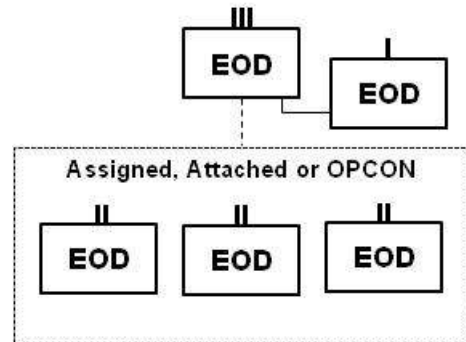


SIGNAL BRIGADE: The Signal Brigade provides command and control to assigned and attached units, planning and engineering for tactical C4 services, supervises the installation, operation, and maintenance of communications in support of the Theater Army, Army Support to other Services (ASOS), coalition, and augmentation to the Corps/Division. There are two types of Signal Brigades

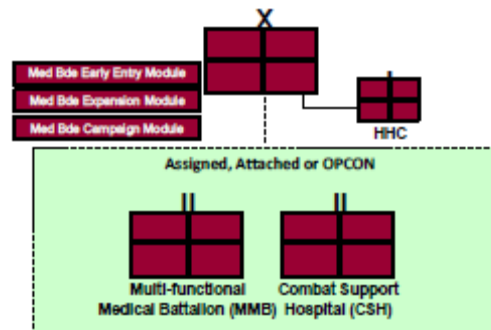
- Theater Tactical Signal Brigade (TTSB)
- Theater Strategic Signal Brigade (TSSB)



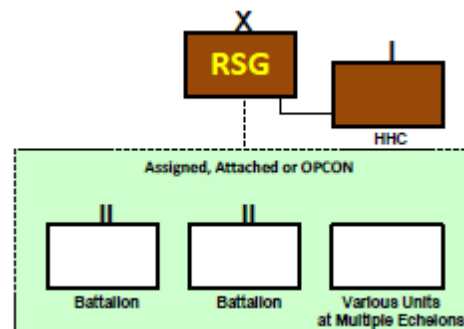
EXPLOSIVE ORDNANCE DISPOSAL (EOD) GROUP: To plan, direct, coordinate, and control all Explosive Ordnance Disposal (EOD) assets and operations in a theater. Command, control, and staff planning of two to six assigned or attached EOD battalions. Manage unexploded ordnance (UXO) incidents in its control areas and coordinate and operate the UXO reporting system. Provide EOD support and staff planning to all land areas throughout a joint area of operations (JOA). Provide EOD support on the CONUS land mass area to include Homeland defense, provide military support to civil authorities, coordinate with FBI and other Federal agencies who manage the Arson and Explosives Incidents System (AEXIS).



MEDICAL BRIGADE: The Medical Brigade provides command & control & coordinates operations of all medical and other assigned or attached medical units. Provides medical consultation services & technical advice. The brigade is capable of staff planning & supervision for 2-6 subordinate battalions or battalion equivalents.

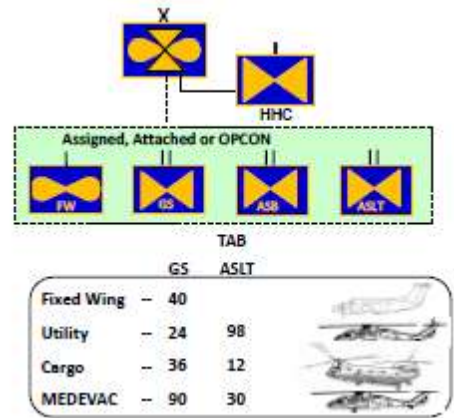


REGIONAL SUPPORT GROUP (RSG): Provide Command and Control (C2) structure for the operation of Forward Operating Bases (FOBs) or base camps; and provide/manage security, internal terrain management, administrative and logistical support, base operations and movement control, within the area of responsibility. Provide command and control, structure for limited contingency operations and Homeland Defense / Homeland Security (HLD/HLS) consequence management and domestic response. Provide command, control and supervision of assigned or attached units. Prior to mobilization, assist Active Component/ Reserve Component (AC/RC) units in meeting training, readiness and deployment requirements (Peacetime).



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THEATER AVIATION BRIGADE (TAB): The Theater Aviation Brigade (TAB) provides support to the Corps and Echelon above Corps level using pure or task-organized units to provide lift, cargo, MEDEVAC, limited Air Assault, C2 Support, Casualty Evacuation, and Personnel Recovery. TAB has 1 Fixed Wing (FW) Bn and three Theater General Support Aviation Battalions (GSAB)s. There are two HH-60 MEDEVAC Companies in each Theater GSAB (one in the Combat Aviation Brigade (CAB) GSAB)



SPECIAL FUNCTIONAL BRIGADES:

This category of organizations include: Army Field Support Brigade (AFSB), Contracting Support Brigade (CSB), Ground-Based Midcourse Defense Brigade (GMD), Theater Information Operations Group (TIOG), Space, CYBER and Theater Aviation Sustainment Maintenance Group (TASM-G).

ARMY FIELD SUPPORT BRIGADE: Integrates U.S. Army Materiel Command (USAMC) acquisition, logistics and technology (ALT) capabilities in support of the operational and tactical level commanders across the Conflict Continuum of military operations. This includes coordinating for ALT strategic reach capabilities via a technical reach or call-forward process.

CONTRACTING SUPPORT BRIGADE (CSB): The CSB is the primary operational contract support planner, advisor and contracting commander to the Army Service Component Command (ASCC). The CSB, through contracting authority delegated by the Expeditionary Contracting Command (ECC), executes theater support contracting actions in support of deployed Army forces (ARFOR) and coordinates other common contracting actions as directed by the ECC, ARFOR commander, and the senior sustainment command in the Area of Operations (AO).

GROUND-BASED MIDCOURSE DEFENSE BRIGADE (GMD): Unit mission is to provide command and control of tactical forces to detect, identify, and eliminate ballistic missiles launched intentionally or unintentionally at the U.S. or its allies. GMD Brigade HQ Provides:

- C2 of the Brigade and subordinate units
- staff planning and supervision of GMD operations
- training of assigned and attached units Unit does not perform field level maintenance on organic equipment.

THEATER INFORMATION OPERATIONS GROUP (TIOG): Deploys in theater providing Information Operations (IO) planning, preparation, execution and assessment capabilities to the ASCC to support employment of information as an element of combat power. Provides regionally focused, culturally aware IO support; focused IO analysis and assessment; OPSEC support elements; IO Forward Support Teams (FSTs); military deception planning; and embedded Computer Network Defense (CND). Direct IO planning, preparation, execution and assessment support during all phase of operations and IO targeting support to Fires Effect Cells.

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SPACE: Unit mission is to provide command, control and supervision of the operation of the brigade and assigned or attached units. Space Brigade HQ Provides:

- C2 of the Brigade and subordinate units
- staff planning and supervision of multi-functional Space operations at the national and strategic level.
- training of assigned and attached units Unit does not perform field level maintenance on organic equipment.

CYBER BRIGADE: Cyberspace Operations Brigade conducts Cyber Warfare operations in order to achieve the support commander's effects on the operating environment as well as to ensure US/allied freedom of maneuver in cyberspace and to deny the same to adversaries by leveraging current Signals Intelligence (SIGINT), close access for exploitation and attack, providing remote cyberspace operations, providing robust intelligence support for operations to enable Computer Network Defense (CND)/ Computer Network Defense Response Action (CNDRA), providing Subject Matter Expert (SME) for tool/capacity testing and development, and supporting the development, testing and employment of Army Special Access Programs (SAP) capabilities.

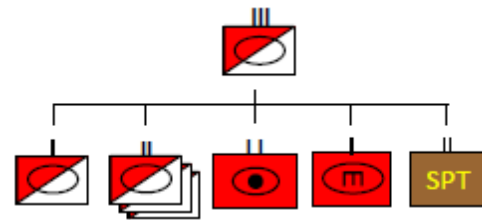
THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP (TASM-G): Deploys to a theater of operations to provide fixed base dedicated theater aviation sustainment/depot (-) capability (logistics, maintenance and other essential aviation sustainment) support to the Combatant Commander across the full Range of Military Operations (ROMO).

SPECIAL OPERATIONS FORCES (SOF): The organizations within SOF are: Civil Affairs (CA) Brigade, Military Information Support Operations (MISO) Group, Ranger Regiment, Sustainment Brigade (Special Operations) (Airborne) [SB (SO)(A)], Special Operations Aviation Regiment (SOAR), and Special Force Group (Airborne) [SFG(A)]. SOF has been involved in all aspects of land operations for the Army, especially during recent combat and support operations. Office of the Secretary of Defense has directed growth within the SOF force structure over the current Programmed Years.

The Army Ranger Regiment is a one of a kind organization “**associated**” with the SOF force structure.

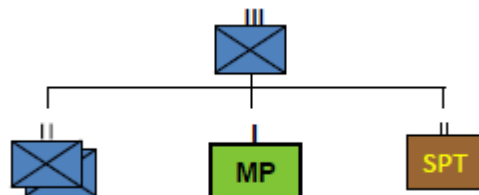
GENERATING FORCE – SPECIAL MISSION: The 11th Armored Cavalry Regiment

(ACR), located at the National Training Center (NTC), FT. Irwin, CA is the designated “Opposing Force”. 11th ACR has a special augmentation Table of Distribution and Allowances (Aug TDA) containing Visual Modifications Kits to portray the enemy equipment during force on force training events. The 11th ACR is trained in enemy operations and tactics, wear enemy uniforms and perform offensive and defensive operations as the Opposing Force (OPFOR).



OPERATING FORCE – SPECIAL MISSION:

The 3rd US Infantry Regiment (the Old Guard) provides ceremonial support to the Secretary of the Army within the Military District of Washington. Note: Portions of the Old Guard have deployed during Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF)



ARMY PREPOSITION STOCK (APS): Army Positional Stock (APS) is continuously modernized and adjusted based on changes to the Combatant

Commanders' operational plans, modernization of the force through Total Army Analysis, providing changes in the density of the equipment, projected operational requirements, Basis of Issues Plans (BOIPs) and fielding schedules.

FUTURE FORCE

AMERICA'S ARMY - THE NATION'S FORCE OF DECISIVE ACTION



A Leaner Army

The Army is committed to providing Combatant Commanders with the capabilities, capacity and diversity needed to be successful across a wide range of operations. With a leaner Army, we have to prioritize and also remain capable of meeting a wide range of security requirements. We will reduce in a manner that preserves our readiness and avoids any hollowing of the force. To satisfy this enduring requirement, we have three rheostats that must be continuously assessed and adjusted: **total-strength/force structure, readiness and modernization**. We will balance these three foundational imperatives throughout the next several years to provide Combatant Commanders trained and ready forces in support of Joint Force 2020.

Force Structure and Force Design

The Army will maintain a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to continue providing a sustained flow of trained and ready forces for the full range of military operations. This will give Combatant Commanders a hedge against unexpected contingencies and enable a sustainable tempo for our all-volunteer force. Over the next five years, the Army will decrease its total-strength from a peak authorized strength of about 570,000 to 490,000 Active Army, 358,000 to 353,500 Army National Guard and 206,000 to 205,000 Army Reserve Soldiers as directed. Reducing our total-strength over a deliberate ramp through the end of fiscal year 2017 allows the Army to take care of Soldiers, Families and Civilians; to continue meeting our commitments in Afghanistan; and to facilitate reversibility in an uncertain strategic environment. An unpredictable and dynamic global security environment requires the Army, as a force in transition, to adjust and reduce its size while remaining flexible, capable and ready to meet the Nation's requirements and maintaining an

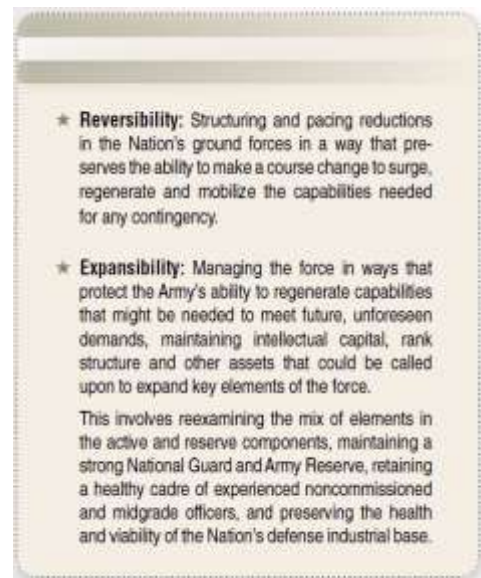
ability to **reverse course** to readily **expand** if necessary. In accordance with the new defense priorities, the Army of 2020 must have a versatile mix of capabilities, formations and equipment that is lethal, agile, adaptable and responsive. As the Army transitions from the current force to a leaner force, it will do so while remaining engaged in the current conflicts. The Army will prioritize force structure and committed assets in the Pacific Region and the Middle East, and will shape the future force to support the Army's requirements as part of the Joint Force to fulfill the Nation's strategic and operational commitments. The Army will optimize force structure to maintain **reversibility**, and achieve maximum operational strategic flexibility. Today we plan on reducing at least 8 active component Brigade Combat Teams (BCT); however, we continue to assess the design and mix of these modular formations based upon the lessons from the last ten years of combat while looking to the future. This analysis may lead to a decision to reorganize BCTs into more capable and robust formations, requiring further BCT reductions in order to increase overall versatility and agility for tomorrow's security challenges. (see the Army Force Management Model Primer: www.afms1.belvoir.army.mil/files/primers/). As the Army's active component reduces in size, the composition of combat support and combat service support enablers in the active and reserve components will be adjusted to give the Army the ability to conduct sustained operations, and to mitigate risk. The Army will continue to rely on the reserve components to provide key enablers and operational depth. An operational reserve comprised of a discrete set of capabilities combined with an enhanced level of readiness will be essential. This force will consist of three elements: select combat formations prepared to respond to crisis; combat support and combat service support enablers employed early in support of operational plans; and forces aligned to support steady-state Combatant Commander requirements. Ensured access to the reserve component is essential to providing the operational depth and flexibility Combatant Commanders require.

CHARACTERISTICS OF THE FUTURE FORCE

Depth and Versatility: The Army provides depth to the Nation by a trained and ready land force that includes a viable operational reserve. Reversibility and expansibility of the force also contribute to strategic depth. The Army's diverse mix of rapidly deployable capabilities, formations and equipment ensures versatility for the Joint Force. It is imperative that the Army provide the National Command Authority with scalable options to meet the Nation's security needs in a complex, dynamic and uncertain global environment.

Adaptive and Innovative: Army leaders accept that there are no predetermined solutions to problems. Army leaders adapt their thinking, formations and employment techniques to the specific situation they face. This requires an adaptable and innovative mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment. Accordingly, thorough understanding and wise application of cultural knowledge and language skills are tantamount to our success. So too are training, leader development and personnel policies aimed at fostering creativity at every level.

Flexible and Agile: To achieve strategic, operational, and tactical success, we must be flexible in the face of adversity and agile in our responsiveness, able to dominate any operational environment against conventional and hybrid threats. Flexibility is achieved by preserving responsiveness to a broad range of missions including regular and irregular warfare; humanitarian assistance; security cooperation; and support to civil authorities. Effective mission command, collaborative planning and decentralized execution foster agility.



Integrated and Synchronized: Army forces do not operate independently but as a part of a larger joint, interagency and frequently multinational effort. Army leaders integrate and synchronize Army operations within this larger effort. The arrangement of military actions in time, space and purpose produces maximum relative combat power at a decisive place and time.

Lethal and Discriminate: The capacity for physical destruction is fundamental to all other military capabilities and is the most basic building block for military operations. Army leaders organize, equip, train and employ their formations for unmatched lethality under a wide range of conditions. The capability for the lawful, discriminate, and expert application of lethal force builds the foundation for effective operations.

SUMMARY

The Army is a unique structure of organizations focused on one goal: fighting and winning our nation's wars. The Army is one component of the armed forces of the United States. Its expertise is sustained land combat and **Conflict Continuum** operations. All organizations of the Army perform certain roles, functions, and missions.

The Army consists of two major portions. The first is the Army Headquarters and those organizations which produce and sustain the second portion. The deployable "OPERATING FORCE" (OF) is assigned as Army components to the U.S. Unified Combatant Commands. The "GENERATING FORCE" (GF) is the production and sustaining base organizations and the Army Headquarters. They are responsible for recruiting, training, equipping and maintaining, organizing, mobilizing/demobilizing and administering those forces to be provided to the combatant commanders.

The combatant commands are the DoD high visibility mission-executing units. Their success is dependent on proficient, timely and responsive execution of functions by the Generating Force. No one organization or group of organizations can be successful without the others. Intrinsic to each organization are the active and reserve Soldiers, civilians, contractors and leaders who make up uniformed service members and their Department of the Army civilian peers. Equally important is the infrastructure support required by the Army and provided by family members, industrial suppliers, and local communities.

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