

Army Organization

Chapter 3



The Full-Spectrum Force

Today the nation is undergoing a historical shift in security concerns, and the Army's organization and operational strategy have adjusted to meet changing threats. Emerging as the world's lone superpower after a 40-year face-off with the well-armed Soviet Union, the United States now faces threats from small states and non-state organizations engaging in unconventional means of warfare.

This type of warfare is called "asymmetric," originally meaning that the military power of the warring parties differed significantly. Today, asymmetric warfare describes a conflict in which the enemy does not operate along a geographical line or front, nor does it engage as a uniformed, organized force. Rather, the enemy is transnational—hidden among civilian populations all over the world—attacking targets of any type, military or civilian, anywhere, any time, in an effort to exploit its enemies' weaknesses to offset deficiencies in its own military quality or quantity.¹

To fight and win this different kind of war, the Army has undertaken a comprehensive transformation of its forces—one of the most profound reorganizations in its history. While the Army is adapting to deter and defeat an enemy that uses unconventional tactics, it will still be able to counter any potential threats from a rising superpower that uses conventional armed warfare, as well as assist with disaster relief and humanitarian missions.

In addition, the Army needs the capability to combat any unforeseen threats and an enemy even more elusive than that of the war on terrorism. The reorganization is creating a force that can deploy rapidly and defeat a full spectrum of threats.

Overarching Organization

Army units perform one of three fundamental war-fighting missions:

- **Combat units**, such as infantry, armor and fires, are directly involved in the conduct of fighting.

¹ For more information, see AUSA's Land Warfare Paper No. 58, *Defining Asymmetric Warfare* by Major David L. Buffaloe, September 2006, available online at http://www.ausa.org/PDFdocs/LWPapers/LWP_58.pdf.



- **Combat support units**, such as chemical, military intelligence, military police and signal, provide operational assistance to combat units.
- **Combat service support units**, such as transportation, medical, quartermaster (supply), ordnance, finance and adjutant general (administration), provide logistical and administrative assistance to the above units.

Supplementing these warfighting elements are the Army's institutional missions, sometimes referred to as the generating force:

- training and military education;
- recruiting;
- research and development;
- engineering and base support; and
- installation management.

The Army Command Structure

The Army has three types of major commands: Army command, Army service component command (ASCC) and direct reporting unit.²

Army commands perform many Title 10 functions across multiple disciplines (U.S. Army Training and Doctrine Command; U.S. Army Materiel Command; and U.S. Army Forces Command).

ASCCs are primarily operational organizations that serve as Army components for combatant commands. An ASCC can be designated by the combatant commander as a joint forces land component command or joint task force (Eighth U.S.



Army; U.S. Army Europe; U.S. Army Pacific; U.S. Army North; U.S. Army South; U.S. Army Central; U.S. Army Space and Missile Defense Command; U.S. Army Special Operations Command; and U.S. Army Surface Deployment and Distribution Command).

Direct reporting units consist of one or more units that have institutional or operational functions. These units provide broad, general support to the Army in a single, unique discipline not available elsewhere in the Army (U.S. Army Military District of Washington; U.S. Army Corps of Engineers; U.S. Army Criminal Investigation Command; U.S. Army Intelligence and Security Command; U.S. Army Medical Command; U.S. Army Test and Evaluation Command; U.S. Military Academy; U.S. Army Reserve Command; U.S. Army Acquisition Support Center; U.S. Army Installation Management Command; and U.S. Army Network Enterprise Technology Command/9th Signal Command).

² Major Army Commands (MACOMs) were the senior headquarters that supervised, coordinated and supported forces and activities across large geographic areas. Based on a recommendation from the Army Campaign Plan, the Army has changed its major command structure to reflect a more effective and efficient command and control structure for supporting the Modular Force. With this change, the term MACOM will no longer be used.



The restructuring is helping to accelerate the Army’s transformation and increase its responsiveness by recognizing the global role and multidisciplinary functions of the Army commands; establishing the ASCCs as reporting directly to the Department of the Army while serving as unique points of contact for combatant commands; acknowledging direct reporting units as functional proponents at the DA level; and promoting effectiveness and efficiencies by transforming the Army’s business processes while operationally focusing the ASCCs on the missions of their combatant commands. For a complete list and description of the Army commands, ASCCs and direct reporting units, see chapter 8, “Army Command Structure.”

The Army Modular Force

Below the three types of major commands, the Army organizes its forces according to combinations of types and numbers of Soldiers and equipment available. These organizations range from four-Soldier fire teams to 80,000-Soldier corps.

The Army has undergone a revolutionary transformation, changing the size, focus and hierarchical relationships of its largest, upper-tier organizations: the brigades, divisions, corps and armies. The smaller organizational levels—teams, squads, platoons, companies and battalions—did not greatly change as a result of this transformation.

The Army is calling its new configuration the Modular Force, so named because it relies on self-contained, full-spectrum units that can be plugged into larger forces, including joint forces, thereby giving the nation the capability of responding quickly and effectively to meet the specific circumstances of a crisis. Flexibility is the hallmark of the new Modular Force and its role in current and future operations.

The Army is now a brigade-centric force. Divisions serve as command-and-control headquarters. The

smaller types of units are standardized. For example, every Heavy Brigade Combat Team (described below)—no matter its home base—has the same number of Soldiers and type of equipment. This allows planners of a theater campaign to build an effective force more easily. Once the appropriate number of brigade combat teams is determined based





on theater requirements, planners can select these modular units depending on their availability in the force regeneration cycle (see subsection on “Army Force Generation,” p. 28). Because all units have the same skill sets, they can be deployed on a time basis, which makes deployments more predictable and more fairly distributed throughout the Army, including the reserve component, which is also restructuring with the active Army.

This transition is scheduled to be completed by 2011, with most combat formations and headquarters complete by the end of 2008. Theater army headquarters are to be completed by 2009, phasing in the new structure while meeting the operational demands of fighting the war on terrorism. What follows is an explanation of the Modular Force structure.

Fire Team and Crew

In the infantry, fire teams comprise four or five Soldiers. Combat units built around armored vehicles or fires units are called crews. These are the Soldiers who operate the vehicles or weapon systems. Teams and crews are the smallest organizational units in the Army.

Squad/Section

A squad in the infantry usually consists of two fire teams, whereas in the armored and artillery elements a squad will refer to the piece of equipment and its crews. Four to 10 Soldiers comprise a squad. A section is usually larger than a squad, but the size of either depends on its function. A noncommissioned officer (NCO), usually a sergeant or staff sergeant, leads a squad or section.

Platoon

In the infantry a platoon usually comprises four squads for a total of 16 to 40 Soldiers, though the size may vary depending on the type and mission of the platoon. Platoons are led by lieutenants, with a staff sergeant or sergeant first class as the second in command.

Company/Battery/Troop

Typically, three to five platoons and a headquarters section form a company, battery or troop—a total of 100 to 200 Soldiers. The size depends on the type and mission of the unit. The artillery equivalent of a company is called a battery, and the traditional





cavalry equivalent is called a troop. Company commanders are usually captains, with first sergeants as their principal NCOs. Independent or separate companies are assigned numerical designations (e.g., 561st Medical Company), while organic companies—those belonging to a battalion—are assigned alphabetic designations (e.g., Company B, 1st Battalion, 327th Infantry). Within the combat arms it is also possible to have a separate regimental company-sized organization (e.g., Battery B, 26th Field Artillery). A company is the basic tactical element of the Army, a cohesive component that can enter combat and perform a mission on its own.

Battalion/Squadron

A battalion is composed of four to six organic or separate companies plus a headquarters element, all under the command of a lieutenant colonel, with a command sergeant major as the principal senior NCO and advisor. Such an organization is called a squadron for cavalry units performing armored cavalry and reconnaissance functions. The Army has combat, combat support and combat service support battalions (e.g., 1st Battalion, 37th Armor; 249th Engineer Battalion; and Headquarters and Headquarters Company, 11th Transportation Battalion). In performance of particular missions, battalions are capable of attaching different types of companies to form battalion-size task forces. With 500 to 900 Soldiers, a battalion is tactically and administratively self-sufficient, capable of independent operations of limited duration and scope. As part of their esprit de corps and unit identity, battalions are usually the lowest command level to have organizational colors and distinctive unit insignia.

A battalion considered to be a “constituent” to a brigade combat team (BCT, described below) will continue the lineages and honors of the Army’s regimental system. Battalions within the support brigades will also continue the lineages and honors of the regimental system. Each BCT’s special-troops



battalion perpetuates the lineages and honors of the BCT’s headquarters company.

Regiment/Group

“Regiment” is a traditional designation predating the U.S. Army, but it has largely been replaced by the term “brigade.” Only a few tactical regiments remain in the U.S. Army, with the armored cavalry regiments being the most familiar. Combat arms units still keep their regiment name for the sake of tradition. For example, the 4th Squadron, 7th Cavalry and the 3d Squadron, 7th Cavalry are assigned to different higher headquarters, but they share an affiliation with one of the Army’s most famous regiments. Two or three battalions with the same regimental designation serving in the same divisional brigade, however, do not constitute a regiment because no regimental headquarters is authorized. Special operations groups and regiments administer, support and train subordinant elements but rarely operate as tactical entities.



Brigade

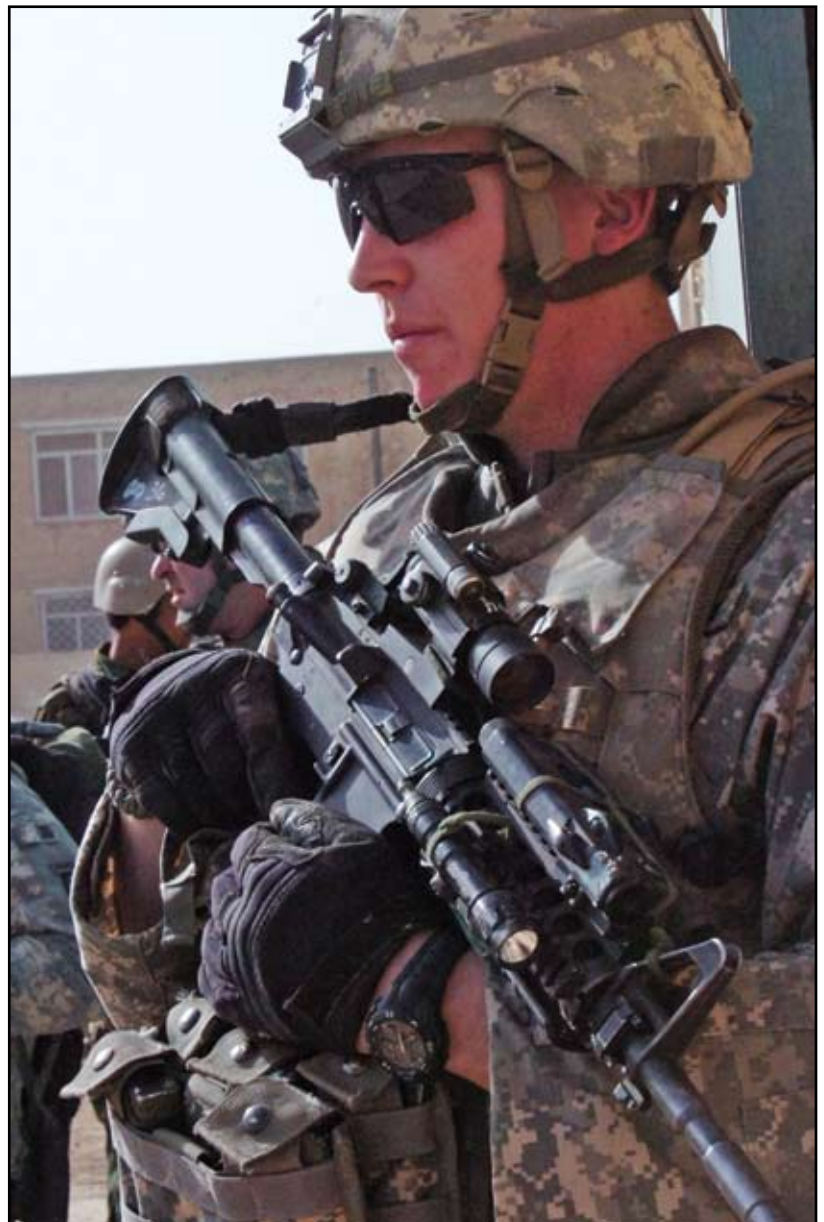
The brigade combat team—the basic combined-arms building block of the Army—is a permanent, stand-alone, self-sufficient and standardized tactical force of 3,500–4,000 Soldiers who are organized the way they fight. The BCT has increased intelligence, surveillance and reconnaissance as well as network-enabled battle command capabilities. BCTs perpetuate the lineages and honors of a divisional brigade or separate brigade (details below). Support brigades are organized into five types: combat aviation brigades, fires brigades, battlefield surveillance brigades, combat-support brigades (commonly referred to as maneuver enhancement) and sustainment brigades. BCTs fall under one of three current designations: Infantry, Heavy or Stryker, described below.

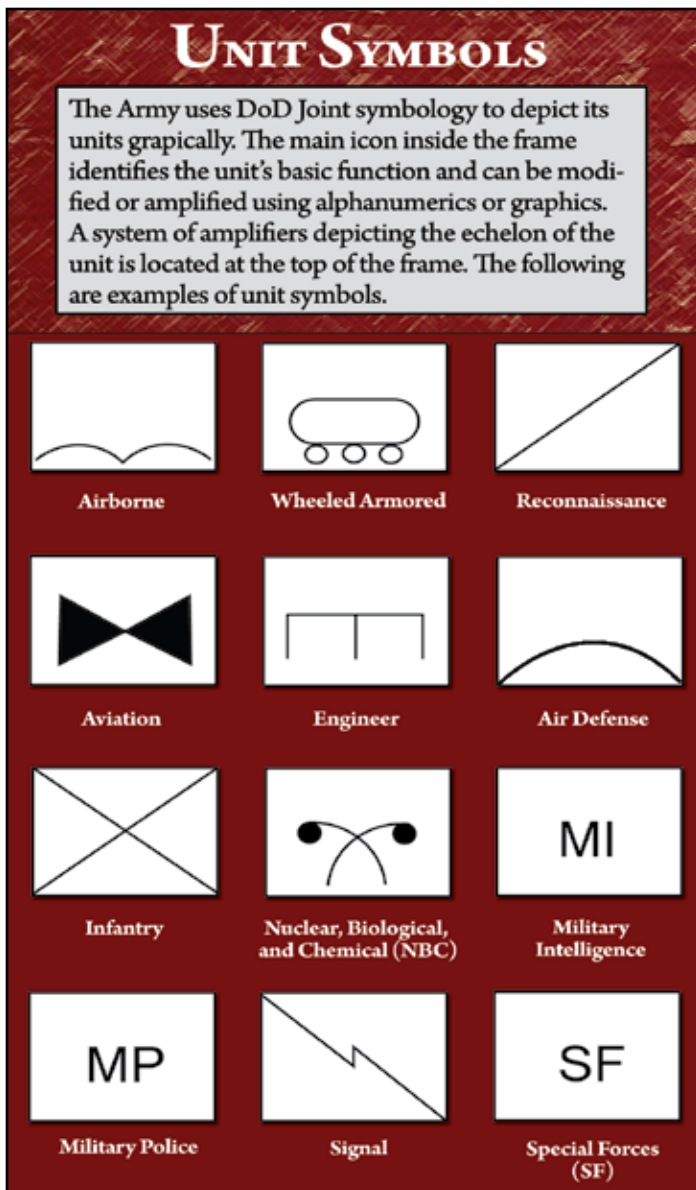
Corps and Division

Corps and divisions feature lieutenant general-commanded and major general-commanded versions, consisting of headquarters of about 300 and 1,000 Soldiers respectively, and are capable of functioning as a joint task force (JTF) and joint force land-component command (JFLCC). The three-star corps perpetuates the lineages and honors of a historical corps. The two-star division perpetuates the lineages and honors of a historical division. The division is a command-and-control headquarters and has no organic brigades, meaning no brigades are permanently assigned to a division's command. Any modular brigade combat team or combat-support brigade may be assigned to any corps or division without extensive task organization or augmentation. This improves the strategic flexibility to provide exactly the right capabilities to support the joint force commander.

Army

Historically, a theater army has been the Army component in a unified command, with both operational and support responsibilities. A field army may be formed by theater army commanders in coordination with unified commands. It normally will be constituted from existing Army forces and structured to meet specific operational requirements. In joint and combined operations, field armies may include units of other services or of allied forces. When the field army is the largest land formation in a





theater of war, its commander may serve as the land component commander and may design and direct the land campaign for the entire theater.

Referred to geographically, the army is a headquarters capable of assuming the duties of a JTF or JFLCC—with augmentation from other services—and controls operations. Each theater army is able to be part of both an ASCC and a JFLCC to support regional combatant commanders. Soldiers assigned to one of these commands will wear the patch of a

traditional numbered army and perpetuate its lineage and honors.

More on Brigade Combat Teams

By 2012 the active component will have 48 BCTs in addition to 28 Army National Guard BCTs, giving the Army 76 combat BCTs, plus approximately 225 support brigades.³

Although the traditional brigades have transitioned into modular BCTs, the Army has decided to retain their designations for the maneuver BCTs. For example, the 2d Brigade, 4th Infantry Division is now called the 2d Brigade Combat Team, 4th Infantry Division.

BCTs fall under one of three current designations: Infantry, Heavy or Stryker.

- **Infantry BCTs** include two infantry battalions, a reconnaissance and surveillance cavalry squadron, a field artillery battalion, a logistics support battalion and a organization called the special-troops battalion that combines several functional missions. Selected Infantry BCTs will also be airborne qualified.
- **Heavy BCTs** include two armor-mechanized infantry battalions (one using a historic infantry battalion designation and the other a historic armor battalion designation), an armed reconnaissance cavalry squadron, a field artillery battalion, a logistics support battalion and a special-troops battalion, similar to that of the Infantry BCT.
- **Stryker Brigade Combat Teams (SBCTs)** are centered on the Stryker, an eight-wheel-drive armored infantry carrier. The Stryker comes in several configurations, including infantry carrier, mobile gun system, antitank guided missile, mortar carrier, fire support, medical evacuation, engineer squad, command, reconnaissance and nuclear, biological and chemical reconnaissance.

³ *The 2007 Army Modernization Plan*, Department of the Army, March 2007, available online at <http://www.army.mil/institution/leaders/modplan/>.



Using these all-terrain, all-conditions and easily transportable vehicles as the basic building block, the Army has created a highly agile, highly lethal force.

Containing about 3,900 Soldiers, an SBCT consists of three infantry battalions (with mobile gun, mortar, forward observer and sniper capabilities), a cavalry squadron for reconnaissance and target acquisition, a field artillery battalion, a brigade support battalion, a military intelligence company, an engineer company, a signal company, an antitank company and a headquarters company. The SBCT also has advanced command, control, communications, computer, intelligence, surveillance and reconnaissance (C4ISR) systems that not only give it the best possible assessment of a battlefield but also allow it to draw on all Army and joint force resources when needed. Thus, the SBCT's technology and swift mobility allow it to provide division-level capabilities in a theater of war.



The Future Combat Systems BCT

Future Combat Systems (FCS) is the cornerstone of the materiel modernization of the Army, as it is developing FCS, new aviation systems and more than 300 other advanced technologies and systems. FCS, critical to the Army's success in the 21st century, is fast becoming a reality.

The FCS BCT is a combined-arms unit of modular organizational design. As part of this design, the FCS BCT is built as an integrated, networked system-of-systems whose centerpiece is the Soldier. The FCS BCT will consist of three FCS-equipped combined-arms battalions; a non-line-of-sight cannon battalion; a reconnaissance, surveillance and target acquisition squadron; a brigade support battalion; a brigade intelligence and communications company; and a headquarters company.⁴ The FCS BCT is designed to be self-sufficient for 72 hours of high-intensity combat operations, or for up to seven days in a low- to mid-intensity environment. The net effect of all these design considerations is a BCT with exceptional versatility and operational capability and fewer people than in the current configuration.

The FCS BCT is using evolutionary acquisition to develop, field and upgrade FCS BCTs throughout their lifecycle. Since 2004, the Army has been introducing select FCS BCT capabilities (called "spin-outs"), accelerating the fielding of selected hardware and software to the Current Force to reduce its operational risk. Spin-outs are providing early capability in force protection, networked fires, expanded battle space and battle command. By spinning out FCS and advanced technologies into formations as soon as they are ready, the force will be better able to stay ahead of an adaptive enemy while reducing operational risk.⁵

⁴ "Future Combat Systems (Brigade Combat Team): System Overview," Program Manager FCS, 14 April 2008, available online at https://www.fcs.army.mil/news/pdf/FCS_White_Paper_APR08.pdf.

⁵ See AUSA's Torchbearer National Security Report "A Transformed and Modernized U.S. Army: A National Imperative," April 2007, available online at http://www.ousa.org/PDFdocs/TBSecRpt/TB_FCS_3Apr07.pdf.



Brigade Combat Teams in Transition

The transition of all brigade-level units, divisions, corps and armies, which began in fiscal year (FY) 2004, is scheduled to be completed in FY 2013. When the transformation is complete the active Army plans to have the following field organization:

- 1st Infantry Division, headquartered at Fort Riley, Kansas, with two Heavy BCTs and an Infantry BCT at Fort Riley and one Infantry BCT at Fort Knox, Kentucky.
- 2d Infantry Division, headquartered at Camp Red Cloud, South Korea, with one Heavy BCT in South Korea.
- 3d Infantry Division, headquartered at Fort Stewart, Georgia, with two Heavy BCTs and two Infantry BCTs at Fort Stewart, and one Heavy BCT at Fort Benning, Georgia.
- 4th Infantry Division, headquartered at Fort Carson, Colorado, with three Heavy BCTs and two Infantry BCTs at Fort Carson.
- 25th Infantry Division, headquartered at Schofield Barracks, Hawaii, with one Infantry BCT and one SBCT at Schofield Barracks, one

Infantry BCT (Airborne) at Fort Richardson, Alaska, and one SBCT at Fort Wainwright, Alaska.

- 1st Armored Division, headquartered at Fort Bliss, Texas, with four Heavy BCTs and two Infantry BCTs at Fort Bliss.
- 1st Cavalry Division, headquartered at Fort Hood, Texas, with four Heavy BCTs at Fort Hood.
- 10th Mountain Division, headquartered at Fort Drum, New York, with three Infantry BCTs at Fort Drum and one Infantry BCT at Fort Polk, Louisiana.
- 82d Airborne Division, headquartered at Fort Bragg, North Carolina, with four Infantry BCTs (Airborne) at Fort Bragg.
- 101st Airborne Division (Air Assault), headquartered at Fort Campbell, Kentucky, with four Infantry BCTs at Fort Campbell.
- I Corps, headquartered at Fort Lewis, Washington, with three SBCTs at Fort Lewis.
- 2d Cavalry Regiment SBCT in Germany.
- 173d Airborne parachute Infantry BCT in Vicenza, Italy.

Army Force Generation

The Army has implemented a readiness model to manage the force and ensure the ability to support demands for Army forces. The Army Force Generation (ARFORGEN) process creates operational readiness cycles wherein individual units increase their readiness over time, culminating in full mission readiness and availability to deploy. Manning, equipping, resourcing and training processes are synchronized to the ARFORGEN process. The goal is to be able to generate forces that will support one operational deployment in three years for the active component and one operational deployment in six years for the reserve component. At lower levels of demand, this model may allow the Army to support one operational



deployment in four years for active forces. This model is establishing the basis to bring all units to a full state of readiness—people, equipment and training—before they are scheduled to deploy.

To achieve the readiness progression required by operational readiness cycles, units transition through three ARFORGEN-defined readiness pools:

- **Reset/Train:** Units recover from previous deployments, reconstitute, reset equipment, receive new equipment, assign new personnel and train to achieve the required unit capability level necessary to enter the Ready force pool.
- **Ready:** Units are assessed as ready to conduct mission preparation and higher-level collective training with other operational headquarters for upcoming missions. These units are also eligible to fill operational surge requirements, if necessary.
- **Available:** Units are within their assigned window for potential deployment. Units will be sourced against operational (Deployed

Expeditionary Force Package) or contingency (Contingency Expeditionary Force Package) requirements.

Depending on the resources available, fully implementing the Army Modular Force and ARFORGEN yields additional advantages to support the joint force in steady-state operations, including the potential for:

- a steady-state supply of up to 20–21 trained and ready modular BCTs with enablers;
- the capability to surge an additional 20–21 BCTs with enablers from the Ready force pool, given sufficient resources to man, train and equip whole cohesive units;
- stabilized personnel who join, train, deploy and fight together in the same unit;
- a cyclic training process that supports the goal to be fully trained for full-spectrum operations in the steady-state three-year (active) and six-year (reserve) operational cycles;
- more predictable unit deployments, benefiting the Army, Soldiers, families and employers;
- recurrent, assured, predictable access to trained, ready and cohesive reserve units;
- deployment planning goals to identify high-demand, low-density units;
- reduced post-mobilization training time for reserve component units;
- allocation of resources based on unit mission priorities and deployment schedules; and
- the opportunity to synchronize a broad range of generating force processes.

In sum, the Army is working to balance force capabilities within and across the active Army, Guard and Reserve to develop a total force with greater capabilities and greater accessibility. This rebalancing will result in a larger operational Army and create more useful brigades across the board.⁷



⁷ For further information, see AUSA's Torchbearer National Security Report "2006 and Beyond: What the U.S. Army is Doing," March 2006, available online at http://www.ausa.org/PDFdocs/TBSecRpt/TBear_March_06_optimized.pdf.



Budget

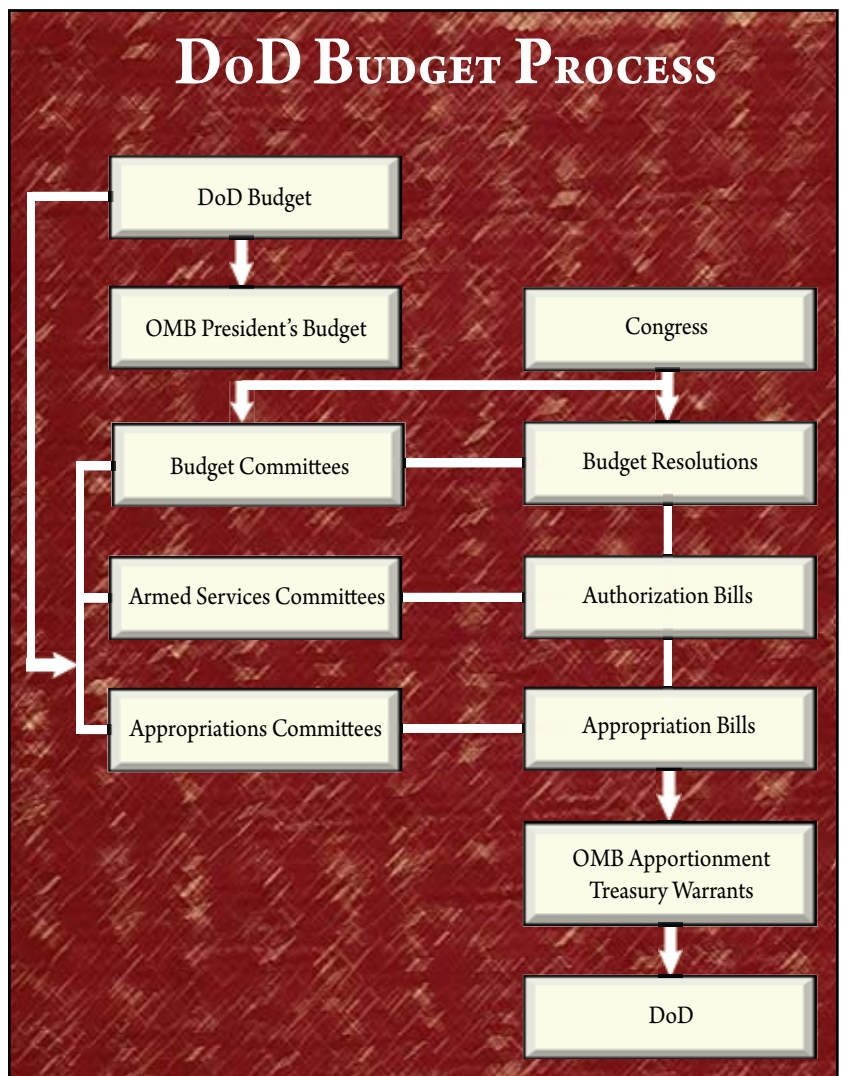
The Army operates on money appropriated by Congress as part of the federal budget, using a fiscal year calendar that corresponds with congressional release of the appropriations two months before the end of the calendar year. As a result, FY 2008 began on 1 October 2007 and ends on 30 September 2008.

The Army budget process begins with commanders identifying requirements from the staff and field organizations and prioritizing their needs. Using guidance from the President’s Office of Management Budget (OMB) and the Department of Defense, the Army puts together a budget proposal that is submitted for DoD and OMB review. Once approved, the Army budget becomes part of the President’s Budget submitted to Congress in February. Congress reviews the budget with the intent of providing appropriation acts to the President before the beginning of the next fiscal year on 1 October. However, if no budget agreement is reached by 1 October, Congress passes Continuing Resolution Acts allowing departments to continue operating within stipulated restrictions.

When the President signs the appropriation acts into law, first the U.S. Treasury, then DoD and next the Army receives the funds. Because the money is provided by appropriation it carries restrictions. For example, money generally cannot be moved across appropriations without prior congressional reprogramming approval, and some appropriations expire at the end of one, three or five fiscal years. Because Congress is restricted by law from appropriating money that is not specifically earmarked for spending, the armed forces do not receive excess funds for contingencies. During times of crisis and war, the Department of Defense asks Congress for supplemental funding to fill the gaps between already appropriated money and the actual costs of operations. In some years,

Congress may also pass a second bill called a bridge supplemental so the Army can continue operations in the time between the end of the last fiscal year (the expiration date of the original supplemental bill) and the passing of the next year’s budget (which can be up to several months later).

After downward trends in funding through the 1990s—part of the “peace dividend” after the Cold War as the United States reduced the size of its armed forces—defense budgets have been on the rise since the 11 September 2001 terrorist attacks on the United States. For example, the FY 2008 budget request including supplementals is \$37 billion dollars more than the FY 2006 expenditures, an increase of 21 percent.



**Useful Websites****Army**

<http://www.army.mil/index.html>

Army Organization

<http://www.army.mil/organization/>

Budget of the U.S. Government

<http://www.whitehouse.gov/omb/>

Crests and Unit Patches

http://www.tioh.hqda.pentagon.mil/DUI_SSI_COA_page.htm

Force Stabilization

<https://www.unitmanning.army.mil/>

Organization

<http://www.army.mil/organization/>

Operational Terms and Graphics

http://www.dtic.mil/doctrine/jel/service_pubs/101_5_1.pdf

Posture Statement

<http://www.army.mil/institution/leaders/posturestatement/>

Units and Installations

<http://www.army.mil/organization/>