



Department of the Army Historical Summary

Fiscal Year 2021



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

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Cover: Maj. Gen. Christopher T. Donahue, commander of the 82d Airborne Division, boards a C-17 at the Hamid Karzai International Airport in Kabul, Afghanistan, on 30 August 2021.

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Contents

<i>Chapter</i>	<i>Page</i>
1. INTRODUCTION	1
2. THE ARMY AND THE COVID-19 PANDEMIC	3
3. ORGANIZATION, MANAGEMENT, AND BUDGET	7
Organizational Changes	7
Management	9
Information Management	10
Audits	12
Budget	13
4. PERSONNEL	23
Army Strength and Distribution	23
Officers	23
Enlisted Personnel	27
Civilian Personnel	30
Fort Hood Independent Review	31
People First	33
Inclusion	36
Special Topics	38
Army Review Boards Agency	39
Medal of Honor	40
5. FORCE DEVELOPMENT, TRAINING, AND OPERATIONAL FORCES	41
Readiness	41
Doctrine and Future Force	42
Force Structure	46
Training	48
Operational Forces	49
Operational Forces: Afghanistan	50
Operational Forces: U.S. Army Central	51
Operational Forces: U.S. Army South	52
Operational Forces: U.S. Army Pacific	53
Operational Forces: U.S. Army Europe and Africa	55
Domestic Operations	58

<i>Chapter</i>	<i>Page</i>
6. RESERVE COMPONENTS.....	61
Organizational Structure.....	61
Mobilizations.....	62
COVID-19 Pandemic Operations.....	64
Disaster Relief Operations.....	66
Readiness.....	68
Cyber.....	69
Civil Unrest.....	69
7. LOGISTICS.....	73
Management.....	73
Logistics and the COVID-19 Pandemic.....	74
Research, Development, and Acquisition.....	75
Foreign Military Sales.....	81
8. SUPPORT SERVICES.....	83
Installations.....	83
Housing, Construction, and Infrastructure.....	84
Public Affairs.....	87
Legislative Liaison.....	87
Chaplain Corps.....	88
Safety.....	89
Army and Air Force Exchange Service.....	91
Morale, Welfare, and Recreation.....	92
9. SPECIAL FUNCTIONS.....	95
Surgeon General.....	95
Army Audit Agency.....	96
Office of Army Cemeteries.....	96
Civil Works.....	98
Environmental Protection.....	99
Chemical Weapons Demilitarization.....	99
Provost Marshal General.....	100
Legal.....	101
Historical Activities.....	105
10. CONCLUSION.....	107

<i>Chapter</i>	<i>Page</i>
BIBLIOGRAPHICAL NOTE	109
HQDA SENIOR LEADERS	111
FY 2021 HQDA PRINCIPAL OFFICIAL CHANGES.....	121
ABBREVIATIONS AND ACRONYMS.....	139
INDEX	141
APPENDIX: HQDA ORGANIZATION, FY 2021	<i>inside back cover</i>

Tables

No.

1. Total Obligational Authority Base Budget Request, FY 2021.....	14
2. Total Obligational Authority Overseas Contingency Operations Request, FY 2021.....	15
3. Total Obligational Authority Approved Base Budget, FY 2021	16
4. Total Obligational Authority Approved Overseas Contingency Operations Request, FY 2021	17
5. Total Obligational Authority Request, FY 2022	20
6. Direct War and Enduring Costs in Total Obligational Authority Request, FY 2022	21
7. Active Duty Officers by Race/Ethnicity, FY 2021.....	24
8. Army National Guard Officers by Race/Ethnicity, FY 2021	24
9. Army Reserve Officers by Race/Ethnicity, FY 2021.....	24
10. Army Enlisted Personnel by Race/Ethnicity, FY 2021.....	28
11. Composition of the Army Civilian Workforce, September 2021.....	31
12. U.S. Army Reserve Mobilizations, FY 2021.....	63
13. Army National Guard Title 10 Mobilizations, FY 2021	64
14. Courts-Martial Statistics, FY 2021	103
15. Organization of Courts, FY 2021	103
16. Discharges Approved, FY 2021	104
17. Record of Trials Received for Review by the Judge Advocate General, FY 2021.....	104
18. Applications for Relief Under Article 69, <i>Uniform Code of Military Justice</i> , FY 2021	104

19. Nonjudicial Punishments Under Article 15, <i>Uniform Code of Military Justice, FY 2021</i>	105
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Illustrations

Puerto Rico Army National Guard Soldiers Using the Immunization Information System	4
Chief of Staff of the Army General James C. McConville	5
Secretary of the Army Christine E. Wormuth	8
Lt. Col. Nancy Harris	26
Sgt. Maj. Army Michael A. Grinston	29
Long-haired Soldier Wearing Tactical Headgear	37
President Joseph R. Biden Jr. Awards Medal of Honor to Col. Ralph Puckett Jr.	40
Army Multi-Domain Operations Concept	43
Exercise ARCTIC WARRIOR 21	44
82d Airborne Division Medical Officer During Evacuation Operations in Kabul	50
M109A6 Paladin Howitzer from 1st Battalion, 214th Field Artillery Regiment	57
Soldier Administers COVID–19 Vaccine to Grandmother	65
Army Reserve Nurse with Urban Augmentation Medical Task Force 328-1	66
Louisiana Army National Guard Soldiers Ferry Fire Truck Following Hurricane Ida	67
246th Quartermaster Company Soldiers Train at Joint Base McGuire-Dix-Lakehurst	68
Kentucky Army National Guard Soldiers Defend the 59th Presidential Inauguration	70
Dark Eagle Firing Battery with Prototype Ground Equipment	77
Iron Dome Firing at White Sands Missile Range	78
Joint Assault Bridge Used in Combined Arms Breach Exercise	79
82d Airborne Soldiers Use Integrated Visual Augmentation System Prototype	81
New Transient Troop Training Barracks at Fort McCoy	86
Congressional Delegation at Fort Hood	88
4th of July Family Fun Day in Poznań, Poland	93
Land Reclamation Work at West Point Cemetery	97
VX Nerve Agent Destruction	100
Nation Overseas Gallery, National Museum of the	

United States Army106

All illustrations are from the files of the Department of Defense.

DEPARTMENT OF THE ARMY
HISTORICAL SUMMARY

FISCAL YEAR 2021

1

Introduction

For the Army, fiscal year (FY) 2021 began with the coronavirus disease 2019 (COVID-19) pandemic continuing to affect it. Although mitigation measures developed during FY 2020 had enabled the Army to resume many activities, albeit in a modified manner, the service, along with the rest of the world, entered the new fiscal year looking forward to the fielding of vaccines for the COVID-19 virus. The pandemic, in FY 2021, also would create continued requests for soldiers, especially those from the Army National Guard (ARNG), to assist civil authorities.

In FY 2021, the Army faced the by-then common state of beginning the fiscal year without an approved budget. The demand from combatant commands for Army forces remained high, but the new fiscal year would see a major change in overseas deployments as the United States withdrew from Afghanistan. The service's highest priority remained modernization—in materiel, doctrine, talent management, and organization—to prepare for large-scale combat operations.

After the murder of Spc. Vanessa Guillén by another soldier at Fort Hood, Texas, the secretary of the Army had established, in FY 2020, the Fort Hood Independent Review Committee. In response to the committee's findings and recommendations, the service would change policies, processes, and programs during FY 2021 to improve its ability to build diverse, adaptive, and cohesive teams.

2

The Army and the COVID-19 Pandemic

This chapter provides a brief overview of the Army and the pandemic in FY 2021. Other chapters contain more detail on how the pandemic affected the Army and what the service did to support civil authorities.

Two days before the end of FY 2020, the estimated number of deaths from COVID-19 worldwide passed one million. Two months into FY 2021, the number of pandemic deaths in the United States surpassed 250,000. That figure doubled by February 2021. By early July, the number of COVID-19 related deaths worldwide surpassed four million. Two days before the end of FY 2021, the United States recorded a total of 43,289,203 COVID-19 cases and 694,701 deaths.

As FY 2021 began, senior Army leaders, like their fellow citizens, understood that fielding an effective vaccine was crucial for lifting or lessening restrictions imposed to limit spread of the virus. In the meantime, the service continued its efforts to sustain operations in a COVID-19 world using various mitigation measures that it had developed during FY 2020, such as establishing virtual bubbles around training courses and training events. In early December 2020, the U.S. Army Medical Materiel Agency began receiving COVID-19 vaccine orders from throughout the Department of Defense (DoD) in anticipation of the Food and Drug Administration's emergency use authorization for a vaccine or multiple vaccines. The DoD's vaccine distribution plan, based on recommendations by the Centers for Disease Control and Prevention, had three phases. The first phase vaccinated healthcare, emergency services, and public safety workers. It also included deploying personnel. The second phase encompassed high-risk beneficiaries, such as those with compromised immune systems or other health conditions that made them more vulnerable to the virus. The final phase moved to the rest of the eligible population.

In December 2020, the Food and Drug Administration issued emergency use authorizations for two COVID-19 vaccines. Although vaccination for military personnel remained voluntary under an emergency use authorization, senior leaders urged soldiers, their family members, and civilian employees to get vaccinated as soon as possible. Brooke Army Medical Center in Fort Sam Houston, Texas, administered its first vaccine doses to medical professionals on 17 December in accordance with the DoD vaccination plan. Vaccination efforts accelerated in January, although vaccine hesitancy continued across all the military services.



Puerto Rico Army National Guard soldiers enter data into the Immunization Information System at the Salvador Dijols Coliseum in Ponce, Puerto Rico, February 2021.

Military support to civilian authorities continued during FY 2021, and, as during FY 2020, the ARNG provided most of the soldiers deployed for this mission. The service continued to send urban augmentation medical task forces (UAMTFs) to assist hard-pressed civilian hospitals. Between February and June, Regular Army (RA) personnel operated vaccination centers, a mission many governors also assigned to their ARNG units.

On 8 April 2021, the DoD announced that, as of 19 April, the department would move into the vaccination plan's third phase, making all defense personnel and their family members eligible to receive the vaccine. On 19 April, U.S. Army Chief of Staff General James C. McConville urged all soldiers to get vaccinated: "We need to do it for society, we need to do it for the team, and we need to do it for the Army."

By early June, the rate of new COVID-19 cases in the United States had dropped to the lowest level since March 2020, but the rapid spread of the more transmissible B.1.617.2 (Delta) variant during the summer quickly reversed that achievement. As the infection rate climbed, installations returned to stricter health protection conditions, particularly those located in areas where the vaccination rate was below the national average. These measures included a requirement to mask when social distancing was not possible.

In July, the DoD announced that all military and civilian DoD personnel would be asked to attest to their vaccination status. Personnel



U.S. Army Chief of Staff General James C. McConville receives his first dose of the COVID-19 vaccine.

unable or unwilling to do that would be required to wear a mask, physically distance, comply with a regular testing requirement, and be subject to official travel restrictions. By that same month, approximately 68 percent of the Army's active duty personnel had received at least one dose of a COVID-19 vaccine. Vaccination rates in the reserve components were significantly lower.

In August, the Food and Drug Administration approved the first COVID-19 vaccine for individuals age sixteen and older. Two days later, the secretary of defense directed the secretaries of the military departments to begin immediately the full vaccination of all members of the armed forces. The secretary delegated to the military departments the authority for setting deadlines for service members to be vaccinated.

The Army's plan, announced on 14 September, required RA soldiers to be fully vaccinated by 15 December 2021 and ARNG and U.S. Army Reserve (USAR) soldiers to be fully vaccinated by 30 June 2022. The chain of command and medical providers would counsel soldiers who refused the vaccine. Continued refusal to obey this order would result in administrative or nonjudicial punishment—including relief of duties or separation from the service. Soldiers could request an exemption from vaccination if they had a legitimate medical, religious, or administrative reason. Soldiers with a pending exemption request would not be subject to adverse actions while the exemption request was under review. Commanders, command sergeants major, first

sergeants, and officers in Command Select List positions who refused to be vaccinated—and whose status was not pending an exemption request—first would be suspended from their position and then relieved if they continued to disobey this order. Officers and noncommissioned officers (NCOs) who had been selected and were waiting to assume Command Select List command, key billet, or nominative sergeant major positions likewise would be subject to removal from the list for those assignments should they refuse to be vaccinated without a pending or approved exemption. Also in September, President Joseph R. Biden Jr. issued executive orders requiring COVID-19 vaccination for all federal employees, subject to such exceptions as required by law, and requiring federal contractors to do the same.

By the end of FY 2021, the number of military personnel vaccinated against COVID-19 was 81 percent of the RA, 38.5 percent of the ARNG, and 40 percent of the USAR. Total deaths from COVID-19 since the pandemic began in 2020 were twelve in the RA, twelve in the ARNG, and eleven in the USAR.

3

Organization, Management, and Budget

Organizational Changes

Secretary of the Army Ryan D. McCarthy resigned on 20 January 2021 as the Biden administration replaced the Trump administration. That same day, John E. Whitley, the assistant secretary of the Army (financial management and comptroller), became the acting secretary of the Army. On 15 April, President Biden nominated Christine E. Wormuth to be the next secretary of the Army. The Senate confirmed Wormuth on 28 May, and that same day she took the oath of office as secretary of the Army.

In March 2021, the Enterprise Cloud Management Office in Headquarters, Department of the Army's (HQDA's) Office of the Chief Information Officer became the Enterprise Cloud Management Agency with its designation as a field operating agency. The agency provides expertise to synchronize and integrate the Army's transition to a cloud computing environment.

In May 2021, the acting secretary of the Army directed a restructuring of the service's criminal investigation organization in response to recommendations made by the Fort Hood Independent Review Committee. The change aligns criminal investigations in the Army with the best practices in civilian law enforcement; increases the service's ability to investigate felony crimes; maintains the independence of Army criminal investigations; and ensures that military special agents are ready to support expeditionary criminal investigative requirements. The restructuring split the duties and responsibilities previously assigned to one general officer, who served simultaneously as the provost marshal general and the commanding general of U.S. Army Criminal Investigation Command. With the split, the provost marshal general remains a general officer in charge of military police and reports to the chief of staff of the Army. U.S. Army Criminal Investigation Command became U.S. Army Criminal Investigation Division, and a new civilian position, the director of U.S. Army Criminal Investigation Division, was established as a Tier 2 member of the Senior Executive Service reporting to the undersecretary of the Army. In September 2021, Gregory D. Ford became the first director of the U.S. Army Criminal Investigation Division.

In June 2021, the Army Enterprise Marketing Office, a field operating agency of the Office of the Deputy Chief of Staff, G-1, became a field



Secretary of the Army Christine E. Wormuth speaks with soldiers at Fort Hood, Texas, June 2021.

operating agency of the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). The office will continue to coordinate the Army's national marketing and advertising strategy, maintain relationships with the marketing and advertising industry, and develop marketing expertise and talent within the Army. This reassignment was not a physical move, as the office remained in Chicago, Illinois.

In August 2021, the senior official performing the duties of the undersecretary of the Army directed the Office of the Deputy Under Secretary of the Army to transfer five subordinate organizations to other HQDA offices. The Civilian Senior Leader Management Office and the Study to Assess Risk and Resilience in Service Members Project Office will be reassigned to the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). The Army Science Board will be reassigned to the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA [ALT]). The Army Analytics Group will be reassigned to the Office of Business Transformation. The Test and Evaluation Office will be reassigned to the Office of the Under Secretary of the Army. All five transfers will be completed early in FY 2022.

The secretary of the Army is the DoD executive agent for the Military Postal Service and Official Mail Program and exercises this responsibility through the Military Postal Service Agency. In September 2021, the agency transferred from U.S. Army Human Resources Command to become a direct reporting unit to the Office of the Deputy Chief of Staff, G-1. The agency remained located in Arlington, Virginia.

Management

In November 2020, the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) published *Army Finance Strategy 2026*. Army financial management functions must modernize their business processes, system environments, and workforce to improve support for the service's rebalancing of its strategic capabilities to better align with a new era of competition in a fiscally constrained environment. The strategy establishes goals, objectives, and a continuous process to transform finance operations by FY 2026.

Business operations support the Army in performing its primary functions to organize, staff, train, equip, and sustain forces. In April 2021, the *Army Business Management Plan, 2021–2025* superseded the *Army Business Strategy, 2017–2021*. The plan will systematically improve business practices and processes and optimize the service's workforce by changing approaches to talent management. It contains goals, objectives, and initiatives aligned with *The Army Strategy*. Implementation of the plan will produce three strategic outcomes: reinvestment of time, money, and personnel savings in higher Army priorities; continuous improvement of the service's business processes; and agile response to evolving Army business needs. The Office of Business Transformation will revise the plan annually through 2025.

In January 2021, the secretary of defense directed a review of all DoD advisory committees, including those not subject to the Federal Advisory Committee Act. The review's purpose was to align the committees' efforts with the most pressing strategic priorities and the *National Defense Strategy*. The secretary also directed the immediate suspension of all advisory committee operations until the review was completed. The review required each committee's DoD sponsor to examine the business case for the committee and prepare a fact-based justification for continuation of the committee. The DoD review board recommended continuation of all seven Army committees subject to the Federal Advisory Committee Act. By the end of FY 2021, the secretary of defense had approved the continuation of five of these committees.

Since the Army began the continuous process improvement program in FY 2006, it has delivered an average annual financial benefit, in savings and cost avoidance, of \$1 billion. In FY 2021, it produced a financial benefit of \$1.1 billion. The program trains practitioners to improve the performance of Army business operations. Because of the COVID–19 pandemic, all process improvement training remained virtual. In FY 2021, the program produced 107 new practitioners. The Business Process Reengineering Center of Excellence at Aberdeen Proving Ground, Maryland, conducts a three-tiered training program. In FY 2021, 161 students completed the Tier

One Foundation Course, 73 students completed the Tier Two Intermediate Course, and 2 students attained Tier Three advanced certification.

The Office of Business Transformation established the Army Contract Efficiencies Course. The course develops skill in managing the requirements-to-procurement process and is open to both soldiers and civilian employees serving in a requirements generation, contracting, acquisition, or category management position. It consists of two weeks of in-person instruction or three weeks of virtual instruction, followed by a twelve-week capstone project. The project identifies improvements, which can achieve significant return on investment for the student's command and the Army.

The Army Gift Program manages the acceptance and disposition of gifts of real property, personal property, or money offered to the service for the benefit of its organizations and personnel. During the fiscal year, the program processed 1,002 gifts valued at \$72 million from private citizens, corporations, community organizations, and state and local governments.

In FY 2021, 4,259 Army personnel participated in 183 conferences at a total cost of \$3.7 million. The Army hosted twenty of these conferences, and other organizations hosted the remainder.

Information Management

As part of the service's transition to cloud-based computing systems, in July 2021 the Program Executive Office Enterprise Information Systems closed down the enterprise web portal Army Knowledge Online (AKO). AKO had been created as a general officer email system in 1998. After the terrorist attacks on 11 September 2001, the Army assigned all soldiers and civilian employees an AKO account so they could receive emergency messages. The system gradually expanded its capabilities beyond email to include file storage, document collaboration, directory services, instant messaging, and training. Although Army email accounts migrated to the Defense Enterprise Email system in 2013, AKO continued in both classified and nonclassified versions. In 2019, the service launched AKO 2.0, a version of the portal designed to be mobile device-friendly and to facilitate collaboration via online communities. The system achieved some of its highest usage during the COVID-19 pandemic with more than 1.5 million unique visitors monthly. The Army's adoption of cloud computing and newer feature-rich collaborative platforms, however, made AKO less useful, leading to the portal's closure.

The Army Digital Oversight Council, established in FY 2021, serves as the integrator of information technology (IT) and cyber efforts in the planning, programming, budgeting, and execution processes. It ensures the IT and cyber budgets align with Army priorities and helps with the

technical integration of digital transformation efforts across the service. HQDA's chief information officer chairs the council, which reports to the undersecretary of the Army and the vice chief of staff of the Army.

In September 2021, the chief information officer created the Internet Protocol Version 6 (IPv6) Steering Group to develop Army-wide strategic guidance and direction for implementing the transition to IPv6. In accordance with the DoD guidance, the Army must have 80 percent of its internet-enabled assets operating in an IPv6-only environment by the end of FY 2025. The steering group will develop the service's IPv6 policy, identify opportunities for IPv6-only pilots, and produce an IPv6 implementation and transition strategy to achieve the milestones directed by DoD.

The Army implemented an alternative multifactor authentication solution. This solution augments existing username and password logins by adding a second factor for authentication. The alternative permits Army personnel who do not have a government-furnished computer, including those in the reserve components, to access official online resources without a common access card. This capability is available for all applications using the Enterprise Access Management Service-Army platform. The solution provides two options: a Fast Identity Online-certified cryptographic hardware token that can be purchased through online retailers, or the Army MobileConnect application, which can be downloaded for free. Implementing multifactor authentication solutions will shrink the Army's cyberattack surface because single-factor authentication accounts for the majority of security breaches across the internet. Multifactor authentication also improves defenses against online threats such as phishing, man-in-the-middle, credential stuffing, and replay attacks.

During FY 2021, the Army continued reducing its use of data centers. The Army Data Center Consolidation Program closed or redesignated seventy-seven data centers. These actions produced a cost savings or cost avoidance of approximately \$633,000. Since the start of the program in 2016, the service has closed 722 of what had been a total of 1,102 data centers. Two Army enterprise resource planning programs moved from data centers to cARMY, the Army's cloud services provider: the Army Enterprise Systems Integration Program Hub in January and the Logistics Modernization Program in August.

The Army continued to improve its office productivity with new IT systems during FY 2021. In FY 2020, it fielded the commercial virtual remote (CVR) service as a temporary measure to handle the massive increase in telework created by the COVID-19 pandemic. Teleworkers could use personal computers to access the CVR and work together on projects from their homes. Only data cleared for public release could be sent via the CVR. The CVR opened on 30 March 2020, and by 28 May 2020 there were 1,280,000 Army CVR accounts.

During the first half of FY 2021, the Army planned to field the Microsoft Office 365 cloud-based suite of programs, but in April 2021, the Army Planning Board decided instead to use the Army 365 system developed for U.S. Army Futures Command (AFC) and supported by U.S. Army Network Enterprise Technology Command. Army 365 is a secure, cloud-based suite of products that merges Microsoft Office applications with voice, video, chat, and file-sharing capabilities. The service decided to purchase 950,000 Army 365 licenses from the contractor. This number was not enough to provide access to the system for all soldiers, civilian employees, and contractors. By the end of FY 2021, the Army had not determined how personnel not covered by a license would use email and other applications in Army 365.

In May 2021, HQDA issued the order for the service's three-phased transition to Army 365. The first phase, ending on 15 June 2021 with the CVR's inactivation, was moving the service's Microsoft Teams environments from the CVR to Army 365. Data did not transition automatically, requiring all users to back up their data and transfer it to Army 365. The second phase is moving Army email accounts from the Defense Enterprise Email system to Army 365. It began in July 2021 and is expected to be completed by 31 March 2022. The final phase is transitioning all SharePoint environments to the Army 365 SharePoint online application. This phase began late in FY 2021 and is expected to be completed by FY 2022's fourth quarter.

The Commercial Solutions for Classified program adapts commercial products for DoD secure networking operations. In FY 2021, the Army's efforts in this area transitioned from a pilot phase to an approved program status. This capability enables Army personnel to remotely access classified networks via their commercial internet connection by protecting classified data through multiple encryptions, firewalls, and network layers to ensure point-to-point protection.

Audits

In FY 2021, an independent public accounting firm conducted the annual audits of the Army's General Fund and Working Capital Fund financial statements. Both audits resulted in a disclaimer of opinion by the firm because it could not conclude whether the service presented the financial statements and related notes in accordance with generally accepted accounting principles. The firm concluded that the Army did not provide sufficient evidence to support the information in the financial statements because of inadequate processes, controls, and records to support transactions and account balances. The audit revealed thirteen General Fund and fourteen Working Capital Fund material weaknesses related to the Army's financial reporting processes and internal control environment.

Budget

The Army's FY 2021 base budget request supported the service's priorities of people, readiness, modernization, and reform. It had an increase of \$3.8 billion compared to the amount enacted in the FY 2020 base budget; the increase was mostly in the military personnel and the operations and maintenance accounts (*Table 1*). The FY 2021 overseas contingency operations request continued Army support for Operation FREEDOM'S SENTINEL, Operation INHERENT RESOLVE, Operation SPARTAN SHIELD, and the European Deterrence Initiative. The request had a decrease of \$5.9 billion from the amount enacted in the FY 2020 overseas contingency operations budget; the decrease was mostly in the procurement and the operations and maintenance accounts (*see Table 2*).

At the end of FY 2020, Congress had not approved the Army's budget for FY 2021. Instead, the service operated until 27 December from five continuing resolutions that provided funding allocations pegged to FY 2019-enacted levels. Operating under a continuing resolution places restrictions on new starts, ongoing program expansions, production rate increases, and the reprogramming of funds.

Congress enacted a total budget that was \$1 billion less than what the Army had requested for FY 2021 (*see Tables 3 and 4*). Among the changes made by Congress to the request were a decrease of \$1.9 billion to operations and maintenance accounts, a decrease of \$462 million in military personnel accounts, and an increase of \$1.3 billion to the research, development, test, and evaluation accounts.

Several events created challenges to efficient fiscal management by the service during FY 2021. Following the insurrection at the U.S. Capitol Building in Washington, D.C., on 6 January 2021, the ARNG provided security support to the United States Capitol Police and other law enforcement agencies until May. In July, Congress approved supplemental funding of \$231 million for the ARNG personnel account and \$218 million for the ARNG operation and maintenance account to replace funds expended during this deployment.

Following the withdrawal of all U.S. troops from Afghanistan in August 2021, Army forces participated in Operation ALLIES REFUGE and Operation ALLIES WELCOME. Funding to support these operations came from Army accounts and from reimbursements to the Army from the Defense Security Cooperation Agency's overseas humanitarian, disaster, and civic aid (OHDACA) account and the Department of State's emergency refugee and migration assistance account. By the end of FY 2021, Army units in these two operations had obligated more than \$885 million from the OHDACA account, \$72 million from the emergency refugee and migration assistance account, and \$98 million from the

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY BASE BUDGET REQUEST,
FY 2021 (MILLIONS OF DOLLARS)^a

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

^a Includes \$2.8 billion Overseas Contingency Operations funding for base purposes.

^b Numbers may not add because of rounding.

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

TABLE 2—TOTAL OBLIGATIONAL AUTHORITY OVERSEAS CONTINGENCY OPERATIONS REQUEST, FY 2021 (MILLIONS OF DOLLARS)

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

^a Numbers may not add because of rounding.

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

Army's operation and maintenance account. During these operations, the Army Budget Office implemented a centralized process to improve the distribution of OHDACA funds. Instead of Army service component commands issuing military interdepartmental purchase requests, the office used DoD's Enterprise Funds Distribution system and the Army's General Fund Enterprise Business System to allocate OHDACA funds upon request by U.S. Army North, U.S. Army Central, and U.S. Army Europe and Africa. This process permitted the office to track and control these expenditures better.

Several natural disasters led to unplanned expenditures. The Army executed \$1.3 million in direct and reimbursement funding after Hurricane

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET,
FY 2021 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	44,861
Military Personnel, Army Reserve	5,037
Military Personnel, Army National Guard	8,663
Medicare-Eligible Retiree Health Care Fund, Army	2,351
Medicare-Eligible Retiree Health Care Fund, Army Reserve	418
Medicare-Eligible Retiree Health Care Fund, Army National Guard	747
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	38,418
Operation and Maintenance, Army Reserve	2,887
Operation and Maintenance, Army National Guard	7,350
ENVIRONMENTAL RESTORATION	264
PROCUREMENT	
Aircraft	3,457
Missiles	3,220
Weapons and Tracked Combat Vehicle	3,611
Ammunition	2,790
Other Procurement	8,603
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	13,969
MILITARY CONSTRUCTION	
Military Construction, Army	930
Military Construction, Army Reserve	88
Military Construction, Army National Guard	399
ARMY FAMILY HOUSING	
Operation	372
Construction	124
ARMY WORKING CAPITAL FUND	182
ARLINGTON NATIONAL CEMETERY	82
BASER REALIGNMENT AND CLOSURE	101
CHEMICAL AGENTS DEMILITARIZATION	1,050
Total	149,974 ^a

^a Numbers may not add because of rounding.

Sources: Consolidated Appropriations Act of 2021, Public Law 116–260; Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2022 President's Budget Highlights*, May 2021

TABLE 4—TOTAL OBLIGATIONAL AUTHORITY APPROVED OVERSEAS CONTINGENCY OPERATIONS, FY 2021 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	2,748
Military Personnel, Army Reserve	33
Military Personnel, Army National Guard	195
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	17,497
Operation and Maintenance, Army Reserve	33
Operation and Maintenance, Army National Guard	79
PROCUREMENT	
Aircraft	595
Missiles	796
Weapons and Tracked Combat Vehicle	15
Ammunition	103
Other Procurement	924
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	175
MILITARY CONSTRUCTION, ARMY	16
ARMY WORKING CAPITAL FUND	20
AFGHANISTAN SECURITY FORCES FUND	3,047
COUNTER-ISIS TRAIN AND EQUIP FUND	710
Total	26,986 ^a

^a Numbers may not add because of rounding.

Sources: Consolidated Appropriations Act of 2021, Public Law 116–260; Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2022 President's Budget Highlights*, May 2021

Delta in October 2020 and \$1.1 million after Hurricane Ida in August 2021. The service executed \$3 million to aid Haiti after an earthquake there in August 2021 and \$100,000 to support state and local authorities fighting wildfires in the western United States.

A 20 January 2021 presidential executive order terminated barrier construction on the U.S. southern border. In July, the U.S. Army Corps of Engineers returned \$2.2 billion appropriated for these projects to the military construction accounts. The secretary of defense then approved applying \$648.9 million of these funds toward twenty-one of the Army's thirty deferred military construction projects, eleven for the RA and ten

for the ARNG. Of the remaining nine projects, two were shifted into FY 2023, and seven will be funded by a partner nation.

The Coronavirus Aid, Relief, and Economic Security Act provided the Army General Fund \$1.3 billion by the end of the fiscal year. The largest portion of this amount, \$888 million, was for the Army's operation and maintenance account.

By the end of FY 2021, the Army had executed 99 percent of both its military personnel appropriations and its operation and maintenance appropriations. In the FY 2021–2023 procurement appropriation, the service had obligated 77.2 percent of the available allotment against the 80 percent goal set by DoD for the first year of availability. The Army did not meet this goal because it did not receive these appropriations until 27 December 2020 and it concentrated on executing the FY 2020–2022 procurement appropriation. For this appropriation, the Army exceeded DoD's 90 percent obligation in the second year of availability standard by 4.7 percent. The Army executed its expiring FY 2019–2021 procurement appropriation at 99.6 percent. It disbursed 47.2 percent of its FY 2021 research, development, test, and evaluation appropriation against the 55 percent goal set by DoD. The service disbursed 84 percent of its expiring FY 2020 appropriation in this account.

In the FY 2021–2025 military construction, Army, appropriation, the service awarded contracts for five of fifteen projects for a total of \$229.5 million. The ten remaining projects were not awarded because of environmental, site, or solicitation issues, but are scheduled for award in FY 2022. Unobligated funding in the amount of \$580.8 million remains available for the remaining FY 2021 projects, adjustments to prior year projects, minor construction projects, contingencies, contract adjustments, and for reprogramming to other RA construction projects in the event of cost growth. In the FY 2017–2021 military construction, Army, appropriation, thirteen of fifteen projects were awarded for a total of \$327.4 million. The remaining two projects were no longer required because of operational changes. Funding from the two canceled projects was reprogrammed to offset cost overruns in other military construction projects.

In the military construction appropriation for the ARNG, the service awarded contracts for eleven of twenty-two projects. The eleven remaining projects were not awarded because of environmental, site, or solicitation issues, but are scheduled for award in FY 2022. Unobligated funding in the amount of \$135.6 million is available for remaining FY 2021 projects, adjustments to prior year projects, minor construction projects, contingencies, contract adjustments, and for reprogramming to other ARNG construction projects in the event of cost growth. In the FY 2017–2021 military construction appropriation for the ARNG, all

thirteen projects were awarded. In the FY 2021–2025 military construction appropriation for the USAR, the service awarded contracts for two of five projects. The three remaining projects were not awarded because of environmental, site, or solicitation issues. In the FY 2017–2021 military construction appropriation for the USAR, the service awarded contracts for all forty-four projects.

In FY 2021, the Army awarded \$28.01 billion in prime contracts to small businesses. This amount was 29.58 percent of all Army prime contracts, exceeding the fiscal year goal of 27.86 percent. The percentage was less than in FY 2020, when 30.55 percent of prime contracts went to small businesses. However, in FY 2021, the amount awarded in prime contracts to small businesses was greater than in FY 2020, when \$24.3 billion went to small businesses. The top category for prime contracts awarded to small businesses in FY 2021, with \$6.97 billion, was pharmaceutical preparation manufacturing. The Office of Small Business Programs published the first annual report on Army small business activities in April 2021.

The Army Working Capital Fund consists of two activity groups: supply management and industrial operations. The first group buys and manages spare and repair parts for sale to its customers, primarily Army operating units. The second group provides the Army an organic industrial capability. The fund uses a revolving fund concept, relying on revenue from sales to finance operations rather than direct appropriations from Congress. The Army does request some direct appropriations for the fund to maintain its capability to meet mobilization and wartime surge requirements.

At the start of FY 2021, the fund's cash balance was \$1.3 billion, which was \$223 million below its lower operating requirement. The cash balance continued its decline through the first quarter of FY 2021 because of high disbursements from inventory deliveries and low collections from reduced supply management demand and depot operations. By December, the balance had fallen to \$626 million. In January, the Army started executing cash mitigation actions such as filling low priority supply backorders to generate sales and cutting the supply management activity group's obligation authority to less than 80 percent of its sales volume to reduce cash outlays. In addition to internal actions, the fund received \$201 million in direct appropriations and \$920 million from a budget reprogramming action. The fund ended FY 2021 with a cash balance of \$1.7 billion, which was within its operating requirement limits.

The FY 2022 budget request is aligned with the Interim National Security Strategic Guidance and continues to support the Army's focus on people, readiness, and modernization (*Table 5*). It provides for a RA of 485,000, an ARNG of 336,000, an USAR of 189,500, and a civilian workforce of 196,710. The Army will fund twenty brigade-level combat training center rotations in FY 2022.

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY REQUEST,
FY 2022 (MILLIONS OF DOLLARS)

MILITARY PERSONNEL	
Military Personnel, Army	47,974
Military Personnel, Army Reserve	5,230
Military Personnel, Army National Guard	9,051
Medicare-Eligible Retiree Health Care Fund, Army	2,623
Medicare-Eligible Retiree Health Care Fund, Army Reserve	460
Medicare-Eligible Retiree Health Care Fund, Army National Guard	820
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	54,616
Operation and Maintenance, Army Reserve	3,001
Operation and Maintenance, Army National Guard	7,647
ENVIRONMENTAL RESTORATION	201
PROCUREMENT	
Aircraft	2,806
Missiles	3,556
Weapons and Tracked Combat Vehicle	3,876
Ammunition	2,158
Other Procurement	8,874
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	12,800
MILITARY CONSTRUCTION	
Military Construction, Army	835
Military Construction, Army Reserve	65
Military Construction, Army National Guard	257
ARMY FAMILY HOUSING	
Operation	391
Construction	100
ARMY WORKING CAPITAL FUND	385
ARLINGTON NATIONAL CEMETERY	228
BASE REALIGNMENT AND CLOSURE	65
CHEMICAL AGENTS DEMILITARIZATION	1,094
AFGHANISTAN SECURITY FORCES FUND	3,328
COUNTER-ISIS TRAIN AND EQUIP FUND	522
Total	172,962^a

^a Numbers may not add because of rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller),
FY 2022 President's Budget Highlights, May 2021

TABLE 6—DIRECT WAR AND ENDURING COSTS IN TOTAL OBLIGATIONAL AUTHORITY REQUEST, FY 2022 (MILLIONS OF DOLLARS)

Military Personnel	2,134
Operation and Maintenance	10,552
Procurement	1,639
Research, Development, Test, and Evaluation	110
Military Construction	121
Army Working Capital Fund	7
Afghanistan Security Forces Fund	522
Counter-ISIS Train and Equip Fund	3,328
Total	18,413^a

^a Numbers may not add because of rounding.

Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2022 President's Budget Highlights*, May 2021

Compared to the FY 2021 enacted appropriations, there are decreases in the procurement and research, development, test, and evaluation appropriations for FY 2022. The request resources current capabilities and applies intentional production delays to remain focused on the six modernization priorities and the signature efforts set out in the *Army Modernization Strategy*. This focus will permit the service to begin fielding next generation capabilities by 2028.

Beginning with the FY 2022 President's Budget, there will no longer be a separate request for overseas contingency operations. Instead, funding for these operations is included in the base budget request and is identified as either a direct war cost or an enduring cost (*Table 6*). Direct war costs include support for Operation FREEDOM's SENTINEL and Operation INHERENT RESOLVE along with separate appropriations for Afghan security forces and for training and equipping forces opposing the Islamic State in Iraq and Syria (ISIS). Enduring costs include activities in a theater of operations and in the continental United States that will continue after combat operations as well as the European Deterrence Initiative.

The Army began FY 2022 without an approved budget. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2021 levels. The continuing resolution did not extend defense emergency funding for natural disasters or response to the COVID-19 pandemic.

4

Personnel

Army Strength and Distribution

At the end of FY 2021, the Army's three components had a total of 1,008,373 soldiers. This represented a small reduction of 1,842 from the previous fiscal year. The RA end strength was 486,490: 78,769 commissioned officers, 14,674 warrant officers, 388,564 enlisted soldiers, and 4,483 cadets at the United States Military Academy. The end strength of the ARNG was 337,525: 37,855 commissioned officers, 8,934 warrant officers, and 290,736 enlisted soldiers. The USAR end strength was 184,358: 36,033 commissioned officers, 3,615 warrant officers, and 144,710 enlisted. Women constituted 16 percent of the RA, 19 percent of the ARNG, and 25 percent of the USAR. Racial and ethnic minorities constituted 46 percent of the RA, 35 percent of the ARNG, and 50 percent of the USAR. Twenty-four percent of cadets at the United States Military Academy were women, and 36 percent were racial or ethnic minorities.

Officers

The Army accessioned 10,565 new officers in FY 2021. The Reserve Officer Training Corps, with 5,534, accounted for the largest share. It commissioned 3,132 into the RA, 1,465 into the ARNG, and 937 into the USAR. The United States Military Academy produced 984 officers for the RA. In-service Officer Candidate School commissioned 309 lieutenants: 172 in the RA and 137 in the USAR. The college-option Officer Candidate School program produced 803 new lieutenants: 480 for the RA and 323 for the USAR. The ARNG's state-based and federal Officer Candidate School programs commissioned 264 officers.

There were 2,317 direct commissions in this fiscal year. Thirty-two went into the Army's basic branches: 3 in the RA and 29 in the ARNG. The Judge Advocate General had 119: 87 RA and 32 ARNG. The U.S. Army Medical Department had 1,623: 1,185 RA, 342 ARNG, and 96 USAR. The Chaplain Corps had 575: 138 RA, 55 ARNG, and 382 USAR. There were an additional 322 RA officers commissioned into the Medical Service Corps and Army Nurse Corps.

Diversity within the officer corps was similar to previous fiscal years (*Tables 7, 8, and 9*).

In the RA commissioned officer corps, 49 percent of company grade officers and 87 percent of field grade officers were married. Eighty-two

TABLE 7—ACTIVE DUTY OFFICERS BY RACE/ETHNICITY, FY 2021^a

Race/Ethnicity	Company Grade	Field Grade	General Officers	Warrant
White	68%	72%	84%	63%
Black	11%	11%	12%	16%
Hispanic	9%	7%	2%	12%
Asian	9%	7%	2%	5%
Other	3%	3%	-	4%

^a Does not include U.S. Military Cadets.

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, *FY 2021 Army Profile*

TABLE 8—ARMY NATIONAL GUARD OFFICERS BY RACE/ETHNICITY, FY 2021

Race/Ethnicity	Company Grade	Field Grade	General Officers	Warrant
White	74%	81%	85%	83%
Black	10%	8%	6%	6%
Hispanic	8%	5%	4%	6%
Asian	4%	3%	3%	3%
Other	4%	3%	2%	2%

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, *FY 2021 Army Profile*

TABLE 9—ARMY RESERVE OFFICERS BY RACE/ETHNICITY, FY 2021

Race/Ethnicity	Company Grade	Field Grade	General Officers	Warrant
White	56%	68%	81%	66%
Black	17%	14%	8%	14%
Hispanic	11%	7%	4%	12%
Asian	10%	8%	6%	6%
Other	5%	3%	1%	2%

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, *FY 2021 Army Profile*

percent of warrant officers were married. Among commissioned officers, 28 percent of company grade officers had children, and 74 percent of field grade officers had children. Seventy-three percent of warrant officers had children.

In the ARNG commissioned officer corps, 48 percent of company grade officers were married, as were 84 percent of field grade officers. Seventy-six percent of warrant officers were married. Fifty-one percent of ARNG company grade officers had children, and 91 percent of field grade officers had children. Seventy-eight percent of ARNG warrant officers had children. In the USAR commissioned officer corps, 50 percent of company grade officers were married, and 78 percent of field grade officers were married. Seventy-six percent of USAR warrant officers were married. Twenty-four percent of USAR company grade officers and 56 percent of USAR field grade officers had children. Fifty-four percent of USAR warrant officers had children.

Managing talent for a diverse officer corps remained a top priority for the Army. The service conducted the Army Talent Alignment Process 21-02 and 22-01 marketplaces through the Army Interactive Module 2.0. This system allowed officers and units to list their preferences based on required knowledge, skills, and behaviors. The module provided a two-sided, transparent, customizable, and filterable site that allowed both units and officers to seek each other out and match preferable candidates to preferable locations. Although the Army launched these programs in FY 2020, the 2021 cycles were the first to utilize the new Army Talent Alignment algorithm preferences.

The Army implemented two changes in officer military education: a Pre-Command Course redesign and the introduction of the Tailored, Talent-Based Military Education Level 4 courses. The Pre-Command Course redesign required selected officers to attend phased educational courses focused on a command type. Additionally, nontactical battalion and brigade commanders had the opportunity to attend the newly designed Functional Commanders Development Course. The Tailored, Talent-Based Military Education Level 4 courses are for officers who have been selected for promotion to major but have not been selected for resident Intermediate Level Education. The new program allows those officers to attend a fifteen-week satellite Common Core Course in lieu of the resident Intermediate Level Education. Following completion, these officers will attend the Army Operations Course in residence at the Command and General Staff College. The first Tailored, Talent-Based Military Education Level 4 offering of the Army Operations Course will begin in January 2022.

Reserve officers also took advantage of professional military educational opportunities in FY 2021. Reservists filled 116 Intermediate Level Education seats and 54 resident Senior Service College seats left



Lt. Col. Nancy Harris listens to teammates during the Leader Reaction Exercise at the Battalion Commander Assessment Program, November 2020.

vacant by active personnel. This represented a 16 percent increase above the normal quota for reserve officers. Overall, more than 5,000 orders were cut for USAR officers attending professional military educational courses, including those in the U.S. Army Medical Department, Chaplain, and Judge Advocate General branches.

The Army continued to implement changes to officer promotion methods begun in previous fiscal years. In FY 2021, HQDA executed its second brevet cycle with fifty-six senate confirmed and temporarily promoted officers. Twenty additional officers were nominated and in the process of receiving brevets at the end of the fiscal year. HQDA also expanded command assessment program opportunities following the successes of the Battalion Command Assessment Program and the Colonels Command Assessment Program in FY 2020. In total, 707 Army officers participated in the second iteration of the Battalion Command Assessment Program held between 30 October and 18 November 2020. Additional command assessment programs focused on more targeted demographics. Seventeen officers participated in the inaugural Acquisition Leader Assessment Program. The Army Talent Management Task Force developed a Medical Command Assessment Program and a Division Chaplain Assessment Program, both of which will be implemented in FY 2022.

In May 2021, the service instituted a policy for the direct appointment of RA senior NCOs to the rank of chief warrant officer two in special forces after completing Warrant Officer Candidate School. This is an exception to the Army's practice of appointing all warrant officers to the rank of warrant officer one regardless of their respective career fields or previous rank. The change, made after the success of a pilot program begun in FY 2020, is in response to the shortage of qualified chief warrant officer twos in special forces.

Enlisted Personnel

The RA achieved its recruiting and retention objectives in FY 2021 despite the COVID-19 pandemic limiting face-to-face recruiting options and closing recruiting stations. A decreased propensity to serve among 17- to 24-year-olds added to the challenge: only 30 percent of potential recruits in this age range met Army eligibility requirements, and only 12 percent indicated an interest in serving in the military. The service overcame these challenges by focusing on virtual recruitment and holding a National Hiring Days event in the summer of 2021. As a result of these efforts, the RA enlisted 106 more people than its FY 2021 mission for a total of 57,606 recruits.

The RA reenlisted 58,141 soldiers whose term of service was set to expire in FY 2021, which was 103 percent of its retention mission. U.S. Army Human Resources Command helped facilitate this achievement by managing \$353.3 million in retention bonuses. It maintained a FY 2020 extension process for soldiers who were within six months of their separation date instead of the previous policy that had required soldiers to reenlist, not extend, within this timeframe.

Recruiting was not as successful in the reserve components. The ARNG sought 42,957 enlistees but only enlisted 34,658 people. The USAR sought 15,875 enlistees and enlisted only 11,690 people. The reserve components faced the same recruiting challenges as the RA, but increased operational tempo, particularly in the ARNG, exacerbated recruiting struggles. Both components, however, exceeded their retention objectives for the fiscal year. The ARNG had 36,628 soldiers reenlist versus a goal of 33,624. The USAR had 12,528 soldiers reenlist versus a goal of 11,000.

Racial demographics across the enlisted ranks were similar to previous fiscal years (*Table 10*).

In the RA, 29 percent of junior enlisted personnel and 72 percent of NCOs were married. Twenty-seven percent of junior enlisted soldiers and 73 percent of NCOs had children. In the ARNG, 14 percent of junior enlisted soldiers and 56 percent of NCOs were married. Sixteen percent of junior enlisted and 56 percent of NCOs had children. In the USAR,

TABLE 10—ARMY ENLISTED PERSONNEL BY RACE/ETHNICITY, FY 2021

Race/ Ethnicity	Regular Army		Army National Guard		U.S. Army Reserve	
	Junior Enlisted	Noncom- missioned Officer	Junior Enlisted	Noncom- missioned Officer	Junior Enlisted	Noncom- missioned Officer
White	50%	52%	58%	71%	42%	51%
Black	22%	22%	19%	13%	24%	22%
Hispanic	21%	17%	16%	11%	23%	19%
Asian	6%	7%	4%	3%	10%	7%
Other	1%	2%	3%	2%	1%	1%

Source: Headquarters, Department of the Army, Deputy Chief of Staff, G-1, Strength Analysis and Forecasting Division, *FY 2021 Army Profile*

22 percent of junior enlisted personnel and 61 percent of NCOs were married. Eleven percent of junior enlisted USAR soldiers had children, as did 44 percent of NCOs.

U.S. Army Human Resources Command transitioned to a new computer model to produce military occupational specialty (MOS) and rank strength projections. The Inventory Projection Assistance System replaced the HQDA G-1's Enlisted Specialty Model and its Analyst Projection System. These older models had been in use for more than twenty years. The Inventory Projection Assistance System is an adjustable model that will be updated on a monthly basis. It will incorporate the NCO evaluation boards' order of merit lists for promotions to the ranks of E-6 through E-8, which will allow the Army to optimize enlisted personnel distribution across the operational force.

In FY 2021, U.S. Army Human Resources Command used the Assignment Satisfaction Key-Enlisted Module (ASK-EM) platform to serve as an interim enlisted marketplace across all MOSs for staff sergeant, sergeant first class, and master sergeant requirements until the permanent marketplace in the Integrated Personnel and Pay System-Army (IPPS-A) is fielded. This measure gives mid- to late-career NCOs a greater voice in their assignments and provides increased stability and predictability in the assignment process by moving away from a weekly assessment cycle. ASK-EM began with five cycles per year but moved to four to provide soldiers an eight-week open market window.

After full implementation, ASK-EM directed staff sergeants and above to list their top three preferred assignments each in the continental United States and overseas. The system then matched these preferences



Sgt. Maj. Army Michael A. Grinston (center) receives a briefing at Fort Knox, Kentucky, about the Sergeant Major Assessment Program prototype, November 2020.

against readiness requirements and input the preferences into an enlisted assignment cycle. Talent managers could then balance these preferences with operational needs. Between 1,000 and 1,300 soldiers in the infantry career management field entered the ASK-EM market with more than 80 percent receiving one of their top five assignment preferences. ASK-EM also placed more than 4,400 field artillery, 2,800 air defense artillery, and 1,400 armor soldiers in units. Additionally, talent managers completed out-of-cycle assignments to ensure soldiers matched critical one-deep assignments, such as with AFC and U.S. Army Cadet Command.

The Army in FY 2021 announced new policies regarding NCO promotions. Promotions to the rank of corporal are no longer tied to utilization or an assigned position. Instead, only soldiers who were recommended for eventual promotion to the rank of sergeant and who had graduated from the Basic Leader Course could wear corporal rank. This would serve as a visual confirmation that the soldier had transitioned from the junior enlisted ranks to the NCO corps. The Army also authorized the implementation of temporary promotions for soldiers unable to complete required professional military education because of deployments, pregnancy, or attendance at the nonresident Sergeants Major Course. Temporary promotions would terminate on a specific date if the soldier did not complete the required educational course.

The service conducted a prototype of the Sergeant Major Assessment Program with twenty-eight recent U.S. Army Sergeants Major Academy graduates. Modeled on the Battalion Command Assessment Program, the Sergeant Major Assessment Program assessed these senior NCOs in several ways: cognitive and noncognitive, written communication, verbal communication, peer and subordinate feedback, and physical fitness. A psychologist interviewed them, and each also participated in a double-blind panel interview with nominative command sergeants major and senior commissioned officers. The Army will use the results of the prototype to develop and refine the final version of the Sergeant Major Assessment Program.

The Army instituted several MOS revisions in FY 2021. The first series of revisions pertained to Career Management Field 25 (Signal). Changes included the deletions of MOSs 25M (Multimedia Illustrator), 25P (Microwave Systems Operator-Maintainer), 25T (Satellite/Microwave Systems Chief), and 25C (Radio Operator-Maintainer). The job functions of these MOSs transferred to MOSs 25V (Combat Documentation/Production Specialist), 25S (Satellite Communication Systems Operator-Maintainer), 25U (Signal Support System Specialist), and 25W (Telecommunications Operations Chief), respectively. The second revision transferred all MOS 92L (Petroleum Laboratory Specialist) duties, functions, positions, and soldiers in grades E-6 through E-7 to MOS 92F (Petroleum Supply Specialist). Finally, the Army eliminated MOS 09L (Translator/Interpreter). The service had created this MOS in 2003 for Arabic, Dari, and Pashto native and heritage speakers to support operations in Afghanistan and Iraq. All soldiers serving in MOS 09L had until 30 April 2022 to reclassify to a new specialty.

Civilian Personnel

At the end of FY 2021, the Army had 296,462 appropriated fund civilian employees and 23,368 nonappropriated fund employees (*Table 11*). During FY 2021, minorities accounted for 34 percent of the civilian workforce, veterans 50 percent, women 38 percent, and disabled people 12 percent. The median age of Army civilian employees was 49.

Time-to-hire remained a significant issue in FY 2021. The Office of Personnel Management set a benchmark of eighty days for civilian hiring in the federal government. In previous fiscal years, the Army exceeded this mark. In FY 2021, the Army's time-to-hire for all positions, competitive and noncompetitive, fluctuated from a high of ninety-four days to a low of seventy-eight days. The average for the fiscal year was eighty-six days, which represented a three-day increase from FY 2020. The length of the review process and long initial security investigations caused repeated challenges in reducing the overall time-to-hire. Increased use of direct

TABLE 11—COMPOSITION OF THE ARMY CIVILIAN WORKFORCE, SEPTEMBER 2021

U.S. Direct Hire in Military Function	197,393
National Guard Technicians	27,532
Foreign National Direct Hire In Military Function	6,354
Foreign National Indirect Hire In Military Function	12,851
U.S. Direct Hire in Civil Works	25,133
U.S. Direct Hire Cemeterial Function	199
Total Appropriated Fund in All Functions	269,462
Total Nonappropriated Fund	23,368
Total	292,830

Source: Assistant G-1 for Civilian Personnel, SF113A, September 2021

hire authorities, though, is expected to reduce time-to-hire in the future and assist commands with their efforts to streamline hiring for science, technology, engineering, and mathematics positions.

As part of the implementation plan within *The Army People Strategy*, the Office of the Deputy Chief of Staff, G-1, highlighted the value of hiring military spouses as Army civilian employees. Additionally, the office set out to improve employment data collection, modify hiring authorities to improve accessibility, and maximize the use of technology to deliver employment and relocation information through mobile applications and an improved website. It expanded the role of the Army in DoD's Military Spouse Employment Partnership program, provided support to Army Employment Readiness Program professionals, and developed an employment guide covering federal employment with information specific to military spouses.

The Office of the Deputy Chief of Staff, G-1, continued working on a service-wide reassessment program that began in FY 2020. The program would allow current eligible appropriated fund employees to be noncompetitively placed into vacant positions across commands. This would address a recruitment capability gap for appropriated fund employees by providing a mechanism for hiring internal candidates in an expedited manner. In FY 2021, the program received funding for the development of an automated system that will operate the program. Initiation of the program is expected in FY 2022.

Fort Hood Independent Review

Spc. Vanessa Guillén, a soldier assigned to the 3d Cavalry Regiment at Fort Hood, went missing on 22 April 2020. A fellow soldier had murdered

her on that day. Then the murderer and an accomplice removed Specialist Guillén's body from Fort Hood, dismembered it, and buried the remains. On 30 June, workers discovered partial human remains near the Leon River. The murderer killed himself on 1 July when confronted by law enforcement officers. On 5 July, authorities confirmed the remains as those of Specialist Guillén. Her family, Hispanic advocacy groups, and members of Congress voiced concerns that commanders at Fort Hood had failed to provide a safe and inclusive environment. In response, later in FY 2020, the secretary of the Army established the Fort Hood Independent Review Committee to determine whether the command climate and culture at Fort Hood and in the surrounding community reflected the Army's values.

In December 2020, the committee released its report with nine findings and seventy recommendations. The committee found that implementation of the Sexual Harassment/Assault Response and Prevention (SHARP) program at Fort Hood was ineffective. No general officers or subordinate echelon commander at Fort Hood had intervened or made mitigation efforts when risks of high crime, sexual assault, and sexual harassment became apparent. This inaction had produced on the post a lack of confidence in the SHARP program and a lack of knowledge concerning reporting processes and victim advocacy services. The committee further determined that officials had failed to identify or address serious crime issues both on Fort Hood and in the surrounding communities. This failure included chronic understaffing and a lack of experience in the Fort Hood Criminal Investigation Command field office. Based on the review's findings, the secretary of the Army directed the relief or suspension of fourteen Fort Hood leaders, from the major general level down to the squad level.

The committee's report led the Army to institute a new policy on missing soldiers. It directed commanders to change the duty status of a soldier who is absent from the place of duty to "absent-unknown" within three hours of discovering that the soldier is missing. A soldier can remain in this status for up to forty-eight hours. During that time, unit leaders and Army law enforcement officials must make every effort to locate the soldier. Unit commanders or their representatives also are required to notify the next-of-kin within eight hours of discovering the soldier's absence. Meanwhile, the local Directorate of Emergency Services creates a blotter entry, submits a law enforcement report, and issues a be-on-the-lookout report into the Army Law Enforcement Reporting and Tracking System. If the soldier is not located within forty-eight hours, then commanders must determine if the soldier's absence is voluntary or involuntary. If, based on evidence, a commander concludes that the absence is voluntary, then the soldier's duty status is changed to "absent without leave." If, by contrast, the absence was involuntary, then the soldier is reported as missing and classified as a "duty

status—whereabouts unknown” casualty. The Army subsequently begins operations to locate the missing soldier.

People First

The secretary of the Army established the People First Task Force in December 2020 to analyze the Fort Hood Independent Review Committee’s recommendations and develop a plan based on the recommendations. The subsequent plan revised Army policies, processes, and programs to improve the service’s ability to build diverse, adaptive, and cohesive teams. The task force served as the HQDA-wide integrator for the plan’s implementation. The deputy chief of staff, G-1; the assistant deputy chief of staff, G-2; and the sergeant major from the Office of the Deputy Chief of Staff, G-2, are the task force’s chairs. At the end of FY 2021, the task force had 60 people assigned to it. It was organized along four primary lines of effort—prevention, accountability, response, and climate and culture—along with two separate staff sections, one specifically focused on implementing the Fort Hood Independent Review Committee’s recommendations and the other on redesigning the SHARP program.

The People First Task Force hosted a People First Solarium from 15 to 19 March 2021. The solarium’s purpose was to provide Army senior leaders with insights from junior enlisted soldiers and company grade officers into the state of trust between soldiers and leadership, the perceived causes of harmful behavior, and recommended solutions. During the solarium, 100 soldiers and officers gathered at the United States Military Academy to discuss sexual harassment and assault, suicide, extremism, and racism. The solarium culminated in a final discussion with the senior official performing the duties of the undersecretary of the Army, the vice chief of staff of the Army, and the sergeant major of the Army. Proposals for improvement included establishing a method to measure the level of cohesion and trust in a unit, the creation of a mobile application-based anonymous reporting system, and the potential to add block time for behavioral health and wellness training along the lines of existing physical fitness training blocks.

In February 2021, the secretary of defense established an Independent Review Commission on Sexual Assault in the Military to assess the military’s current treatment of sexual assault and sexual harassment cases. The commission made eighty-two recommendations across four lines of effort: accountability, prevention, climate and culture, and victim care and support. In response, HQDA deployed three observation teams to examine the service’s SHARP efforts in its organizations. The teams observed numerous inconsistencies and misunderstandings of SHARP terminology. A lack of a dedicated prevention workforce and compliance challenges exacerbated problems with the program.

The People First Task Force prepared an Army directive, published in May 2021, on immediate actions to improve the SHARP program. These actions drew on the Fort Hood Independent Review Committee's recommendations and were aligned with the four lines of effort set out by the Independent Review Commission on Sexual Assault in the Military. Among the actions given in the directive is the requirement for sexual harassment investigating officers to come from outside the complainant's brigade. It also directed the establishment of military protective orders within six hours of a brigade-level commander determining one is necessary. Brigade commanders now are required to inform sexual assault victims within two business days of case resolution by judicial, nonjudicial, or administrative action. Another Army directive, published in September 2021, authorized an unrestricted reporting option and victim advocacy services for Army civilians who report a sexual assault. In September 2021, the secretary of the Army directed the People First Task Force to develop an Integrated Prevention Strategy. The strategy will give the service a better way to prevent sexual assault and other harmful behaviors by setting the conditions for how the Army institutionalizes prevention in policies and programs. Publication of the strategy is expected in early FY 2023.

The SHARP Academy trained 258 students in the Career Course, Trainer Course, and Program Managers Course in FY 2021. It also supported 145 SHARP Foundation Courses that trained 3,606 soldiers and civilians across the Army. The academy collaborated with the Center for Initial Military Training and the Noncommissioned Officer Leadership Center of Excellence to assess the Basic Officer Leader Course and the Basic Leader Course against DoD-published junior leader knowledge, skills, and attitudes regarding sexual assault and sexual harassment. Based on this assessment, the three organizations will revise lesson content in the courses to prepare second lieutenants and sergeants better for the leadership challenges associated with sexual assault and harassment cases.

In 2020, the HQDA G-1 commissioned the RAND Arroyo Center to study sexual harassment in the RA. The center delivered its report in FY 2021. The study found that the most serious experiences of sexual harassment for women were repeated attempts to establish an unwanted intimate or sexual relationship; being ignored on the basis of gender; sexist comments about women's abilities to do their jobs; and sexual comments about their appearance or body. For men, the most serious experiences of sexual harassment were insults about their masculinity or sexual orientation. Women experienced significantly more types of sexual harassment or gender discrimination than men. Forty-eight percent of women indicated that at least one of the perpetrators was either their supervisor or someone in their chain of command. Regardless of whether

victims were men or women, sexual harassment and gender discrimination were primarily committed by male soldiers.

The People First Task Force began a cohesion assessment team pilot program in April 2021. The teams provide commanders an assessment of the degree of trust and cohesion within the unit as opposed to a compliance-based inspection or staff assistance visit. Teams include experienced leaders, chaplains, lawyers, senior NCOs, organizational behavior experts, SHARP program personnel, research psychologists, and various specialists to help interpret, analyze, and synthesize data. Before the team's arrival, soldiers in the participating unit take a survey about the climate, leadership, and harmful behaviors in the unit. At the same time, participating units send the team a wide range of historical data about the unit. The team spends approximately five days with the unit. During that time, they have informal and formal interactions with soldiers to assess group dynamics. At the end of the assessment, team members present an out brief of their observations, facilitate a discussion with the unit's leadership about the results, and provide information about available resources to address issues raised by the assessment. The task force conducted four team visits in FY 2021 at Fort Stewart, Georgia; Fort Carson, Colorado; Joint Base Lewis-McChord, Washington; and in Korea. Assessments are scheduled for Fort Hood and Fort Bliss, Texas, in early FY 2022.

Improving quality of life for soldiers and civilians is another aspect of the People First priority. The secretary of the Army chartered the Quality of Life Task Force in March 2020. The task force, led by HQDA's deputy chief of staff, G-9, developed a campaign plan, nested within *The Army People Strategy*, for a comprehensive approach to strengthening quality of life programs across the Army. The plan consists of six lines of effort, thirty-one objectives, and 222 tasks. The six lines of effort are housing, health care, childcare, spouse employment, permanent change of station moves, and bolstering facilities and programs at remote installations with critical quality of life needs. In FY 2021, the task force completed eight objectives and 105 tasks in the campaign plan.

In FY 2021, the service implemented the transition assistance program requirements in the National Defense Authorization Act for Fiscal Year 2020. In the program, counselors provide services to soldiers preparing for the transition to civilian life. The Quality of Life Directorate in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) additionally worked on reducing processing time for childcare suitability background checks and supported hiring surges for childcare workers. The directorate also addressed Morale, Welfare, and Recreation (MWR) funding shortfalls caused by the COVID-19 pandemic.

The HQDA G-1's Army Resilience Directorate completed the Suicide Prevention and Resilience Strengthening Pilot. The pilot aimed to increase

soldier resilience and to reduce suicide-related behaviors, suicide deaths, and psychological health problems. The initial assessment of the pilot determined that there were no significant differences in the test and control groups with regard to mental disorders, suicidal ideation, suicide plan-making, or alcohol misuse.

The Army Resilience Directorate, in FY 2021, fielded the Ask, Care, Escort Suicide Intervention training course to replace the Applied Suicide Intervention Skills training course. It also fielded new suicide prevention awareness materials starting in January 2021. The “This is Our Army: Not Every Fight is on the Battlefield” campaign places greater emphasis on and provides information about recognizing warning signs, intervening, and encouraging help-seeking behaviors. A revised regulation and pamphlet regarding suicide prevention are scheduled for publication in the second quarter of FY 2022.

In FY 2021, 176 members of the RA, 119 members of the ARNG, and 41 members of the USAR committed suicide. Compared to FY 2020, this was an increase of 3 in the RA, 39 in the ARNG, and 1 in the USAR.

The Commander’s Risk Reduction Toolkit, formerly the Commander’s Risk Reduction Dashboard, is a web-based tool for displaying soldier and unit risk to commanders and senior NCOs. It includes data from more than twenty sources addressing almost forty risk and protective factors. At the company and battalion echelons, the toolkit provides a consolidated history of the personal information for each soldier in the unit. This information is designed to help facilitate the development of intervention and prevention strategies and ensure soldiers receive the assistance they need. At brigade and higher echelons, the toolkit presents aggregated risk data for subordinate elements to enable the analysis of trends and event relationships. Fielding of the toolkit to the RA began in June 2020, and to the ARNG and the USAR in December 2020. In April 2021, HQDA published a directive that prescribed use of the toolkit, established access requirements to it, and identified sources to be aggregated into its database.

Inclusion

In June 2020, the Army announced the start of Project Inclusion. The project’s purpose is to implement programs and policies to achieve the objectives and goals set out in *The Army People Strategy: Diversity, Equity, and Inclusion Annex*. The Army Equity and Inclusion Agency is responsible for finalizing plans and tracking systems for tasks outlined in the annex. The agency hosted “Your Voice Matters” listening sessions and heard from more than 7,500 soldiers and civilians through 155 sessions across 23 installations. These sessions provided insights into policies, practices, and regulations that reduce quality of life and might disparately affect



A long-haired soldier wearing tactical headgear poses for an example photo to illustrate one change in Army grooming and appearance standards.

personnel. The agency then produced an outreach and engagement plan to provide senior leaders with a framework for targeting strategic engagement opportunities in support of *The Army People Strategy*.

In May 2021, the service issued modifications to its appearance and grooming standards in response to criticisms that the current policies failed to accommodate the different and unique physical characteristics of all soldiers. The changes are intended to offer soldiers options for grooming and appearance that take into account professional presence, health and wellness, good order and discipline, functionality, diversity, and inclusion. The Army conducted a panel consisting of a diverse group of soldiers from all three components in order to ascertain the best policies to meet this objective.

The major changes included eliminating the hair length limit for female soldiers and allowing female soldiers to wear ponytails, two braids, or a singular braid in all uniforms. All soldiers are allowed to wear natural highlights in their hair. All soldiers can wear clear nail polish while in uniform, and women can wear nonextreme nail polish colors. Female

soldiers are also allowed to wear nonextreme shades of lipstick and stud earrings while in the Army Combat Uniform.

In June 2021, an Army directive revised the service's policy on transgender people and people with gender dysphoria. This directive superseded all previous guidance regarding transgender service members. The directive stated that the Army is open to all who can meet the standards for military service and readiness. Among its provisions, the directive required that no otherwise qualified soldier be involuntarily separated, discharged, or denied reenlistment or continuation of service, or otherwise subjected to adverse action or treatment, solely on the basis of gender identity. For policies and standards that apply differently to soldiers according to gender, the Army recognizes a soldier's gender by the soldier's gender marker in the Defense Enrollment Eligibility Reporting System. In accordance with that gender marker, soldiers are expected to meet all standards for uniforms and grooming, body composition assessment, physical readiness testing, and other military standards. Soldiers diagnosed with gender dysphoria will receive all medically necessary treatment for gender transition, obtain a gender marker change in the Defense Enrollment Eligibility Reporting System, and serve according to the standards and expectations established for that gender marker. No later than 1 April 2023, the inspector general will provide the secretary of the Army with a report of inspection on the Army's compliance with this directive.

Special Topics

In April 2021, the service published a revision of Army Regulation 600-8-2, *Suspension of Favorable Personnel Actions (Flag)*. Among the changes was one mandated by a new DoD policy designating all military positions as national security positions regardless of their required security clearance level or a soldier's need for access to classified information in a position. Now, all military personnel must have, at a minimum, a favorable outcome from either a National Agency Check with Local Agency Check and Credit investigation or a Tier 3 background investigation. Units now need to flag soldiers who do not meet this criteria. At the end of FY 2021, more than 105,000 soldiers were not yet in compliance.

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

Army had scheduled Release 3, which provides human resources and pay capability to all three components, for fielding in FY 2021. Stress testing of Release 3, however, revealed interface and data-integration problems. The final test phase of the release is now scheduled for June 2022.

In March 2021, the Army moved the web portal for its tuition assistance program from the GoArmyEd system to a new platform called ArmyIgnitED. The new platform simplifies access to education benefits for soldiers and civilian employees. After closing the GoArmyEd system, however, problems arose with ArmyIgnitED, which prevented its launch on the planned date. Transferring fifteen years' worth of data between the two systems proved to be far more difficult than expected. The delay prevented many people from receiving their tuition assistance. Some could not enroll in their desired courses, and others paid the fees with their own funds. In July, ArmyIgnitED opened.

Army Review Boards Agency

The Army Review Boards Agency continued to focus on eliminating the Army Board of Corrections for Military Records case backlog that had exceeded congressionally mandated standards of timeliness. The agency employed several IT platforms to shorten case adjudication timelines and increased the number of board meetings from four to seven. It temporarily increased medical office staffing, which allowed for the review of more than 2,910 medical case opinions for inclusion in the board's records of proceedings. This reduced medical backlogs by 81 percent.

In April 2021, a federal court approved a settlement in a lawsuit that alleged the Army had wrongly discharged troops who engaged in misconduct but whose behavior may have been caused by posttraumatic stress disorder, traumatic brain injury, sexual trauma that occurred during their service, or other behavioral health conditions. This settlement covers veterans from all three components. The service agreed to automatically reconsider certain discharge-status-upgrade decisions made by the Army Discharge Review Board since 17 April 2011 that partially or fully denied relief to veterans with less-than-fully-honorable discharges. The settlement also expands reapplication rights for eligible applicants who were discharged and received an adverse Army Discharge Review Board decision between 7 October 2001 and 16 April 2011. Additionally, the service will permit applicants to appear telephonically before the Army Discharge Review Board, implement more training for board members, and update protocols for decision making in cases involving symptoms or diagnoses of behavioral health conditions. The board is required to update the court every six months on the number of cases it has reconsidered and decided.



President Joseph R. Biden Jr. awards the Medal of Honor to Col. Ralph Puckett Jr. during a ceremony at the White House, 21 May 2021.

Medal of Honor

Col. Ralph Puckett Jr. received the Medal of Honor on 21 May 2021 for his actions during the Korean War. Then-Lieutenant Puckett volunteered in 1950 for service with the new Eighth Army Ranger Company. Selected to be its commander, Puckett trained the company and led it into combat. On 25 November 1950, the unit attacked and secured Hill 205 near the Ch'ongch'on River, about 60 miles from the Chinese border. The company, assisted by indirect fire support, then held the hill against five Chinese counterattacks for more than four hours despite being outnumbered ten to one. Puckett was wounded twice as he moved about the hill coordinating the defense and inspiring his men. In the early morning hours of 26 November, the Chinese attacked for a sixth time. Supporting fires were now unavailable, and the enemy overran the company. Close-quarters fighting ensued, and Puckett suffered additional debilitating wounds when a mortar round exploded near him. He ordered his men to abandon him and save themselves, but several instead fought to his side and carried him to safety at the bottom of the hill. For his actions on Hill 205, Puckett initially received the Distinguished Service Cross.

5

Force Development, Training, and Operational Forces

Force development is the process of determining Army doctrine, leader development, training, organization, soldier development, and materiel requirements and translating them into programs and structures within allocated resources to accomplish Army missions and functions. It supports *Army Campaign Plan* objectives through preparation of doctrine, modernization of equipment, and training programs.

During FY 2021, the service continued to implement the “Army Vision” and *The Army Strategy* published in October 2018. The Army Vision stated that the Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multidomain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. *The Army Strategy* articulated how the service would achieve this vision over the next ten years. It stated the Army’s central challenge was using finite resources to remain ready to fight while simultaneously modernizing and preparing for a fundamentally different future. The strategy set forth a phased approach focused on readiness, modernization, institutional reform, and maintaining alliances and partnerships. Underpinning this strategic approach was an enduring commitment to taking care of the Army’s people and upholding the Army’s values.

Readiness

In May 2020, the Army’s senior leaders approved the Regionally Aligned Readiness and Modernization Model (ReARMM) for planning purposes. The service announced it in October 2020 and published an execute order for the model in November 2020. The model provides greater certainty for training, logistical requirements, and personnel management in all three components with a force generation process that creates a regionally and functionally aligned Army. A key component of the model is establishing predictable windows for units to field the modern capabilities necessary to build a multidomain-capable Army. Unit life cycles in ReARMM contain standardized phases for modernization, training, and mission availability. This gives unit commanders a framework for long-term planning. At the same time, the Army must continue to provide a predictable supply of ready units to the joint force. Mission lines are the primary mechanism for ensuring regional alignment. They describe both Global Force Management

Allocation Plan and Directed Readiness Table requirements, aligning units to the requirement across the Future Years Defense Program. The same units will remain on a mission line across multiple iterations, building individual and organizational understanding of a region's operational environment. Throughout FY 2021, the Army continued to develop, test, and rehearse the ReARMM process in the RA and in the reserve components. It will achieve initial operating capacity early in FY 2022 and full operating capability early in FY 2024.

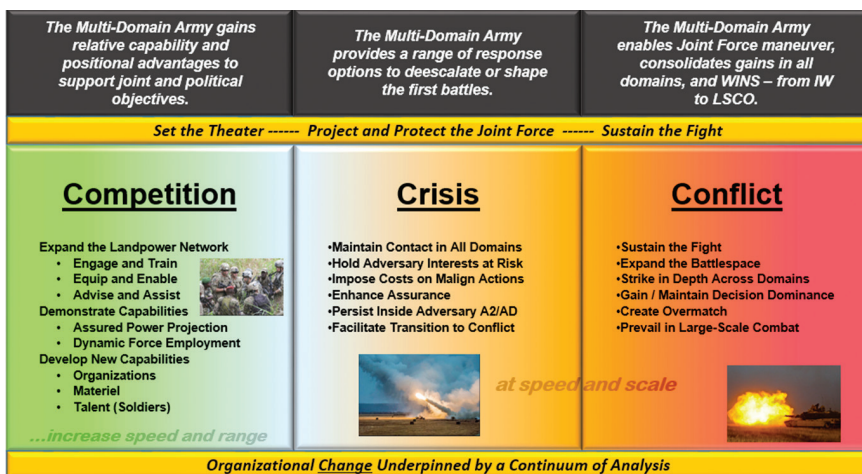
The readiness of the Army's brigade combat teams (BCTs) declined during FY 2021. In October 2020, half of the Army's fifty-eight RA and ARNG BCTs were at their highest levels of readiness. By May 2021, the number of BCTs reported at the highest levels of readiness stood at eighteen—all in the RA. Eight of the Army's eleven combat aviation brigades were at the highest readiness level.

Doctrine and Future Force

In March 2021, HQDA published Chief of Staff Paper #1, *Army Multi-Domain Transformation: Ready to Win in Competition and Conflict*, and Chief of Staff Paper #2, *The Army in Military Competition*. These papers, together with AFC Pamphlet 525-2, *Future Operational Environment: Forging the Future in an Uncertain World, 2035-2050*, published in November 2020, describe how and why the Army plans to transform itself by 2035 to become a multidomain-capable force able to dominate its near-peer adversaries in a future of persistent competition. The concepts developed in these documents are to be incorporated into a revision of Field Manual 3-0, *Operations*, that is expected to be approved by June 2022.

Army Multi-Domain Transformation: Ready to Win in Competition and Conflict continued to articulate the Army's multidomain operations concept, first published in 2018. The paper summarizes the emerging military challenges posed by America's near-peer adversaries, characterized by antiaccess and area-denial capabilities designed to prevent the United States from projecting power. By 2035, the service's multidomain transformation will provide the joint force with additional means to counter these threats. The transformation will produce units that can project power across land, air, maritime, space, and cyber domains. The paper also provided a description of multidomain operations across all three phases of the Army's new operational framework—competition, crisis, and conflict.

The Army in Military Competition defines the concept of military competition, identified as a reemerging threat in the 2018 *National Defense Strategy*, more clearly for the Army. The paper stressed that military competition, formerly referred to as phase zero or peace, is an ongoing,



The Army Multi-Domain Operations Concept

“infinite game,” falling short of armed conflict, that is conducted in an interconnected world where actions reverberate globally with American adversaries and partners alike. The chief of staff noted that winning in competition could take many forms, such as deterring conflict, upholding American interests, supporting allies, or preparing for armed conflict, but cautioned that wins today serve as openings for future competition. The paper also outlined the three dynamics of military competition—narrative, direct, and indirect—which are distinguished by their differing objectives, methods, and scope. The three dynamics provide a means to understand what kinds of capabilities are most useful within a specific context.

Future Operational Environment: Forging the Future in an Uncertain World, 2035–2050 sought to help the service’s leaders think about the nature of future operations and how they might influence Army concepts, technology, material, and training. The pamphlet did not try to predict what will happen, but rather explored four scenarios of what *could* happen. The goal was to help the Army “see the future as clearly as possible” and to use that vision as part of a baseline for thinking and decision making about the future Army.

The Army also published an unclassified version of Chief of Staff Paper #3, *Regaining Arctic Dominance*, in March 2021. This paper explained how the service will generate, train, organize, and equip its forces to partner with allies, secure national interests, and maintain regional stability in Arctic areas. It committed the Army to field a multidomain, task force–enabled division in the Arctic region and adjust its Alaska-based BCTs to improve their capabilities under Arctic conditions. Regaining dominance in the Arctic also will provide new opportunities



Soldiers from the 3d Battalion, 509th Infantry Regiment, during Exercise ARCTIC WARRIOR 21, February 2021

to engage with America's allies and partners who operate in extreme cold weather and in mountainous and high-altitude environments. In accordance with the objectives set out in the paper, units participated in several exercises in Alaska during FY 2021, including ARCTIC WARRIOR 21 and NORTHERN EDGE 21, in order to test the Army's new Arctic concepts and identify capability gaps.

AFC Pamphlet 71-20-7, *Army Futures Command Concept for Protection, 2028*, published in April 2021, described the capabilities required for Army formations to survive and conduct multidomain operations on future battlefields. The concept reframed the Army protection warfighting function as a dynamic, anticipatory, and proactive mission to protect against threats in all domains, the electromagnetic spectrum, and information environment. The purpose is to preserve commanders' forces, deny the enemy freedom of action, and enable windows of superiority against enemy formations. The pamphlet serves as a guide for future force development and modernization. It superseded U.S. Army Training and Doctrine Command (TRADOC) Pamphlet 525-3-5, *The U.S. Army Functional Concept for Maneuver Support, 2020-2040*, published in February 2017.

AFC Pamphlet 71-20-8, *Army Futures Command Concept for Cyberspace and Electromagnetic Operations, 2028*, published in June 2021,

described how the Army will operate in cyberspace and the electromagnetic spectrum and how it will fully integrate cyber, electromagnetic, and information operations in a synchronized system to support multidomain operations. The pamphlet serves as a conceptual framework for the continual development of Army capabilities in these rapidly changing fields. It superseded TRADOC Pamphlet 525-8-6, *The U.S. Army Concept for Cyberspace and Electronic Warfare Operations*, published in January 2018.

AFC Pamphlet 71-20-9, *Army Futures Command Concept for Command and Control 2028: Pursuing Decision Dominance*, released in July 2021, was a major revision of TRADOC Pamphlet 525-3-3, *The U.S. Army Functional Concept for Mission Command*, published in February 2017. The new concept identified the command and control capabilities necessary for the success of future multidomain operations in complex, highly competitive, lethal, and hyperactive operational environments against near-peer adversaries. It nested within the Army's emerging concepts for multidomain operations at echelons above brigade. It envisioned future command and control systems that use human expertise and advanced technology to rapidly receive and analyze information and enable commanders to make timely and informed decisions that are quickly disseminated to subordinates in easily understandable formats.

AFC launched Project Convergence in 2020 as the service's campaign of learning to ensure that Army forces, as part of the joint force, can rapidly and continuously integrate or "converge" effects across all domains—air, land, sea, space, and cyberspace—to overmatch adversaries both in competition and in conflict. During FY 2021, the command analyzed the results of Project Convergence 2020 and prepared for the October–November 2021 iteration of Project Convergence. The U.S. Army Joint Modernization Command, headquartered at Fort Bliss, Texas, is the lead for Project Convergence 2021. The 2021 iteration of Project Convergence will expand beyond tactical Army-specific efforts to focus on large-scale joint demonstrations and experiments involving the other services. Army units, including the 82d Airborne Division and the Army's new multidomain task force formations, are scheduled to participate in events at multiple, widely dispersed locations, including Yuma Proving Ground, Arizona; White Sands Missile Range, New Mexico; and Fort Bragg, North Carolina.

In November 2019, the secretary of defense designated the secretary of the Army as the DoD executive agent for counter-small unmanned aircraft systems. The secretary of the Army then established the Joint Counter-Small Unmanned Aircraft Systems Office. In FY 2021, DoD published *Counter-Small Unmanned Aircraft Systems Strategy*. The strategy has three lines of effort: ready the force, defend the force, and build the team.

To ready the force, DoD will maximize current counter-small unmanned aircraft systems capabilities and use a risk-based approach to guide rapid development of a suite of materiel and nonmaterial solutions to address emerging requirements. To defend the force, DoD will coordinate the fielding of joint capabilities and synchronize the development of operational concepts and doctrine. To build the team, DoD will partner with other federal agencies, industries, and other nations to facilitate rapid development and deployment of counter-small unmanned aircraft systems solutions while maximizing interoperability.

Force Structure

The total number of BCTs remained constant at fifty-eight, with thirty-one in the RA and twenty-seven in the ARNG. The mix of BCTs in the RA was eleven armored, thirteen infantry, and seven Stryker. The types of BCTs in the ARNG stood at five armored, twenty infantry, and two Stryker.

The Army continued to increase its capabilities at echelons above brigade in order to prepare for large-scale combat against near-peer adversaries. The Army's *Multi-Domain Transformation* strategy identified multidomain-capable formations at every echelon as key to command and control during future conflicts. Army leaders identified the years 2028–2030 as the waypoint for the initial implementation of major force structure changes on the path to a fully multidomain-capable Army of 2035.

On 16 October 2020, the Army reactivated the V Corps headquarters at Fort Knox, Kentucky, as part of its effort to prepare for large-scale combat against near-peer adversaries. Approximately 200 of the unit's 635 soldiers began operating from a forward command post in Poland on a rotational basis beginning in FY 2021. This provided a much-needed level of command and control for the U.S. Army and allied- and partner-nation tactical formations operating in Europe. The corps completed command post exercises in March and June 2021 as it worked toward reaching full operational capacity.

During FY 2021, the Army began designing new formations for divisions to improve their capability for large-scale, multidomain operations. This would make the division the Army's decisive unit of action, as opposed to the BCT. Divisions are likely to see the return of a division cavalry squadron as well as organic cyber, electronic warfare, field artillery, and air defense capabilities. During FY 2021, the Army revealed a new formation, the penetration division. Intended to specialize in breaching enemy defensive lines, it will have more engineer, bridging, artillery, and maneuver capabilities than the typical heavy division. New force structure designs for heavy, light, airborne, and air assault divisions are expected to appear in October 2021.

Efforts continued during FY 2021 to reinvigorate artillery formations for use in large-scale, multidomain operations against near-peer adversaries. At the theater level, the service continued to field multidomain task forces designed to deliver and coordinate long-range fires and attacks against enemy antiaccess and area denial capabilities. Headquarters, 1st Multi-Domain Task Force, provisionally established in FY 2017 at Fort Lewis, Washington, to test multidomain concepts in the Indo-Pacific region, officially activated at the end of FY 2020. Headquarters, 2d Multi-Domain Task Force, activated on 16 September 2021 in Wiesbaden, Germany. The Army remained committed to creating three more multidomain task forces in future years—one more focused on the Pacific, one focused on the Arctic region, and one for global response.

The Army also worked to establish a new theater fires command unit in Europe. This headquarters is intended to fill a gap at the theater-level Army service component command, which lacks the staff to plan and coordinate long-range fires. The 56th Artillery Command is scheduled to activate as a two-star command at Mainz-Kastel, Germany, in October 2021. This activation, together with the 2d Multi-Domain Task Force, will add 500 soldiers to the Army's presence in Germany.

In March 2021, the Army delivered training equipment to its first long-range, hypersonic battery to allow soldiers to train with the new systems, become familiar with long-range fires operations, and provide feedback for improvements. The battery is part of the 5th Battalion, 3d Field Artillery Regiment of the 17th Field Artillery Brigade, located at Fort Lewis, Washington. The Army's long-range, hypersonic weapon is intended to fly at speeds faster than Mach 5 and to maneuver in flight, making it more difficult to detect. The battery is expected to be fully operational in FY 2023.

The Army began making force structure changes to its artillery formations at the corps and division levels during FY 2021. The existing rocket and missile systems assigned to the corps headquarters will receive new, longer-range munitions. The Army also announced that field artillery battalions assigned to BCTs will be shifted to the control of division artillery headquarters by FY 2028. For the ARNG, this would necessitate reestablishing division artillery headquarters. The first of eight ARNG division artillery formations was activated in FY 2021. In the RA, the 2d Infantry Division's artillery headquarters relocated from Fort Lewis, Washington, to South Korea in September 2021.

Smaller force structure reorganizations affected a number of other branches during FY 2021. In January 2021, the U.S. Army Cyber Warfare Support Battalion 915 activated an additional company to provide cyber-electromagnetic activity support to Army organizations at the corps echelon and below. In April 2021, the 57th Signal Battalion was the second

signal unit converted to the new expeditionary signal battalion–enhanced structure. These formations operate smaller, more tailorable and scalable tactical equipment that is an essential component of the multidomain operations concept. The expeditionary signal battalion–enhanced equipment includes the new medium satellite terminal and baseband kit—the scalable network node—which replaces the legacy Warfighter Information Network–Tactical equipment.

The 82d Finance Battalion, part of the 82d Airborne Division Sustainment Brigade at Fort Bragg, North Carolina, reactivated in May 2021. Before 2007, there were more than a dozen finance battalions at various installations, but these were inactivated because of the requirements of counterinsurgency operations and replaced by financial management support units commanded by majors. The finance battalions are led by lieutenant colonels and provide the Army with finance organizations better suited to support large-scale combat operations. The service plans to reactivate several more finance battalions by the end of FY 2022.

On 30 September 2021, TRADOC eliminated two organizations, the U.S. Army Asymmetric Warfare Group and the U.S. Army Rapid Equipping Force, as the Army shifted its focus away from counterinsurgency operations to near-peer adversaries like Russia and China. The U.S. Army Asymmetric Warfare Group was originally organized in 2006 to focus on countering the threat of improvised explosives in Iraq. Its mission later expanded to helping the Army learn, adapt to, and disseminate the immediate lessons from combat. The Army established the U.S. Army Rapid Equipping Force in 2002 to supply soldiers with urgently needed equipment that could not be procured easily through normal acquisition channels.

Training

During FY 2021, the Army reoriented training to prioritize individual expertise and collective training at the company level and below at home station in order to ensure that soldiers and their units were masters of their craft. These changes were part of the Army’s new readiness model and were intended to provide the greatest returns on investments of limited time and resources. The Army continued to use combat training center rotations for large-scale collective training of battalions and brigades, but the purpose of home-station training was not to prepare for these rotations.

The Army also published an updated version of its capstone training manual, Field Manual 7–0, *Training*, in June 2021. The first update since 2016, it represented a transformation of the Army’s approach to training as the service sought to prepare soldiers for large-scale combat after twenty years of mostly counterinsurgency warfare. The manual reintroduced the

Training Management Cycle. Rather than dictating training requirements for units, this tool permits unit leaders to set training priorities based on their own needs. Other goals of the revision were to foster leadership and strengthen unit cohesiveness by giving time back to small unit leaders. The new manual used clear and concise language so leaders and soldiers at all levels could understand and implement the doctrine.

The Army maintained COVID-19 protection measures for individual training put in place the previous fiscal year. One of the most important was the “2+8” model for basic combat training, in which recruits spent the first two weeks of the program in a controlled monitoring environment. The model continued to produce other benefits noted in FY 2020 by easing the transition from civilian to military life for recruits. In FY 2021, attrition rates at basic combat training dropped from 10.2 percent to 6.2 percent, and musculoskeletal injuries declined 15 percent for men and 10 percent for women. In FY 2021, U.S. Army Cadet Command resumed cadet summer training at Fort Knox, Kentucky. Mitigation measures included quarantining cadets before traveling to training, regular COVID-19 testing, and wearing masks.

The service continued to refine the Army Combat Fitness Test and its associated holistic health and fitness program during FY 2021. The six-event Army Combat Fitness Test became the Army’s physical fitness test of record on 1 October 2020, replacing the 40-year-old, three-event Army Physical Fitness Test. On 1 April 2021, the Army implemented two significant modifications to the Army Combat Fitness Test: the inclusion of the plank as a 100-point alternative to the leg tuck, as opposed to a 60-point alternative, and the inclusion of an evaluation system with gender-informed performance categories. The Army referred to these changes as Army Combat Fitness Test 3.0. The service also continued to explore options to categorize performance based on gender.

Operational Forces

During FY 2021, Army units engaged in a variety of global operations and security assistance missions with multiple foreign partners. In March 2021, the service supplied soldiers from all three components to combatant commanders in more than 140 countries. More than 69,000 soldiers were in the Indo-Pacific, including more than 25,000 forward deployed in Korea. More than 30,000 soldiers were in Europe supporting NATO (North Atlantic Treaty Organization) and the European Deterrence Initiative. The Army also continued to support counterterrorism and train, advise, and assist missions in the Central Command theater with more than 21,000 soldiers. Soldiers also assisted with disaster relief, border security missions, and the national response to the COVID-19 pandemic.



A medical officer from the 82d Airborne Division during evacuation operations at Hamid Karzai International Airport in Kabul, Afghanistan, August 2021

Operational Forces: Afghanistan

On 29 February 2020, the United States signed an agreement with the Taliban to withdraw all American combat forces from Afghanistan. At the beginning of FY 2021, the major U.S. Army combat forces remaining in Afghanistan were elements of the 10th Mountain Division headquarters; the Combat Aviation Brigade, 4th Infantry Division; and the 2d BCT, 10th Mountain Division, as part of Operation FREEDOM's SENTINEL. By January 2021, only 2,500 U.S. military personnel remained. By July, this number had declined to about 650 personnel to protect the U.S. embassy and several hundred more to secure the Hamid Karzai International Airport in Kabul until September 2021.

The security situation across Afghanistan rapidly deteriorated in July and early August 2021 as Taliban fighters overran government forces. On 12 August, the DoD announced the deployment of 8,000 troops to Afghanistan to evacuate Americans and Afghans who had worked with the U.S. government. Army forces that deployed included the 1st BCT, 82d Airborne Division, and elements from the 82d Airborne Division headquarters, the 44th Medical Brigade, the 16th Military Police Brigade, and the 10th Mountain Division from Fort Drum, New York. The 1st Battalion, 194th Armored Regiment (Minnesota ARNG), which was on

a rotational deployment to Kuwait, also provided troops for this mission, as did a small contingent from 3d Battalion, 172d Infantry Regiment (Vermont ARNG).

American forces helped evacuate more than 120,000 people from Afghanistan. On 26 August, a suicide bomber killed one soldier, eleven marines, and one sailor at Hamid Karzai International Airport. Two other soldiers were wounded in action in August. The last American soldier left Afghanistan on 30 August 2021. This marked the end of the Army's nearly twenty-year presence in Afghanistan following the attacks of 11 September 2001. On 1 September 2021, Operation FREEDOM'S SENTINEL officially ended. However, American over-the-horizon operations to counter extremism continued in Afghanistan as part of Operation ENDURING SENTINEL.

Operational Forces: U.S. Army Central

During FY 2021, the Army continued to play a prominent role in Iraq, Syria, and Kuwait. The most significant operations occurred in the continuing fight against the remnants of ISIS as part of Operation INHERENT RESOLVE. Combined Joint Task Force–Operation INHERENT RESOLVE maintained control of land operations. In addition, the Army maintained forces focused on theater-wide priorities as part of Operation SPARTAN SHIELD. Army casualties for FY 2021 in Operation INHERENT RESOLVE totaled five nonhostile deaths and twenty-four wounded in action.

During FY 2021, the Army modified its presence in the Central Command area of operations. In November 2020, the combat mission against ISIS in Iraq effectively ended as troop numbers dropped from approximately 3,000 to 2,500. On 26 July 2021, President Biden announced that U.S. troops in Iraq no longer would serve in a combat role. Instead, American forces would remain available to train, to assist, and to deal with ISIS as the need arose in Iraq. Some 900 American military personnel also remained in Syria to prevent an ISIS resurgence there. During the summer of 2021, the Army also withdrew eight Patriot air defense batteries from Iraq, Kuwait, Jordan, Saudi Arabia, and other nations, as well as a Terminal High Altitude Area Defense system from Saudi Arabia.

During FY 2021, the Army maintained a BCT in the region as part of Operation INHERENT RESOLVE. The BCT provided intelligence support, joint fires, aerial surveillance, training, and base security. In January 2021, the 256th Infantry Brigade Combat Team (Louisiana ARNG) assumed these responsibilities from the 2d BCT, 82d Airborne Division. The 1st BCT, 4th Infantry Division, arrived in September 2021 to replace the 256th Infantry Brigade Combat Team.

The Army maintained a division headquarters, a combined arms battalion, field artillery assets, and an aviation brigade in Kuwait to support theater-wide commitments as part of Operation SPARTAN SHIELD. In November 2020, the headquarters of the 36th Infantry Division (Texas ARNG) deployed to Kuwait, replacing the headquarters of the 42d Infantry Division (New York ARNG). The headquarters of the 29th Infantry Division (Virginia ARNG) arrived in July to take over. The Army replaced its rotational armored BCT in Kuwait with a combined arms battalion in May 2021 as part of the reduction of its forces in the area when the 1st Battalion, 194th Armored Regiment (Minnesota ARNG), replaced the 2d BCT, 1st Armored Division. The 75th Field Artillery Brigade's headquarters remained in Kuwait until January 2021 when the headquarters of the 130th Field Artillery Brigade (Kansas ARNG) arrived. The Army also maintained a high-mobility artillery rocket system battalion in the region. The 1st Battalion, 181st Field Artillery Regiment (Tennessee ARNG), replaced the 1st Battalion, 14th Field Artillery Regiment, in May 2021. The Combat Aviation Brigade, 28th Infantry Division (Pennsylvania ARNG), replaced the Combat Aviation Brigade, 34th Infantry Division (Minnesota ARNG), in October 2020. In May 2021, the Combat Aviation Brigade, 40th Infantry Division (California ARNG), arrived to assume this mission. In addition to these forces, Army logistics and transportation units also rotated to and from the Central Command area.

Soldiers from Task Force SPARTAN and the United Arab Emirates gathered from 24 January to 6 February 2021 at Al Hamra Training Center in the United Arab Emirates for IRON UNION 14, the first bilateral training exercise between the forces since the start of the COVID-19 pandemic. About 100 mechanized infantry soldiers from the 2d BCT, 1st Armored Division, joined a reinforced Emirati Army company to form a single battalion task force for the exercise.

Operational Forces: U.S. Army South

U.S. Army South is responsible for Army operations in Central and South America and the Caribbean. During FY 2021, the command resumed regional exercises that had been canceled the previous fiscal year because of the COVID-19 pandemic, continued staff talks, and conducted humanitarian relief operations. The missions of Joint Task Force BRAVO, stationed at Soto Cano Air Base, Honduras, and its primary unit, the 1st Battalion, 228th Aviation Regiment, include helicopter support for operations against organized crime, medical readiness training, and disaster relief. In November 2020, Joint Task Force BRAVO assisted with relief operations in Honduras and Guatemala after Hurricanes Eta and Iota struck the region. The task force also conducted relief support in

Haiti following a 7.2-magnitude earthquake that struck the country on 12 August. The 525th Military Police Battalion continued to support Joint Task Force GUANTANAMO.

The 75th Troop Command (Kentucky ARNG) served as the headquarters for base camp operations during the thirty-sixth TRADEWINDS exercise in June 2021. TRADEWINDS 2021, hosted by Guyana, is a Southern Command–sponsored Caribbean security exercise that saw twelve partner nations train together to help foster regional cooperation and stability. Also participating in the exercise were ARNG contingents from Florida, Kentucky, Missouri, South Dakota, Puerto Rico, New York, and the Virgin Islands. Army forces also participated in the 2021 iteration of the PANAMAX series of multinational exercises hosted by the government of Panama and supported by Southern Command. The exercises are focused on the security of the Panama Canal.

Army-to-army staff talks occurred with the armed forces of Brazil, Colombia, Chile, and Peru. These meetings helped build partnerships and coordinate bilateral exercises. In May, the Colombian Army's Counternarcotics Brigade trained with the 1st Battalion, 118th Infantry Regiment (South Carolina ARNG), at the Joint Readiness Training Center at Fort Polk, Louisiana. In July, paratroopers from the 2d Battalion, 501st Infantry Regiment, joined their Colombian counterparts in a six-day force-employment exercise at Tolemaida Air Base in Colombia. In Chile in August, soldiers from the 2d Battalion, 87th Infantry Regiment, participated in Exercise SOUTHERN VANGUARD. The exercise was conducted at the Chilean Mountain Warfare School in the Andes Mountains, and focused on survival, movement, and combat in cold weather, high-altitude environments. In October 2020, the 1st Security Force Assistance Brigade's (SFAB's) first company-sized advisory team returned to Fort Benning, Georgia, from Colombia. During the rest of FY 2021, teams from the 1st SFAB continued to assist their host governments with logistics, services, and intelligence capabilities in support of counternarcotics efforts.

Operational Forces: U.S. Army Pacific

Army forces permanently stationed in the Indo-Pacific region and the Republic of Korea, along with additional soldiers from the continental United States, participated in a number of exercises in the region during FY 2021. However, some exercises continued to be limited in size because of ongoing COVID-19 prevention measures. In March 2021, soldiers from the 1st Special Forces Battalion, 1st Special Forces Group, 1st Special Forces Regiment, joined Marine Corps and Air Force elements in Exercise CASTAWAY on Okinawa, Japan. Together, they trained on expeditionary advanced base operations. This is a new approach to island warfare in the

Western Pacific that uses a relatively small, widely dispersed force to seize and hold territory in the early stages of a conflict.

During FY 2021, the Army continued to build relationships with militaries across the Indo-Pacific region. In October 2020, the USAR's 9th Mission Support Command at Fort Shafter Flats, Hawaii, stood up Task Force OCEANIA to cultivate relationships across the region. The task force consists of RA, USAR, and ARNG soldiers with civil affairs and culturally relevant skills that form two-person teams, each focused on a nation in the area. The 5th SFAB, stationed at Fort Lewis, Washington, is aligned to the Indo-Pacific region. The brigade's goal was to have roughly one-third of its 820 soldiers deployed in four-to-twelve-soldier teams across the region at all times, while the rest prepared for future missions. During FY 2021, teams from the 5th SFAB were deployed to the Maldives, Thailand, Indonesia, the Philippines, and India.

U.S. Army Pacific continued its Pacific Pathways program to enhance readiness and build relationships with partner militaries. Launched in 2014, Pacific Pathways combines multiple preexisting exercises with partner nations into integrated operations. In FY 2021, the Army sent troops to Thailand, Indonesia, Australia, Japan, the Philippines, and several smaller nations across the Indo-Pacific region as part of Pacific Pathways. The service planned to deploy about 20,000 soldiers for Pacific Pathways operations during the fiscal year, but the COVID-19 pandemic caused the Army to scale down to less than 10,000. Regional exercises that were modified because of COVID-19 included BALIKATAN in April 2021 in the Philippines, TIGER BALM held virtually in Hawaii with Singapore in May, and COBRA GOLD in Thailand in August with participants from seven nations.

From June to July 2021, some 1,600 soldiers from the continental United States participated in multiple bilateral training exercises with the Japan Ground Self-Defense Force partners across Japan as part of ORIENT SHIELD 21-2. Army participants included elements of the 40th Infantry Division (California ARNG); the 1st Battalion, 28th Infantry Regiment (3d Infantry Division); the 17th Field Artillery Brigade; the 38th Air Defense Artillery Brigade; the Combat Aviation Brigade, 25th Infantry Division; and members of the 5th SFAB. Among the highlights of the exercise were a bilateral multiple-launch rocket system live fire and U.S. and Japanese aviation units conducting integrated operations as part of Task Force NINJA.

In July, soldiers participated in the biannual TALISMAN SABRE exercise in Australia. TALISMAN SABRE 21 involved more than 17,000 participants from seven nations in a month-long multidomain exercise. For the first time, soldiers from the 38th Air Defense Artillery Brigade successfully engaged drone targets with Patriot missiles fired at the Shoalwater Bay

Training Area in Queensland, Australia. More than 100 paratroopers from the 3d Battalion, 509th Infantry Regiment, jumped onto Kangaroo Dropzone near Charters Towers, Australia, as part of a simulated joint forcible entry operation.

In FY 2021, Army units participated in DEFENDER-PACIFIC 2021 exercises, which focused on the southwest Pacific region. The primary event of DEFENDER-PACIFIC 2021 was FORAGER 21 on Guam, which lasted from 11 July to 6 August. The I Corps headquarters designed and led FORAGER 21 as a test of a theater army and a corps deploying forces to the Pacific and conducting multidomain operations throughout the region.

In 2004, the U.S. and South Korean governments agreed to move all American forces to garrisons south of the Han River. The United States has relocated most of these forces to Camp Humphreys, about 60 kilometers south of Seoul on the west coast of the peninsula. On 10 December 2020, U.S. and South Korean officials agreed to transfer parts of U.S. Army Garrison Yongsan-Casey and a dozen other U.S. military sites to South Korea. The decision, made during a virtual Status of Forces Agreement Joint Committee meeting, did not include timelines for the handovers.

The armored BCT rotation program begun in 2015 for South Korea continued. The 1st BCT, 3d Infantry Division, arrived to begin its nine-month rotation in November 2020. It replaced the 2d BCT, 1st Infantry Division. In July 2021, the 3d BCT, 1st Armored Division, arrived to take over. The 75th Field Artillery Brigade continued to provide a rotational field artillery battalion equipped with the multiple-launch rocket system to South Korea during FY 2021. In November 2020, the 2d Battalion, 20th Field Artillery Regiment, replaced the 2d Battalion, 4th Field Artillery Regiment. The 3d Battalion, 13th Field Artillery Regiment, deployed to Korea in July 2021 to assume this mission. The Army also maintained a rotational aviation battalion in South Korea during the year. The 2d Squadron, 17th Cavalry Regiment, concluded its rotation in March 2021 when the 1st Squadron, 6th Cavalry Regiment, replaced it.

Operational Forces: U.S. Army Europe and Africa

Effective 1 October 2020, the Army consolidated U.S. Army Europe and U.S. Army Africa/Southern European Task Force into a single army service component command that supports United States European Command and United States Africa Command. As part of this reorganization, U.S. Army Europe was redesignated as U.S. Army Europe and Africa (USAREUR-AF) and continued to report directly to HQDA. U.S. Army Africa/Southern European Task Force was redesignated as U.S. Army Southern European Task Force, Africa, and relieved of army service component command responsibilities to U.S. Africa Command. U.S. Army

Southern European Task Force, Africa, reported directly to USAREUR-AF and all units formerly assigned to U.S. Army Africa were reassigned to USAREUR-AF. The Army also promoted the commanding general of USAREUR-AF, Lt. Gen. Christopher G. Cavoli, to general on 7 October 2020. Elevating USAREUR-AF from a three-star to a four-star command reflected its increased responsibilities and signaled American commitment to the defense of Europe.

Two corps-level organizations assumed operational- and tactical-level functions in USAREUR-AF. The V Corps, activated on 16 October 2020 at Fort Knox, Kentucky, maintains a forward command post in Poznań, Poland, and is responsible for operations north of the Alps. Those operations include Operation ATLANTIC RESOLVE, which exercises rotational forces and units based in Germany. The corps participated in four training exercises during 2021 as part of becoming a combat-capable warfighting headquarters. U.S. Army Southern European Task Force, Africa, assumed responsibility for operations and assets in Africa and Italy.

Operation ATLANTIC RESOLVE continued to demonstrate U.S. commitment to collective security in Europe during FY 2021. As part of ATLANTIC RESOLVE, the Army continued to deploy U.S.-based forces to Europe for nine-month rotations. These rotations allowed units to improve their ability to operate with allied and partner militaries through multinational training events, such as the COMBINED RESOLVE series of exercises. Approximately 6,000 soldiers participated in ATLANTIC RESOLVE at any given time, conducting operations and exercises across seventeen countries.

In FY 2021, the Army conducted the second DEFENDER-EUROPE exercise. DEFENDER-EUROPE is an annual large-scale multinational exercise for improving interoperability with allied and partner militaries. DEFENDER-EUROPE 2021 integrated more than 28,000 troops from twenty-six nations at thirty training areas to conduct exercises. The continued danger posed by the COVID-19 virus necessitated use of mitigation protocols developed in FY 2020 for DEFENDER-EUROPE.

DEFENDER-EUROPE 2021 began in March when the Army started moving equipment and personnel from the United States to Europe and moved material from its prepositioned stocks in Europe to training areas. The next phase began in May and June, with multinational training events across Europe and Africa as part of several linked exercises. These exercises included IMMEDIATE RESPONSE, SABER GUARDIAN, SWIFT RESPONSE, AFRICAN LION, and STEADFAST DEFENDER. Most of the Army units that participated were Europe-based, including elements of the Headquarters and Headquarters Battalion of USAREUR-AF; the 173d Airborne Brigade Combat Team; the 41st Field Artillery Brigade; the 5th Battalion, 7th Air Defense Artillery Regiment; the 12th Combat Aviation Brigade; the 405th



An M109A6 Paladin howitzer from the 1st Battalion, 214th Field Artillery Regiment (Georgia Army National Guard), during AFRICAN LION 2021, June 2021

Support Brigade; the 66th Military Intelligence Brigade; the 30th Medical Brigade; the 44th Signal Battalion; and the Joint Multinational Readiness Center, 7th Army Training Command. U.S.-based units that participated included elements of the 3d BCT, 82d Airborne Division, and ARNG soldiers from Florida, Utah, Georgia, and Wyoming. In June, the V Corps conducted a command post exercise as part of DEFENDER-EUROPE 2021.

The Army remained active in Africa during FY 2021. In December 2020, the United States repositioned most of its approximately 900 troops in Somalia to locations elsewhere in east Africa. Some 100 U.S. military personnel, however, remained in Somalia with the U.S. embassy. Army special forces soldiers deployed to Mozambique to train local troops as part of efforts to counter ISIS forces. The 2d SFAB had soldiers deployed on training missions to Tunisia, Djibouti, and Somalia during FY 2021. The U.S. Army Corps of Engineers Europe District established a permanent presence in Africa to support construction projects such as facilities at Kainji Air Base in Nigeria and clinics in Benin.

In addition to units permanently stationed in Europe, regionally aligned and rotational units also supported missions of USAREUR-AF. The headquarters of the 1st Cavalry Division provided a mission command element to oversee the rotational units and provide a division-level command-

and-control capability until July 2021. At that time, the headquarters of the 1st Infantry Division assumed this mission. The Army also continued rotating an armored BCT to Europe. The 2d BCT, 3d Infantry Division, completed its rotation in November 2020 and handed off responsibility to the 1st BCT, 1st Cavalry Division. In August 2021, the 1st BCT, 1st Infantry Division, took over.

The rotation of an armor battalion to Pabrade Training Area in Lithuania, begun in FY 2020, continued during FY 2021. The 1st Battalion, 8th Cavalry Regiment, part of 1st BCT, 1st Cavalry Division, replaced the 2d Battalion, 69th Armored Regiment, part of the 2d BCT, 3d Infantry Division. Later in the year, the 3d Battalion, 66th Armored Regiment, part of the 1st BCT, 1st Infantry Division, assumed this mission.

The Army continued to deploy forces to Battle Group Poland, one of NATO's four enhanced forward-presence units. These multinational battle groups, established in April 2017, reinforce NATO's eastern front to deter Russian incursions and work with host-nation defense forces. In February 2021, the 1st Squadron, 2d Cavalry Regiment, a Germany-based unit equipped with the Stryker armored fighting vehicle, replaced the 2d Squadron, 2d Cavalry Regiment. In July, the 3d Battalion, 161st Infantry Regiment, 81st Armored Brigade Combat Team (Washington ARNG), replaced the 1st Squadron, 2d Cavalry Regiment, in Battle Group Poland. The 81st Armored Brigade Combat Team also provided troops to replace soldiers from the 33d Infantry Brigade Combat Team (Illinois ARNG) as trainers in the Joint Multinational Training Group-Ukraine in April 2021.

Since FY 2017, the Army has deployed a reinforced combat aviation brigade from the United States for a nine-month rotation in Europe to supplement the 12th Combat Aviation Brigade. In April 2021, the Combat Aviation Brigade, 101st Airborne Division, handed over responsibility for this mission to the Combat Aviation Brigade, 1st Infantry Division. Since FY 2018, the Army has deployed an air defense artillery brigade headquarters from the United States to serve as the air defense mission command element in Europe. The 678th Air Defense Artillery Brigade (South Carolina ARNG) relinquished this mission to the 174th Air Defense Artillery Brigade (Ohio ARNG) in February 2021.

Domestic Operations

In February 2021, the Federal Emergency Management Agency requested assistance from DoD to operate COVID-19 vaccination centers across the United States. The Federal Emergency Management Agency initially asked for up to 10,000 troops to operate 100 centers. U.S. Army North, the Army service component command for United States Northern Command, led the overall DoD effort. The military personnel used for this mission were

mostly from active Army, Air Force, Navy, and Marine Corps units. U.S. Army North deployed them in three ways. Type 1 response teams consisted of 222 personnel who could administer up to 6,000 vaccine doses per day. Type 2 response teams had 139 personnel who could administer 3,000 shots daily. The third type of deployment used smaller teams, typically around twenty-five strong.

The first DoD-operated COVID-19 vaccine site opened on 16 February in Los Angeles, California, and was staffed by an Army Type 1 team. By 16 March, the Army had Type 1 teams in Chicago, Illinois; Cleveland, Ohio; and Atlanta, Georgia; and Type 2 teams in Dallas, Texas; Orlando, Florida; and Miami, Florida. The Army deployed five smaller teams—four to cities in New Jersey, and one to St. Thomas in the U.S. Virgin Islands. The 1,400 soldiers for these teams came from Fort Carson; Fort Campbell, Kentucky; Fort Stewart; Fort Riley, Kansas; Fort Bliss; and various U.S. Army Medical Command units. U.S. Army North concluded its vaccine support mission on 22 June. In total, more than 5,100 military personnel deployed to twenty-five states and the U.S. Virgin Islands. They administered more than 16 million COVID-19 vaccine doses, 5 million of which were given by soldiers.

The DoD, in response to a request from the Department of Homeland Security in June 2020, authorized the continued deployment of up to 4,000 military personnel, consisting mostly of ARNG soldiers, to the southwest border through the end of FY 2021. By 16 December, some 3,600 ARNG and reserve troops were deployed to the border. These forces, under the control of U.S. Northern Command and assisting Customs and Border Protection, constructed fencing and temporary barriers, conducted surveillance, and provided logistical support. In February 2021, the status of ARNG soldiers deployed to the border changed from Title 32 to Title 10, limiting their participation in law enforcement. In June, DoD extended the military's border mission through 30 September 2022, after the Department of Homeland Security requested its continued support. The Army capped this new force at 3,000 troops that continued to be drawn mostly from the ARNG. Since June 2019, the Army has assigned control over all forces deployed to the southwest border in a Title 10 status to a brigade-sized headquarters. In October 2020, the 110th Maneuver Enhancement Brigade (Missouri ARNG) assumed this mission from the 3d BCT, 101st Airborne Division.

A surge in unaccompanied children crossing the southern border resulted in a dramatic rise in referrals to the Department of Health and Human Services. In March 2021, that department asked DoD for assistance with accommodating some of these children on military installations. The largest such facility for this mission, located on Fort Bliss opened on

30 March and had the capacity to care for up to 10,000 children. The facility at Fort Bliss remained in operation through the end of FY 2021.

The DoD provided the Department of State with temporary housing, medical care, and general support for up to 50,000 Afghan evacuees at eight military installations in the United States. This effort was known as Operation ALLIES REFUGE. Army installations used for Operation ALLIES REFUGE were Camp Atterbury, Indiana; Joint Base MacGuire-Dix-Lakehurst, New Jersey; Fort Bliss; Fort Lee, Virginia; Fort Pickett, Virginia; and Fort McCoy, Wisconsin. The military also supported the Department of Homeland Security–led Operation ALLIES WELCOME that coordinated the efforts of multiple government agencies to support Afghan evacuees. These operations continued through the end of FY 2021.

On 31 August, approximately 200 soldiers from Fort Lewis, Washington, deployed to northern California to help fight wildfires there, including the Dixie Fire, in response to a request from the National Interagency Fire Center and the U.S. Forest Service. The soldiers came from the 2d Infantry Division's 23d Engineer Battalion and 2d Battalion, 3d Infantry Regiment. The soldiers received training on firefighting and mainly served in support roles, digging fire lines, suppressing small hot spots in already burned areas, and conducting small controlled burns. The mission ended on 29 September.

6

Reserve Components

Organizational Structure

The ARNG force structure in FY 2021 had thirteen command and control headquarters: eight divisional, two expeditionary sustainment commands, and one each for military police, theater sustainment, and air and missile defense. It had twenty-seven BCTs: five armored, twenty infantry, and two Stryker. There were forty-two multifunctional support brigades in the ARNG: eight aviation, eight fires, sixteen maneuver enhancement, and ten sustainment. There were fifty-seven functional support brigades and groups. The force structure also included one SFAB and two special forces groups.

The ARNG Directorate, located in Arlington, Virginia, reports to the National Guard Bureau. It develops and administers ARNG policies and programs. The directorate consists of the Office of the Director, ARNG, and the ARNG Readiness Center, which is a field-operating agency of the National Guard Bureau. Additionally, staff from the Office of the Chief, National Guard Bureau, provides support to the ARNG Directorate in areas such as public affairs, legislative liaising, and contracting. In FY 2021, the ARNG Directorate was made up of 772 military personnel and 402 civilian employees.

The USAR is organized under a single general officer with staff responsibilities to the Department of the Army as the chief of the USAR and command authority over most USAR soldiers as the commander of the U.S. Army Reserve Command. The Office of the Chief of Army Reserve, located at Fort Belvoir, Virginia, supports the chief of the USAR in advising the secretary of the Army and the chief of staff of the Army on USAR matters. USAR Command, located at Fort Bragg, North Carolina, manages USAR operational readiness through twenty-six major subordinate commands.

Approximately 2,000 units are organized into twenty-two functional commands and seven geographic commands—three mission support commands and four readiness divisions. Reserve personnel in Active Guard Reserve status increased from 16,543 on 1 October 2020 to 16,671 at the end of the fiscal year. The USAR civilian workforce declined from 12,521 at the start of FY 2021, to 12,398 at the end of the fiscal year. Military technicians made up the bulk of the USAR civilian workforce.

On 4 January 2021, the chief of the Army Reserve issued a memorandum on the Office of the Chief of Army Reserve and USAR Command reorganization, realignment, and reporting relationships

that stated the two organizations are “separate staffs with distinct roles, responsibilities, and reporting relationships.” She directed the two entities to plan and execute a return to the “two staffs” construct. The memorandum established that the Office of the Chief of Army Reserve justifies and executes the USAR budget, leads programming, manages the full-time support program, and interfaces between the component and HQDA. The USAR Command serves as the USAR operational staff, establishes policies for USAR functional and geographic commands, and executes USAR operations as a subordinate of U.S. Army Forces Command. This realignment process generated a number of organizational changes. The Army Reserve Installation Management Division, previously viewed as a single staff with two locations, became entirely located within the USAR Command G-3/5/7. The Strategic Communications Directorate was divided, with strategic communications responsibilities placed under the Office of the Chief of Army Reserve while public affairs duties remained at USAR Command.

The U.S. Army Space and Missile Defense Command’s 1st Space Brigade activated the USAR’s 6th Space Company on 16 September 2021. It is the third USAR space company. These companies field Army space support teams. Each team has six soldiers and provides other units with capabilities such as space situational awareness, commercial imagery downloads, and Global Positioning System position-navigation-timing operations.

Mobilizations

At the start of FY 2021, 240 USAR units and 11,058 personnel were in mobilization status. Over the course of the fiscal year, 664 USAR units and 11,530 personnel received mobilization orders. During FY 2021, 2,897 personnel supported U.S. Northern Command, 6,175 personnel supported Central Command, 1,008 personnel supported U.S. European Command, and 1,161 personnel supported Southern Command. Mobilizations in support of United States Indo-Pacific Command included 213 personnel, and 76 personnel supported U.S. Africa Command (*Table 12*).

During FY 2021, reserve component strength deployed to the Mexican border on Title 10 federal active duty averaged 3,700 personnel. Separate from this operation, the governors of Arizona and Texas deployed troops from their ARNG to the Mexican border in FY 2021. These troops served in Title 32 state active duty status. In June 2021, the two governors sent a letter to all other state governors requesting that they, under the Emergency Management Assistance Compact, provide Arizona and Texas with reinforcements for duty on the Mexican border. The governors of Arkansas, Ohio, and South Dakota deployed ARNG troops in state active duty status in response to this request. South Dakota’s governor funded her

TABLE 12—U.S. ARMY RESERVE MOBILIZATIONS, FY 2021

Command	Location	Units	Personnel
Northern Command	Alaska	2	5
	Continental United States	227	2,890
	Mexico	1	2
Central Command	Afghanistan	45	598
	Bahrain	2	8
	Djibouti	30	493
	Egypt	2	10
	Iraq	37	384
	Jordan	11	14
	Kuwait	147	4,054
	Lebanon	1	1
	Qatar	20	289
	Saudi Arabia	5	323
	United Arab Emirates	1	1
European Command	Bulgaria	1	7
	Italy	6	96
	Kosovo	10	21
	Germany	20	175
	Poland	19	705
	Romania	2	4
Southern Command	Cuba (Guantanamo)	21	950
	Honduras	17	211
Indo-Pacific Command	Hawaii	15	63
	Japan	7	150
Africa Command	Burkina Faso	1	4
	Mali	1	1
	Niger	1	4
	Nigeria	1	32
	Somalia	10	34
	South Sudan	1	1
Total		664	11,530

Source: Army Reserve Command

TABLE 13—ARMY NATIONAL GUARD TITLE 10 MOBILIZATIONS, FY 2021

Operation	Location	Total Personnel
Southwest Border Mission	United States	7,736
European Deterrence Initiative	Europe	1,875
Kosovo Force Peace Keeping	Kosovo	634
Multinational Force and Observer	Egypt	411
Operation ENDURING FREEDOM	Multiple Locations	3,101
Operation FREEDOM'S SENTINEL	Multiple Locations	714
Operation INHERENT RESOLVE	Iraq, Kuwait	4,174
Operation GLADIATOR PHOENIX	United States	208
Operation SPARTAN SHIELD	Kuwait	6,164
Operation NOBLE EAGLE	United States	725
Theater Sustainment Command	United States, Korea, Japan	634
Total		26,376

Source: Army National Guard, *Historical Summary, FY 2021*

state's deployment by accepting a \$1 million donation from a businessman in Tennessee. In the FY 2022 National Defense Authorization Act, Congress prohibited the use of private funds to pay for any ARNG deployment to another state except for natural disaster emergencies.

The use of ARNG units for missions outside the continental United States continued in FY 2021. In addition to those mentioned in Chapter 5, the headquarters of South Dakota's 196th Maneuver Enhancement Brigade deployed to Camp Lemonnier, Djibouti, as the core staff for Combined Joint Task Force–Horn of Africa. To support the Multinational Force and Observer mission in the Sinai, personnel from Pennsylvania's 104th Cavalry Regiment replaced personnel from Texas's 133d Field Artillery Regiment. ARNG units also continued to participate in the European Defense Initiative. Operations to support the Kosovo Force continued in FY 2021, with ARNG personnel from Iowa serving alongside troops from Poland and Turkey, as part of Kosovo Force Regional Command–East (*Table 13*).

COVID–19 Pandemic Operations

During FY 2021, both reserve components played a prominent role in the national response to the COVID–19 pandemic. On 1 October 2020,



A soldier from the Nebraska Army National Guard and his grandmother, to whom he had administered a COVID-19 vaccine

15,438 ARNG personnel were serving on pandemic related missions. Rising infection rates led to further activations; by 1 March, 24,439 ARNG soldiers supported COVID-19 missions. The remainder of the fiscal year saw a decline in ARNG use; at the end of FY 2021, there were 10,880 ARNG personnel on duty for COVID-19 missions.

ARNG personnel transported medical supplies, assisted with mortuary affairs, and managed call centers. In some areas, they worked with food banks and distributed meals to vulnerable individuals. ARNG soldiers stepped in to support local and state government functions hampered by personnel shortages. In September 2021, for example, Massachusetts activated ARNG soldiers to operate school buses in thirteen school districts. A number of states used their ARNG to operate COVID-19 vaccination facilities.

In FY 2020, eighteen USAR UAMTFs had deployed to areas greatly affected by the pandemic. Each UAMTF included personnel with a range of specialties, from doctors, nurses, and respiratory therapists to supply and administrative staff. In the first half of FY 2021, UAMTFs remained



A nurse with Army Reserve Urban Augmentation Medical Task Force 328-1 at the Yuma Regional Medical Center in Yuma, Arizona, January 2021

deployed in Utah, California, Kentucky, New York, Wisconsin, Arizona, and New Mexico. Two UAMTFs remained active until June 2021, providing assistance to the Yuma and Navajo nations in New Mexico and Arizona. In March 2021, the USAR began planning for vaccination augmentation medical task forces, but no task forces were established because either most communities had adequate numbers of healthcare workers to deliver the amount of vaccines available or governors mobilized elements of their ARNG for this mission.

Disaster Relief Operations

Throughout the fiscal year, the ARNG and USAR participated in disaster relief operations. On 9 October 2020, Hurricane Delta reached landfall near Cameron, Louisiana. The Louisiana National Guard responded by activating more than 1,500 service members; Texas and Mississippi also activated additional ARNG personnel. The Hurricane Delta response mission ended on 14 November 2020. Hurricane Zeta reached landfall near Cocodrie, Louisiana, on 28 October, and by 29 October, 367 ARNG personnel from Alabama and Louisiana deployed to handle its aftermath.

A period of severe winter weather in February 2021 led to the activation of several thousand ARNG personnel across the southern United States.



Louisiana Army National Guard soldiers from the 2225th Multi-Role Bridge Company ferry a fire truck following Hurricane Ida, September 2021.

Significant snow and ice accumulations, combined with low temperatures, led to power outages and disrupted transportation. In response to this winter weather, on 26 February 2021, 2,369 ARNG personnel provided assistance in Texas, Louisiana, Arkansas, Kentucky, and Ohio.

Hurricane Henri made landfall near Westerly, Rhode Island, on 22 August. In response to heavy rainfall and strong winds throughout the New England area, 120 ARNG personnel were activated in Connecticut, 220 in Rhode Island, 454 in Massachusetts, and 351 in New York. On 29 August 2021, Hurricane Ida, an exceptionally strong storm, made landfall near Port Fourchon, Louisiana. Heavy rains and high winds led to widespread flooding and extensive property damage. The severity of damage necessitated the establishment on 31 August of a dual status command, Joint Task Force-Ida, so the Louisiana National Guard could direct other states' National Guard units sent to assist Louisiana. By 10 September, 6,510 ARNG personnel were assisting with search and rescue efforts, evacuation, delivery of food and water, and damage cleanup.

In FY 2021, the ARNG again deployed to fight wildfires. Personnel worked on the ground alongside firefighters and operated fixed-wing and rotor aircraft in California, Arizona, Oregon, Wisconsin, West Virginia, Colorado, Idaho, Washington, and North Dakota. In April, firefighting operations for the season began with twenty-five soldiers activated in



Soldiers from the Army Reserve's 246th Quartermaster Company train at Joint Base McGuire-Dix-Lakehurst, New Jersey, August 2021.

North Dakota. By 10 August, twelve states had 1,270 ARNG personnel engaged in fighting wildfires. Cooler weather the next month led to a decrease in fires, and on 29 September, only 384 ARNG personnel were engaged in wildfire missions.

Two of the most destructive wildfires faced by ARNG personnel were in California. The Dixie Fire started on 13 July and eventually burned more than 950,000 acres. ARNG personnel from several western states deployed to assist in evacuating people and cutting containment lines to slow the fire's spread. The Caldor Fire in California began on 14 August and eventually burned more than 200,000 acres. ARNG personnel helped with evacuation and, despite the destruction of more than 1,000 structures by the fire, there were no fatalities.

Readiness

Reserve component efforts to improve readiness and reduce deployment timelines continued during FY 2021. The USAR conducted two combined

arms kinetic exercises. One held at Camp Atterbury, Indiana, included units from the Indiana National Guard and four USAR units, comprising roughly 400 personnel. The second, at Fort Stewart, Georgia, included thirty USAR units, comprising roughly 1,800 soldiers. The quartermaster liquid logistics exercise involved twenty-two fuel and water distribution units with more than 3,700 soldiers. Two ARNG brigades, the 155th Armored Brigade Combat Team from Mississippi and the 45th Infantry Brigade Combat Team from Oklahoma, completed a rotation at the National Training Center. Three ARNG brigades completed rotations at the Joint Readiness Training Center: the 37th Infantry Brigade Combat Team from Ohio, the 39th Infantry Brigade Combat Team from Arkansas, and the 54th SFAB from Indiana.

The ARNG continued to support the State Partnership Program. The National Guard Bureau administers the State Partnership Program, which pairs U.S. states and territories with other countries. This enables ARNG personnel and units to build long-term relationships by conducting regular military-to-military activities and participating in various exercises with partner nations. These interactions occurred during large-scale combatant command multinational exercise and in other venues.

Cyber

Ransomware and other cyber threats increased in FY 2021, and ARNG cyber units became involved in responding to these threats. On 1 November 2020, a total of fifty-eight ARNG personnel were on duty to protect the elections in Connecticut, Delaware, Iowa, Illinois, Louisiana, North Carolina, New Mexico, Rhode Island, Washington, and Wyoming from cyber threats that month. CYBER SHIELD 21, a training exercise conducted in July 2021, brought together more than 700 ARNG personnel to develop and test cyber defense procedures to better protect targets such as power plants and supply chains. In August 2021, the Arizona ARNG activated soldiers in response to a cyberattack on the Kingman city government's computer system.

Civil Unrest

The District of Columbia National Guard is unique in that the president, not the city's mayor, controls it via a chain of command that runs through the DoD. Authority to activate the D.C. National Guard is delegated by the president to the secretary of defense, and further delegated to the secretary of the Army. On 4 January 2021, the acting secretary of defense, in consultation with the secretary of the Army, approved the activation of 340 personnel from the D.C. National Guard for managing traffic control points during a planned demonstration protesting the results of the November 2020 presidential election.



Kentucky Army National Guard soldiers deployed to defend the 59th Presidential Inauguration in Washington, D.C., January 2021.

On 6 January 2021, a mob of the president's supporters attacked the Capitol Building in an insurrection that sought to prevent the Congress from certifying the election of Joseph R. Biden Jr. as the next president of the United States. In the early afternoon of 6 January, in response to urgent requests for assistance from D.C. civil authorities, the secretary of

the Army ordered the full mobilization of the D.C. National Guard. He subsequently received approval from the acting secretary of defense for the Guard to conduct perimeter and clearance operations in support of the Capitol Police. Guard personnel arrived at the Capitol at 1740 that day, and the Capitol Police declared the Capitol Building secure at 2000.

Over the following days, almost 26,000 Guard soldiers and airmen from multiple states deployed to the National Capital Region ahead of the presidential inauguration on 20 January. Armed troops took up positions at the entry points to the Capitol campus and ran patrols of the now fenced-in grounds to support the Capitol Police force. Guard members also provided logistical support and helped facilitate communication for the many federal authorities at the Capitol. On Inauguration Day, Guard soldiers and airmen lined the new president's motorcade route. The ARNG, in Operation CAPITOL RESPONSE, continued security, communications, medical evacuation, and logistics support authorities in the National Capital Region through the spring of 2021. Force strength declined to 2,200 by the end of March, and the mission concluded in late May. On 13 April, DoD approved award of the Armed Forces Service Medal for Guard members who had participated in Operation CAPITOL RESPONSE and the presidential inauguration security operation.

The April 2021 trial of the Minneapolis, Minnesota, police officer accused of murdering George P. Floyd Jr. in May 2020 prompted some states to activate ARNG units in case civil unrest followed the trial. By 15 April, more than 3,300 Minnesota ARNG soldiers were on active duty. By 20 April, when the jury delivered its guilty verdict, nine states and the District of Columbia had activated a total of 8,410 ARNG soldiers as a precautionary measure.

In April 2021, the Office of the Inspector General released its review of the investigation into the actions of a District of Columbia ARNG medical evacuation helicopter that had hovered low over protesters in the city on 1 June 2020. On 3 June 2020, the D.C. National Guard commanding general had ordered an investigation of this incident under Army Regulation 15-6. The inspector general's review concluded that the use of medical evacuation helicopters in this manner was not prohibited by federal law, federal policy, or Army regulation. The review also determined that using the helicopter in support of civil disturbance operations was reasonable given the situation on 1 June 2020, and that there was a systematic lack of understanding regarding the employment of helicopters during civil disturbance operations.

7

Logistics

Management

In November 2020, the Army published a directive on achieving persistent modernization. The directive clarified the relationships of the major organizations within the Army modernization enterprise to enable unity of effort. It also directed the rapid revision and update of applicable policies and processes to reflect AFC's role in modernization. Federal law and existing Army policy make the Office of the ASA (ALT) the lead organization for materiel acquisition. The directive requires that this office, in regard to its acquisition function, ensure that AFC receives the support it needs for its mission to lead and integrate the Army modernization enterprise. The office will jointly establish with AFC the number of acquisition personnel working with the command's cross functional teams, jointly prepare a science and technology plan, and work with AFC on resourcing decisions to support the service's modernization priorities. The two organizations will establish a joint technology maturation board to govern support for AFC and establish formal transition agreements for maturing materiel capabilities.

In July 2020, the ASA (ALT) and the Army Contracting Enterprise established an executive committee to serve as an enterprise-level governance board to improve Army contracting programs, policies, and procedures. It is composed of each head of contracting activity in the Army, with the Army deputy assistant secretary for procurement serving as the chair. The executive committee created the *Contracting 2028 Strategic Plan*, a guide for preparing the contracting workforce for the future as well as for fostering the development of stable, lasting relationships with key stakeholders. Additionally, the plan will promote the adoption of emerging technologies that will improve the overall effectiveness of the contracting enterprise.

During FY 2021, the deputy assistant secretary for procurement conducted a major revision of the Army's policy for other transactions, which are legally binding instruments the federal government uses with industry and academia for research and developing prototypes. They are not standard procurement contracts and generally are not subject to the laws and regulations that apply to government procurement contracts. The Army last had published this policy in May 2019. An integrated process team conducted the review. The revision streamlines the Army's

other transaction policies and reduces possible friction points to improve engagement with nontraditional vendors.

In July 2021, the Army issued a revision of materiel classification and fielding policy by dividing Army Regulation 700–142, *Type Classification, Materiel Release, Fielding, and Transfer*, into two new publications: Army Regulation 770–2, *Materiel Fielding*, and Army Regulation 770–3, *Type Classification and Materiel Release*. The revision added responsibilities in this area for AFC and instituted policy on type-classifying commercial medical devices, procedures for when a materiel system does not achieve a full material release designation within thirty-six months after being designated as a conditional material release, and planning for managing the materiel system conditions and associated funding of systems approved for transition to sustainment that are designated as a conditional materiel release. (Conditional materiel release is a temporary designation used no longer than thirty-six months as a method to field materiel systems with conditions and associated risks that prevent satisfying full materiel release.)

Logistics and the COVID–19 Pandemic

The Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND) continued to provide DoD acquisition support for Operation WARP SPEED. In FY 2021, JPEO-CBRND, in partnership with U.S. Army Contracting Command, handled more than \$43 billion in contract actions for vaccines, therapeutics, diagnostics, personal protection equipment, and for expanding the domestic industrial base. Of that amount, approximately \$19 billion was used for six vaccine development and manufacturing contracts. Additionally, JPEO-CBRND worked to make sure that COVID–19 testing was available for service members. It switched to a less complex method of testing. It ensured that supplies, such as nasal swabs for testing and syringes and needles for vaccine injection, were readily available.

The JPEO-CBRND, the Commercial Travel Office, and the Defense Threat Reduction Agency’s Joint Science and Technology Office continued research into wearable health monitoring. The joint effort monitored more than 10,000 participants and conducted an illness prediction study of more than 5,800 cadets and midshipmen from the United States Military Academy and the United States Naval Academy. The study tested the concept of wearables-based prediction to see if they could identify potential COVID–19 infection. The JPEO-CBRND and ASA (ALT) then supported a limited-user test of more than 3,000 Military Academy cadets. The cadets used the wearables so that the study could trace contact between COVID–19 positive individuals and others. The data from this test will be used to

inform a joint emergent operational needs statement for a successful contract tracing method.

The JPEO-CBRND, working with the Program Executive Office Enterprise Information Systems and the Office of the Surgeon General, created a better system to track soldiers' vaccination status. The JPEO-CBRND also worked with a contractor to more than double the Advanced Development and Manufacturing facility's production capacity. This enhanced capacity enabled DoD to create and manufacture vaccines and other medical countermeasures rapidly in the event of another pandemic. Additionally, as an extension of the Army's vaccination efforts, JPEO-CBRND fulfilled agreements for international vaccine donations as part of the COVAX initiative.

The Army's Small Business Innovation Research (SBIR) program connects small businesses and their technologies with critical Army programs. It awards more than \$2 billion a year to small and nontraditional businesses to help sustain the service's readiness and technological superiority. In October 2020, ASA (ALT) established the Army Applied SBIR program. It encompasses 80 percent of the service's SBIR portfolio and is focused on the timely transition and sustainment of innovative technologies created by small businesses that are funded through frequent and flexible contract awards. In August 2021, the Office of the Deputy Assistant Secretary of the Army (Research and Technology) established the SBIR Contracting Center of Excellence. The center consolidates all Applied SBIR Phase I and Phase II contracting resources into a single office to create maximum efficiency in the execution of contracts, oversight of awards, and partnership with small businesses.

Research, Development, and Acquisition

The National Defense Authorization Act for FY 2017 mandated the use of modular open-systems approaches in major defense acquisition programs and major automated information systems. Using this concept, the military designs systems with modules that can be competed separately and acquired from different vendors. This approach allows more flexibility and competition in the acquisition of systems, subsystems, software components, and services. Congress directed DoD to design and develop all major defense acquisition programs receiving Milestone A or Milestone B approval after 1 January 2019 with this concept to the maximum extent practicable. In FY 2021, the ASA (ALT)'s Office of the Chief Systems Engineer introduced the Common Modular Open Architecture concept. Using this approach will permit the Army to establish unified standards for future air and ground vehicles, allowing them to share components. The Optionally Manned Fighting Vehicle program will be the first to use

the new open-architecture approach. The service also intends to use the concept, wherever possible, when upgrading existing vehicles.

The Office of the Chief Systems Engineer also successfully piloted the Architecture Development Kit, which gave users a single tool for developing architectures that use the same libraries, nomenclatures, lexicons, and style guides. The products created in this manner are standardized, consistent, shareable, and interoperable.

In FY 2021, the Army initiated testing of the Trophy Active Protection System, which was installed on M1A2 Abrams System Enhancement Package Version 3 tanks to inform the urgent materiel release scheduled for June 2022. The system detects and intercepts antitank guided missiles and rocket-propelled grenades. Preliminary analysis indicates that the system effectively detects and intercepts most of the incoming threats in basic range conditions and engagements.

The armored multi-purpose vehicle is the replacement for the M113 family of vehicles in armored BCTs. At the end of FY 2020, the contractor was six to eight months behind the original schedule to deliver vehicles for use in initial operational testing and evaluation. In January 2021, the Army completed system-level live-fire testing on prototype vehicles and revised the program's schedule. Initial operational testing and evaluation is scheduled to begin in March 2022. Full system-level testing started in May 2021 and is expected to be completed in March 2022.

In FY 2019, the secretary of the Army directed the accelerated delivery of a prototype ground-launched hypersonic weapon. This system, termed Dark Eagle, is a rapid prototyping program, and the Army is working with the Navy to develop it, with the Navy as the lead designer and the Army as the production lead. Each service will use Dark Eagle, developing individual weapon systems and launchers tailored for their needs. During FY 2021, the Army equipped the first Dark Eagle firing battery with prototype ground equipment, including transporter-launchers, a battery operations center, and inert missile canisters. The unit will use the equipment during FY 2022 to develop tactics, techniques, and procedures for this system.

The XM 1299 extended-range cannon artillery system integrates new cannon and projectile technologies with the M109A7 self-propelled howitzer chassis. The first two XM 1299 prototypes were delivered in September 2021 to the 4th Battalion, 27th Field Artillery Regiment. Completion of operational testing for the system is expected in FY 2023.

The FY 2019 National Defense Authorization Act required the Army to acquire the Israeli Iron Dome air defense system as an interim capability against artillery rockets and cruise missiles, and to deploy an Iron Dome battery to an operational theater by the end of 2021. In August 2019, the United States and Israel signed an agreement for the procurement of two Iron Dome firing batteries. In FY 2021, that equipment arrived at Fort Bliss,



Delivery of the prototype Dark Eagle firing battery ground equipment to the 5th Battalion, 3d Field Artillery Regiment, at Joint Base Lewis-McChord, Washington

Texas, mounted on U.S. Army heavy expanded-mobility tactical trucks. To operate Iron Dome, the Army converted a Terminal High Altitude Area Defense battery and activated a new battery using resources from the Air Defense Artillery School. Members of the Israeli Missile Defense Organization led the batteries' training on the system. In August 2021, one battery successfully engaged eight cruise missile surrogate targets at the White Sands Missile Range in New Mexico.

The Mobile Short-Range Air Defense system consists of Stinger and Longbow Hellfire missiles, a 30-mm. cannon, a machine gun, an electro-optical sight system, and a multihemispheric radar mounted on a Stryker Double V-Hull vehicle. The system is part of the Army's efforts to rebuild its short-range air defense capabilities. In FY 2021, an air defense artillery battalion in Germany was the first unit to field the system. The Army plans initially to field 144 Mobile Short-Range Air Defense systems to four battalions.

Currently, infantry BCTs do not have a vehicle with a mobile, protected, direct-fire capability. The Mobile Protected Firepower program will produce an armored tracked vehicle with a 105-mm. main gun for use in infantry BCTs against light armored vehicles, fortifications, and dismounted troops. Two vendors provided prototypes. During FY 2021,



Iron Dome firing at White Sands Missile Range, New Mexico, June 2021



A Joint Assault Bridge during a combined arms breach exercise, Fort Hood, Texas, June 2021

troops from the 82d Airborne Division conducted a soldier vehicle assessment of the prototypes, and the Army completed its live-fire test and evaluation of them. The limited-user test of the vehicles began in September 2021 and will continue into FY 2022. The Army expects to make its low-rate production decision for the program in the third quarter of FY 2022 and field the system to units beginning in FY 2025.

The joint assault bridge is an M1A1 Abrams chassis-based, armored-vehicle-launched bridge system. The Army conducted the second operational testing and evaluation of the vehicle in November 2020. The vehicle's performance showed that the contractor had remedied problems that had been identified during the first test in 2019. The joint assault bridge entered full-rate production later in FY 2021, and several armored BCTs had received it by the end of the fiscal year.

The infantry squad vehicle will provide mobility on the battlefield for a nine-soldier light infantry squad and associated equipment. The contractor delivered the first low-rate initial production vehicle in October 2020. The service conducted initial operational testing and evaluation during FY 2021, including airdropping the vehicle from Air Force transport aircraft. The full-rate production decision on the vehicle is scheduled for May 2022.

The Handheld, Manpack, and Small Form Fit program consists of the Leader and Manpack radios for infantry companies. The Leader radio is a

two-channel, handheld, software-defined radio for tactical voice and data communications. The Manpack is a two-channel, software-defined radio employed by general purpose radio users to operate two simultaneous waveforms. In FY 2021, the Army conducted an initial operational testing and evaluation and an adversarial assessment of the Leader AN/PRC-148 and AN/PRC-163 variants and the Manpack AN/PRC-158 and AN/PRC-162 variants using an airborne infantry battalion. In August 2021, the Army approved full-rate production for the Leader and Manpack radios.

Gunsmoke-J is a joint-capability technology-demonstration satellite program run by the U.S. Army Space and Missile Defense Command and the Assured Positioning, Navigation, and Timing/Space Cross Functional Team. Its purpose is to examine how small satellites in low Earth-orbit can provide data directly to Army units for use in multidomain operations. During FY 2021, the program launched three satellites.

Army Integrated Air and Missile Defense is a system that integrates sensors, weapons, and a common mission command interface across an integrated fire-control network. Software testing identified deficiencies in some critical capabilities, which caused the Army to delay the initial operational testing and evaluation of the system from September 2021 to January 2022. The full-rate production decision is scheduled for December 2022.

Assured Positioning, Navigation, and Timing systems will provide ground forces with access to trusted position-navigation-timing information in environments that degrade or deny access to the Global Positioning System and in the presence of electromagnetic-spectrum interference or enemy jamming and spoofing. In 2019, AFC issued directed requirements for the rapid prototyping, operational assessment, and limited fielding of mounted and dismounted systems. The Project Management Office Positioning, Navigation & Timing is using several other transaction authority contracts and a phased prototyping approach to satisfy the requirements. Throughout FY 2021, U.S. Army Test and Evaluation Command and the program manager conducted several test-fix-test cycles for both mounted and dismounted systems.

The Electronic Warfare Planning and Management Tool is a software application used to plan, coordinate, integrate, and synchronize cyber-electromagnetic activities from battalion to theater level. During FY 2021, the Army completed an initial operational testing and evaluation of the tool. A full deployment decision on the tool is expected in FY 2022.

In FY 2021, the Joint Counter-Small Unmanned Aircraft Systems Office held two demonstrations at Yuma Proving Ground, inviting vendors to demonstrate methods for countering small drones. These methods included shooting down drones and disrupting them with electronic warfare systems. Participants also examined new approaches to creating



Soldiers from the 82d Airborne Division use a prototype Integrated Visual Augmentation System at Fort Pickett, Virginia, October 2020.

low-collateral effects, that is, they explored methods to limit damage to friendly forces near the intercept area.

The Integrated Visual Augmentation System is a low-profile, ruggedized, heads-up display with a body-borne computer pack, conformal wearable battery, squad radio, and integrated sensors. In December 2020, after completion of Capability Set 3 testing, DoD approved the program to transition from rapid prototyping to rapid fielding. It authorized the Army to procure up to 10,000 Capability Set 4 systems, the production-ready device, but it required the Army to verify that it had corrected the problems that had been noted during Capability Set 3 testing before the service could conduct the Capability Set 4 initial operational testing and evaluation or field the device.

Foreign Military Sales

The Army's Foreign Military Sales program is part of the overall U.S. Defense Security Assistance program. It oversees the sale of ground forces equipment, training supplies, and services to foreign countries. Further, it is a significant element of U.S. foreign policy and helps strengthen bilateral defense relationships and improve interoperability between U.S. forces and foreign partners.

During FY 2021, Australia received approval to buy Javelin missiles and related equipment for \$46 million, 155-mm. ammunition and related equipment for \$132.2 million, and CH-47F helicopters and related equipment for \$259 million. It also received approval to purchase heavy armored combat systems and related equipment for \$1.685 billion and AH-64E helicopters and related equipment for \$3.5 billion. The Taipei Economic and Cultural Representative Office received approval to buy eleven high-mobility artillery rocket system launchers and related equipment for \$436.1 million. Finland received approval to buy extended-range guided multiple-launch rocket systems and related equipment for \$91.2 million. Georgia received approval to buy Javelin missiles and related equipment for \$30 million. The government of Kuwait received approval to purchase eight AH-64E helicopters and related equipment for \$4 billion as well as heavy tactical vehicles with support and related equipment for \$445 million. Lebanon received permission to buy up to 300 M1152 Humvees and related equipment for \$55.5 million. Norway's request to purchase Javelin missiles and related equipment for \$36 million was approved. North Macedonia received approval to buy Stryker vehicles and related equipment for \$210 million. Thailand was authorized to buy Javelin missiles and related equipment for \$83.5 million.

8

Support Services

Installations

In its annual assessment for FY 2021, the Office of the Deputy Chief of Staff, G-9, found that installation readiness remained at risk. Nearly a quarter of Army facilities are in poor or failing condition requiring renovation, and there is a need for new construction. The assessment also anticipates projected risk will increase through FY 2026—two years longer than previously estimated—because of reduced sustainment funding, personnel shortages in key service areas, and expanded facility requirements affecting installations. In addition, Army personnel and families are increasingly vulnerable from threats like social media, cyberattacks, and disinformation campaigns.

The Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) (ASA [IEE]) began an economizing measure in October 2020. A new policy required all Army installations to install building automation systems, monitored from a central location, to reduce energy, water, and maintenance costs. Fort Benning, Fort Bragg, Fort Hood, and Fort Knox already had adopted building automation systems to control lighting, heating, ventilation, and air-conditioning, and they reported significant benefits. ASA (IEE) estimated that the new policy could achieve an annual energy savings of 5 to 15 percent. Moreover, building automation systems would enable predictive and preventive maintenance that could reduce servicing costs by up to 50 percent.

The ASA (IEE) released the *Army Installations Strategy* in December 2020. The objective is to create modern, resilient, and sustainable installations capable of enhancing strategic readiness while providing quality facilities, services, and support to soldiers, families, and civilians. Each installation will be both a platform of capabilities as well as an active node within a broader constellation of installations, connected across the Army enterprise. The strategy anticipates not only attacks by adversaries in cyberspace but also challenges from the natural environment—extreme weather, pandemics, environmental degradation—produced by climate change. Climate change will also increase the demand for water and electricity.

The strategy has four lines of effort. The first, “Take Care of People,” encompasses modern facilities, services, and safe operations. The second is to “Enhance Readiness and Resilience” by implementing solutions for protection, resilience, mission assurance, education, and training. The

third, “Modernize and Innovate,” looks for new ways to provide services and find efficiencies. The fourth, “Promote Stewardship,” cares for our natural resources through sustainability, remediation, and technology innovation, and includes climate change mitigation and adaptation. The service’s intent is to modernize all 156 Army installations by 2035.

Also in December 2020, ASA (IEE) published the *Army Installation Energy and Water Strategic Plan*. Its goal is to ensure that Army installation energy and water supplies are resilient, efficient, and affordable. Resiliency will be achieved through microgrids, energy storage, onsite generation, backup generation, and hardened and redundant utilities and infrastructure. New tools and management systems, and improved design and equipment, will increase these systems’ efficiency. A resilience assessment showed that ten of the twenty-nine installations designated as Power Projection Platforms or Mobilization Force Generation Installations reported unacceptable risk to sustaining critical missions from energy or water issues. At the close of FY 2021, the Office of Energy Initiatives was working on eleven operational and thirty-eight in-progress projects at thirty-two installations. Projects at twenty-one of the installations were designed to provide an “island-able” capability to power critical missions in the event of a power outage. At the close of FY 2021, the Office of Energy Initiatives had eleven operational projects with a further thirty-eight projects in development at thirty-two installations. The office’s eleven operational projects have a total production capability of more than 325 megawatts.

In September 2021, the G-9 established the Army Control System Governance Office, which will improve the governance, oversight, and resilience of the control systems in critical infrastructure, installation public works, power grids, energy systems, weapons, manufacturing, and medical systems.

A September 2021 Army directive established policy for identifying, reporting, responding to, and providing treatment, counseling, rehabilitation, follow-up, and other services to children and youth who exhibit problematic sexual behavior on Army installations. These services are also available to family members who have been affected by these behaviors. The directive required installations to create multidisciplinary teams to identify risk factors and address the safety, medical, behavioral health, academic, and social needs of the children and youth involved in such incidents.

Housing, Construction, and Infrastructure

The Residential Communities Initiative (RCI) is the Army’s partnership with private companies to build and maintain almost all on-post family

housing. A public scandal in FY 2019—which exposed these companies as failing to provide required maintenance and repair services and showed that they frequently disregarded tenant complaints—resulted in an Office of the Inspector General review of the RCI. As a consequence, Congress included in the FY 2020 National Defense Authorization Act a “Tenant Bill of Rights” that listed eighteen rights for military service members and their families who reside in privatized housing on military installations.

The G-9 implemented the Tenant Bill of Rights at thirty-seven of the forty-four installations with privatized housing by June 2021 and at the rest by the end of September. ASA (IEE) continued a multiyear review of all RCI projects in the Army portfolio to validate portions of RCI program financial statements and operating expenses. Seven RCI projects were audited during FY 2021. ASA (IEE) has seven audits per year scheduled for four more years. The RCI program received a capital infusion of \$2.8 billion for the construction of 3,800 homes and the renovation of 18,000 houses on Army installations across the country over the next five years. The service set a goal to have no families living in failing on-post housing by the end of FY 2024. In August 2021, the G-9 published the *Portfolio Asset Management Handbook Version 6.1*, which incorporates the requirements of the *Army Housing Campaign Plan*, reinforces oversight responsibilities, and includes updated training, quality assurance, and environmental hazard requirements at all echelons.

Although the COVID-19 pandemic continued, companies working for the Army adjusted their maintenance and construction practices to allow mostly unimpeded progress of building projects on installations. During FY 2021, the Army completed twenty-eight new and renovated building projects that achieved certification as environmentally sustainable by the U.S. Green Building Council. They included emergency services centers, fire stations, readiness centers, training support centers, battalion operation buildings, warehouses, dental clinics, dining facilities, canine facilities, and unmanned aerial systems buildings.

The Army also worked to repair or replace failing barracks during the fiscal year. In FY 2020, the service reviewed its approximately 6,700 barracks and determined that almost all installations with barracks had at least one with the lowest ratings of Quality 3 or Quality 4. At the start of FY 2021, the Army announced an initiative to upgrade its barracks that will cost \$9.6 billion through FY 2030. The goal is to have no barracks rated as Quality 3 or Quality 4 by 2030.

As COVID-19 restrictions lifted during the fiscal year, travel patterns slowly normalized. This benefited privatized Army lodging as occupancy increased from 56.3 percent in FY 2020 to 67.3 percent in FY 2021, a number which is close to the usually budgeted 72.2 percent. As cash flow became more consistent, the privatized Army lodging lessee met the



Construction of a new transient troop training barracks at Fort McCoy, Wisconsin, April 2021

performance thresholds required to remove the constraints imposed by the lender on development expenditures. A two-building hotel opened at Fort Jackson, South Carolina; construction resumed on a new hotel at Aberdeen Proving Ground; and renovations of existing hotels restarted Army-wide. Hotel services remained subject to restrictions and staffing shortages, however, and inflation became a concern. A Government Accountability Office study released in February 2021 reported that since beginning to privatize its domestic on-post hotels in 1996, the Army had made many improvements, including replacing lodging facilities with newly constructed hotels. However, improvements took longer than anticipated, development plans changed, and the service did not include key information about delays and alterations in its reports to Congress. Beginning in July 2021, Operation ALLIES WELCOME used a hotel at Fort Lee to house Afghan refugees.

In August 2021, the Army announced that sites in Europe that had been designated for closure and return to the host nation instead would be retained by U.S. Army Europe and Africa. Growth requirements in the command were outpacing facility construction and renovation at Barton Barracks, Pulaski Barracks, Coleman Barracks, Weilmendorf Warehouse, and the Amelia Earhart Center in Germany as well as Caserne Daumerie in Belgium.

Public Affairs

The Office of the Chief of Public Affairs (OCPA) did not issue an Army communication plan for FY 2021, as it continued to adapt to the constraints the pandemic placed on communicating the Army story. Aligning with the *Army Campaign Plan*, OCPA messaging focused on people, readiness, and modernization.

Despite the constraints of the first virtual program, OCPA led another successful annual meeting of the Association of the United States Army. While highlighting the event's theme, "America's Army and its People: Transforming for the Future," OCPA also provided important communication guidance to public affairs professionals about the *Army Installations Strategy* and the *Army Arctic Strategy*.

OCPA regional offices in Chicago, Illinois (Midwest), New York, New York (Northeast), and Los Angeles, California (West), continued to build public support for the Army. OCPA West created "JOE Talks," a virtual speaker series, allowing Army leaders to encourage Army representation in entertainment, film, and television. The "Meet Your Army" community outreach initiative continued, but the COVID-19 pandemic restricted most of its events to virtual appearances.

The Army issued a major revision to Army Regulation 360-1, *The Army Public Affairs Program*, in October 2020. Changes included updated Title 10 authorizations of public affairs, social media and digital media roles and functions, revised procedures for avoiding the release of critical information during ongoing criminal investigations, and a new directive for Army flyovers for public affairs missions. The revision placed special emphasis on dissemination of information, social media, and countering misinformation and disinformation.

In FY 2021, an employee survey of OCPA revealed significant command climate issues. In September 2021, the Army suspended the chief of public affairs from her position. Additionally, evidence emerged that several systemic problems in the public affairs program had contributed to the command crisis at OCPA, including a lack of funding, insufficient authority, and outdated practices. A Department of the Army Inspector General inquiry will continue into FY 2022.

Legislative Liaison

During FY 2021, the Office of the Chief of Legislative Liaison coordinated visits by forty-four congressional delegations and seventy-nine congressional staff delegations to sites in the United States and overseas. It managed more than 9,000 written congressional inquiries from members of Congress and assisted Army senior leaders in preparing



Members of a congressional delegation view a commemorative plaque at the Vanessa Guillén Gate at Fort Hood, Texas, May 2021.

for their congressional testimony. The insurrection at the Capitol in January 2021 triggered hearings by the Senate Committee on Homeland Security and Governmental Affairs, the Senate Committee on Rules and Administration, and the House Committee on Oversight and Reform about the DoD and the HQDA responses to requests for activating the D.C. National Guard on that day. The independent review of conditions at Fort Hood released in December 2020 resulted in additional hearings by the House Armed Services Committee's Military Personnel Subcommittee and a congressional delegation escorted by legislative liaisons in May 2021 to assess the situation at the installation. The office continued to seek congressional support for Army initiatives including updated sexual harassment and sexual assault policies, the Army Combat Fitness Test, and military health system reforms. During Operation ALLIES WELCOME, the office provided liaison staff at six installations to support the Department of Homeland Security, facilitating more than a dozen congressional and congressional staff delegation visits.

Chaplain Corps

COVID-19 restrictions continued to present major difficulties for chaplains in FY 2021. The Office of the Chief of Chaplains (OCCH)

maintained virtual worship services broadcast over the internet and exercised safety precautions for in-person gatherings. A digital giving platform yielded \$1.1 million in donations to support religious programs across 54 military communities. OCCH started a new peer-review process for the *U.S. Army Chaplain Corps Journal* to improve its quality.

In FY 2021, the Chaplain Corps continued the Spiritual Readiness Initiative begun in the previous fiscal year. Spiritual readiness has taken on more significance as part of the Army's Holistic Health and Fitness program, which promotes a body-mind-spirit approach to building peak performance in soldiers. The Army defines spiritual readiness as the development of the personal qualities needed to respond to life's stressors, adversity, and hardship. Spirituality encompasses both organized religion and nontheistic views and concepts. In collaboration with the Army's Behavioral Health program, OCCH conducted Spiritual Readiness Initiative events at eleven locations, with attendance by 1,981 command team members, 524 behavioral health providers, 534 drill sergeants, and 642 unit ministry team members.

During FY 2021, OCCH spent \$34 million on Strong Bonds, a chaplain-led program that trains soldiers and their families to build and maintain good personal relationships. Revisions to Strong Bonds provided more flexibility, personal instruction, and choice by granting more independence at regional and local levels and by empowering unit ministry teams. In FY 2021, the program held 1,124 events with 33,500 participants for the RA, 244 events with 8,900 participants for the ARNG, and 75 events with 1,600 participants for the Reserve.

For the first time in more than a decade, the number of applicants accepted into the Chaplain Corps increased for a second consecutive year. During FY 2021, OCCH selected 120 chaplains for the RA, 66 for the ARNG, and 120 for the Reserve, plus another 199 chaplain candidates for the ARNG and Reserve. OCCH implemented the full integration of all RA chaplain assignments using the Total Officer Personnel Management Information System, an important step in aligning the Chaplain Corps with the Army personnel system.

Safety

The Army lost 104 soldiers and 2 civilian employees to accident-related fatalities in FY 2021. The U.S. Army Combat Readiness Center (USACRC) concluded that this overall increase from the previous year was attributable partially to the loosening of COVID-19 restrictions as the pandemic progressed, resulting in more off-duty mishaps. However, the Army had only nineteen on-duty fatalities, the fewest ever reported.

There were 122 Class A accidents in FY 2021. Class A accidents involve fatalities, permanent disabilities, \$2 million or more of property damage,

or loss of an Army aircraft. Only seventeen of these accidents were on-duty, compared to the previous historic low of twenty-four on-duty Class A accidents in FY 2020. In FY 2021, for the second year in a row, Army Aviation remained below the rate of one Class A flight mishap per 100,000 flight hours of crewed aircraft. The MQ-1C Gray Eagle drone program had nine Class A mishaps for a rate of 11.42 mishaps per 100,000 flight hours. The RQ-7B Shadow drone program experienced eight Class B and twenty-two Class C mishaps, with a Class B mishap rate of 23.86 per 100,000 flight hours.

The USACRC's "4th-Quarter Aviation Spike" engagement campaign, which started in March 2020, continued through FY 2021. Whereas there were four Class A flight mishaps in the fourth quarter in FY 2017, four in FY 2018, and five in FY 2019, there was only one in FY 2020 and none in FY 2021. Its "3rd-Quarter Tactical Vehicle Spike" engagement campaign started in January 2021. During the previous five years, the Army had an average of six Class A tactical vehicle mishaps per year in the third quarter, but the service experienced only one in FY 2021.

The USACRC launched three new systems to improve safety during FY 2021. In December 2020, the Occupational Safety and Health Administration (OSHA) Corner opened. This online portal enables users to report OSHA-related events and violations and to view statistics, reports, and other resources. The OSHA Corner helped increase communication between USACRC and Army safety and occupational health professionals regarding inspections, violations, and appeals. In March 2021, SafetyNet went live. This online Army safety and occupational health platform encouraged professional dialogue and the exchange of loss-prevention information across the many and varied systems employed in Army formations. Concurrently, USACRC fully released the Army Safety Management Information System—although all modules will not be finished until FY 2024. This application is a "system of systems" consisting of five modules that encompass the continuous process of assessing potential exposures and health effects in various environments across the Army.

During FY 2021, in conjunction with USACRC, the Office of the Director of Army Safety conducted four special-interest surveys of ammunition, explosives, and chemical agents. The office did not undertake any similar reviews of infectious agents and toxins because of the ongoing transition of a large number of Army infectious agents. The office completed the inspections at Fort Bragg in February 2021; Picatinny Arsenal, New Jersey, in April; Military Ocean Terminal Sunny Point, North Carolina, in June; and Fort Leonard Wood, Missouri, in July. The total was double that of FY 2020 when the COVID-19 pandemic had curtailed special-interest surveys.

Army and Air Force Exchange Service

The Army and Air Force Exchange Service (AAFES) operated more than 4,900 facilities on military installations in the United States and thirty other countries in FY 2021. These included department and convenience stores, restaurants, malls, movie theaters, and gas stations. Approximately 60 percent of AAFES earnings went to support DoD quality-of-life programs at military installations around the globe. AAFES employed 35,000 associates, 85 percent of whom had some connection to the military, including 45 percent who were veterans, military spouses, or dependents. The sale of goods and services funded most of the operating budget; federal appropriations provided 3 percent for transporting goods. AAFES maintained COVID-19 restrictions at exchanges throughout FY 2021, requiring employees to wear face masks; retaining acrylic shields at checkout counters, customer service areas, and restaurants; and regularly disinfecting high-traffic areas. Moreover, expanded restaurant delivery and takeout services, begun in FY 2020 because of the pandemic, continued in FY 2021, as did delivery of supplies to quarantined customers.

DoD acted to increase the customer base for AAFES—as well as for the Navy, Marine Corps, and Coast Guard exchange services. The number of core customers for AAFES had dwindled since the end of the Cold War. Additionally, the growth of online retail presented a continually increasing challenge. It was prudent to expand access to exchanges to maintain profitability and secure AAFES's future. On 1 May 2021, DoD authorized all DoD and Coast Guard appropriated-fund and nonappropriated-fund civilian employees (excluding contractors) to shop at exchanges in the United States and U.S. territories and possessions. The new shopping access did not include permission to purchase military uniforms, tobacco products, or alcohol.

AAFES implemented initiatives to increase its competitiveness. In November 2020, it partnered with an online platform to manage profiles of more than 20,000 suppliers across many categories, allowing AAFES vendors to showcase products and giving exchange customers access to a wider range of products. In February 2021, AAFES announced a pilot program offering chiropractic services to active duty members, retirees, disabled veterans, and their families. Chiropractic offices opened at six installations. Moreover, AAFES added 7 durable medical equipment shops and 8 dental offices to its existing 139 optical and optometry clinics, 17 durable medical equipment shops, and 9 dental offices. From February to March, AAFES's first vendor-submission campaign focused on recruiting businesses offering American-made camping products, sporting goods, and linens. In April, AAFES partnered with a group of

military spouses and veterans to launch the National Diversity Veteran Small Business eMarketplace.

AAFES phased out “pogs” after nearly twenty years of use. Pogs are cardboard or plastic disks that are lighter than metallic coins, so they are less expensive to ship overseas. AAFES started using pogs in Afghanistan in November 2001 as a temporary fix to a shortage of coins. Plain pogs evolved into decorated collectables bearing the images of soldiers, aircraft, comic book characters, and sports celebrities. The U.S. withdrawal from Afghanistan caused AAFES to close the last exchanges in the country, ending the use of pogs in September 2021.

Morale, Welfare, and Recreation

The Army’s Family and MWR program provides family, child, and youth programs and recreation, sports, entertainment, travel, and leisure activities to soldiers, Army families, and retirees. It oversees libraries, dining facilities, movie theaters, fitness centers, swimming pools, bowling alleys, golf courses, childcare centers, and youth centers. MWR services includes arts and crafts programs, travel programs, outdoor recreation services, concerts and entertainment, sports and fitness programs, tutoring and educational support, babysitter training, childcare fee assistance, automotive maintenance and training, financial services, relocation planning, and employment assistance. DoD expanded shopping privileges at MWR facilities to all DoD and Coast Guard appropriated-fund and nonappropriated-fund civilian employees at the same time as it extended access to AAFES exchanges.

MWR services became even more important during the COVID–19 pandemic as soldiers and their families needed them more than ever. Army Community Service kept financial readiness and employment readiness programs open for in-person business and provided virtual services. With the spread of COVID–19, heightened stress, school closures, loss of income, and social isolation increased the risk for domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth. The Army Community Service’s Family Advocacy Program’s prevention services and clinics stayed open for in-person business. DoD’s Military OneSource website added content specific to family relationships, parenting, teen stress, and similar issues. The G–9 began a youth outreach initiative to increase youth development opportunities for ARNG and Reserve families. Consequently, the ARNG and the Reserve established their first affiliations with the Boys and Girls Clubs of America.

The Army started construction on two large child development centers in Hawaii and Alaska, and it drew up plans to build six more that should open in FY 2023. Each one will have a 348-person capacity. All existing



Area Support Group Poland MWR hosts the 4th of July family fun day in Poznań, Poland.

child development centers remained open, but operated at reduced capacity, typically at 50 to 75 percent of pre-COVID-19 capacity, to reduce spread of the virus. In addition to other measures to improve quality, availability, and affordability of childcare, direct care staff received a pay increase as part of a DoD-wide effort to retain such valuable employees.

The G-9 revised three regulations related to MWR operations. It published Army Regulation 210-7, *Personal Commercial Solicitation on Army Installations*, in May 2021. Army Regulation 210-25, *Vending Facility Program for the Blind on Federal Property*, and Army Regulation 215-4, *Nonappropriated Fund Contracting*, appeared in June. The first two made some changes to responsibilities, incorporated new DoD directives, and added internal control evaluations. The final publication transferred nonappropriated-fund contracting authority and oversight from MWR to U.S. Army Installation Management Command, removed restrictions and exclusions from the ARNG and Reserve, incorporated the updated Buy American Act, expanded contract types, increased competition thresholds, and made other alterations.

MWR organized the 36th Army Ten-Miler, virtual edition, on 11-18 October 2020. MWR had to abandon plans to host the traditional race in Washington, D.C., because of the COVID-19 pandemic, so for the first time teams participated by running routes at locations around the nation and submitting run progress and times to an app. The event was capped at 25,000 participants.

9

Special Functions

Surgeon General

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

In the National Defense Authorization Acts of FY 2017 and FY 2019, Congress directed the military services to eliminate what it saw as duplicated services and establish a single, integrated military healthcare system by transferring control of medical treatment facilities to the Defense Health Agency. In April 2020, the deputy secretary of defense paused all transition activities because of the unprecedented burden the COVID-19 pandemic was placing on the Defense Health Agency and the services' medical organizations. This pause remained in effect through the end of FY 2020. In November 2020, DoD resumed transition activities. The Army completed its transfer of medical treatment facilities and dental treatment facilities to the Defense Health Agency by the end of FY 2021.

The National Defense Authorization Act of FY 2017 also directed the secretary of defense, in collaboration with the secretaries of the military departments, to define the medical and dental military personnel requirements necessary for the operational medical force. It authorized DoD to convert a military medical or dental position to a civilian medical or dental position if the secretary of defense determined that the military position was not necessary for the operational medical force. The Department of the Army reviewed its operational medical requirements against the 2018 *National Defense Strategy*. This review determined that 6,935 positions within the Army's medical and dental treatment facilities could be converted from military personnel to civilian personnel. The National Defense Authorization Act of FY 2020, however, directed DoD to limit the reduction of military medical personnel in medical and dental treatment facilities and to review potential gaps in healthcare services. In response to this directive, the Army in FY 2021 reassessed its earlier determination and decided to convert only 2,948 positions from military to civilian. Each of these positions is either a currently vacant military authorization filled with a civilian over-hire or one in a healthcare market where there is high confidence the service can hire a civilian to fill it.

In FY 2020, HQDA instituted the COVID-19 Volunteer Recall program, to allow retired personnel to volunteer for service in response to

the pandemic. A total of 232 retired Army medical personnel responded. Out of these, eighty-two continued to serve through extensions beyond the original orders' end date. At the end of FY 2021, twenty-two volunteers remain on active duty and are expected to serve through June 2022.

In FY 2020, the Army began reorganizing the Warrior Care and Transition Program into the Army Recovery Care Program. As part of that process, the fourteen warrior transition battalions were reorganized and redesignated as soldier recovery units. The effort culminated on 1 October 2020 when the soldier recovery units achieved full operational capability. These units provide complex case management for those wounded, ill, or injured soldiers requiring this type of care. During FY 2021, the units served 773 soldiers.

Army Audit Agency

The Army Audit Agency provides independent internal auditing services for all Army operations and programs. It maintains an operations center at Fort Belvoir, Virginia, and sixteen field offices—thirteen in the continental United States and one each in Germany, Hawaii, and South Korea. The Army Audit Agency developed a strategic plan for FY 2022 through FY 2026 to continue its evolution into a more responsive organization capable of operating in any environment. The plan emphasizes the increased use of telework and dispersed teams as well as the adoption of new technology and data analytics.

The agency published eighty audit reports during FY 2021 that identified more than \$4 billion in potential savings. Its most significant findings in FY 2021 came in its evaluation of the reimbursement system used for Army IT purchases. Army commands frequently failed to use official reimbursement systems when acquiring IT, purchased unauthorized IT, and failed to accurately report IT costs. Updating purchase policies and implementing monthly reports could save the service up to \$3.62 billion.

Agency audits helped to improve Army readiness and performance. An evaluation of the Occupational Physical Assessment Test found that the series of exercises that made up the test did not contribute to decreasing injury and attrition rates. Comparing rates of physical injury before and after the test's implementation showed that training injury rates actually had increased. The agency recommended that TRADOC reevaluate the test's physical fitness categories and training difficulty levels as well as establish a formalized process to regularly monitor test data.

Office of Army Cemeteries

The Office of Army Cemeteries (OAC) formulates and oversees policies, doctrine, plans, and standards for Army cemeteries. It establishes



Land reclamation work at the West Point cemetery

and maintains gravesite accountability; provides technical guidance, training, staff assistance, and inspections; adjudicates burial exceptions, disinterments, and expansion requests; and handles other issues of concern at Army cemeteries.

During FY 2021, OAC conducted 384 interments and inurnments at eleven Army post cemeteries. It concluded five inspections of Army cemeteries. In response to the COVID-19 pandemic, OAC conducted two virtual cemetery responsible official courses credentialing forty students. In August 2021, OAC resumed meetings of the joint working group with the Veterans Affairs National Cemetery Administration and the American Battle Monuments Commission after a three-year hiatus. The working group agreed to add the National Park Service as a member during 2022 and formed subcommittees dedicated to training and memorialization.

Land reclamation work continued at the West Point Cemetery to extend the longevity of the site. The project was 60 percent complete at the end of the fiscal year, and completion is expected in FY 2022. It will add nearly 3,500 gravesites to the cemetery.

In Pennsylvania, the Carlisle Barracks Disinterment Program continued its work to exhume the remains of Native American children that died at the Carlisle Indian Industrial School during the late nineteenth and early twentieth century and return them to their tribes. COVID-19 prevented the planned return of the remains of nine children to the Rosebud Sioux

Tribe of South Dakota and one Aleut native to St. Peters Island in FY 2020. OAC completed their return in FY 2021 and plans to return the remains of another six to ten children to families and tribes in FY 2022.

Arlington National Cemetery had 6,037 interments in FY 2021, compared to 4,800 services conducted in FY 2020. Infrastructure improvements included the rebuilding of roads and storm water lines, and the completion of the Pershing Drive area of the cemetery. Arlington National Cemetery finished the first phase of restoration work on the Memorial Amphitheater's exterior doors and made significant progress on the second phase, which will involve cleaning the structure's exterior, masonry repairs, and construction of an accessibility ramp.

Civil Works

In April 2021, the Army signed a project partnership agreement with the South Florida Water Management District for the Everglades Agricultural Area phase of the Central Everglades Planning Project, part of the South Florida Ecosystem Restoration program. The project will create a 10,500-acre reservoir that will store 240,000 acre-feet of water when filled to capacity and will allow approximately 370,000 additional acre-feet of new water to move through the Central Everglades on average per year. In September, the U.S. Army Corps of Engineers awarded the first contract for the project.

In June 2021, the Corps of Engineers and the Environmental Protection Agency announced a joint rulemaking process to develop revisions to "Waters of the United States," which defines the scope of waters subject to federal regulation under the Clean Water Act. This action is in accordance with an executive order issued in January 2021 by President Biden directing agencies to review certain environmental rules developed under the previous administration. In FY 2020, the Corps of Engineers and the Environmental Protection Agency had published, in accordance with a 2017 presidential executive order, the Navigable Waters Protection Rule. It narrowed the scope of waters and wetlands that were considered waters of the United States.

In FY 2021, the Corps of Engineers completed the second of three phases for the Boston Harbor Dredging project. The project will enable the harbor to handle large container ships. In September 2021, the Corps of Engineers awarded the first construction contract for the Upper Ohio Navigation project. The project will replace three locks on the Ohio River with larger ones.

The Corps of Engineers responded to several hurricanes during FY 2021. One of the most important services was Operation BLUE ROOF, in which contractors installed reinforced plastic sheeting on roofs damaged

by hurricanes. Other missions included emergency power installation, supporting temporary housing facilities, conducting infrastructure assessments, and providing debris removal assistance to state governments.

Environmental Protection

In March 2021, the secretary of defense established a climate change working group for coordinating the DoD's response to a presidential executive order designating climate change as a threat to national security. In turn, HQDA established the Army Climate Change Working Group under the ASA (IEE). This working group brings together 150 Army leaders and subject matter experts to prepare the *Army Climate Strategy* and the *Army Climate Action*.

Per- and polyfluoroalkyl substances (PFAS) are a large group of human-made chemicals that have been used in many applications worldwide since the 1950s, including in the firefighting foam used on military installations. In 2016, the Environmental Protection Agency issued a lifetime health advisory for perfluorooctane sulfonate and perfluorooctanoic acid in drinking water. In FY 2020, the Army established the Army PFAS Working Group and subsequently created the joint ASA (IEE)/G-9 governance structure. The working group is the centralized, integrated policy and guidance directive body to address PFAS across the Army. In FY 2021, it created a subgroup that worked with the ASA (IEE) to establish websites for posting the Army's PFAS water-testing data. In FY 2021, the Army added nine new installations to the inventory of locations where it is conducting assessments of PFAS use or potential release. At the end of the fiscal year, the service had conducted assessments at 337 installations. Seventy-five preliminary assessments or site inspections were completed, with fifty-three of those requiring no further action. Twenty-seven remedial investigations were underway, and an additional fifty-nine were planned. Investigations identified the impact of off-installation PFAS to drinking water at three installations. The Army took action to provide alternate water to affected off-installation residences and is working toward implementing long-term solutions.

Chemical Weapons Demilitarization

The chemical weapons demilitarization program eliminates chemical warfare materiel in accordance with obligations specified in the Chemical Weapons Convention. The program destroyed nearly 90 percent of the U.S. chemical weapons stockpile in 2012 and then dismantled and closed the associated chemical weapons destruction facilities over a three-year period. The remaining stockpiles of this materiel are at Pueblo Chemical Depot, Colorado, and Blue Grass Army Depot, Kentucky.



Operators place a 155-mm. projectile containing VX nerve agent in a tray to begin the destruction process at the Blue Grass Army Depot.

Destruction of blister-agent-filled 105-mm. howitzer projectiles began at Pueblo Chemical Depot in December 2020. Blue Grass Army Depot completed destruction of blister-agent-filled 155-mm. howitzer projectiles using the static detonation chamber in September 2021. Blue Grass Army Depot destroyed all its VX-nerve-agent-filled 155-mm. howitzer projectiles between January and May 2021. The depot then started destroying VX-nerve-agent-filled M-55 rockets in July. By the end of FY 2021, the program had destroyed 70.9 percent of the chemical agents at the two depots. The National Defense Authorization Act for Fiscal Year 2016 set 31 December 2023 as the deadline for destruction of all U.S. chemical weapons.

Provost Marshal General

In September 2021, an Army directive updated policies, procedures, and planning guidance for detainee operations during armed conflict and other military operations. It required Army commands to be in compliance with DoD Directive 2310.01E, *DoD Detainee Program*, within 180 days of the directive's publication. This ensured that units are prepared to conduct effective and lawful detainee operations. It also directed the provost marshal general to incorporate its provisions into Army Regulation 190-8, *Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detainees*, within two years.

In May 2021, the Department of Defense Peace Officer Standards and Training Commission awarded accreditation status to the Military Police School's 31A Basic Officer Leader Course, 31B Military Police One Station Unit Training, and the Army Civilian Police Academy. Accreditation means a course's core law enforcement curriculum is aligned to international standards and best practices. Additionally, in August, the American Correctional Association reaccredited for the third time the school's 31E Corrections Specialist Course.

In FY 2021, limits on school capacity created by the COVID-19 pandemic continued to affect the training of Department of the Army civilian police officers. The provost marshal general extended a temporary waiver for initial training standards of new civilian police officers until December 2021. The waiver permitted commands to hire police officers who possess certain experience criteria before these people attended the Military Police School's Civilian Police Academy.

In FY 2021, 264 deserters were returned to military control. Seven of these were on the Army's most wanted fugitive list. At the end of the fiscal year, the Army's Deserter Apprehension program had 1,001 active warrants for alleged deserters. Seventeen of these soldiers were on the Army's most wanted fugitive list.

Legal

A judge advocate is a commissioned officer certified by the judge advocate general to practice law in the Army. The Judge Advocate General Corps in FY 2021 had 1,817 judge advocates in the active component, 2,608 judge advocates in the reserve components, and 764 civilian attorneys. Women were nearly 29 percent of all active duty judge advocates, and minority officers accounted for almost 20 percent of the Judge Advocate General Corps' active duty attorney strength. FY 2021 was the fiftieth anniversary of the Judge Advocate General Corps Summer Internship Program. More than seventy law students participated in six to eight week paid internships at Army installations in the United States during which they assisted in providing legal services in all legal fields. The interns are an essential talent pool, as most of them apply for and are selected to join the Judge Advocate General Corps.

During FY 2021, the Judge Advocate General Corps continued the defense investigators pilot program mandated in the FY 2020 National Defense Authorization Act. Defense investigators assist trial defense service judge advocates. In FY 2021, the corps hired four investigators, bringing the number in the program to ten.

In FY 2021, 315 records of trial and more than 900 motions and briefs were referred to the Army Court of Criminal Appeals (ACCA) for judicial

review. Of those 315 cases, ACCA received 286 for the first time (not a remand from the Court of Appeals for the Armed Forces or returned from the convening authority after remand). It processed two cases under pre-Military Justice Act of 2016 procedures involving a promulgating order. The court processed the other 284 cases under Military Justice Act of 2016 procedures involving an entry of judgement. For the two pre-Military Justice Act of 2016 cases, the average processing time from sentencing to convening authority action was 371 days. In both of these cases, the convening authority did not complete the initial action within the 120 days prescribed by *United States v. Moreno*. ACCA received one of these records within thirty days of convening authority action. In 204 of the 284 Military Justice Act cases, ACCA completed the certification of the record of trial within 120 days. ACCA received 192 of the Military Justice Act cases within thirty days of the completion of certification of the record of trial or entry of judgement. ACCA rendered an initial decision in 337 cases in FY 2021, with an average processing time of 243 days from receipt of the record of trial by the clerk of court to decision by ACCA. Of the 337 decisions, ACCA issued 330 within the eighteen-month period prescribed by *United States v. Moreno*.

In FY 2021, military judges of the Army Trial Judiciary presided over 705 original courts-martial, a 3 percent decrease from FY 2020. Of the cases tried in FY 2021, 193 were fully contested, 74 involved mixed pleas, 292 were guilty pleas, and 146 were terminated prior to findings. In 271 of these cases, findings included sexual misconduct-related offenses, a 10 percent increase from FY 2020.

At the end of FY 2021, the Army had 745 pending courts-martial cases, 17 of which were referred for trial by courts-martial, with the remainder pending disposition decisions. Tables 14 through 19 present data on cases completed in FY 2021.

TABLE 14—COURTS-MARTIAL STATISTICS, FY 2021

	Tried		Convicted	Acquittals	Rate of Increase (+)/ Decrease (-) Over Last Report
	Arraigned	Completed			
General	502	394	321	73	+2.3%
Bad Conduct Special ^a	155	127	122	5	-14.2%
Non-Bad Conduct Special	0	0	0	0	0.0%
Military Judge Alone Special	48	38	31	7	-22.4%
Summary		105	104	1	+15.5%

^aBad Conduct Special Courts Martial Cases convened by General Convening authority.
Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

TABLE 15—ORGANIZATION OF COURTS, FY 2021^a

Trials by Military Judge Alone	
General Courts-Martial	299
Special Courts-Martial	111
Military Judge Alone Special	38
By Military Judge with Members	
General Courts-Martial	95
Special Courts-Martial	16

^aOnly includes cases that were tried to completion.
Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

TABLE 16—DISCHARGES APPROVED, FY 2021

General Courts-Martial	
Number of Dishonorable Discharges (+ Dismissals)	92 (+16)
Number of Bad-Conduct Discharges	112
Special Courts-Martial	
Number of Bad-Conduct Discharges	65

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

TABLE 17—RECORD OF TRIALS RECEIVED FOR REVIEW
BY THE JUDGE ADVOCATE GENERAL, FY 2021

For Review Under Article 66(B)(1)	
–Appeals By Accused	1
For Review Under Article 66(B)(2)	
–Cases Forwarded for Review by the Judge Advocate General	0
For Review Under Article 66(B)(3)	
–Automatic Review	314
For Examination Under Article 65(D)	127

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

TABLE 18—APPLICATIONS FOR RELIEF UNDER ARTICLE 69,
UNIFORM CODE OF MILITARY JUSTICE, FY 2021

Total Pending Beginning of Period	10
Received	10
Disposed of	0
Granted	1
Denied	6
No Jurisdiction	0
Withdrawn	0
Total Pending at End of Period	3

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

TABLE 19—NONJUDICIAL PUNISHMENTS UNDER ARTICLE 15,
UNIFORM CODE OF MILITARY JUSTICE, FY 2021

Number of Cases Where Nonjudicial Punishment Imposed	25,232
Rate Per 1,000	51.59

Source: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2021*, 31 December 2021

Historical Activities

The National Museum of the United States Army is a 185,500-square-foot building at Fort Belvoir, Virginia, containing eleven galleries displaying nearly 1,400 artifacts. The museum is a joint effort between the service and the Army Historical Foundation, a nonprofit organization. The Army Historical Foundation constructed the building with private funds. The Army provided the infrastructure, roads, utilities, and exhibit work. The Army owns and manages the museum. The service had planned to open the museum in FY 2020 but postponed the opening because of the COVID-19 pandemic. The museum opened in November 2020, but a surge in the COVID-19 pandemic necessitated its closure shortly thereafter. It maintained several online programs, however, including book talks and virtual field trips. With the advent of COVID-19 vaccines, the museum reopened on the Army's birthday, 14 June 2021.

The National Defense Authorization Act for FY 2021 directed the secretary of defense to establish a commission related to the assignment, modification, or removal of names, symbols, displays, monuments, and paraphernalia of DoD assets that commemorate the Confederate States of America or any person who served voluntarily with the Confederate States of America. The act requires the secretary of defense, not later than three years after the date of its enactment, to implement the plan submitted by the commission for removing from all DoD assets anything that honors or commemorates the Confederate States of America or any person who served voluntarily with the Confederate States of America. During FY 2021, the Army supplied the commission with a small staff for administrative and logistical support. Additionally, the Center of Military History provided the commission with historical support.

The Institute of Heraldry furnishes heraldic services to the Executive Office of the President, DoD, and all other federal agencies. On 25 September 2021, the building housing the institute sustained a catastrophic mechanical failure that terminated the occupancy of the building because of the loss of electricity, climate control, water, and fire suppression control. The failure included a water leak that flooded part of the building. By the end of FY 2021, the institute remained unable to



*The Nation Overseas Gallery at the National Museum
of the United States Army*

carry out its presidential-support mission and had only a limited capability for quality assurance reviews and shipping and receiving of industrial tools needed for the manufacturing of insignia. The flood submerged approximately 30 percent of the steel dies needed to make military insignia and heraldic products. By the end of FY 2021, remediation processes had stabilized the corrosive effects of the water permeation, but much work remained to restore the tools to their preflood condition.

Conclusion

In FY 2021, the COVID-19 pandemic's effects on the Army lessened with the use of mitigation measures developed in FY 2020 and the arrival of vaccines. Soldiers, especially from the ARNG, continued to aid civil authorities, most notably in supporting vaccination efforts. The virus's mutation into a more transmissible variant and the decision by many Americans to refuse vaccination, however, meant that COVID-19 remained a threat throughout FY 2021. The requirement that Army personnel be vaccinated came late in the fiscal year, so the full effectiveness of this tool in easing this threat would not be in place until FY 2022.

Army units continued to support combatant commands, but FY 2021 brought a major transition to the Army with the final deployments to Afghanistan. The American withdrawal from that country demonstrated again the value in maintaining Army forces able to rapidly deploy at short notice. Although the war continued for Afghans, the withdrawal brought an end to the Army's longest overseas war. As had occurred in 1975, the service turned, in Operation ALLIES REFUGE and Operation ALLIES WELCOME, to helping those who had assisted its forces during the war.

The Army's reserve components undertook numerous tasks during FY 2021. They aided civil authorities in pandemic response and disaster relief operations. Units mobilized and deployed overseas to support combatant commands. The ARNG and the USAR continued preparing for large-scale combat operations. The major difference, compared to FY 2020, was the insurrection on 6 January 2021 at the U.S. Capitol, followed by the largest deployment of ARNG units to Washington, D.C., since militia regiments deployed there in 1861 to defend the city against the rebellious states.

During FY 2021, as part of its modernization efforts, the service invested considerable resources in implementing *The Army People Strategy*, published in FY 2020. It continued improving talent management, sought to promote greater inclusion, worked to decrease the number of suicides, and took action to raise the quality of life for soldiers and their families. At the same time, the Army established the People First Task Force to revise policies, processes, and programs in line with the Fort Hood Independent Review Committee's findings and recommendations.

Other aspects of modernization also advanced during FY 2021. Publications from the chief of staff of the Army and from AFC refined the service's concepts for multidomain operations and modernization. New doctrine and organizations marked the return of the division as the Army's decisive unit of action for large-scale combat operations. Exercises

held in the combatant commands built stronger ties with partners and examined new concepts. The service's materiel modernization reached several milestones, most notably with activation of its first hypersonic missile battery. The *Army Installations Strategy* described how the service will create modern, resilient, and sustainable installations.

The Army ended FY 2021 without an approved budget for FY 2022. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2021 levels.

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 HQDA. Additional primary sources include reports and other documents produced during the fiscal year by HQDA, Army major commands, and the Office of the Secretary of Defense. This summary also utilizes unofficial media articles, most importantly those from *Army Times*, *ARMY Magazine*, and the *Inside the Army* newsletter.

HQDA Senior Leaders

(As of 30 September 2021)

Army Secretariat



*Secretary of the Army
Christine E. Wormuth*



*Christopher J. Lowman, Senior Official
Performing the Duties of (SOPDO)
Under Secretary of the Army and Chief
Management Officer*



*Karen D. H. Saunders, SOPDO
Assistant Secretary of the Army
(Acquisition, Logistics, and
Technology)*



*Jamie A. Pinkham, Acting
Assistant Secretary of the Army
(Civil Works)*



*Caral E. Spangler
Assistant Secretary of the Army
(Financial Management and
Comptroller)*



*John E. Surash, SOPDO
Assistant Secretary of the Army
(Installations, Energy, and
Environment)*



*Mark R. Lewis, SOPDO
Assistant Secretary of the Army
(Manpower and Reserve
Affairs)*



*Craig R. Schmauder, SOPDO
General Counsel*



*Larry D. Gottardi, Acting
Deputy Under Secretary of the
Army*



*Mark F. Averill, Acting
Administrative Assistant to the
Secretary of the Army*



*Raj G. Iyer
Chief Information Officer*



*Lt. Gen. Donna W. Martin
Inspector General*



*Anne L. Richards
Auditor General*



*Karen L. Durham-Aguilera
Executive Director, Army
Cemeteries*



*Brig. Gen. Trevor J.
Bredenkamp
Chief of Legislative Liaison*



*Kimberly D. Buehler
Director, Small Business
Programs*



*Michael P. Brady, Acting
Chief of Public Affairs*

Army Staff



*General James C. McConville
Chief of Staff of the Army*



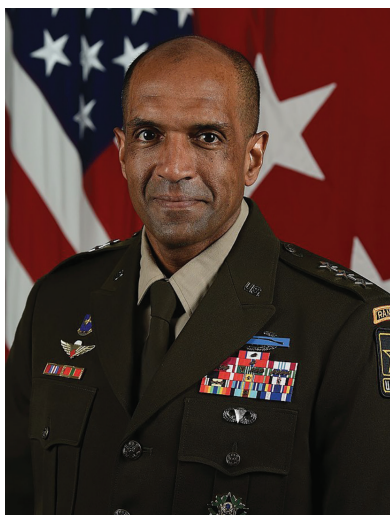
*General Joseph M. Martin
Vice Chief of Staff of the Army*



*Sgt. Maj. Army
Michael A. Grinston
Sergeant Major of the Army*



*Lt. Gen. Walter E. Piatt
Director of the Army Staff*



*Lt. Gen. Gary M. Brito
Deputy Chief of Staff, G-1*



*Lt. Gen. Laura A. Potter
Deputy Chief of Staff, G-2*



*Lt. Gen. James E. Rainey
Deputy Chief of Staff, G-3/5/7*



*Lt. Gen. Duane A. Gamble
Deputy Chief of Staff, G-4*



*Lt. Gen. John B. Morrison Jr.
Deputy Chief of Staff, G-6*



*Lt. Gen. Erik C. Peterson
Deputy Chief of Staff, G-8*



*Lt. Gen. Jason T. Evans
Deputy Chief of Staff, G-9*



*Lt. Gen. Jon A. Jensen
Director, Army National Guard*



*Lt. Gen. Jody J. Daniels
Chief of Army Reserve*



*Lt. Gen. Scott A. Spellmon
Chief of Engineers*



*Lt. Gen. R. Scott Dingle
Surgeon General*



*Lt. Gen. Stuart W. Risch
Judge Advocate General*



*Chaplain (Maj. Gen.)
Thomas L. Solhjem
Chief of Chaplains*



*Maj. Gen. Duane R. Miller
Provost Marshal General*

FY 2021 HQDA Principal Official Changes

ARMY SECRETARIAT

Secretary of the Army

Christine E. Wormuth, 28 May 2021–Present
John E. Whitley (Acting), 20 January 2021–28 May 2021
Ryan D. McCarthy, 26 September 2019–20 January 2021

Under Secretary of the Army

Christopher J. Lowman, Senior Official Performing the Duties of
(SOPDO), 20 January 2021–Present
James E. McPherson, 25 March 2020–20 January 2021

Chief of Staff to the Secretary of the Army

Rachel P. Ross, 3 May 2021–Present

Commanding General, D.C. National Guard

Maj. Gen. Sherrie L. McCandless (Interim), United States Air Force,
22 April 2021–Present
Maj. Gen. William J. Walker, March 2018–22 April 2021

Adjutant General, D.C. National Guard

Brig. Gen. Aaron R. Dean II, January 2018–Present

Senior Advisor for Diversity and Inclusion¹

Anselm A. Beach, March 2021–Present

Principal Cyber Advisor

Terry L. Mitchell, September 2020–Present

Director, Business Transformation

Robin P. Swan, 2018–Present

1. The senior adviser for diversity and inclusion was a new position established during FY 2021.

Director, Criminal Investigation Division²

Gregory D. Ford, 17 September 2021–Present

Deputy Under Secretary of the Army

Larry D. Gottardi (Acting), 20 January 2021–Present

Thomas E. Kelly III, 5 May 2017–20 January 2021

Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

Assistant Secretary

Karen D. H. Saunders (SOPDO), 24 September 2021–Present

Douglas R. Bush (Acting), 8 March 2021–24 September 2021

Lt. Gen. Robert L. Marion (Acting), 20 January–8 March 2021

Bruce D. Jette, 2 January 2018–20 January 2021

Principal Deputy

vacant, 24 September 2021–Present

Douglas R. Bush, 8 March 2021–24 September 2021

Military Deputy

Lt. Gen. Robert L. Marion, May 2020–Present

Deputy Assistant Secretary (Research and Technology)

Jeffrey D. Singleton, May 2021–Present

Philip Perconti, November 2019–May 2021

Deputy Assistant Secretary (Procurement)

Megan R. Dake, 9 July 2021–Present

Rebecca Weirick, 24 May 2020–9 July 2021

Deputy Assistant Secretary (Acquisition, Policy, and Logistics)

Timothy G. Goddette, 9 May 2021–Present

Ray M. Gagné (Acting), 29 March 2020–8 May 2021³

Thomas P. Russell, 13 October 2019–28 March 2020

Deputy Assistant Secretary (Plans, Programs, and Resources)

John J. Daniels, September 2015–Present

2. The director of the Criminal Investigation Division was established as a new position reporting directly to the undersecretary of the Army, effective 17 September 2021.

3. Ray M. Gagné was not a member of the senior executive service during FY 2021.

Deputy Assistant Secretary (Strategy and Acquisition Reform)

Douglas R. Bush, 24 September 2021–Present

Margaret Boatner (Acting), 20 January 2021–24 September 2021⁴

William H. Buckey, July 2020–20 January 2021

Deputy Assistant Secretary (Defense Exports and Cooperation)

Elizabeth F. Wilson, 11 May 2020–Present

Executive Director, Office of the Chief Systems Engineer

Jeannette M. Evans-Morgis, 4 August 2019–Present

Director of Hypersonic, Directed Energy, Space, and Rapid Acquisition

Lt. Gen. Leon N. Thurgood, March 2019–Present

Assistant Secretary of the Army (Civil Works)

Assistant Secretary

Jamie A. Pinkham (Acting), 19 April 2021–Present

Taylor N. Ferrell (SOPDO), 9 March 2021–19 April 2021⁵

Vance F. Stewart III (SOPDO), 20 January 2021–9 March 2021

R. D. James, 8 February 2018–20 January 2021

Principal Deputy

Jamie A. Pinkham, 19 April 2021–Present

Taylor N. Ferrell (Detailed), 9 March 2021–19 April 2021⁶

David J. Leach (Acting), 20 January 2021–9 March 2021

Ryan A. Fisher, November 2017–20 January 2021

Deputy Assistant Secretary (Management and Budget)

Vance F. Stewart III, August 2019–Present

Deputy Assistant Secretary (Project Planning and Review)

David J. Leach, 15 October 2017–Present

4. Margaret Boatner was not a member of the senior executive service during FY 2021.

5. Department of Defense General Counsel (Environment, Energy, and Installations) Taylor N. Ferrell was detailed on 9 March 2021 to serve as the principal deputy of ASA (Civil Works) and as the senior official performing the duties of the ASA (Civil Works). He served in both positions until 19 April 2021 when he was replaced by Jamie A. Pinkham.

6. See note 5.

Deputy Assistant Secretary (Policy and Legislation)

Robyn S. Colosimo (Acting), 20 January 2021–Present
 Deana Y. Funderburk, April 2018–20 January 2021

Assistant Secretary of the Army (Financial Management and Comptroller)

Assistant Secretary

Caral E. Spangler, 17 August 2021–Present
 Wesley C. Miller (SOPDO), 20 January 2021–17 August 2021⁷
 Jonathan D. Moak (SOPDO), 28 October 2019–6 August 2020⁸
 John E. Whitley, 26 September 2018–28 May 2021⁹

Principal Deputy

Wesley C. Miller (Acting), 7 January 2021–Present
 Jonathan D. Moak, 28 October 2019–2 January 2021

Military Deputy

Lt. Gen. Paul A. Chamberlain, August 2021–Present
 Lt. Gen. Thomas A. Horlander, August 2017–August 2021

Deputy Assistant Secretary (Cost and Economics)

Stephen B. Loftus, 24 May 2020–Present

*Deputy Assistant Secretary (Financial Operations and Information)*¹⁰

Wesley C. Miller, October 2020–Present

*Deputy Assistant Secretary (Financial Information Management)*¹¹

John M. Bergin II, 31 March 2019–October 2020

7. John E. Whitley officially remained the assistant secretary of the Army (financial management and comptroller) while serving as the senior official performing the duties of the director of cost assessment and program evaluation for the Office of the Secretary of Defense and, later, as acting secretary of the Army from 20 January to 28 May 2021.

8. See note 7.

9. See note 7.

10. In October 2020, the deputy assistant secretary (financial information management) and the deputy assistant secretary (financial operations) were consolidated to become the deputy assistant secretary (financial operations and information).

11. See note 10.

*Deputy Assistant Secretary (Financial Operations)*¹²

Wesley C. Miller, December 2015–October 2020

Director, Army Budget

Maj. Gen. Mark S. Bennett, August 2021–Present

Maj. Gen. Paul A. Chamberlain, June 2017–August 2021

Assistant Secretary of the Army (Installations, Energy, and Environment)

Assistant Secretary

John E. Surash (SOPDO), 20 January 2021–Present

Alex A. Beehler, 10 January 2019–20 January 2021

Principal Deputy

Carla K. Coulson (Acting), 20 January 2021–Present

Bryan M. Gossage, 18 May 2020–20 January 2021

Deputy Assistant Secretary (Energy and Sustainability)

Christine Ploschke (Acting), March 2021–Present¹³

John E. Surash, February 2021–Present¹⁴

John E. Surash (Acting), September 2016–February 2021

Deputy Assistant Secretary (Environment, Safety and Occupational Health)

Amy L. Borman, March 2020–Present

Deputy Assistant Secretary (Installations, Housing, and Partnerships)

Carla K. Coulson, October 2020–Present

*Deputy Assistant Secretary (Strategic Integration)*¹⁵

Richard G. Kidd, 22 January 2017–2 January 2021

12. See note 10.

13. During FY 2021, Christine Ploschke served as acting deputy assistant secretary (energy and sustainability) while John E. Surash served as the senior official performing the duties of the assistant secretary of the Army (installations, energy, and environment).

14. See note 13.

15. The deputy assistant secretary (strategic integration) was reduced to a General Schedule–15 position during FY 2021, and the Office of the Deputy Assistant Secretary of the Army (Strategic Integration) was redesignated as the Strategic Integration Directorate.

Assistant Secretary of the Army (Manpower and Reserve Affairs)

Assistant Secretary

Mark R. Lewis (SOPDO), 20 January 2021–Present

E. Casey Wardynski, 16 January 2019–Present

Principal Deputy

Jeffrey P. Angers (Acting), 20 January 2021–Present

Marshall M. Williams, 23 March 2018–20 January 2021

Deputy Assistant Secretary (Manpower and Reserve Affairs)

Mark R. Lewis, 12 May 2019–Present

Deputy Assistant Secretary (Training, Readiness, and Mobilization)

Eugene Collins, November 2019–Present

Deputy Assistant Secretary (Civilian Personnel)

Todd A. Fore, January 2020–Present

Deputy Assistant Secretary (Military Personnel and Quality of Life)

Jeffrey P. Angers, September 2019–Present

Deputy Assistant Secretary (Army Review Boards)

Michael T. Mahoney, April 2021–Present

Alexander Conyers, 29 September 2019–April 2021

Deputy Assistant Secretary (Equity and Inclusion)

Anselm A. Beach, 10 November 2019–Present

Senior Military Advisor to the Assistant Secretary and Director, Quality of Life

Maj. Gen. Kris A. Belanger, August 2021–Present

Maj. Gen. Tammy S. Smith, June 2019–June 2021

*Director, Strategy, Plans, and Operations*Lyle J. Hogue, July 2021–Present¹⁶

16. Lyle J. Hogue has served as the director of strategy, plans, and operations since 2019. He was promoted to a senior leader position in July 2021.

General Counsel

General Counsel

Craig R. Schmauder (SOPDO), 20 January 2021–Present
Michelle A. Pearce (Acting), 25 March 2020–20 January 2021

Principal Deputy General Counsel

Robert J. Moore (Acting), January 2021–Present
Michelle A. Pearce, January 2020–20 January 2021

Deputy General Counsel (Acquisition)

Levator Norsworthy Jr., January 1998–Present

Deputy General Counsel (Installations, Environment, and Civil Works)

Craig R. Schmauder, October 2004–Present

Deputy General Counsel (Ethics and Fiscal)

Shelley P. Turner, May 2018–Present

Deputy General Counsel (Operations and Personnel)

Michael O. Lacey, October 2018–Present

Administrative Assistant to the Secretary of the Army

Administrative Assistant

Mark F. Averill (Acting), 11 August 2021–Present
Kathleen S. Miller, 28 October 2018–11 August 2021

Deputy Administrative Assistant

Susan D. Tigner (Acting), 11 August 2021–Present
Mark F. Averill, December 2013–10 August 2021

Chief Information Officer

Chief Information Officer

Raj G. Iyer, November 2020–Present
Gregory L. Garcia (Acting), 11 August 2020–November 2020

Deputy

vacant, February 2021–Present
Gregory L. Garcia, 11 August 2020–February 2021

Chief Data Officer

David Markowitz, October 2020–Present

Director, Architecture, Data, and Standards

Farhan Kahn, 11 August 2020–Present

Director, Policy, Resources, and Analysis and Chief Financial Officer

vacant, February 2021–Present

Bryan Shone, 11 August 2020–27 February 2021

Director, Cybersecurity

Brig. Gen. Matthew Easley, 11 August 2020–Present

Director, Enterprise Cloud Management Office

Paul Puckett, 11 August 2020–Present

The Inspector General

The Inspector General

Lt. Gen. Donna W. Martin, September 2021–Present

Gen. Leslie C. Smith, February 2018–September 2021

The Army Auditor General

The Army Auditor General

Anne L. Richards, January 2017–Present

Principal Deputy

Elizabeth Casciaro, September 2020–Present

Deputy Auditor General (Acquisition, Cyber, and Logistics Audits)

William Jenkins, May 2014–Present

Deputy Auditor General (Business Operations Audits)

David Smith, June 2021–Present

Kathleen Nelson, 6 July 2015–8 May 2021

Deputy Auditor General (Forces and Infrastructure Audits)

Felix Strelsky, September 2016–Present

Office of Army Cemeteries

Executive Director

Karen L. Durham-Aguilera, February 2017–Present

Chief of Legislative Liaison

Chief of Legislative Liaison

Brig. Gen. Trevor J. Bredenkamp, July 2021–Present

Maj. Gen. Brian Eifler, November 2018–July 2021

Principal Deputy

Kathryn Yurkanin, February 2020–Present

Small Business Programs

Director

Kimberly D. Buehler, August 2019–Present

Chief of Public Affairs

Chief of Public Affairs

Michael P. Brady (Acting), September 2021–Present

Brig. Gen. Amy Hannah, April 2019–September 2021

Deputy

Michael P. Brady, September 2014–Present

ARMY STAFF

Chief of Staff of the Army

General James C. McConville, 9 August 2019–Present

Vice Chief of Staff of the Army

General Joseph M. Martin, 26 July 2019–Present

Sergeant Major of the Army

Sgt. Maj. Army Michael A. Grinston, 9 August 2019–Present

Director of the Army Staff

Director of the Army Staff

Lt. Gen. Walter E. Piatt, May 2019–Present

Vice Director of the Army Staff

Laura N. Jankovich, March 2021–Present

Steven J. Redmann, 11 August 2013–31 December 2020

Deputy Chief of Staff, G–1

Deputy Chief of Staff

Lt. Gen. Gary M. Brito, August 2020–Present

Assistant Deputy Chief of Staff

Roy A. Wallace, September 2011–Present

Director, Military Personnel Management

Maj. Gen. Douglass Stitt, June 2019–Present

Director, Plans and Resources

Robert Steinrauf, March 2012–Present

Director, Technology and Business Architecture Integration

Terry Watson, October 2017–Present

*Director, Sexual Harassment/Assault Response and Prevention (SHARP),
Ready and Resilient*

James Helis, March 2019–Present

Director, Talent Management Task Force

Brig. Gen. Brett T. Funck, June 2021–Present

Brig. Gen. Thomas R. Drew, August 2020–June 2021

Director, People First Task Force¹⁷

Brig. Gen. Christopher R. Norrie, July 2021–Present

17. The People First Task Force was established during FY 2021.

 Deputy Chief of Staff, G–2

Deputy Chief of Staff

Lt. Gen. Laura A. Potter, September 2020–Present

Assistant Deputy Chief of Staff

Diane M. Randon, November 2019–Present

Maj. Gen. Mary-Kate Leahy, February 2020–Present

*Director, Operations and Integration*¹⁸

Michael J. Pappas (Acting), 22 November 2020–Present

*Director, Plans and Integration*¹⁹

Michael J. Pappas (Acting), 25 September 2020–22 November 2020

Director, Counter Intelligence and Human Intelligence

Dean S. Newman, 29 April 2019–Present

Director, Resource Integration

David R. Lacasse, 15 March 2020–Present

Director, Information Management

Leonel T. Garciga, 3 March 2019–Present

*Technical Advisor for Intelligence, Surveillance, and Reconnaissance*²⁰

Colin A. Agee, October 2006–20 November 2020

 Deputy Chief of Staff, G–3/5/7

Deputy Chief of Staff

Lt. Gen. James E. Rainey, June 2021–Present

Lt. Gen. Charles A. Flynn, June 2019–June 2021

18. On 23 November 2020, the director of plans and integration became the director of operations and integration.

19. See note 18.

20. On 20 November 2020, the technical adviser for intelligence, surveillance, and reconnaissance moved from the G–2 to U.S. Army Intelligence and Security Command.

Assistant Deputy Chief of Staff

Christopher J. Lowman, December 2018–Present

Maj. Gen. Sean P. Swindell, July 2020–Present

Director, Strategy, Plans, and Policies

Maj. Gen. Bradley T. Gericke, July 2019–Present

Deputy Director, Strategy, Plans, and Policies

Thomas Cooke, 2018–Present²¹

Director, Force Management

Brig. Gen. Kevin D. Admiral, June 2021–Present

Brig. Gen. Peter N. Benchoff, April 2019–June 2021

Deputy Director, Force Management

Myles Miyamasu, 1 June 2020–Present

Director, Training

Brig. Gen. Scott M. Neumann, September 2020–Present

Deputy Director, Training

vacant, 21 June 2021–Present

Michael T. Mahoney, 2017–20 June 2021

Director, Operations, Readiness, and Mobilization

Brig. Gen. James P. Work, May 2021–Present

Maj. Gen. Christopher C. LaNeve, July 2019–May 2021

Deputy Director, Operations, Readiness, and Mobilization

Brig. Gen. Matthew D. Smith, December 2019–Present

Director, Aviation

Brig. Gen. Clair A. Gill, June 2021–Present

Brig. Gen. Michael C. McCurry II, May 2020–May 2021

Director, Strategic Operations

Maj. Gen. Dustin A. Schultz, September 2021–Present

Maj. Gen. Martin F. Klein, January 2020–August 2021

21. Thomas Cooke has served as the deputy director of strategy, plans, and policies since 2018, but he did not enter the senior executive service until September 2019.

*Deputy Director, Strategic Operations*Adam Nucci, 7 November 2021–Present²²*Director, Fires and Counter-Unmanned Aircraft Systems*

Maj. Gen. Sean Gainey, September 2020–Present

Deputy Director, Fires and Counter-Unmanned Aircraft Systems

vacant

 Deputy Chief of Staff, G–4

Deputy Chief of Staff

Lt. Gen. Duane A. Gamble, September 2019–Present

Assistant Deputy Chief of Staff

John E. Hall, January 2021–Present

Laura Avery (Acting), 15 August 2020–January 2021

Assistant Deputy Chief of Staff and Director, Operations and Logistics Readiness

Maj. Gen. Charles R. Hamilton Sr., May 2021–Present

Maj. Gen. Michael M. Russell Sr., July 2019–May 2021

Director, Maintenance Policy, Programs, and Processes

James R. Marsh, 29 August 2021–Present

vacant, March 2021–28 August 2021

Vic Ramdass, 19 April 2019–March 2021

Director, Sustainment

Peter Bechtel, 12 June 2016–Present

Director, Enterprise Support

Robert Thurston, 3 February 2019–Present

Director, Resource Management

vacant, 31 January 2021–Present

Laura Avery (Acting), 13 October 2019–30 January 2021

22. Adam Nucci has served as the deputy director of strategic operations since January 2020, but he did not enter the senior executive service until 7 November 2021.

Deputy Chief of Staff, G-6

Deputy Chief of Staff

Lt. Gen. John B. Morrison Jr., 11 August 2020–Present

Assistant Deputy Chief of Staff

vacant, 11 August 2020–Present

Maj. Gen. Lawrence F. Thoms, 11 August 2020–Present

Director, Architecture, Operations, Networks and Space

Maj. Gen. Thomas Pugh, 11 August 2020–Present

Director, Program Resource Integration

Maj. Gen. Lawrence F. Thoms (Acting), 11 August 2020–Present

Director, Cyber Implementation and Synchronization

Nancy Kreidler, 11 August 2020–Present

Deputy Chief of Staff, G-8

Deputy Chief of Staff

Lt. Gen. Erik C. Peterson, June 2021–Present

Lt. Gen. James Pasquarette, August 2018–June 2021

Assistant Deputy Chief of Staff

Krystyna Kolesar, December 2020–Present

vacant, October 2020–December 2020

Director, Programs, Analysis, and Evaluation

Maj. Gen. Karl H. Gingrich, July 2019–Present

*Deputy Director, Programs, Analysis, and Evaluation*²³

Bryan M. Shone, 28 February 2021–Present

Krystyna Kolesar, January 2013–December 2020

Brig. Gen. Jonathan E. Howerton, May 2021–Present

23. Before May 2021, a colonel filled the position of the military deputy director of programs, analysis, and evaluation.

Director, Force Development

Brig. Gen. Michael C. McCurry II, June 2021–Present

Maj. Gen. Erik C. Peterson, August 2019–June 2021²⁴*Deputy Director, Force Development*

Michael Mehrman, February 2020–Present

Deputy Chief of Staff, G–9

Deputy Chief of Staff

Lt. Gen. Jason T. Evans, September 2019–Present

Assistant Deputy Chief of Staff

Daniel Klippstein, May 2020–Present

Director, Installation Services

Michael Reheuser, May 2020–Present

Director, Resources

Sally Pfenning, August 2020–Present

Director, Information and Technology

Christopher Thomas, January 2019–Present

Director, Operations

Brig. Gen. Joseph Ricciardi, August 2021–Present

Brig. Gen. Joseph Edwards II, August 2020–August 2021

Director, Army National Guard

Director, Army National Guard

Lt. Gen. Jon A. Jensen, 10 August 2020–Present

Deputy Director, Army National Guard

Maj. Gen. John C. Andonie, December 2020–Present

Maj. Gen. Richard F. Johnson, October 2019–December 2020

24. In June 2021, Maj. Gen. Erik Peterson was promoted to lieutenant general when he assumed duties as the deputy chief of staff, G–8.

National Guard Assistant for the Director, Army National Guard Staff

Maj. Gen. Joseph Baldwin, May 2021–Present

Maj. Gen. Marti J. Bissell, January 2020–March 2021

Chief of Army Reserve

Chief of Army Reserve

Lt. Gen. Jody J. Daniels, July 2020–Present

Assistant Chief of Army Reserve

Stephen D. Austin, October 2015–Present

Deputy Chief of Army Reserve

Maj. Gen. Robert D. Harter, July 2021–Present

Maj. Gen. Michael O’Guinn, June 2019–July 2021

Chief of Engineers

Chief of Engineers

Lt. Gen. Scott A. Spellmon, September 2020–Present

Deputy Chief of Engineers

Maj. Gen. Jeffrey L. Milhorn, August 2020–Present

The Surgeon General

The Surgeon General

Lt. Gen. R. Scott Dingle, May 2020–Present

Deputy Surgeon General

Maj. Gen. Telita Crosland, August 2019–Present

The Judge Advocate General

The Judge Advocate General

Lt. Gen. Stuart W. Risch, July 2021–Present

Lt. Gen. Charles N. Pede, July 2017–July 2021

Deputy Judge Advocate General

Maj. Gen. Joseph B. Berger III, July 2021–Present

Maj. Gen. Stuart W. Risch, July 2017–July 2021

Chief of Chaplains

Chief of Chaplains

Chaplain (Maj. Gen.) Thomas L. Solhjem, May 2019–Present

Deputy Chief of Chaplains

Chaplain (Brig. Gen.) William Green Jr., August 2019–Present

Deputy Chief of Chaplains, Army National Guard

Chaplain (Brig. Gen.) Thomas G. Behling, July 2020–Present

Deputy Chief of Chaplains, Army Reserve

Chaplain (Brig. Gen.) Andrew R. Harewood, November 2020–Present

Chaplain (Brig. Gen.) Robert F. Pleczkowski, October 2017–November 2020

Provost Marshal General

Provost Marshal General

Maj. Gen. Duane R. Miller, August 2021–Present

Maj. Gen. Donna Martin, June 2020–August 2021

*Deputy Provost Marshal General*²⁵

Brig. Gen. Duane R. Miller, January 2020–July 2021

25. After July 2021, a colonel filled the position of the deputy provost marshal general.

Abbreviations and Acronyms

AAFES	Army and Air Force Exchange Service
ACCA	Army Court of Criminal Appeals
AFC	U.S. Army Futures Command
AKO	Army Knowledge Online
ARNG	Army National Guard
ASA (ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASA (IEE)	Assistant Secretary of the Army (Installations, Energy, and Environment)
ASK-EM	Assignment Satisfaction Key–Enlisted Module
BCT	brigade combat team
COVID–19	coronavirus disease 2019
CVR	commercial virtual remote
DoD	Department of Defense
FY	fiscal year
HQDA	Headquarters, Department of the Army
IPPS-A	Integrated Personnel and Pay System–Army
iPv6	Internet Protocol Version 6
ISIS	Islamic State in Iraq and Syria
IT	information technology
JPEO-CBRND	Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense
MOS	military occupational specialty
MWR	morale, welfare, and recreation
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
OAC	Office of Army Cemeteries
OCCH	Office of the Chief of Chaplains
OCPA	Office of the Chief of Public Affairs
OHDACA	Overseas Humanitarian, Disaster, and Civic Aid
PFAS	per- and polyfluoroalkyl substances
RA	Regular Army
RCI	Residential Communities Initiative
ReARM	Regionally Aligned Readiness and Modernization Model
SBIR	Small Business Innovation Research
SFAB	security force assistance brigade
SHARP	Sexual Harassment/Assault Response and Prevention
SOPDO	senior official performing the duties of
TRADOC	U.S. Army Training and Doctrine Command

UAMTF	urban augmentation medical task force
USACRC	U.S. Army Combat Readiness Center
USAR	U.S. Army Reserve
USAREUR-AF	U.S. Army Europe and Africa

Index

- AAFES. *See* Army and Air Force Exchange Service (AAFES).
- Aberdeen Proving Ground, Maryland, 9, 86
- Abrams tank
M1A1, 79
M1A2 Abrams System Enhancement Package Version, 76
- ACCA. *See* Army Court of Criminal Appeals (ACCA).
- Acquisition Leader Assessment Program, 26
- Active Guard Reserve status, 61
- Administrative Assistant to the Secretary of the Army, 114, 127
- Admiral, Brig. Gen. Kevin D., 132
- Advanced Development and Manufacturing, 75
- AFC. *See* commands, U.S. Army.
- AFC Pamphlets
525–2, *Future Operational Environment: Forging the Future in an Uncertain World, 2035–2050*, 42
71–20–7, *Army Futures Command Concept for Protection, 2028*, 44
71–20–8, *Army Futures Command Concept for Cyberspace and Electromagnetic Operations, 2028*, 44
71–20–9, *Army Futures Command Concept for Command and Control 2028: Pursuing Decision Dominance*, 45
- Afghanistan, 1, 13, 16–17, 20–21, 50–51, 63, 92, 107
- Africa, 15, 55–57, 62–64, 86
- Agee, Colin A., 131
- Air Defense Artillery School, 77
- air defense artillery units, 29, 58, 77
38th Air Defense Artillery Brigade, 54
174th Air Defense Artillery Brigade, 58
678th Air Defense Artillery Brigade, 58
7th Air Defense Artillery Regiment
5th Battalion, 56
- Airborne Brigade Combat Team, 173d, 56
- airborne divisions. *See* divisions and divisional brigades/brigade combat teams (BCTs).
- AKO. *See* Army Knowledge Online (AKO).
- AKO 2.0. *See* Army Knowledge Online (AKO).
- Al Hamra Training Center, 52
- Alabama, 66
- Alaska, 43–44, 63, 92
- Aleut tribe, 98
- Alps, the, 56
- Amelia Earhart Center, Germany, 86
- American Battle Monuments Commission, 97
- American Correctional Association, 101
- Analyst Projection System, 28
- Andes Mountains, 53
- Andonie, Maj. Gen. John C., 135
- Angers, Jeffrey P., 126
- Applied Suicide Intervention Skills training course, 36
- Architecture Development Kit, 76
- Arizona, 45, 62, 66–67, 69, 80
- Arkansas, 62, 67, 69
- Arlington National Cemetery, 14, 16, 20, 98
- Arlington, Virginia, 8, 61
- Armed Forces Service Medal, 71
- armored multi-purpose vehicle, 76
- armored personnel carrier, M113, 76
- armored units, 46, 52, 55, 58, 61, 76–79, 82
81st Armored Brigade Combat Team, 58
155th Armored Brigade Combat Team, 69
66th Armored Regiment
3d Battalion, 58
69th Armored Regiment
2d Battalion, 58
194th Armored Regiment
1st Battalion, 50, 52
See also divisions and divisional brigades/brigade combat teams (BCTs).
- Army 365, 12
- Army Analytics Group, 8
- Army and Air Force Exchange Service (AAFES), 91–92
- Army Arctic Strategy*, 87
- Army Audit Agency, 96
- Army auditor general, 114, 128

- Army Board of Corrections for Military Records, 39
 Army Budget Office, 15
Army Business Management Plan, 2021–2025, 9
Army Business Strategy, 2017–2021, 9
Army Campaign Plan, 41, 87
Army Climate Action, 99
 Army Climate Change Working Group, 99
Army Climate Strategy, 99
 Army Combat Fitness Test, 49, 88
 Army Combat Uniform, 38
 Army commands. *See* commands, U.S. Army.
 Army Community Service, 92
 Army Contract Efficiencies Course, 10
 Army Contracting Command. *See* commands, U.S. Army.
 Army Contracting Enterprise, 73
 Army Control System Governance Office, 84
 Army Court of Criminal Appeals (ACCA), 101
 Army Data Center Consolidation Program, 11
 Army Digital Oversight Council, 10
 Army Discharge Review Board, 39
 Army Employment Readiness Program, 31, 92
 Army Enterprise Marketing Office, 7
 Army Enterprise Systems Integration Program Hub, 11
 Army Equity and Inclusion Agency, 36
Army Finance Strategy 2026, 9
 Army Futures Command (AFC). *See* commands, U.S. Army.
 Army General Fund, 12, 15, 18
 Army Gift Program, 10
 Army Historical Foundation, 105
Army Housing Campaign Plan, 85
Army Installation Energy and Water Strategic Plan, 84
Army Installations Strategy, 83, 87, 108
 Army Integrated Air and Missile Defense, 80
 Army Interactive Module 2.0, 25
 Army Knowledge Online (AKO), 10
 Army Law Enforcement Reporting and Tracking System, 32
ARMY Magazine, 109
 Army Medical Command. *See* commands, U.S. Army.
 Army MobileConnect, 11
Army Modernization Strategy, 21
 Army National Guard (ARNG), 1, 4–6, 13–20, 23–25, 27–28, 36, 38, 42, 46–47, 50–54, 57–59, 61–62, 64–71, 89, 92–93, 107, 118, 135–37
 Army Nurse Corps, 23
 Army Operations Course, 25
Army People Strategy, 31, 35–37, 107
Army People Strategy: Diversity, Equity, and Inclusion Annex, 36
 Army PFAS Working Group, 99
 Army Physical Fitness Test, 49
 Army Planning Board, 12
 Army Recovery Care Program, 96
 Army regulations
 15–6, 71
 190–8, *Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detainees*, 100
 210–7, *Personal Commercial Solicitation on Army Installations*, 93
 210–25, *Vending Facility Program for the Blind on Federal Property*, 23
 215–4, *Nonappropriated Fund Contracting*, 93
 360–1, *The Army Public Affairs Program*, 87
 600–8–2, *Suspension of Favorable Personnel Actions (Flag)*, 38
 700–142, *Type Classification, Materiel Release, Fielding, and Transfer*, 74
 770–2, *Materiel Fielding*, 74
 770–3, *Type Classification and Materiel Release*, 74
 Army Reserve Installation Management Division, 62
 Army Resilience Directorate, 35–36
 Army Review Boards Agency, 39
 Army Safety Management Information System, 90
 Army Science Board, 8
 Army Secretariat, 111, 121
 Army Space and Missile Defense Command. *See* commands, U.S. Army.
 Army Staff, 116, 129–30
Army Strategy, 9, 41
 Army Talent Alignment algorithm, 25
 Army Talent Alignment Process, 25
 Army Talent Management Task Force, 26, 130
 Army Ten-Miler, 93

- Army Times*, 109
- Army Vision, 41
- Army Working Capital Fund, 14–17, 19–21
- ArmyIgnitED, 39
- ARNG. *See* Army National Guard (ARNG).
- ARNG Readiness Center, 61
- artillery commands. *See* artillery units.
- artillery regiments and battalions
- 3d Field Artillery Regiment
 - 5th Battalion, 47, 77
 - 4th Field Artillery Regiment
 - 2d Battalion, 55
 - 13th Field Artillery Regiment
 - 3d Battalion, 55
 - 14th Field Artillery Regiment
 - 1st Battalion, 52
 - 20th Field Artillery Regiment
 - 2d Battalion, 55
 - 27th Field Artillery Regiment
 - 4th Battalion, 76
 - 133d Field Artillery Regiment, 64
 - 181st Field Artillery Regiment
 - 1st Battalion, 52
- See also* air defense artillery units, artillery units.
- artillery units
- 56th Artillery Command, 47
 - 17th Field Artillery Brigade, 47, 54
 - 41st Field Artillery Brigade, 56
 - 75th Field Artillery Brigade, 52, 55
 - 130th Field Artillery Brigade, 52
- See also* air defense artillery units, artillery regiments and battalions.
- ASA (Acquisition, Logistics, and Technology). *See* assistant secretary of the Army (acquisition, logistics, and technology) (ASA [ALT]).
- ASA (ALT). *See* assistant secretary of the Army (acquisition, logistics, and technology) (ASA [ALT]).
- ASA (Civil Works). *See* assistant secretary of the Army (civil works).
- ASA (Financial Management and Comptroller). *See* assistant secretary of the Army (financial management and comptroller).
- ASA (IEE). *See* assistant secretary of the Army (installations, energy, and environment) (ASA [IEE]).
- ASA (Installations, Energy, and Environment). *See* assistant secretary of the Army (installations, energy, and environment) (ASA [IEE]).
- ASA (Manpower and Reserve Affairs). *See* assistant secretary of the Army (manpower and reserve affairs).
- Ask, Care, Escort, 36
- ASK-EM. *See* Assignment Satisfaction Key–Enlisted Module (ASK-EM).
- Assignment Satisfaction Key–Enlisted Module (ASK-EM), 28
- assistant secretary of the Army (acquisition, logistics, and technology) (ASA [ALT]), 8, 73–75, 112, 122–23
- assistant secretary of the Army (civil works), 112, 123–24
- assistant secretary of the Army (financial management and comptroller), 7, 9, 14–17, 20, 21, 112, 124–25
- assistant secretary of the Army (installations, energy, and environment) (ASA [IEE]), 83–85, 99, 113, 125
- assistant secretary of the Army (manpower and reserve affairs), 8, 35, 113, 126
- Assured Positioning, Navigation, and Timing/Space Cross Functional Team, 80
- Atlanta, Georgia, 59
- auditor general, 114, 128
- Austin, Stephen D., 136
- Australia, 54–55, 82
- Averill, Mark F., 114, 127
- Avery, Laura, 133
- aviation units, 42
- 12th Combat Aviation Brigade, 56, 58
 - Combat Aviation Brigade,
 - 1st Infantry Division, 58
 - Combat Aviation Brigade,
 - 4th Infantry Division, 50
 - Combat Aviation Brigade,
 - 25th Infantry Division, 54
 - Combat Aviation Brigade,
 - 28th Infantry Division, 52
 - Combat Aviation Brigade,
 - 34th Infantry Division, 52
 - Combat Aviation Brigade,
 - 40th Infantry Division, 52

aviation units—*Continued*

Combat Aviation Brigade,
 101st Airborne Division, 58
 228th Aviation Regiment
 1st Battalion, 52

 Baldwin, Maj. Gen. Joseph, 136
 Barton Barracks, Germany, 86
 Basic Leader Course, 29, 34
 Basic Officer Leader Course, 34, 101
 Battalion Command Assessment Program,
 26, 30
 Battle Group Poland, 58
 Beach, Anselm A., 121, 126
 Bechtel, Peter, 133
 Beehler, Alex A., 125
 behavioral health, 33, 39, 84, 89
 Behling, Brig. Gen. Thomas G., 137
 Belanger, Maj. Gen. Kris A., 126
 Benchoff, Brig. Gen. Peter N., 132
 Benin, 57
 Bennett, Maj. Gen. Mark S., 125
 Berger, Maj. Gen. Joseph B., III, 136
 Bergin, John M., II, 124
 Biden, Joseph R., Jr., 6–7, 40, 51, 70, 98
 Bissell, Maj. Gen. Marti J., 136
 Blue Grass Army Depot, Kentucky,
 99–100
 Boatner, Margaret, 123
 Borman, Amy L., 125
 Boston Harbor Dredging project, 98
 Boys and Girls Clubs of America, 92
 Brady, Michael P., 115, 129
 Brazil, 53
 Bredenkamp, Brig. Gen. Trevor J., 115,
 129
 brigades and brigade combat teams
 (BCTs). *See* armored units,
 divisions and divisional brigades/
 brigade combat teams (BCTs),
 infantry brigade combat teams,
 maneuver enhancement brigades
 (MEBs), security force assistance
 brigades (SFABs).
 Brito, Lt. Gen. Gary M., 117, 130
 Brooke Army Medical Center, 3
 Buckley, William H., 123
 Buehler, Kimberly D., 115, 129
 Bush, Douglas R., 122–23

Business Process Reengineering Center of
 Excellence, 9
 Buy American Act, 93

 Caldor Fire, 68
 California, 52, 54, 59–60, 66–68, 87
 Cameron, Louisiana, 66
 Camp Atterbury, Indiana, 60, 69
 Camp Humphreys, 55
 Camp Lemonnier, Djibouti, 64
 cannon artillery system, XM 1299
 extended-range, 76
 Cannon, 30-mm., 77
 Capitol Building, 13, 70–71, 88, 107
 Capitol Police, 13, 71
 Carlisle Barracks Disinterment Program,
 97
 Carlisle Indian Industrial School, 97
 cARMY, 11
 Casciaro, Elizabeth, 128
 Caserne Daumerie, Belgium, 86
 cavalry regiments and battalions/
 squadrons
 2d Cavalry Regiment
 1st Squadron, 58
 2d Squadron, 58
 3d Cavalry Regiment, 31
 6th Cavalry Regiment
 1st Squadron, 55
 8th Cavalry Regiment
 1st Battalion, 58
 17th Cavalry Regiment
 2d Squadron, 55
 104th Cavalry Regiment, 64
 See also divisions and divisional brigades/
 brigade combat teams (BCTs).
 Cavoli, Lt. Gen. Christopher G., 56
 Center for Initial Military Training, 34
 Center of Military History, 105, 109
 Centers for Disease Control and
 Prevention, 3
 Central Everglades Planning Project, 98
 Chamberlain, Lt. Gen. Paul A., 124–25
 Chaplain Corps, 23, 88–89
 Charters Towers, Australia, 55
 Chemical Weapons Convention, 99
 Chicago, Illinois, 8, 59, 87
 chief information officer, 7, 11, 114,
 127–28

- chief of Army Reserve, 61–62, 119, 136
 chief of chaplains, 88, 120, 137
 chief of engineers, 119, 136
 chief of legislative liaison, 87, 115, 129
 chief of public affairs, 87, 115, 129
 chief of staff of the Army, 7, 61, 107, 116, 129
 chief of staff papers
 #1, *Army Multi-Domain Transformation: Ready to Win in Competition and Conflict*, 42
 #2, *The Army in Military Competition*, 42
 #3, *Regaining Arctic Dominance*, 43
 Chile, 53
 China, 48
 Ch'ongch'on River, 40
 Civilian Police Academy, 101
 Civilian Senior Leader Management Office, 8
 Clean Water Act, 98
 Cleveland, Ohio, 59
 Cocodrie, Louisiana, 66
 Cold War, 91
 Coleman Barracks, Germany, 86
 Collins, Eugene, 126
 Colombia, 53
 Colonels Command Assessment Program, 26
 Colorado, 35, 67, 99
 Colosimo, Robyn S., 124
 combat aviation brigades. *See* aviation units.
 Combined Joint Task Force–Horn of Africa, 64
 Combined Joint Task Force–Operation INHERENT RESOLVE, 51
 Command and General Staff College, 25
 Commander's Risk Reduction Dashboard, 36
 Commander's Risk Reduction Toolkit, 36
 commands, U.S. Army
 7th Army Training Command, 57
 9th Mission Support Command, 54
 75th Troop Command, 53
 U.S. Army Cadet Command, 29, 49
 U.S. Army Contracting Command, 74
 U.S. Army Criminal Investigation Command, 7, 32
 U.S. Army Forces Command, 62
 U.S. Army Futures Command (AFC), 12, 29, 42, 44–45, 73, 74, 80, 107
 U.S. Army Human Resources Command, 8, 27–28
 U.S. Army Installation Management Command, 93
 U.S. Army Joint Modernization Command, 45
 U.S. Army Medical Command, 59, 95
 U.S. Army Network Enterprise Technology Command, 12
 U.S. Army Reserve Command, 61
 U.S. Army Space and Missile Defense Command, 62, 80
 U.S. Army Test and Evaluation Command, 80
 U.S. Army Training and Doctrine Command (TRADOC), 44–45, 48, 96
 commands, unified combatant
 United States Africa Command, 55, 62–63
 United States Central Command, 49, 51–52, 62–63
 United States European Command, 55, 62–63
 United States Indo-Pacific Command, 62–63
 United States Northern Command, 58–59, 62–63
 United States Southern Command, 53, 62–63
 Commercial Solutions for Classified, 12
 Commercial Travel Office, 74
 commercial virtual remote (CVR), 11–12
 Common Modular Open Architecture, 75
 Confederate States of America, 105
 Connecticut, 67, 69
Contracting 2028 Strategic Plan, 73
 Conyers, Alexander, 126
 Cooke, Thomas, 132
 Coronavirus Aid, Relief, and Economic Security Act, 18
 coronavirus disease 2019. *See* COVID–19.
 corps
 I Corps, 55
 V Corps, 46, 56–57
 See also Army Nurse Corps, Chaplain Corps, Judge Advocate General, Medical Service Corps, Reserve Officer Training Corps, U.S. Army Corps of Engineers.
 Corps of Engineers. *See* U.S. Army Corps of Engineers.

- Coulson, Carla K., 125
- Counternarcotics Brigade, Colombian Army, 53
- counter-small unmanned aircraft systems, 45–46, 80
- Counter-Small Unmanned Aircraft Systems Strategy*, 45
- courts-martial, 102–4
- COVAX, 75
- COVID–19, 1, 3–6, 9–11, 21, 27, 35, 49, 52–54, 56, 58–59, 64–65, 74, 85, 87–93, 97, 101, 105, 107
- B.1.617.2 (Delta) variant, 4
- Volunteer Recall program, 95
- Crosland, Maj. Gen. Telita, 136
- Customs and Border Protection
- CVR. *See* commercial virtual remote (CVR).
- Cyber Warfare Support Battalion 915, U.S. Army, 47
- cyberattack, 11, 69, 83
- cybersecurity, 128
- cyberspace, 44–45, 83
- Dake, Megan R., 122
- Dallas, Texas, 59
- Daniels, John J., 122
- Daniels, Lt. Gen. Jody J., 119, 136
- Dark Eagle, 76–77
- Dean, Brig. Gen. Aaron R., II, 121
- Defense Enrollment Eligibility Reporting System, 38
- Defense Enterprise Email system, 10, 12
- Defense Health Agency, 95
- Defense Security Cooperation Agency, 13
- Defense Threat Reduction Agency, 74
- Delaware, 69
- Department of Defense (DoD), 3–4, 8–9, 11–12, 15, 18, 31, 34, 38, 45–46, 50, 58–60, 69, 71, 74–75, 81, 88, 91–93, 95, 99–101, 105, 123
- Department of Defense Peace Officer Standards and Training Commission, 101
- Department of Health and Human Services, 59
- Department of Homeland Security, 59–60, 88
- Department of State. *See* U.S. State Department.
- Department of the Army, 7, 24, 28, 61, 87, 95, 101
- deputy chief of staff, G–1, 7–8, 24, 28, 31, 33, 117, 130
- deputy chief of staff, G–2, 33, 117, 131
- deputy chief of staff, G–3/5/7, 117, 131–33
- deputy chief of staff, G–4, 117, 133
- deputy chief of staff, G–6, 118, 134
- deputy chief of staff, G–8, 118, 134–35
- deputy chief of staff, G–9, 35, 83, 118, 135
- deputy secretary of defense, 95
- deputy undersecretary of the Army, 8, 113, 122
- Deserter Apprehension program, 101
- Dingle, Lt. Gen. R. Scott, 119, 136
- directives
- Army, 34, 36, 38, 73, 84, 87, 100
- Department of Defense, 93, 100
- DoD Detainee Program*, 100
- director, Army National Guard, 118, 135–36
- director, Army Staff, 116, 130
- director, Small Business Programs, 115, 129
- Directorate of Emergency Services, 32
- Distinguished Service Cross, 40
- District of Columbia, 69, 71
- diversity, equity, and inclusion, 36–38
- Division Chaplain Assessment Program, 26
- divisions and divisional brigades/brigade combat teams (BCTs)
- 1st Armored Division
- 2d BCT, 52
- 3d BCT, 55
- 1st Cavalry Division
- 1st BCT, 58
- Headquarters, 57
- 1st Infantry Division
- 1st BCT, 58
- 2d BCT, 55
- Headquarters, 58
- 2d Infantry Division, 47, 60
- 3d Infantry Division, 54
- 1st BCT, 55
- 2d BCT, 58
- 4th Infantry Division
- 1st BCT, 51
- 10th Mountain Division
- 2d BCT, 50

- 25th Infantry Division, 54
- 28th Infantry Division, 52
- 29th Infantry Division, 52
- 34th Infantry Division, 52
- 36th Infantry Division, 52
- 40th Infantry Division, 52, 54
- 42d Infantry Division, 52
- 82d Airborne Division, 45, 48, 50, 79, 81
 - 1st BCT, 50
 - 2d BCT, 51
 - 3d BCT, 57
 - Sustainment Brigade, 48
- 101st Airborne Division, 58
 - 3d BCT, 59
- Dixie Fire, 60, 68
- Djibouti, 57, 63–64
- DoD. *See* Department of Defense (DoD).
- Drew, Brig. Gen. Thomas R., 130
- drones, 54, 80
 - MQ-1C Gray Eagle, 90
 - RQ-7B Shadow, 90
- Durham-Aguilera, Karen L., 115, 129

- Easley, Brig. Gen. Matthew, 128
- Edwards, Brig. Gen. Joseph, II, 135
- Eifler, Maj. Gen. Brian, 129
- Eighth Army Ranger Company, 40
- Electronic Warfare Planning and Management Tool, 80
- electro-optical sight system, 77
- Emergency Management Assistance Compact, 62
- Emergency Refugee and Migration Assistance account, 13
- Emirati Army, 52
- Engineer Battalion, 23d, 60
- Enlisted Specialty Model, 28
- Enterprise Access Management Service-Army, 11
- Enterprise Business System, 15
- Enterprise Cloud Management Agency, 7
- Enterprise Cloud Management Office, 7, 128
- Environmental Protection Agency, 98, 99
- equity. *See* diversity, equity, and inclusion.
- ethnicity. *See* race/ethnicity.
- European Defense Initiative, 64
- European Deterrence Initiative, 13, 21, 49, 64
- Evans, Lt. Gen. Jason T., 118, 135
- Evans-Morgis, Jeannette M., 123

- Everglades Agricultural Area, 98
- Executive Office of the President, 105
- exercises
 - AFRICAN LION, 56–57
 - ARCTIC WARRIOR, 44
 - ATLANTIC RESOLVE. *See* operations.
 - BALIKATAN, 54
 - CASTAWAY, 53
 - COBRA GOLD, 54
 - COMBINED RESOLVE, 56
 - CYBER SHIELD, 69
 - DEFENDER-EUROPE, 56–57
 - DEFENDER-PACIFIC, 55
 - FORAGER, 55
 - IMMEDIATE RESPONSE, 56
 - IRON UNION, 52
 - NORTHERN EDGE, 44
 - ORIENT SHIELD, 54
 - PANAMAX, 53
 - SABER GUARDIAN, 56
 - SOUTHERN VANGUARD, 53
 - STEADFAST DEFENDER, 56
 - SWIFT RESPONSE, 56
 - TALISMAN SABRE, 54
 - TIGER BALM, 54
 - TRADEWINDS, 53

- Family Advocacy Program, 92
- Fast Identity Online, 11
- Federal Advisory Committee Act, 9
- Federal Emergency Management Agency, 58
- Ferrell, Taylor N., 123
- field artillery units. *See* artillery regiments and battalions, artillery units.
- field manuals
 - 3–0, *Operations*, 42
 - 7–0, *Training*, 48
- Finance Battalion, 82d, 48
- fiscal years (FYs)
 - FY 2006, 9
 - FY 2015, 38
 - FY 2016, 100
 - FY 2017, 18–19, 47, 58, 75, 90, 95
 - FY 2018, 38, 58, 90
 - FY 2019, 13, 18, 38, 76, 85, 90, 95
 - FY 2020, 1, 3–4, 11, 13, 18–19, 25–27, 30–32, 35–36, 38, 47, 49, 56, 58, 65, 76, 85, 90–91, 95–96, 98–99, 101–2, 105, 107

fiscal years (FYs)—*Continued*

FY 2022, 8, 12, 16–21, 26, 31, 35–36, 42,
48, 64, 76, 79–80, 87, 96–98, 107–8
FY 2023, 18–19, 34, 47, 76, 92
FY 2024, 18–19, 42, 85, 90
FY 2025, 11, 18–19, 79
FY 2026, 9, 83, 96
FY 2028, 47
FY 2030, 85
Fisher, Ryan A., 123
fixed-wing aircraft, 67
Florida, 53, 57, 59, 98
Floyd, George P., Jr., 71
Flynn, Lt. Gen. Charles A., 131
Food and Drug Administration, 3, 5
Ford, Gregory D., 7, 122
Fore, Todd A., 126
Foreign Military Sales program, 81
Fort Belvoir, Virginia, 61, 96, 105
Fort Benning, Georgia, 53, 83
Fort Bliss, Texas, 35, 45, 59–60, 76–77
Fort Bragg, North Carolina, 45, 48, 61, 83, 90
Fort Campbell, Kentucky, 59
Fort Carson, Colorado, 35, 59
Fort Drum, New York, 50
Fort Hood Independent Review, 1, 7,
31–33, 88, 107
Fort Hood, Texas, 1, 8, 31–35, 79, 83, 88
Fort Jackson, South Carolina, 86
Fort Knox, Kentucky, 29, 46, 49, 56, 83
Fort Lee, Virginia, 60, 86
Fort Leonard Wood, Missouri, 90
Fort Lewis, Washington, 47, 54, 60
Fort McCoy, Wisconsin, 60, 86
Fort Pickett, Virginia, 60, 81
Fort Polk, Louisiana, 53
Fort Riley, Kansas, 59
Fort Sam Houston, Texas, 3
Fort Shafter Flats, Hawaii, 54
Fort Stewart, Georgia, 35, 59, 69
Funk, Brig. Gen. Brett T., 130
Functional Commanders Development
Course, 25
Funderburk, Deana Y., 124
FYs. *See* fiscal years (FYs).

Gagné, Ray M., 122
Gainey, Maj. Gen. Sean, 133
Gamble, Lt. Gen. Duane A., 117, 133

Garcia, Gregory L., 127
Garciga, Leonel T., 131
gender, 34–35, 38, 49
General Fund, 12, 15, 18
Georgia, 35, 53, 59, 69, 83
Gericke, Maj. Gen. Bradley T., 132
Germany, 47, 56, 58, 63, 77, 86, 96
Gill, Brig. Gen. Clair A., 132
Gingrich, Maj. Gen. Karl H., 134
Global Positioning System, 62, 80
GoArmyEd system, 39
Goddette, Timothy G., 122
Gossage, Bryan M., 125
Gottardi, Larry D., 113, 122
Government Accountability Office, 86
Green, Brig. Gen. William, Jr., 137
Grinston, Sgt. Maj. Army Michael A., 29,
116, 129
Guam, 55
Guillén, Spc. Vanessa, 1, 31–32, 88
Gunsmoke-J, 80
Guyana, 53
Haiti, 17, 53
Hall, John E., 133
Hamid Karzai International Airport, 50–51
Hamilton, Maj. Gen. Charles R., Sr., 133
Han River, 55
Handheld, Manpack, and Small Form Fit
program, 79–80
Hannah, Brig. Gen. Amy, 129
Harewood, Brig. Gen. Andrew R., 137
Harris, Lt. Col. Nancy, 26
Harter, Maj. Gen. Robert D., 136
Hawaii, 54, 63, 92, 96
Headquarters, Department of the Army
(HQDA), 7–8, 11–12, 24, 26, 28, 33–
36, 42, 55, 62, 88, 95, 99, 109, 111–37
heavy expanded-mobility tactical trucks, 77
helicopters. *See* rotary-wing aircraft.
Helis, James, 130
high-mobility artillery rocket system, 52, 82
Hogue, Lyle J., 126
Holistic Health and Fitness program, 49, 89
Horlander, Lt. Gen. Thomas A., 124
House Armed Services Committee's
Military Personnel Subcommittee, 88
House Committee on Oversight and
Reform, 88

- Howerton, Brig. Gen. Jonathan E., 134
- howitzers
 105-mm., 100
 155-mm., 100
 M109A6 Paladin, 57
 M109A7 self-propelled, 76
- HQDA. *See* Headquarters, Department of the Army (HQDA).
- Human Resources Command. *See* commands, U.S. Army.
- Humvee, M1152, 82
- hurricanes, 98–99
 Delta, 15, 17, 66
 Eta, 52
 Henri, 67
 Ida, 17, 67
 Iota, 52
 Zeta, 66
- Idaho, 67
- Illinois, 8, 58–59, 69, 87
- Inauguration Day, 71
- inclusion. *See* diversity, equity, and inclusion.
- Independent Review Commission on Sexual Assault in the Military, 33–34
- India, 54
- Indiana, 60, 69
- Indonesia, 54
- Indo-Pacific region, 47, 53–54
- infantry battalions. *See* infantry regiments and battalions.
- infantry brigade combat teams
 33d Infantry Brigade Combat Team, 58
 37th Infantry Brigade Combat Team, 69
 39th Infantry Brigade Combat Team, 69
 45th Infantry Brigade Combat Team, 69
 256th Infantry Brigade Combat Team, 51
See also divisions and divisional brigades/brigade combat teams (BCTs), infantry regiments and battalions.
- infantry divisions. *See* divisions and divisional brigades/brigade combat teams (BCTs). *See also* infantry brigade combat teams, infantry regiments and battalions.
- infantry regiments and battalions
 3d Infantry Regiment
 2d Battalion, 60
 28th Infantry Regiment
 1st Battalion, 54
 87th Infantry Regiment
 2d Battalion, 53
 118th Infantry Regiment
 1st Battalion, 53
 161st Infantry Regiment
 3d Battalion, 58
 172d Infantry Regiment
 3d Battalion, 51
 501st Infantry Regiment
 2d Battalion, 53
 509th Infantry Regiment
 3d Battalion, 44, 55
See also divisions and divisional brigades/brigade combat teams (BCTs), infantry brigade combat teams.
 infantry squad vehicle, 79
 information technology (IT), 10–11, 39, 96
Inside the Army, 109
 inspector general, the, 38, 71, 85, 87, 114, 128
- Installation Management Command. *See* commands, U.S. Army.
- Institute of Heraldry, 105
- Integrated Personnel and Pay System–Army (IPPS-A), 28, 38
- Integrated Prevention Strategy, 34
- Integrated Visual Augmentation System, 81
- Interim National Security Strategic Guidance, 19
- Intermediate Level Education, 25
- Internet Protocol Version 6 (IPv6), 11
- Inventory Projection Assistance System, 28
- Iowa, 64, 69
- IPPS-A. *See* Integrated Personnel and Pay System–Army (IPPS-A).
- IPv6. *See* Internet Protocol Version 6 (IPv6).
- Iraq, 21, 48, 51, 63–64
- Iron Dome, 76–78
- ISIS. *See* Islamic State in Iraq and Syria (ISIS).
- Islamic State in Iraq and Syria (ISIS), 15, 17, 20–21, 51, 57
- Israel, 76–77
- IT. *See* information technology (IT).
- Italy, 56, 63
- Iyer, Raj G., 114, 127

- James, R. D., 123
 Jankovich, Laura N., 130
 Japan, 54, 63–64
 Japan Ground Self-Defense Force, 54
 Javelin missile. *See* missiles.
 Jenkins, William, 128
 Jensen, Lt. Gen. Jon A., 118, 135
 Jette, Bruce D., 122
 JOE Talks, 87
 Johnson, Maj. Gen. Richard F., 135
 joint assault bridge, 79
 Joint Base Lewis-McChord, Washington, 35, 77
 Joint Base MacGuire-Dix-Lakehurst, New Jersey, 60
 Joint Counter–Small Unmanned Aircraft Systems Office, 45, 80
 Joint Multinational Readiness Center, 57
 Joint Multinational Training Group–Ukraine, 58
 Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND), 74–75
 Joint Readiness Training Center, 53, 69
 Joint Science and Technology Office, 74
 Joint Task Force BRAVO, 52
 Joint Task Force GUANTANAMO, 53
 Joint Task Force–Ida, 67
 Jordan, 51, 63
 JPEO-CBRND. *See* Joint Program Executive Office–Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND).
 judge advocate general, 23, 26, 101, 104, 119, 136

 Kahn, Farhan, 128
 Kainji Air Base, 57
 Kangaroo Dropzone, 55
 Kelly, Thomas E., III, 122
 Kentucky, 9, 29, 46, 49, 53, 56, 59, 66–67, 70, 83, 99–100
 Kidd, Richard G., 125
 Klein, Maj. Gen. Martin F., 132
 Klippstein, Daniel, 135
 Kolesar, Krystyna, 134
 Korea, 35, 47, 49, 53, 55, 64, 96
 Korean War, 40

 Kosovo, 63
 Kosovo Force, 64
 Kreidler, Nancy, 134
 Kuwait, 51–52, 63–64, 82

 Lacasse, David R., 131
 Lacey, Michael O., 127
 LaNeve, Maj. Gen. Christopher C., 132
 Leach, David J., 123
 Leader radio. *See* radios.
 Leahy, Maj. Gen. Mary-Kate, 131
 Lebanon, 63, 82
 Leon River, 32
 Lewis, Mark R., 113, 126
 Loftus, Stephen B., 124
 Logistics Modernization Program, 11
 Longbow Hellfire missile. *See* missiles.
 long-range fires, 47
 long-range hypersonic weapons, 47
 Los Angeles, California, 59, 87
 Louisiana, 51, 53, 66–67, 69
 Lowman, Christopher J., 112, 121, 132

 Mach 5, 47
 machine gun, 77
 Mahoney, Michael T., 126, 132
 Mainz-Kastel, Germany, 47
 Maldives, the, 54
 maneuver enhancement brigades (MEBs)
 110th MEB, 59
 196th MEB, 64
 Manpack radio. *See* radios.
 Marion, Lt. Gen. Robert L., 122
 Markowitz, David, 128
 Marsh, James R., 133
 Martin, Gen. Joseph M., 116, 129
 Martin, Lt. Gen. Donna W., 114, 128, 137
 Massachusetts, 65, 67
 McCandless, Maj. Gen. Sherrie L., 121
 McCarthy, Ryan D., 7, 121
 McConville, Gen. James C., 4–5, 116, 129
 McCurry, Brig. Gen. Michael C., II, 132, 135
 McPherson, James E., 121
 Medal of Honor, 40
 Medical Command Assessment Program, 26
 Medical Service Corps, 23
 medical treatment facilities, 95

medical units

- Army Medical Command. *See* commands, U.S. Army.
- 30th Medical Brigade, 57
- 44th Medical Brigade, 50
- See also* Medical Service Corps, U.S. Army Medical Department.
- Meet Your Army, 87
- Mehrman, Michael, 135
- Miami, Florida, 59
- Microsoft Office 365, 12
- Milhorn, Maj. Gen. Jeffrey L., 136
- Military Intelligence Brigade, 66th, 57
- Military Justice Act of 2016, 102
- military occupational specialty (MOS), 28, 30
- Military Ocean Terminal Sunny Point, North Carolina, 90
- Military OneSource, 92
- Military Personnel Subcommittee. *See* House Armed Services Committee.
- Military Police School, 101
- military police units
 - 16th Military Police Brigade, 50
 - 525th Military Police Battalion, 53
- Military Postal Service Agency, 8
- Military Postal Service and Official Mail Program, 8
- Military Spouse Employment Partnership, 31
- Miller, Kathleen S., 127
- Miller, Maj. Gen. Duane R., 120, 137
- Miller, Wesley C., 124–25
- Minneapolis, Minnesota, 71
- Minnesota, 50, 52, 71
- minorities. *See* race/ethnicity.
- Missile Defense Organization, 77
- missiles, 14–17, 20, 76
 - Javelin, 82
 - Longbow Hellfire, 77
 - Patriot, 51, 54
 - Stinger, 77
- Mississippi, 66, 69
- Mitchell, Terry L., 121
- Miyamasu, Myles, 132
- Moak, Jonathan D., 124
- Mobile Protected Firepower program, 77
- mobile short-range air defense system, 77
- Mobilization Force Generation Installations, 84
- modernization, 1, 11, 13, 19, 21, 41, 44–45, 73, 87, 107–8

- Moore, Robert J., 127
- morale, welfare, and recreation (MWR), 35, 92–93
- Morrison, Lt. Gen. John B., Jr., 118, 134
- MOS. *See* military occupational specialty (MOS).
- mountain division, 10th. *See* divisions and divisional brigades/brigade combat teams (BCTs).
- Mountain Warfare School, 53
- Mozambique, 57
- MQ–1C Gray Eagle. *See* drones.
- multidomain operations, 42, 44–48, 55, 80, 109
- multidomain task forces, 43, 45, 47
 - 1st Multi-Domain Task Force, 47
 - 2d Multi-Domain Task Force, 47
- Multi-Domain Transformation* strategy, 46
- multihemispheric radar, 77
- Multinational Force and Observer mission, 64
- multiple-launch rocket system, 54–55, 82
- MWR. *See* morale, welfare, and recreation (MWR).
- National Agency Check with Local Agency Check and Credit investigation, 38
- National Capital Region, 71
- National Defense Authorization Act, 35, 64, 75–76, 85, 95, 100–101, 105
- National Defense Strategy*, 9, 42, 95
- National Diversity Veteran Small Business eMarketplace, 92
- National Guard Bureau, 61, 69
- National Hiring Days, 27
- National Interagency Fire Center, 60
- National Museum of the United States Army, 105–6
- National Park Service, 97
- National Training Center, 69
- NATO. *See* North Atlantic Treaty Organization (NATO).
- Navajo nation, 66
- Navigable Waters Protection Rule, 98
- NCO. *See* noncommissioned officer (NCO).
- near-peer adversaries, 42, 45–48
- Nelson, Kathleen, 128
- Neumann, Brig. Gen. Scott M., 132
- New Jersey, 59–60, 68, 90
- New Mexico, 45, 66, 69, 77–78
- New York, 50, 52–53, 66–67, 87

- Newman, Dean S., 131
 noncommissioned officer (NCO), 6, 27–30, 34–36
 Noncommissioned Officer Leadership Center of Excellence, 34
 Norrie, Brig. Gen. Christopher R., 130
 Norsworthy, Levator, Jr., 127
 North Atlantic Treaty Organization (NATO), 49, 58
 North Carolina, 45, 48, 61, 69, 83, 90
 North Dakota, 67–68
 North Macedonia, 82
 Norway, 82
 Nucci, Adam, 133
- O’Guinn, Maj. Gen. Michael, 136
 OAC. *See* Office of Army Cemeteries (OAC).
 OCCH. *See* Office of the Chief of Chaplains (OCCH).
 Occupational Physical Assessment Test, 96
 Occupational Safety and Health Administration (OSHA), 90
 OCPA. *See* Office of the Chief of Public Affairs (OCPA).
 Office of Army Cemeteries (OAC), 96–98
 Office of Business Transformation, 8–10
 Office of Energy Initiatives, 84
 Office of Personnel Management, 30
 Office of Small Business Programs, 19
 Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology). *See* assistant secretary of the Army (acquisition, logistics, and technology) (ASA [ALT]).
 Office of the Assistant Secretary of the Army (Financial Management and Comptroller). *See* assistant secretary of the Army (financial management and comptroller).
 Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) (ASA [IEE]). *See* assistant secretary of the Army (installations, energy, and environment) (ASA [IEE]).
 Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). *See* assistant secretary of the Army (manpower and reserve affairs).
 Office of the Chief Information Officer, 7
 Office of the Chief of Army Reserve, 61–62
 Office of the Chief of Chaplains (OCCH), 88–89
 Office of the Chief of Legislative Liaison, 87–88
 Office of the Chief of Public Affairs (OCPA), 87
 Office of the Chief Systems Engineer, 75–76, 123
 Office of the Chief, National Guard Bureau, 61
 Office of the Deputy Assistant Secretary of the Army (Research and Technology), 75
 Office of the Deputy Chief of Staff, G–1, 7–8, 31
 Office of the Deputy Chief of Staff, G–9, 83
 Office of the Deputy Under Secretary of the Army, 8
 Office of the Director of Army Safety, 90
 Office of the Director, Army National Guard, 61
 Office of the Inspector General, 71, 85. *See also* inspector general, the.
 Office of the Secretary of Defense, 109, 124
 Office of the Surgeon General, 75, 95
 Office of the Under Secretary of the Army, 8
 Officer Candidate School, 23, 27
 OHDACA. *See* Overseas Humanitarian, Disaster, and Civic Aid (OHDACA).
 Ohio, 58–59, 62, 67, 69, 98
 Ohio River, 98
 Okinawa, Japan, 53
 Oklahoma, 69
 operations
 ALLIES REFUGE, 13, 60, 107
 ALLIES WELCOME, 13, 60, 86, 88, 107
 ATLANTIC RESOLVE, 56
 BLUE ROOF, 98
 CAPITOL RESPONSE, 71
 ENDURING SENTINEL, 51
 FREEDOM’S SENTINEL, 13, 21, 50–51, 64
 INHERENT RESOLVE, 13, 21, 51, 64
 SPARTAN SHIELD, 13, 51–52, 64
 WARP SPEED, 74
 Optionally Manned Fighting Vehicle program, 75
 Oregon, 67
 Orlando, Florida, 59

- OSHA Corner, 90
 other transaction authority, 80
 Overseas Contingency Operations, 13–15,
 17, 21
 Overseas Humanitarian, Disaster, and
 Civic Aid (OHDACA), 13, 15
- Pabrade Training Area in Lithuania, 58
 Pacific Pathways, 54
 Panama, 53
 Panama Canal, 53
 pandemic. *See* COVID–19.
 Pappas, Michael J., 131
 Pasquarette, Lt. Gen. James, 134
 Patriot missile. *See* missiles.
 Pearce, Michelle A., 127
 Pede, Lt. Gen. Charles N., 136
 People First, 33–36, 107, 130
 per- and polyfluoroalkyl substances (PFAS), 99
 Perconti, Philip, 122
 Peru, 53
 Peterson, Lt. Gen. Erik C., 118, 134–35
 PFAS. *See* per- and polyfluoroalkyl
 substances (PFAS).
 Pfenning, Sally, 135
 Philippines, the, 54
 Piatt, Lt. Gen. Walter E., 116, 130
 Picatinny Arsenal, New Jersey, 90
 Pinkham, Jamie A., 112, 123
 Pleczkowski, Chaplain (Brig. Gen.)
 Robert F., 137
 Ploschke, Christine, 125
 pogs, 92
 Poland, 46, 56, 58, 63–64, 93
 Port Fourchon, Louisiana, 67
Portfolio Asset Management Handbook
Version 6.1, 85
 Potter, Lt. Gen. Laura A., 117, 131
 Power Projection Platforms, 84
 Poznań, Poland, 56, 93
 Pre-Command Course, 25
 President's Budget, 14–17, 20–21
 Program Executive Office Enterprise
 Information Systems, 10, 75
 Project Convergence, 45
 Project Inclusion, 36
 provost marshal general, 100–101, 120,
 137
 Puckett, Col. Ralph, Jr., 40
 Puckett, Paul, 128
 Pueblo Chemical Depot, Colorado, 99–100
 Pugh, Maj. Gen. Thomas, 134
 Pulaski Barracks, Germany, 86
- quality of life, 35–36, 91, 107, 126
- RA. *See* Regular Army (RA).
 race/ethnicity, 24, 28
 radios, 30, 79–81
 Rainey, Lt. Gen. James E., 117, 131
 Ramdass, Vic, 133
 RAND Arroyo Center, 34
 Randon, Diane M., 131
 Ransomware, 69
 RCI. *See* Residential Communities
 Initiative (RCI).
 ReARMM. *See* Regionally Aligned
 Readiness and Modernization
 Model (ReARMM).
 Redmann, Steven J., 130
 Regionally Aligned Readiness and
 Modernization Model (ReARMM),
 41–42
 Regular Army (RA), 4–6, 17–19, 23, 27–28,
 34, 36, 42, 46–47, 54, 89
 Reheuser, Michael, 135
 Republic of Korea. *See* Korea.
 Reserve Officer Training Corps, 23
 Residential Communities Initiative (RCI),
 84–85
 Rhode Island, 67, 69
 Ricciardi, Brig. Gen. Joseph, 135
 Richards, Anne L., 114, 128
 Risch, Lt. Gen. Stuart W., 119, 136
 rocket, M–55, 100
 Rosebud Sioux tribe, 97–98
 Ross, Rachel P., 121
 rotary-wing aircraft, 52, 71
 AH–64E helicopter, 82
 CH–47F helicopter, 82
 RQ–7B Shadow. *See* drones.
 Russell, Maj. Gen. Michael M., Sr., 133
 Russell, Thomas P., 122
 Russia, 48, 58
- SafetyNet, 90
 Satellite Common Core, 25
 Saudi Arabia, 51, 63

- Saunders, Karen D. H., 112, 122
 SBIR Contracting Center of Excellence, 75
 SBIR. *See* Small Business Innovation Research (SBIR).
 Schmauder, Craig R., 113, 127
 Schultz, Maj. Gen. Dustin A., 132
 secretary of defense, 5, 9, 17, 33, 45, 69, 71, 95, 99, 105, 109, 124
 secretary of the Army, 1, 7–8, 32–35, 38, 45, 61, 69, 76, 111, 121
 security force assistance brigades (SFABs), 61
 1st SFAB, 53
 2d SFAB, 57
 5th SFAB, 54
 54th SFAB, 69
 Senate Committee on Homeland Security and Governmental Affairs, 88
 Senate Committee on Rules and Administration, 88
 Senior Executive Service, 7
 Senior Service College, 25
 Sergeant Major Assessment Program, 29–30
 sergeant major of the Army, 33, 116, 129
 Sergeants Major Academy, 30
 Sergeants Major Course, 29
 Sexual Harassment/Assault Response and Prevention (SHARP), 32–35, 130
 SHARP Academy, 34
 SFABs. *See* security force assistance brigades (SFABs).
 SharePoint, 12
 SHARP. *See* Sexual Harassment/Assault Response and Prevention (SHARP).
 Shoalwater Bay Training Area, Queensland, Australia, 54–55
 Shone, Bryan M., 128, 134
 signal battalions, 47–48
 44th Signal Battalion, 57
 57th Signal Battalion, 47
 Sinai, the, 64
 Singapore, 54
 Singleton, Jeffrey D., 122
 Small Business Innovation Research (SBIR), 75. *See also* SBIR Contracting Center of Excellence.
 small business programs, 19, 115, 129
 Smith, Brig. Gen. Matthew D., 132
 Smith, David, 128
 Smith, Gen. Leslie C., 128
 Smith, Maj. Gen. Tammy S., 126
 social media, 83, 87
 Solhjelm, Maj. Gen. Thomas L., 120, 137
 Somalia, 57, 63
 Soto Cano Air Base, Honduras, 52
 South Dakota, 53, 62, 64, 98
 South Florida Ecosystem Restoration program, 98
 South Florida Water Management District, 98
 South Korea. *See* Korea.
 space units
 Army Space and Missile Defense Command. *See* commands, U.S. Army.
 1st Space Brigade, 62
 6th Space Company, 62
 Spangler, Caral E., 112, 124
 special forces, 27, 57, 61
 special forces unit
 1st Special Forces Battalion, 1st Special Forces Group, 1st Special Forces Regiment, 53
 Spellmon, Lt. Gen. Scott A., 119, 136
 Spiritual Readiness Initiative, 89
 St. Peters Island, 98
 St. Thomas, U.S. Virgin Islands, 59
 State Partnership Program, 69
 Status of Forces Agreement Joint Committee, 55
 Steinrauf, Robert, 130
 Stewart, Vance F., III, 123
 Stinger missile. *See* missiles.
 Stitt, Maj. Gen. Douglass, 130
 Strategic Communications Directorate, 62
 Strelsky, Felix, 128
 Strong Bonds, 89
 Stryker vehicles, 46, 58, 61, 77, 82
 Stryker brigade combat teams. *See* brigades and brigade combat teams (BCTs).
 Study to Assess Risk and Resilience in Service Members Project Office, 8
 Suicide Prevention and Resilience Strengthening Pilot, 35
 Support Brigade, 405th, 56–57. *See also* divisions and divisional brigades/brigade combat teams (BCTs).
 Surash, John E., 113, 125

- surgeon general, 75, 95–96, 119, 136
- Swan, Robin P., 121
- Swindell, Maj. Gen. Sean P., 132
- Tailored, Talent-Based Military Education, 25
- Taipei Economic and Cultural Representative Office, 82
- talent management, 1, 9, 26, 38, 107, 130
- Taliban, 50
- Task Forces
- NINJA, 54
 - OCEANIA, 54
 - SPARTAN, 52
- See also* Army Talent Management Task Force, Combined Joint Task Force–Horn of Africa, Combined Joint Task Force–Operation INHERENT RESOLVE, Joint Task Force BRAVO, Joint Task Force GUANTANAMO, Joint Task Force–Ida, multidomain task forces, U.S. Army Africa/Southern European Task Force.
- telework, 11, 96
- Tenant Bill of Rights, 85
- Tennessee, 52, 64
- Terminal High Altitude Area Defense system, 51
- Test and Evaluation Command. *See* commands, U.S. Army.
- Test and Evaluation Office, 8
- Texas, 1, 3, 8, 31–35, 45, 59–60, 76–77, 79, 83, 88
- Thailand, 54, 82
- Thomas, Christopher, 135
- Thoms, Maj. Gen. Lawrence F., 134
- Thurgood, Lt. Gen. Leon N., 123
- Thurston, Robert, 133
- Tigner, Susan D., 127
- Title 10, 59, 62, 64, 87
- Title 32, 59, 62
- Tolemaida Air Base, Colombia, 53
- Total Officer Personnel Management Information System, 89
- TRADOC. *See* commands, U.S. Army.
- TRADOC Pamphlets
- 525–3–3, *The U.S. Army Functional Concept for Mission Command*, 45
 - 525–3–5, *The U.S. Army Functional Concept for Maneuver Support, 2020–2040*, 44
 - 525–8–6, *The U.S. Army Concept for Cyberspace and Electronic Warfare Operations*, 45
- Training and Doctrine Command (TRADOC). *See* commands, U.S. Army.
- Training Management Cycle, 49
- Trophy Active Protection System, 76
- Trump administration, 7
- Tunisia, 57
- Turkey, 64
- Turner, Shelley P., 127
- U.S. Air Force, 53, 59, 79, 121
- U.S. Army Africa, 56. *See also* U.S. Army Europe and Africa (USAREUR-AF).
- U.S. Army Africa/Southern European Task Force, 55. *See also* U.S. Army Europe and Africa (USAREUR-AF).
- U.S. Army Asymmetric Warfare Group, 48
- U.S. Army Central, 15, 51–52
- U.S. Army Chaplain Corps Journal*, 89
- U.S. Army Combat Readiness Center (USACRC), 89–90
- U.S. Army Corps of Engineers, 17, 57, 98
- U.S. Army Criminal Investigation Command. *See* commands, U.S. Army.
- U.S. Army Criminal Investigation Division, 7, 122
- U.S. Army Europe, 55. *See also* U.S. Army Europe and Africa (USAREUR-AF).
- U.S. Army Europe and Africa (USAREUR-AF), 15, 55–58, 86.
- Headquarters and Headquarters Battalion, 56
- U.S. Army Garrison Yongsan-Casey, 55
- U.S. Army Medical Department, 23, 26
- U.S. Army Medical Materiel Agency, 3
- U.S. Army North, 15, 58–59
- U.S. Army Pacific, 53–55
- U.S. Army Rapid Equipping Force, 48
- U.S. Army Reserve (USAR), 5, 14–17, 20, 24, 28, 61–63, 65–66, 68–69, 107, 119, 136–37
- U.S. Army Reserve Command, 61
- U.S. Army South, 52–53
- U.S. Army Southern European Task Force, Africa, 55–56. *See also* U.S. Army Europe and Africa (USAREUR-AF).
- U.S. Capitol, 13, 70–71, 88, 107

- U.S. Defense Security Assistance program, 81
 U.S. Forest Service, 60
 U.S. Green Building Council, 85
 U.S. Marine Corps, 51, 53, 59, 91
 U.S. Navy, 59, 76, 91
 U.S. State Department, 13, 60
 UAMTF. *See* urban augmentation medical task force (UAMTF).
 undersecretary of the Army, 7–8, 11, 33, 112, 121–22
 uniforms, 37–38, 91
 United Arab Emirates, 52, 63
 United States Military Academy, 23, 33, 74
 United States Naval Academy, 74
United States v. Moreno, 102
 Upper Ohio Navigation project, 98
 urban augmentation medical task force (UAMTF), 4, 65–66
 USACRC. *See* U.S. Army Combat Readiness Center (USACRC).
 USAR. *See* U.S. Army Reserve (USAR).
 USAREUR-AF. *See* U.S. Army Europe and Africa (USAREUR-AF).
 Utah, 57, 66

 vaccination, 3–6, 58, 65–66, 75, 107
 Veterans Affairs National Cemetery Administration, 97
 vice chief of staff of the Army, 11, 33, 116, 129
 volunteer recall program, 95
 VX nerve agent, 100

 Walker, Maj. Gen. William J., 121
 Wallace, Roy A., 130

 Wardynski, E. Casey, 126
 Warfighter Information Network–Tactical, 48
 Warrant Officer Candidate School, 27
 Warrior Care and Transition Program, 96
 Washington (state), 35, 47, 54, 58, 60, 67, 69, 77
 Washington, D.C., 13, 70, 93, 107
 Waters of the United States, 98
 Watson, Terry, 130
 Weilmendorf Warehouse, Germany, 86
 Weirick, Rebecca, 122
 West Point Cemetery, 97
 West Virginia, 67
 Westerly, Rhode Island, 67
 White Sands Missile Range, New Mexico, 45, 77–78
 Whitley, John E., 7, 121, 124
 Wiesbaden, Germany, 47
 wildfires, 17, 60, 67–68
 Williams, Marshall M., 126
 Wilson, Elizabeth F., 123
 Wisconsin, 60, 66–67, 86
 women in the Army, 23, 30, 34–35, 37, 49, 101
 Work, Brig. Gen. James P., 132
 Working Capital Fund, 12, 19, 21
 Wormuth, Christine E., 7–8, 111, 121
 Wyoming, 57, 69

 Yuma nation, 66
 Yuma Proving Ground, Arizona, 45, 80
 Yuma Regional Medical Center, 66
 Yuma, Arizona, 66
 Yurkanin, Kathryn, 129

Appendix—Headquarters, Department of the Army Organization (FY 2021)

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