Department of the Army Historical Summary

Fiscal Year 2023



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

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Fiscal Year 2023

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CENTER OF MILITARY HISTORY
UNITED STATES ARMY
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Cover: Two soldiers assigned to Company C, 1st Battalion, 27th Infantry Regiment, 2d Brigade Combat Team, 25th Infantry Division, participate in Exercise Super Garuda Shield 2023 at the 5th Marine Combat Training Center in Puslatpur, Indonesia, on 11 September 2023.

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DEPARTMENT OF THE ARMY HISTORICAL SUMMARY

FISCAL YEAR 2023

1

Executive Summary

In fiscal year (FY) 2023, the U.S. Army focused on modernization, readiness, and the well-being of its personnel. The Army underwent significant organizational changes; continued to refine its policies, processes, and programs; and engaged in various global operations and training exercises. The Department of the Army Historical Summary for FY 2023 provides an overview of the Army's activities, achievements, and challenges throughout the year. This summary highlights key areas such as organizational changes, personnel management, force development, logistics, support services, and special functions. It reflects the Army's commitment to modernization, readiness, and the well-being of its personnel. It also provides valuable insights into the Army's efforts to adapt to evolving challenges and maintain its position as a global leader in defense and security.

Notable changes that enhanced efficiency and effectiveness included the redesignation of various commands, the establishment of new centers of excellence, and the reorganization of human resources and business management offices. These changes aimed to streamline operations and improve coordination across the Army.

The *Army People Strategy* continued to guide personnel programs and talent management initiatives. Despite facing recruiting challenges, the Army focused on retaining top talent and improving quality-of-life programs for soldiers and their families. Efforts included the expansion of the Future Soldier Preparatory Course, the introduction of new recruiting incentives, and the implementation of merit-based promotions for warrant officers.

The Army released its update to Field Manual (FM) 3–0, *Operations*, which established multidomain operations as the Army's operational doctrine. This shift emphasized preparations for large-scale combat operations against near-peer adversaries. The Army

also continued to modernize its artillery, air defense, and network capabilities, conducting various tests and fielding new systems.

The Army invested in installation infrastructure, housing, and environmental sustainability. Efforts included the modernization of barracks, the implementation of microgrids, and the improvement of family housing. The Army also focused on enhancing quality-of-life programs, such as childcare services and the Exceptional Family Member Program. Throughout FY 2023, the Army engaged in global operations, providing combat-credible ground forces to support joint operations in the Indo-Pacific, Europe, and other regions. The Army also participated in disaster relief operations, border security missions, and humanitarian aid efforts.

At the beginning of FY 2023, the immediate effects of the coronavirus disease 2019 (COVID–19) pandemic on the Army had declined significantly. Mitigation measures and the fielding of vaccines enabled the Army to resume most activities in FY 2022. Only some 300 Army National Guard (ARNG) soldiers remained on state active duty at the beginning of the year. In February 2023, the Army rescinded its requirement for soldiers to be vaccinated and lifted reprimands against soldiers who previously had refused vaccination.

In FY 2023, 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, especially as the Army sought to deter adversaries in the European and Indo-Pacific regions. Modernization—in materiel, doctrine, talent management, and organization—to prepare for large-scale combat operations remained a top priority for Army leaders. As part of this modernization, the Army, in FY 2023, continued to refine its policies, processes, and programs to enhance its capacity to build diverse, adaptive, and cohesive teams. The Army also began removing names and symbols commemorating the Confederacy during FY 2023, notably by renaming installations that had been named for Confederate officers.

2
Organization, Management, and Budget

Organizational Changes

In April 2023, President Joseph R. Biden Jr. nominated the service's vice chief of staff, General Randy A. George, to succeed General James C. McConville as the chief of staff of the Army. When General McConville retired on 4 August, the Senate had not yet confirmed the nomination, so General George began performing the chief of staff's duties while still serving as the vice chief of staff. The Senate confirmed the nomination on 21 September, and later that day, Secretary of the Army Christine E. Wormuth swore in General George as the chief of staff. Because the Senate's action on the nomination occurred with no advance notification, General George took the oath of office via a telephone call from Secretary Wormuth while in a dining facility at Joint Base Elmendorf-Richardson during his visit to Army units in Alaska.

In January 2023, Headquarters, Department of the Army (HQDA), redesignated U.S. Army Corrections Command, which oversees the service's facilities for military prisoners, from a field operating agency of the Office of the Provost Marshal General to a direct reporting unit of that office. In conjunction with this action, the command reorganized its subordinate 15th Military Police Brigade at Fort Leavenworth, Kansas, into the U.S. Army Corrections Brigade, a table of distribution and allowances organization. The 15th Military Police Brigade inactivated in April. Following the reorganization, Corrections Command and the Corrections Brigade consolidated their staff at Fort Leavenworth to operate as a single headquarters element.

In March 2023, HQDA established the Civilian Protection Center of Excellence, following an August 2022 directive from the secretary of defense. The center was a direct reporting unit of the Office of the Deputy Chief of Staff, G–3/5/7, with coordination and



General Randy A. George takes the oath of office as the forty-first chief of staff of the Army via a phone call with Secretary of the Army Christine E. Wormuth at Joint Base Elmendorf-Richardson, Alaska, 21 September 2023.

oversight provided by the Army Secretariat through the deputy undersecretary of the Army. It supports the Department of Defense (DoD) *Civilian Harm Mitigation and Response Action Plan* as the facilitator for analysis, doctrine, and force development in this area, and it will provide direct support to operational commands.

As part of its efforts to implement the *Army People Strategy*, U.S. Army Human Resources Command (HRC) developed the "HRC 2030" initiative. The initiative included a major reorganization of the command during FY 2023, which broke up three directorates—Officer Personnel Management, Enlisted Personnel Management, and Personnel Information Systems—and distributed their elements among three new directorates: Talent Alignment and Development, Force Shaping, and Enterprise Modernization. The reorganization retained the existing Reserve Personnel Management Directorate and The Adjutant General Directorate.

In March 2023, HQDA redesignated the Army Secretariat's Office of Business Transformation as the Office of Enterprise Management, reporting directly to the undersecretary of the Army. The office

has the authority to require Army agencies, commands, and other elements to carry out actions that are within the purpose and scope of business management initiatives, although it must obtain the secretary of the Army's approval before substantially altering any office, position, or entity of the Department of the Army. It also develops and implements the *Army Business Management Plan 2021–2025* and management reform initiatives.

The Program Executive Office (PEO) Intelligence, Electronic Warfare, and Sensors (IEW&S) established the Project Manager (PM) Cyber and Space office. Its mission is to field offensive cyber and tactical space capabilities. It is composed of the Product Manager Information Warfare Cyber office and the Product Manager Information Warfare Cyber Infrastructure office. Both product manager offices relocated from the PM Electronic Warfare and Cyber office, and the realignment involved the migration of management of various tools, including the Rapid Cyber Development Network and the Joint Common Access Platform.

The Office of the Deputy Assistant Secretary of the Army (Financial Operations and Information) created two directorates. The Enterprise Business Systems–Convergence Audit Integration Directorate ensures that the system meets federal accounting and Federal Financial Management Improvement Act standards by integrating them into the design, development, and deployment phases of the enterprise resource planning modernization effort. The Business Operations Directorate oversees the annual audit plan, integrates audit change management initiatives, and orchestrates the service's audit governance structure. The directorate established the Army Audit Committee, the Army Audit Integration Executive Committee, and the Command Audit Cell Roundtable.

The Office of the Administrative Assistant to the Secretary of the Army (OAA) reorganized during FY 2023. Effective 1 October 2022, the U.S. Army Headquarters Services Agency, a field operating agency of the OAA, was redesignated as the U.S. Army Enterprise Services Agency. The agency has three directorates: Army Declassification, Army Publishing, and Army Records Management. At the same time, OAA's other field operating agency, the U.S. Army Resources and

Programs Agency, was redesignated as the U.S. Army Headquarters Support Agency. Its subordinate elements consist of the Army Executive Dining Facility; the Diversity and Equal Employment Opportunity Directorate; the Human Resource Management Directorate; the Information Technology Management Office; Real Estate and Facilities–Army; the Resource Services Directorate; the Security, Protection, and Safety Directorate; the Special Programs Directorate; and The Institute of Heraldry. In December 2022, HQDA reassigned the U.S. Army Enterprise Services Agency to the Office of the Chief Information Officer. In February 2023, The Institute of Heraldry was realigned from OAA to the Office of the Deputy Chief of Staff, G–1.

In FY 2023, HQDA transferred the Army Resilience Directorate from the Office of the Deputy Chief of Staff, G–1, to the Office of the Deputy Chief of Staff, G–9. The latter office then merged the directorate with its Soldier and Family Readiness Directorate to form the Directorate of Prevention, Resilience, and Readiness. The new directorate enhances unity of effort in these areas, provides leaders with greater control over prevention resources, and increases their ability to implement primary prevention action plans.

In June 2023, the Office of the Deputy Chief of Staff, G–8, established the Human Machine Integration Division in response to the rapid pace of developments in artificial intelligence, robotics, and simulation technologies that will enable increasingly autonomous combat systems. This new division consolidates the service's robotics, artificial intelligence, and small uncrewed aircraft systems, along with its synthetic training environment programs, in order to synchronize the modernization, development, and implementation of advanced hardware and software capabilities in these areas.

During FY 2023, the Army continued to make organizational changes in HQDA to implement reforms to the military justice system. The National Defense Authorization Act (NDAA) for FY 2022 required each military department to appoint a special trial counsel to have exclusive authority to prosecute the following offenses: murder, manslaughter, rape and sexual assault of an adult or a child, other sexual misconduct, kidnapping, domestic violence,

stalking, retaliation, child pornography, and wrongful broadcast. In July 2022, the Army established the Office of Special Trial Counsel as a field operating agency of the Office of The Judge Advocate General. In November 2022, the Senate confirmed the secretary of the Army's nomination of Col. Warren L. Wells for promotion to brigadier general as well as his assignment as the service's lead special trial counsel. By August 2023, the Army had established the office's headquarters at Fort Belvoir, Virginia, and had organized its twenty-eight field offices into eight circuits. The inaugural Special Trial Counsel Certificate course for lawyers assigned to the office concluded in September 2023. The office is expected to be fully operational by December 2023. At this time, it will cease to be a field operating agency. Instead, it will report directly to the secretary of the Army.

Management

In November 2022, the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) released the *Department of the Army Financial Management Strategy 2028*, aimed at enhancing the service's financial processes, systems, and data. The strategy is aligned with the DoD financial management strategy, issued in March 2022. It builds upon the *Army Finance Strategy 2026*, published in 2020. It has five goals, each with its own set of objectives and criteria for measuring progress. The first goal is to establish a financial management workforce that can deliver timely and reliable information to decision makers. The second is to have an analytically supported annual budget request that optimizes available resources while achieving the Army's mission. The third is to obtain a favorable opinion from the annual audit of the service's financial statements, conducted by an independent public accounting firm. The fourth is to upgrade business processes for better accountability, affordability, and auditability. The fifth is to provide timely, accurate, and reliable financial information, enabled by advanced analytic tools, for use in making resource allocation decisions. The Office of the Assistant Secretary of the Army (Financial Management and

Comptroller) will publish an annual campaign plan outlining the implementation strategy.

During FY 2023, there were several developments in the Business Mission Area. This mission area is part of the broader Army Mission Area, which encompasses the Warfighter Mission Area, the DoD portion of the Intelligence Mission Area, and the Enterprise Information Environment Mission Area. The Business Mission Area is the framework that guides, governs, and manages all business operational activities and associated business system portfolios within the Army. Business operations encompass the planning, organizing, and coordinating actions that support the routine total Army force generation processes, ensuring the right capabilities, organization, resources, and materiel are reliably delivered to the operating force. The Business Mission Area is organized into five primary domains—acquisition; financial management and comptroller; human resource management; installation, energy, and environment; and logistics—that correspond to the primary domains of DoD business operations. In March 2023, the undersecretary of the Army approved the Army Business Priority Metrics developed by the Office of Enterprise Management. Leaders and staff use these metrics to monitor and analyze the Business Mission Area. The Army continued to use portfolio management, modernization, and consolidation within the mission area to decrease the number of defense business systems used by the Army. During the fiscal year, the service retired sixty-one legacy systems.

In FY 2023, the Business Process Reengineering Center of Excellence at Aberdeen Proving Ground, Maryland, graduated 135 students from its Tier One foundation course and 54 students from its Tier Two intermediate course, while 6 students attained Tier Three advanced certification. Additionally, the Army certified forty-two Lean Six Sigma practitioners. These individuals were part of an Army effort to develop a cadre of trained business process reengineering specialists to support Army business process owners and to improve the management of the Army General Fund.

Since September 2015, the Army has provided guidance and accountability for, as well as approval and oversight of, Army-hosted and non-DoD-hosted conferences. The OAA and Army commands, organizations, and activities have collaborated to ensure that designated authorities properly approve all Army conferences covered by the Army Conference Program. The program covers conferences hosted and cosponsored by the Department of the Army, as well as conferences attended by Army personnel. It does not apply to events held by the ARNG or medical treatment facilities; the National Guard Bureau and the Defense Health Agency cover events for these hosts, respectively. In FY 2023, 17,015 Army personnel participated in 1,997 conferences at a total cost of $22.6 million. The Army hosted sixty-eight of these conferences.

Information Management

In October 2022, the Office of the Chief Information Officer published the *Army Data Plan*. The plan aims to enhance data management, enabling the service to become a data-centric organization in which soldiers have access to well-organized technological networks that provide data visibility, accessibility, comprehensibility, interlinking, trustworthiness, interoperability, and security. The plan has eleven objectives expressed in terms of tenets in the multidomain operations concept. The short-term lines of effort for achieving these objectives do not attempt to solve all digital operations issues at the outset. Instead, the plan in FY 2023 focused on initiating exercises involving a small number of operational units and then applying the lessons learned from them throughout the Army.

In October 2022, the Enterprise Cloud Management Agency issued a new *Army Cloud Plan*, superseding the one published in 2020. Under the older plan, the agency established the Army's cloud ecosystem, known as cARMY, which provides common cloud-shared services, global connectivity, and mandatory services needed by cybersecurity service providers for all Army applications, systems, and data hosted in the cloud. The 2022 plan identified seven new objectives and the lines of effort for achieving

them: expanding the cloud, implementing zero-trust architecture, enabling secure and rapid software development, accelerating data-driven decisions, enhancing cloud operations, developing the cloud workforce, and providing cost transparency and accountability. The plan is synchronized with and complementary to the lines of effort established in 2021 by the *Army Unified Network Plan*.

During FY 2022, the Army had planned to complete its transition to Army 365, a secure, cloud-based suite of products that merges Microsoft Office applications with voice, video, chat, and file-sharing capabilities. In FY 2021, the service had decided to purchase only 950,000 Army 365 licenses, which were not enough to provide access to the system for all soldiers, civilian employees, and contractors. In March 2022, the Office of the Deputy Chief of Staff, G–6, announced a bridging strategy that extended access to the Defense Enterprise Email system until the end of FY 2022 for personnel without an Army 365 license. To ensure organizations would not lose functionality or data, HQDA extended the SharePoint migration deadline from the end of FY 2022 into FY 2023.

Early in FY 2023, the Army provided accounts for Google Workspace, which includes email, chat, and storage functions, to everyone without an Army 365 license. Furthermore, all personnel joining the Army automatically received a Google Workspace account. The Office of the Chief Information Officer and the Office of the Deputy Chief of Staff, G–6, collaborated to develop an Army 365 licensing structure for implementation in FY 2024. In November 2022, HQDA established new deadlines for commands to migrate data from existing servers to Army 365: data from on-premises SharePoint servers by 6 July 2023, personal data by 6 October 2023, and organizational data by 5 July 2024.

During FY 2023, the Army continued to reduce its use of data centers in support of the *Army Digital Transformation Strategy* and the *Army Unified Network Plan*. Through the Army Data Center Consolidation Program, the service closed or redesignated twenty-three facilities. This resulted in approximately $4.2 million in cost savings. At the end of FY 2023, the Army had closed 765 of the 1,102 data centers that were in operation at the start of the program in 2016.

In FY 2022, the PEO Enterprise Information Systems (EIS) program office (under the PM Integrated Enterprise Network office) that oversaw the Global Enterprise Network Modernization–Americas program began the network and infrastructure modernization of unclassified and classified systems on Army posts in the continental United States. The modernization includes adding wireless connection to the internet, converting telephone service to internet-based connections, and connecting all Army technical control facilities to the DoD Information Network. During FY 2023, the Army completed network modernization projects at Fort Eustis, Virginia; Fort Gregg-Adams, Virginia; Fort Buchanan, Puerto Rico; and the United States Military Academy at West Point, New York.

During FY 2023, the Office of the Deputy Chief of Staff, G–6, transferred its remaining responsibilities for visual information functions to the Office of the Chief of Public Affairs. This realignment enhances communication functions across a spectrum of operations within the Army. The transition included tasks such as managing defense visual information activity numbers, shaping doctrine and policy related to video production management, and transferring management decision packages. All visual information organizations and units remained in their current facilities with existing agreements in place.

In February 2023, the Office of the Chief Information Officer issued a new policy on using information technology to maximize paperless solutions. This policy addresses an Army Audit Agency recommendation to reduce expenditures on office supplies, including paper, ink, and toner. The agency estimated that the service could save $119 million annually through the implementation of this policy.

The Federal Information Security Modernization Act of 2014 requires an annual independent evaluation to determine the effectiveness of every agency's information security program and practices. In FY 2023, 92 percent of Army systems met the act's requirements, the same score achieved in FY 2022. The DoD threshold is a score of 95 percent. The Office of the Chief Information Officer and the Office of the Deputy Chief of Staff, G–6, are working to

reduce the number of systems without valid authorizations, aiming to meet or exceed the 95 percent mandate in FY 2024.

In September 2023, the National Archives and Records Administration released the report on its records management inspection of the Department of the Army. The inspection found severe challenges that made compliance with Army regulations and federal law difficult. The report made fourteen findings and forty recommendations. The most serious finding was an erosion of support from the service's senior leadership for the importance of records management within the Army. This diminished support created significant issues for records management programs in staffing, budget, and the transition to electronic records. Other findings included that the Army instructions for handling records, contained in the Records Retention Schedule–Army, are outdated; contingency operations records are not collected consistently; and some unauthorized disposals or losses of permanent records may not have been reported to the National Archives.

In FY 2023, the Army Declassification Directorate reviewed 5.2 million pages of classified records and declassified 75 percent of them.

Audits

An independent public accounting firm conducted the FY 2023 annual audits of the Army General Fund and the Army Working Capital Fund financial statements. Both audits resulted in disclaimers of opinion by the firm because it could not conclude whether the service had presented the financial statements and related notes in accordance with generally accepted accounting principles. The firm stated that the Army did not provide sufficient evidence to support the information in the financial statements; processes, controls, and records were inadequate and did not support transactions and account balances. The audit revealed seventeen General Fund and fourteen Working Capital Fund material weaknesses related to the Army's financial reporting processes and internal control environment. These results are consistent with prior years.

In January 2022, the secretary of the Army published a memorandum emphasizing the need for accountability and fiscal stewardship, which permits the service to obtain an audit opinion for the Army Working Capital Fund in FY 2026 and for the Army General Fund in FY 2027. In April 2023, the under secretary of the Army and the vice chief of staff of the Army issued a plan to accelerate the audit readiness of these two funds. The goal is to achieve downgraded material weakness opinions in four areas of the funds—general equipment, fund balance with the U.S. Department of the Treasury, real property, and environmental and disposal liabilities—selected for their relative contributions to the Army's balance sheet. Each area within each fund has an objective for achieving this goal, with timelines ranging from FY 2023 to FY 2026. The plan has four phases. The first phase establishes a limited-duration, cross-functional audit acceleration team for each area, as well as a technology deployment team, directed by the assistant secretary of the Army for financial management and comptroller. The second phase, which will extend into FY 2025, focuses on planning, approval, and execution of action plans to remediate material weaknesses in each area. The third, expected to be completed by the end of FY 2024, applies validated material weakness remediation actions across the Army enterprise. The fourth, which is concurrent with the other three phases, monitors and tests controls to identify shortcomings for immediate action.

Budget

The FY 2023 budget request of $177.4 billion continued to support the service's focus on people, readiness, and modernization (*Tables 1 and 2*). It provided for a Regular Army (RA) of 473,000, an ARNG of 336,000, a U.S. Army Reserve (USAR) of 189,500, and a civilian workforce of 196,897. Compared to the FY 2022 enacted appropriations, the FY 2023 budget request had increases of $3 billion for military personnel, $3.7 billion for operation and maintenance, $42 million for the Counter-ISIS (Islamic State in Iraq and Syria) Train and Equip Fund, and $27 million for family housing. The request included decreases of $1.5 billion for procurement;

TABLE 1—TOTAL OBLIGATIONAL AUTHORITY REQUEST, FY 2023
(*MILLIONS OF DOLLARS*)

MILITARY PERSONNEL	
Military Personnel, Army	50,305
Military Personnel, Army Reserve	5,385
Military Personnel, Army National Guard	9,325
Medicare-Eligible Retiree Health Care Fund, Army	2,694
Medicare-Eligible Retiree Health Care Fund, Army Reserve	490
Medicare-Eligible Retiree Health Care Fund, Army National Guard	874
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	58,118
Operation and Maintenance, Army Reserve	3,229
Operation and Maintenance, Army National Guard	8,157
ENVIRONMENTAL RESTORATION	196
PROCUREMENT	
Aircraft	2,850
Missiles	3,762
Weapons and Tracked Combat Vehicles	3,576
Ammunition	2,639
Other Procurement	8,458
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	13,710
MILITARY CONSTRUCTION	
Military Construction, Army	846
Military Construction, Army Reserve	100
Military Construction, Army National Guard	297
ARMY FAMILY HOUSING	
Operation	436
Construction	169
ARMY WORKING CAPITAL FUND	30
ARLINGTON NATIONAL CEMETERY	156
BASE REALIGNMENT AND CLOSURE	68
CHEMICAL AGENTS DEMILITARIZATION	1,060
COUNTER-ISIS TRAIN AND EQUIP FUND	542
Total	177,471[a]

[a] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2023 President's Budget Highlights*, April 2022.

TABLE 2—OVERSEAS OPERATIONS COSTS IN TOTAL OBLIGATIONAL AUTHORITY REQUEST, FY 2023 (*MILLIONS OF DOLLARS*)

Military Personnel	3,055
Operation and Maintenance	9,631
Procurement	1,078
Research, Development, Test, and Evaluation	19
Military Construction	185
Counter-ISIS Train and Equip Fund	542
Total	14,510[a]

[a] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2023 President's Budget Highlights,* April 2022. Procurement figure provided by the ASA (FM&C) (SAFM-BUI) in May 2025.

$818 million for research, development, test, and evaluation; $470 million for the Army Working Capital Fund; and $72 million for Arlington National Cemetery.

Beginning with the FY 2022 President's Budget, all funding was included in the base request without a separate overseas contingency operations request. Instead, all funding is in the base request. However, to continue identifying the funds budgeted and spent for in-theater activities, the Army tracks resources tied to these activities as overseas operations costs. These include in-country war support for Operation INHERENT RESOLVE in Iraq and Syria, training and equipping forces opposing ISIS, the European Deterrence Initiative, and activities, both in a theater of operations and in the continental United States, that will continue after combat operations end.

The Army began FY 2023 without an approved budget. Congressional continuing resolutions enabled the service to operate in the new fiscal year by extending funding based on FY 2022 levels. In December 2022, Congress passed and President Biden signed the Consolidated Appropriations Act of 2023. It provided the Army with a budget of $185.2 billion for FY 2023 (*Tables 3 and 4*). Major increases between the requested and enacted budgets were $3.4 billion for research, development, test, and evaluation; $2.3 billion for procurement; $817 million for operation and maintenance; and $331 million for family housing. Two accounts

TABLE 3—TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET, FY 2023 (*MILLIONS OF DOLLARS*)[a]

MILITARY PERSONNEL	
Military Personnel, Army	49,508
Military Personnel, Army Reserve	5,213
Military Personnel, Army National Guard	9,233
Medicare-Eligible Retiree Health Care Fund, Army	2,694
Medicare-Eligible Retiree Health Care Fund, Army Reserve	492
Medicare-Eligible Retiree Health Care Fund, Army National Guard	874
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	58,815
Operation and Maintenance, Army Reserve	3,206
Operation and Maintenance, Army National Guard	8,299
ENVIRONMENTAL RESTORATION	325
PROCUREMENT	
Aircraft	3,848
Missiles	3,849
Weapons and Tracked Combat Vehicles	4,505
Ammunition	2,770
Other Procurement	8,668
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	17,142
MILITARY CONSTRUCTION	
Military Construction, Army	2,009
Military Construction, Army Reserve	276
Military Construction, Army National Guard	599
ARMY FAMILY HOUSING	
Operation	446
Construction	491
ARMY WORKING CAPITAL FUND	145
ARLINGTON NATIONAL CEMETERY	156
BASE REALIGNMENT AND CLOSURE	134
CHEMICAL AGENTS DEMILITARIZATION	1,060
COUNTER-ISIS TRAIN AND EQUIP FUND	475
Total	185,232[b]

[a] Does not include supplemental funding.
[b] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2024 President's Budget Highlights,* March 2023. Aircraft figure provided by the ASA (FM&C) (SAFM-BUI) in May 2025.

TABLE 4—DIRECT WAR AND ENDURING COSTS IN TOTAL OBLIGATIONAL AUTHORITY APPROVED BASE BUDGET, FY 2023 (*MILLIONS OF DOLLARS*)[a]

Military Personnel	3,055
Operation and Maintenance	9,607
Procurement	1,167
Research, Development, Test, and Evaluation	16
Military Construction	224
Counter-ISIS Train and Equip Fund	475
Total	14,544[b]

[a] Does not include supplemental funding.
[b] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2024 President's Budget Highlights,* March 2023.

had a significant decrease: $1 billion for military personnel and $67 million for the Counter-ISIS Train and Equip Fund.

In FY 2023, the Army received two supplemental appropriations because of the war in Ukraine. The first provided $5.9 billion for expenses incurred by the service in the European Assurance, Deterrence, and Reinforce mission. The second provided $14.7 billion to replenish weapons and munitions given to Ukraine. The Army also received $1.2 billion under the Coronavirus Aid, Relief, and Economic Security Act.

During FY 2023, the Army executed more than 99 percent of its budget. It funded eighty-five operation and maintenance unfunded requirements, totaling $832 million, by reprioritizing, identifying resources for realignment, and accessing DoD-provided funding. Another 101 unfunded requirements, totaling $2.4 billion, remained unfunded at the end of the fiscal year.

By the end of FY 2023, the Army had executed 99 percent of both its military personnel appropriations and its operation and maintenance appropriations. It achieved an 82.9 percent execution rate in operation and maintenance appropriations through 31 July 2023, complying with the congressional requirement that federal agencies execute no more than 20 percent of their budget in the last two months of the fiscal year. In the FY 2023–2025 procurement appropriations, the service had obligated 71 percent of the available

allotment against the 80 percent goal set by the DoD for the first year of availability. It disbursed 46 percent of its FY 2023 research, development, test, and evaluation appropriation against the 55 percent goal set by the DoD.

In the FY 2023–2027 military construction appropriation for the Army, the service awarded contracts for eleven of thirty-two projects, totaling $447.8 million. The twenty-one remaining projects were not awarded because of the effects of inflation or environmental, site, or solicitation issues. They are scheduled to be awarded in FY 2024 or FY 2025. Unobligated funding for $1.08 billion is available for the remaining FY 2023 projects, adjustments to prior-year projects, minor construction projects, contingencies, contract adjustments, and reprogramming to other RA construction projects in the event of cost growth.

In the FY 2023–2027 military construction appropriation for the ARNG, the service awarded contracts for twenty-two of forty projects. The eighteen remaining projects were not awarded because of environmental, site, or solicitation issues, or because prior-approval reprogramming was required. In the FY 2023–2027 military construction appropriation for the USAR, the service awarded contracts for none of the seven projects because of environmental, site, or solicitation issues, or because prior-approval reprogramming was required.

The Army awarded $24.18 billion in prime contracts to small businesses in FY 2023, which was 27.41 percent of total prime contracts, exceeding the goal of 23.75 percent. The service met its goal of awarding 3 percent of total prime contracting dollars to small, disadvantaged businesses.

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 with 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 did request some direct appropriations for the fund to meet mobilization and wartime

TABLE 5—TOTAL OBLIGATIONAL AUTHORITY REQUEST, FY 2024 (*MILLIONS OF DOLLARS*)

MILITARY PERSONNEL	
Military Personnel, Army	50,364
Military Personnel, Army Reserve	5,368
Military Personnel, Army National Guard	9,784
Medicare-Eligible Retiree Health Care Fund, Army	2,847
Medicare-Eligible Retiree Health Care Fund, Army Reserve	503
Medicare-Eligible Retiree Health Care Fund, Army National Guard	972
OPERATION AND MAINTENANCE	
Operation and Maintenance, Army	59,555
Operation and Maintenance, Army Reserve	3,631
Operation and Maintenance, Army National Guard	8,683
ENVIRONMENTAL RESTORATION	199
PROCUREMENT	
Aircraft	3,012
Missiles	4,962
Weapons and Tracked Combat Vehicles	3,766
Ammunition	2,968
Other Procurement	8,673
RESEARCH, DEVELOPMENT, TEST, AND EVALUATION	15,775
MILITARY CONSTRUCTION	
Military Construction, Army	1,471
Military Construction, Army Reserve	107
Military Construction, Army National Guard	340
ARMY FAMILY HOUSING	
Operation	385
Construction	305
ARMY WORKING CAPITAL FUND	29
ARLINGTON NATIONAL CEMETERY	189
BASE REALIGNMENT AND CLOSURE	151
CHEMICAL AGENTS DEMILITARIZATION	1,092
COUNTER-ISIS TRAIN AND EQUIP FUND	398
Total	185,527[a]

[a] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2024 President's Budget Highlights*, March 2023. Ammunition figure provided by the ASA (FM&C) (SAFM-BUI) in May 2025.

TABLE 6—OVERSEAS OPERATIONS COSTS IN TOTAL OBLIGATIONAL AUTHORITY REQUEST, FY 2024 (*MILLIONS OF DOLLARS*)

Military Personnel	3,153
Operation and Maintenance	7985
Procurement	868
Research, Development, Test, and Evaluation	3
Military Construction	2
Counter-ISIS Train and Equip Fund	398
Total	12,409[a]

[a] Numbers may not add up because of rounding.
Key: ISIS=Islamic State in Iraq and Syria
Source: Assistant Secretary of the Army (Financial Management and Comptroller), *FY 2024 President's Budget Highlights*, March 2023.

surge requirements. At the start of FY 2023, the fund's cash balance was $3 billion; by the end of the fiscal year, it had increased to $3.47 billion, remaining within its operating range. The change in cash is the result of receiving $144 million in direct appropriations, a cash reprogramming of $569 million, and a net increase in cash of $842 million in the fund's two activity groups.

The FY 2024 budget request continues to support the service's focus on people, readiness, and modernization (*Tables 5 and 6*). It provides for an RA of 452,000, an ARNG of 325,000, a USAR of 174,800, and a civilian workforce of 195,495. The request funds all units to achieve their highest readiness proficiency levels and twenty-two brigade-level combat training center rotations. Overseas operations costs in the budget request include in-country war support for Operation INHERENT RESOLVE in Iraq and Syria, as well as the training and equipping of forces opposing ISIS. Enduring costs include the European Deterrence Initiative and activities, both in a theater of operations and in the continental United States, that will continue after combat operations.

The Army began FY 2024 without an approved budget. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2023 levels. The continuing resolution did not extend defense emergency funding for natural disasters or response to the COVID–19 pandemic.

Naming Commission Implementation

The NDAA for FY 2021 directed the secretary of defense to establish a commission to examine 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. It required the secretary of defense, no 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. The foremost task for the commission was to recommend new names for the nine Army posts that had been named after Confederate soldiers. The commission also addressed streets, buildings, statues, and numerous other assets within the DoD that honored the Confederacy. The commission disbanded at the end of September 2022 after submitting its recommendations to the secretary of defense and Congress concerning the nine Army installations, U.S. Military Academy assets, and other items across the Army and DoD that commemorated the Confederacy.

During FY 2023, the DoD and the Army implemented the recommendations of the Naming Commission. On 15 September 2022, the director of the Army Staff established Operational Planning Team Honor under the Office of the Deputy Chief of Staff, G–9, to oversee the implementation of the Naming Commission's recommendations. On 6 October 2022, the secretary of defense formally concurred with all of the Naming Commission's recommendations and directed all DoD components to begin implementation, pending a ninety-day waiting period mandated by the Naming Commission legislation. All recommendations were to be implemented no later than 1 January 2024.

The Army implemented the vast majority of its Naming Commission recommendations during FY 2023. The scale of the renaming tasks facing the Army, combined with the short deadline for full implementation, necessitated close coordination across the



The command team of the XVIII Airborne Corps uncases and unfurls the new U.S. Army Garrison, Fort Liberty, colors on the main post parade field during the ceremony redesignating Fort Bragg, North Carolina, as Fort Liberty on 2 June 2023.

entire Army. The work required synchronization across HQDA and action from all three Army components—the RA, the ARNG, and the USAR—as well as most Army commands in the United States and overseas. The service renamed 8 of the 9 designated Army installations, 5 Army watercraft, 180 streets, and 29 buildings. It handled the disposition of associated signs, markers, flags, and other paraphernalia and updated policies to comply with the Naming Commission. The Army also updated three Army regulations (ARs)—AR 1–100, *The Army Gift Program*; AR 600–8–22, *Military Awards*; and AR 840–10, *Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates*—as well as the memorialization policy, which prohibits naming real property after Confederate soldiers. In addition, the Army revoked a 1949 exception to policy that had allowed ARNG units to display campaign streamers for Civil War battles in which they had fought for the Confederacy. This policy change also necessitated the removal and disposition of 491 battle streamers from the flags and guidons of forty-eight ARNG units from twelve states. The Institute of Heraldry updated

the designs or descriptions of 116 pieces of heraldry that had had some reference to the Confederacy. The U.S. Army Center of Military History updated its special designation (i.e., official unit nicknames) program. It canceled twenty-three special designations with ties to the Confederacy. The Center also advised Operational Planning Team Honor and other Army commands throughout the implementation of the Naming Commission's recommendations, especially regarding property disposition.

Table 7—Naming Commission Cost Assessments (*Millions of Dollars*)

U.S. Army Installations	21.0
U.S. Military Academy	0.4
Remaining Army Assets[a]	18
Total	39.5[b]

[a] Includes U.S. Army, U.S. Army Reserve, and National Guard Bureau numbers from the *Naming Commission Report, Final Report to Congress, Part III: Remaining Department of Defense Assets*.

[b] Numbers may not add up because of rounding.

Source: *Naming Commission Report, Final Report to Congress, Part I: United States Army, Part II: U.S. Military Academy and U.S. Naval Academy,* and *Part III: Remaining Department of Defense Assets.*

The renaming of installations and streets involved more than just ceremonies and the installation of new signage. These renaming actions affected some 363 information systems administered by seventeen different Army offices and commands. These information systems included some public-facing systems (such as websites) as well as many critical yet less visible systems, such as those that

Table 8—Naming Commission Implementation Costs, FY 2023 (*Millions of Dollars*)

U.S. Army Installations	9.6
U.S. Military Academy	0.2
Remaining Army Assets	9.8
Total	19.5[a]

[a] Numbers may not add up because of rounding.

Source: Draft Bfg, Ofc Dep Ch Staff, G–9, to Dep ASL Review Council (DARC), 21 May 2024, ver. 14, sub: 3 June 2024 DARC Meeting to Discuss Naming Commission, slide 18.

TABLE 9—ARMY INSTALLATIONS RENAMED DURING FY 2023

OLD NAME	NEW NAME	STATE	DATE RENAMED	HONOREE(S)
Fort Pickett	Fort Barfoot	Virginia	24 March 2023	Medal of Honor recipient Col. Van T. Barfoot
Fort Rucker	Fort Novosel	Alabama	10 April 2023	Medal of Honor recipient CWO4 Michael J. Novosel
Fort Lee	Fort Gregg-Adams	Virginia	27 April 2023	Lt. Gen. Arthur J. Gregg and Lt. Col. Charity E. Adams-Earley
Fort Hood	Fort Cavazos	Texas	9 May 2023	General Richard E. Cavazos
Fort Benning	Fort Moore	Georgia	11 May 2023	Lt. Gen. Harold Gregory "Hal" Moore Jr. and his wife, Julia Compton Moore
Fort Bragg	Fort Liberty	North Carolina	2 June 2023	None
Fort Polk	Fort Johnson	Louisiana	13 June 2023	Medal of Honor recipient Sgt. William Henry Johnson
Fort A. P. Hill	Fort Walker	Virginia	25 August 2023	Medal of Honor recipient Dr. Mary Edwards Walker

Source: Headquarters, Department of the Army (HQDA) GO 2023–03, 23 Mar 2023, Redesignation of Fort Pickett Maneuver Training Center as Fort Barfoot Maneuver Training Center; HQDA GO 2023–05, 7 Apr 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Rucker to Fort Novosel; HQDA GO 2023–08, 26 Apr 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Lee to Fort Gregg-Adams; HQDA GO 2023–09, 10 May 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Benning to Fort Moore; HQDA GO 2023–10, 8 May 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Hood to Fort Cavazos; HQDA GO 2023–13, 1 Jun 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Bragg to Fort Liberty; HQDA GO 2023–14, 12 Jun 2023, Redesignation of Installation and General Court-Martial Convening Authority—Fort Polk to Fort Johnson; HQDA GO 2023–17, 24 Aug 2023, Redesignation of Fort A. P. Hill as Fort Walker; all at https://armypubs.army.mil/ProductMaps/PubForm/AGO.aspx.

handle payroll, postal operations, emergency services, business processes, logistics, and force management. Public-facing and critical information systems were prioritized during FY 2023; many less critical systems, such as those found in industrial control and networking equipment, were deferred for updating until FY 2024.

The implementation of the Naming Commission's recommendations was scheduled to continue into FY 2024. Most notably, Fort Gordon, Georgia, was expected to be renamed Fort Eisenhower in honor of former president and General of the Army Dwight D. Eisenhower on 27 October 2023. This will complete the renaming of all nine Army installations that had been named for Confederates. Removal of the bronze elements of the Confederate "New South" statue and memorial in Section 16 of Arlington National Cemetery will be completed on 22 December 2023. (*See Tables 7, 8, and 9.*)

3
Personnel

The Army People Strategy

In October 2019, HQDA released the *Army People Strategy*, which represented a commitment to refining personnel management techniques and a new leadership approach focused on attaining and retaining top talent in a dynamic labor market. The strategy guides Army personnel programs and talent management initiatives to help the Army be more competitive with the private sector for talent. During FY 2023, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), the Office of the Deputy Chief of Staff, G–1, and the commanding general of U.S. Army Training and Doctrine Command approved new iterations of implementation plans to achieve *Army People Strategy* goals.

In October 2022, *Army People Strategy: Military Implementation Plan 2.0 (2023–2025)* outlined how to position the Army to acquire diverse talent, invest in training and education, and enhance total force readiness while retaining valuable experience. This detailed and comprehensive plan will enable the Army to become a multidomain-operations-capable force by 2030 while creating a twenty-first-century talent management system and becoming a data-centric enterprise.

The plan describes five goals the Army must accomplish within the next three years: first, reform quality-of-life programs for soldiers and Army civilians; second, employ the U.S. Army Enterprise Marketing Office to transform all marketing communications, technologies, and operations; third, reform accession activities based on an end-to-end evaluation of accession and retention programs; fourth, field the Integrated Personnel and Pay System–Army (IPPS-A) on schedule and bring the Assignment Interactive Module 2.0, a web-based system that matches soldiers with assignments that better complement their experience and career goals, to full operating capability for military personnel; and, fifth, research, design, and

pilot a suite of talent assessments for soldiers and Army civilians for future scaling.

Concurrently, *Army People Strategy: Civilian Implementation Plan 2022* outlined how the Army should replace outdated civilian human resources management with modernized, holistic talent management. The Army will adopt flexible and data-driven approaches to enhance decision making through centralized civilian career management. It also will leverage people analytics and improve enterprise-level civilian talent management services. The Army will modernize people processes by creating a single, authoritative source of data for talent management decisions.

The Army People Synchronization Conference became a semiannual event, gathering leaders, virtually and in person, from HQDA and the Army enterprise. The third and fourth iterations of the conference took place 6–10 February 2023 at Fort Eustis and 7–11 August 2023 at Fort Knox, Kentucky. The agendas focused on personnel policy and processes to acquire, retain, develop, and employ personnel during transition to the Army of 2030 in preparation for the Army of 2040. The conferences also focused on the personnel aspects of the Regionally Aligned Readiness and Modernization Model (ReARMM), which, as a framework, helps Army leaders generate the future requirements needed to transition the Army while sustaining current readiness. HQDA made the Army People Seminar (hosted by the University of Louisville), in its second year, a recurring annual event. At the seminar, which runs from September through May, twenty-five Army senior leaders learn how to manage people in a new environment, become proficient in new talent management systems, and enhance personnel readiness.

In FY 2023, the People First Task Force completed its mission and disbanded. Between December 2020 and June 2023, the task force made significant progress. It addressed all seventy Fort Hood Independent Review Committee recommendations: fifty-six were implemented, ten were transferred to the Office of the Secretary of Defense's Independent Review Commission on Sexual Assault in the Military, and four were superseded by other defense secretary efforts. The task force carried out the Fusion Directorate pilot

program, a victim-focused Sexual Harassment/Assault Response and Prevention (SHARP) program that brought victim services under one roof. It created and ran the cohesion assessment team program, which evaluated units for potential risks and problems and provided unit commanders with courses of action to take in response. At the start of FY 2024, U.S. Army Training and Doctrine Command assumed responsibility for the now-renamed cohesion assistance teams, which previously had been assigned to the U.S. Army Center for Initial Military Training, marking the program's transition to permanence.

Additionally, the People First Task Force advised the creation of a governance structure in charge of coordinating the prevention of harmful behaviors, including substance abuse, sexual harassment, sexual assault, and suicide. Because installations administer prevention programs, Army senior leaders consolidated prevention functions under the Office of the Deputy Chief of Staff, G–9. On 1 July 2023, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) assumed secretarial oversight for prevention, the Office of the Deputy Chief of Staff, G–9, became the Army Staff lead for prevention, U.S. Army Training and Doctrine Command the prevention force modernization proponent, and the Office of the Deputy Chief of Staff, G–3/5/7, the prevention integrator. Simultaneously, the Army Resilience Directorate realigned from the Office of the Deputy Chief of Staff, G–1, to the Office of the Deputy Chief of Staff, G–9, and merged with the Soldier and Family Readiness Directorate, becoming the Directorate of Prevention, Resilience, and Readiness.

The *Army People Strategy* tasked the Army human resources community with transitioning from simply managing assignments and filling vacant positions to managing, more deliberately, the talents of soldiers and Army civilians. In April 2023, HRC hosted its first "Conversation with Industry" conference, at which Army human resources leadership presented HRC 2030, an initiative designed to revolutionize the organization and habits of the command. The initiative prompted a major restructuring of HRC to better support the Army's human resources needs, particularly

through more innovative, data-driven services. The reasons for the reorganization were threefold. First, IPPS-A replaced separate enlisted and officer databases, so combining the underlying processes made sense. Second, units should be able to contact a single office to discuss all staffing requirements, rather than contacting separate offices for officers and enlisted personnel. Third, HQDA sought to increase engagement among HRC; the Office of the Deputy Chief of Staff, G–1 (HQDA); U.S. Army Training and Doctrine Command; and other Army organizations and agencies. In June 2023, HRC reorganized its Officer Personnel Management Directorate, Enlisted Personnel Management Directorate, and Personnel Information Systems Directorate into three new functional directorates focused on talent alignment and development, force shaping, and enterprise modernization. HRC's goal is to improve its delivery of modern and agile human resources support services for the Army of 2030.

Army Strength and Distribution

As of 30 September 2023, the total Army had 955,297 soldiers. This represented a net reduction of 16,204 soldiers—losses of 12,074 in the RA and 4,639 in the ARNG and a gain of 509 in the USAR—from the previous fiscal year. For the second consecutive year, the Army became smaller and was unable to meet its end-strength goal because of an ongoing recruiting crisis. The end strength of the RA was 453,551: 77,123 commissioned officers, 15,447 warrant officers, 356,471 enlisted soldiers, and 4,510 cadets enrolled at the U.S. Military Academy. The end strength of the ARNG was 325,066: 38,222 commissioned officers, 8,910 warrant officers, and 277,934 enlisted soldiers. The end strength of the USAR was 176,680: 35,704 commissioned officers, 3,561 warrant officers, and 137,415 enlisted soldiers. Women constituted 16 percent of the RA, 20 percent of the ARNG, and 26 percent of the USAR. Racial and ethnic minorities constituted 48 percent of the RA, 38 percent of the ARNG, and 52 percent of the USAR. Additionally, 22 percent of cadets at the Military Academy were women, and 36 percent were racial or ethnic minorities.

During FY 2023, the Army updated its internal race and ethnicity categories to match those in the 1997 edition of Office of Management and Budget Directive 15, Race and Ethnic Standards for Federal Statistics and Administrative Reporting. "Native Hawaiian or Pacific Islander" and "Asian" became separate categories, and a "two or more races" option was introduced. This made the existing "American Indian or Alaskan Native" category more visible in reporting as well. The transition required all soldiers to revalidate their race and ethnicity according to the new racial and ethnic categories.

Officers

In FY 2023, the Army accessioned 11,815 new officers. The 4,250 new Reserve Officer Training Corps (ROTC) officers accounted for the largest share, with 2,294 going into the RA, 1,133 joining the ARNG, and 823 becoming part of the USAR. The ROTC Educational Delay/Early Commissioning Program commissioned another 240 officers: 231 into the RA and 9 into the USAR. The Military Academy produced 927 officers, all of whom served in the RA. The in-service Officer Candidate School commissioned 702 lieutenants: 458 in the RA and 244 in the USAR. College-based Officer Candidate Schools produced 405 lieutenants: 193 for the RA, 1 for the ARNG, and 211 for the USAR. The ARNG's state-based and federal Officer Candidate Schools commissioned another 306 officers.

This fiscal year, there were 2,213 direct commissions. Sixty-eight officers went into the Army's basic branches: 7 into the RA, 30 into the ARNG, and 31 into the USAR. The Army Judge Advocate General's Corps accepted 246 officers: 126 RA, 63 ARNG, and 57 ARNG. The Army Medical Department had 1,647 officers: 954 RA, 492 ARNG, and 201 USAR. The Army Chaplain Corps took 252 officers: 93 RA, 61 ARNG, and 98 USAR. Another 234 officers—181 RA and 53 USAR—commissioned into the Army Medical Service Corps and Army Nurse Corps through the Military Academy or ROTC. Lastly, the Army accessioned 2,538 officers—1,240 ARNG and 1,298 USAR—through the Call to Active Duty Program, the Interservice Transfer Program, and other programs.

The promotion of general officers ground to a halt during the second half of the fiscal year because of congressional politics. In February 2023, Thomas H. Tuberville, a first-term Republican senator from Alabama and a member of the Senate Armed Services Committee, began blocking the confirmation of all nominees for general- and flag-officer positions in the DoD. He did so to protest a DoD policy that had been introduced at the start of the fiscal year that granted leave to and covered expenses for soldiers who had to travel to obtain abortions because many states had restricted access to abortion following the Supreme Court's June 2022 decision to overturn the constitutional right to an abortion. No other senators formally joined Tuberville's blockade. Nevertheless, because of senatorial procedure, his sole objection halted the routine approval of military promotions by voice vote. As a result, the Democratic majority leadership would have had to conduct a roll-call vote for each individual. This lengthy and time-consuming process would have delayed other legislative business for months.

By summer 2023, the promotions of hundreds of generals and admirals throughout the DoD were in limbo. The Army extended the tenure of as many general officers as possible to keep positions filled. If a general or admiral had to retire, another individual, usually a military or civilian deputy, filled the vacancy in an acting capacity. By September 2023, 301 nominations were on hold, 91 of which were for Army generals. Among the especially critical positions left vacant at this time were the chief of staff of the Army; the vice chief of staff of the Army; the director of the Army Staff; the deputy chief of staff, G–4; the deputy chief of staff, G–2; and the commanding general of U.S. Army Space and Missile Defense Command. The secretaries of the Army, Navy, and Air Force published an opinion piece in the *Washington Post*, arguing that the senator's hold was unfair to military leaders and their families and that it put "our national security at risk." Later that month, despite concerns of setting a bad precedent, the Senate majority leader organized roll-call votes to confirm three nominees, including the chief of staff of the Army. Senator Tuberville's hold on all remaining nominations in the DoD remained in place as the fiscal year ended.

During FY 2023, Army leaders continued to take diversity in the officer corps seriously. However, there was little change in the racial or ethnic background of officers within the total Army. This situation is reflected in the diversity statistics collected by the Army. The diversity within the officer corps in the RA component was similar to previous fiscal years (*Table 10*). The officer diversity in the reserve components also was similar to that in previous fiscal years. (*See Tables 11 and 12.*)

In the RA commissioned officer corps, 45 percent of company grade officers and 86 percent of field grade officers were married. Eighty percent of warrant officers were married. Among regular commissioned officers, 51 percent of company grade officers had children, and 88 percent of field grade officers had children. Eighty-four percent of warrant officers had children.

In the ARNG commissioned officer corps, 45 percent of company grade officers were married as were 84 percent of field grade officers. Seventy-five percent of warrant officers were married. Fifty-one percent of ARNG company grade officers had children, and 86 percent of field grade officers had children. Seventy-nine percent of ARNG warrant officers had children. In the USAR commissioned officer corps, 47 percent of company grade officers were married, and 78 percent of field grade officers were married. Seventy-four percent of USAR warrant officers were married. Fifty percent of USAR company grade officers and 80 percent of USAR field grade officers had children. Seventy-seven percent of USAR warrant officers had children.

The shrinking force made managing talent for a diverse officer corps an even more important priority for the Army during the fiscal year. The NDAA for FY 2023 included warrant officer merit-based promotions. This initiative had been drafted and submitted to the Army in 2021 and required a two-year legislative proposal process. Within ninety days of the president's approval of the NDAA for FY 2023 on 23 December 2022, the Army implemented merit-based promotions at the promotion selection board for chief warrant officers 3, 4, and 5 held at Fort Knox for the FY 2023 active component.

TABLE 10—REGULAR ARMY OFFICERS BY RACE/ETHNICITY, FY 2023[a]

RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	66.67%	70.7%	82.77%	59.29%
Black or African American	11.43%	11.43%	11.99%	16.29%
Hispanic/Latino	10.23%	10.23%	1.87%	13.24%
Asian	0.51%	0.40%	0.00%	0.23%
American Indian or Alaskan Native	0.45%	0.47%	0.75%	0.49%
Native Hawaiian or Pacific Islander	0.06%	0.07%	0.00%	0.08%
Two or More Races	10.16%	9.44%	2.62%	9.55%
Unknown/Other	0.49%	1.08%	0.00%	0.83%

[a] Does not include U.S. Military Academy cadets.
Source: HQDA, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2023 Army Profile*.

The Command Assessment Program (CAP) continued in FY 2023. The Army initially piloted CAP in 2019 to assess the suitability of prospective battalion commanders. It later expanded the program to include colonels for command positions, sergeant majors, and leaders in the medical, chaplain, and acquisition fields—the latter including both soldiers and Army civilians. During FY 2023, CAP introduced the Army Competitive Category 4–Phase Centralized Selection List system to enhance the efficiency of senior-leader time in the Army selection process. Additionally, the U.S. Army Talent Management Task Force's CAP Team became responsible for synchronizing the entire centralized selection list system, including slating the list, which allowed for the better use of holistic data in placing leaders where they most likely will be successful, building command teams (commander and command sergeant major), and building teams of teams (brigade command teams and battalion commanders). Also new in FY 2023, all candidates departed CAP knowing if they were certified to be placed on the order of merit

Table 11—Army National Guard Officers by Race/Ethnicity, FY 2023

RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	72.01%	81.09%	83.28%	81.30%
Black or African American	9.85%	7.07%	7.98%	6.08%
Hispanic/Latino	9.14%	5.23%	4.94%	6.58%
Asian	4.54%	4.54%	3.04%	2.66%
American Indian or Alaskan Native	0.44%	0.37%	0.38%	0.62%
Native Hawaiian or Pacific Islander	0.27%	0.24%	0.00%	0.21%
Two or More Races	3.55%	2.34%	0.38%	2.23%
Unknown/Other	0.2%	0.28%	0.00%	0.32%

Source: HQDA, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2023 Army Profile*.

Table 12—Army Reserve Officers by Race/Ethnicity, FY 2023

RACE/ ETHNICITY	COMPANY GRADE	FIELD GRADE	GENERAL OFFICERS	WARRANT
White	54.83%	68.29%	83.76%	63.69%
Black or African American	17.09%	13.08%	9.40%	14.41%
Hispanic/Latino	12.40%	7.60%	3.42%	13.54%
Asian	0.51%	0.29%	0.00%	0.22%
American Indian or Alaskan Native	0.45%	0.52%	0.00%	0.51%
Native Hawaiian or Pacific Islander	0.03%	0.02%	0.00%	0.00%
Two or More Races	14.24%	10.76%	3.42%	7.05%
Unknown/Other	0.45%	0.44%	0.00%	0.58%

Source: HQDA, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2023 Army Profile*.

list used by the Centralized Selection List Command Board to select individuals for command positions.

Additionally, HRC successfully conducted a pilot program using AutoCSL, a machine learning algorithm, to identify candidates to be invited to Battalion CAP 2025. After the introduction of AutoCSL, the Centralized Selection List Command Board became the Job Performance Panel, and it convened after the end of CAP. In FY 2023, 820 officers took part in Battalion CAP, 341 officers participated in Colonel CAP, 161 officers and Army civilians attended the Acquisition Leader Assessment Program, 55 officers competed in Medical CAP, 34 officers took part in the Division Chaplain Assessment Program, and 27 officers participated in the Colonel Chaplain Assessment Program. A total of 1,438 officers and Army civilians completed some form of CAP.

In April 2020, the Army began recruiting and training experienced personnel to serve as career coaches, assisting officers at key career milestones. The program later was expanded to include civilian leaders. Officers and civilian leaders can receive confidential coaching, by individual request, to help them achieve their personal and professional goals. In June 2023, Secretary Wormuth signed a directive making the Army Coaching Program permanent. The directive requires the drafting and approval of a new Army regulation within two years, which will govern the functions, roles, competencies, and ethics of the Army Coaching Program. The program has a cadre of more than 250 Army coaches, both soldiers and civilians, who are trained and credentialed to International Coaching Federation standards.

During FY 2023, the Army's reexamination of specific active duty service policies resulted in policy changes that impacted many reserve officers. In April 2023, HRC announced that it had been using an incorrect interpretation of the Branch-of-Choice Active Duty Service Obligation policy for contracts signed by aviation officers during their precommissioning training at the U.S. Military Academy or as part of ROTC. Human resources officials had treated flight school as a contractual obligation, allowing officers to attend the school while simultaneously fulfilling their three-year service

obligation in their branch of choice. Consequently, these officers could resign their commission after serving only six years, instead of eleven years as determined under the revised interpretation, if they so desired. At least 190 aviation officers left the Army early because of this errant policy. However, when the corrected interpretation of the branch-of-choice service obligation was applied, more than 600 aviation officers had to defer separation from the Army for up to three years. In protest, a group of 170 aviation officers signed an open letter to Maj. Gen. Thomas R. Drew, the director of the Army Talent Management Task Force.

In September 2023, U.S. Army Cadet Command published guidance stating that it was against federal law for reserve officers to count time spent in school as time in service. This policy correction impacted a range of ROTC initiatives, notably the Green-to-Gold Active Duty Option program, which had allowed participants to remain on active duty and receive active duty pay and allowances while attending school. Now, Green-to-Gold participants' ROTC service would not count toward RA retirement eligibility or benefits or reserve component retirement eligibility. It was unclear whether the policy change was retroactive. If it is, Green-to-Gold officers will be required to delay retirement by up to two years. Approximately 2,100 reserve officers participated in the Green-to-Gold program from 2014 to 2023.

Enlisted Personnel

For the second consecutive year, the RA, ARNG, and USAR did not meet their recruiting objectives by the end of the fiscal year. The RA performed better than in the previous fiscal year but still fell short by 15,300 recruits, or 23 percent. The ARNG came close to achieving its recruiting goal, only missing it by 1,500 recruits or 5 percent. The USAR slightly improved on the previous fiscal year's result but still experienced a significant shortfall of 5,300 recruits or 36 percent (*Table 13*).

The Army would have missed its recruiting goals by a larger margin without the Future Soldier Preparatory Course. This course, which began as a pilot program in August 2022, was offered to

potential recruits (for the RA, ARNG, and USAR) who did not meet academic or fitness requirements. Through the course, potential recruits enhance their academic or fitness skills to qualify for boot camp. The academic track at Fort Jackson, South Carolina, was so successful that, in January 2023, another academic track was added at Fort Moore, Georgia. Initially, prospective recruits could qualify for only one track, either the academic or the fitness track. However, in June 2023, the course introduced a dual enrollment option, allowing individuals to improve both their academic test results and their body fat scores by completing the academic track and then the fitness track. Concurrently, a pilot cohort of one hundred prospective recruits who had scored lower on the Armed Forces Qualification Test than the prep course eligibility standard started the program to see if they, too, could be brought up to standard. In August 2023, after a year in operation, the Future Soldier Preparatory Course, in all its iterations, had a graduation rate of 95 percent, with 10,260 individuals attending one or both of the tracks before proceeding to basic combat training. On average, prospective recruits in the academic track boosted their exam scores by nineteen points after only three weeks in the program. Those in the fitness track reduced their body fat by 1.5 percent each week. The Future Soldier Preparatory Course will become a permanent program at the start of FY 2024.

The Army took action to increase both the quantity and the quality of its recruiting force. In January 2023, U.S. Army Recruiting Command introduced the Recruiter Production Incentive–Assignment Incentive Pay program, which offered bonuses up to $4,500 per quarter for each contract—based on the Armed Forces Qualification Test category of the recruit—in excess of a recruiter's mandatory recruiting mission. In March 2023, the Recruiting and Retention College at Fort Knox implemented interim changes to its curriculum. An additional two weeks of new recruiter training, focused on sales and negotiation techniques as well as the "recruiter lifestyle," ended with a capstone exercise in which recruiters-in-training accompanied their future recruiting station commanders on engagements with prospective recruits. In May 2023, Recruiting Command issued a directive allowing ineffective recruiters to be

Table 13— U.S. Army Enlisted Accession Results, FY 2023

COMPONENT	GOAL	ACTUAL	DIFFERENCE	PERCENTAGE
Active Army	65,500	50,181	−15,319	76.6
Army National Guard	30,880	29,310	−1,570	94.9
Army Reserve	14,650	9,319	−5,331	63.6

Source: Office of the Deputy Assistant Secretary of Defense for Military Personnel Policy Press Release, "Department of Defense Announces Recruiting and Retention Numbers for Fiscal Year 2023," Sep 2023.

removed from their positions without a negative evaluation, which could follow them throughout their careers and be added to their records. Over the course of ninety days, Recruiting Command moved to reassign ineffective recruiters. Those recruiters who had been assigned for a year but had signed two or fewer recruits were deemed ineffective. Recruiters are expected to bring in at least one recruit per month.

The Army Enterprise Marketing Office established its first regional marketing office to support accessions partners below headquarters level in FY 2021. Regional Marketing Office–West finally reached initial operating capacity in FY 2023. The Army Enterprise Marketing Office plans to establish Regional Marketing Office–South, Regional Marketing Office–Northeast, and Regional Marketing Office–Southeast in FYs 2024, 2025, and 2026. Consequently, in September 2023, it formed a regional marketing directorate to oversee regional marketing offices and to integrate regional marketing activities with other office directorates and accessions partner commands. The Army Enterprise Marketing Office developed its first integrated Annual Marketing Plan to improve how it informs funding requests with marketing data, delivered marketing plans to accessions brigade commanders to enhance synchronization and integration of marketing assets, and improved the integrated nature of marketing events at local levels by applying better media buying strategies within the regional marketing office.

The Army introduced a new pilot program to encourage the operational force to assist the recruiter force. In January 2023, U.S. Army Recruiting Command announced the Soldier Referral Program, which offers privates to privates first class a single rank



Two students at the Future Soldier Preparatory Course at Fort Jackson, South Carolina, compare notes during a study hall session, 6 June 2023.

promotion of one grade if they refer an individual who enlists and ships to basic combat training or one-station unit training. Specialists and sergeants who do the same receive promotion points. Furthermore, any soldier (commissioned, warrant, or enlisted) who convinces a qualified candidate to enlist will receive the new U.S. Army recruiting ribbon, which was unveiled in March 2023.

Army senior leaders repeatedly emphasized that the Army would not lower recruiting standards in response to the recruiting crisis; however, it did relax certain recruiting requirements. Beginning in April 2023, the Office of the Deputy Chief of Staff, G–1, increased the maximum enlistment age from 30 to 40 for the RA and from 40 to 42 for the ARNG and USAR. The following month, the G–1 office increased the number of marijuana possession or drug paraphernalia convictions an applicant may have without requiring a waiver from one to two.

Medical evaluations continued to be a bottleneck in the recruitment pipeline. The new Military Health System Genesis electronic health record system created more transparency about



M. Sgt. Andra Bellamy of Army Recruiting Battalion Cleveland holds the new U.S. Army recruiting ribbon, which he conceived of and designed.

potential recruits' health but also flagged more issues in their medical histories that required review or waivers. In FY 2023, the G–1 office oversaw U.S. Military Entrance Processing Command's medical surge initiative, which provided 145 medical support personnel to thirty-one defense military entrance processing stations and forty-three Army recruiting battalions to help process recruits. In April 2023, the G–1 office expanded the Medical Accession Records pilot program, initiated ten months earlier, increasing the number of medical conditions—ranging from skin, eye, behavioral health, and pulmonary issues—not requiring a waiver from thirty-eight to forty-nine to shorten the wait time for a potential applicant to enlist. Throughout FY 2023, the Conditional Enlistment Program, which began in August 2022, enabled applicants to remain in the Army Delayed Entry Program while awaiting a medical waiver after receiving an initial determination of permanent disqualification.

On 10 March 2023, the Army began a new recruitment campaign to increase its appeal to younger Americans of the so-called Generation Z cohort. The Army Enterprise Marketing Office chose to revive the "Be All You Can Be" slogan, which had been used to great success between 1980 and 2001. The arrest of actor Jonathan Majors, the onscreen narrator in the new advertisements, for the alleged assault of his girlfriend marred the launch. The Army pulled the commercials featuring Majors and repurposed old advertising content to create new television spots in time for the college men's and women's basketball tournaments known as March Madness. The $117 million Army rebranding effort continued apace, targeting

audiences through television, radio, the internet, print, billboards, and other public displays.

The recruiting crisis confronting the Army and the other services showed no signs of abating. The causes remained complex. The COVID–19 pandemic had restricted recruiters' access to high schools for several years, the effects of which continued to be felt in FY 2023. More than three-quarters of Americans between 17 and 24 years of age are ineligible for military service without a waiver because of obesity, drugs, physical and mental health problems, misconduct, and aptitude. The propensity to serve among youth remained historically low. Yet, both high ineligibility and low propensity were not new phenomena. The country's aging population has fewer young people in general. Low unemployment and fierce competition for talent with the private sector add to the Army's recruiting woes. While some contended that "wokeness" in the military discouraged Americans from serving, Army surveys of people between 16 and 28 years of age, released in February 2023, indicated that concerns about safety and career satisfaction are much more prevalent. The surveys showed that only 5 percent of respondents identified wokeness as an issue.

In comparison, 13 percent expressed fears about discrimination and inequality for women and minority groups in the military. The term *wokeness* refers to the state of being *woke*, a colloquialism that means "aware of and actively attentive to important societal facts and issues (especially issues of racial and social justice)." In FY 2023, the term was used in a negative sense by some people and political groups to criticize others for being "politically liberal or progressive (as in matters of racial and social justice), especially in a way that is considered unreasonable or extreme."[1] The surveys also said that 10 percent of those surveyed did not trust military leadership based on the handling of recent events or missions, such as the Afghanistan withdrawal or the use of the military during civil unrest in the United States.

The Army mostly met its retention goals for the fiscal year. As had been the case in recent years, retention remained high for the

1. *Merriam-Webster Dictionary*, s.v. "woke," 19 Feb 2025, https://www.merriam-webster.com/dictionary/woke.



A recruiting poster for the revived "Be All You Can Be" campaign introduces a modern take on a classic Army brand to a new generation of Americans.

active component, which exceeded its goal of 55,110 soldiers by 1,129 for a total of 102 percent. The reserve components both experienced greater success in retaining soldiers in FY 2023 compared to the previous year. The ARNG fell 1,095 soldiers, or 3 percent, short of its retention goal of 37,497. The USAR fell just 83 soldiers, or less than 1 percent, short of its retention goal of 11,500.

In contrast, in FY 2022, the ARNG and USAR missed their retention goals by 10 and 22 percent, respectively. However, these high retention rates could not make up for recruiting shortfalls, especially in the RA and USAR. The Army continued to offer a selective retention bonus to soldiers assigned to Fort Drum, New York; Fort Johnson, Louisiana; Fort Irwin, California; Fort Riley, Kansas; or any post in Alaska who reenlisted for stabilization. Approximately 2,300 soldiers received more than $10,000 each in reenlistment bonuses.

Racial and ethnic demographics throughout the enlisted ranks were similar to previous fiscal years (*Table 14*). In the RA, 24 percent of junior enlisted personnel and 68 percent of noncommissioned officers (NCOs) were married. Thirty-three percent of junior enlisted soldiers and 73 percent of NCOs had children. In the ARNG, 13 percent of junior enlisted soldiers and 52 percent of NCOs were

Table 14—Total Army Enlisted Personnel by Race/Ethnicity, FY 2023

RACE/ ETHNICITY	RA		ARNG		USAR	
	Junior	NCO	Junior	NCO	Junior	NCO
White	45.7%	49.53%	53.35%	68.59%	39.37%	48.86%
Black or African American	23.10%	21.79%	19.73%	12.77%	24.83%	21.70%
Hispanic/Latino	23.10%	19.09%	19.20%	11.89%	25.20%	20.79%
Asian	1.10%	0.26%	4.33%	3.21%	1.08%	0.21%
American Indian or Alaskan Native	0.79%	0.69%	0.66%	0.70%	0.57%	0.52%
Native Hawaiian or Pacific Islander	0.32%	0.12%	0.52%	0.29%	0.15%	0.04%
Two or More Races	5.67%	7.94%	2.17%	2.39%	8.79%	7.66%
Unknown/Other	0.11%	0.58%	0.04%	0.16%	0.01%	0.22%

Key: ARNG=Army National Guard; NCO=noncommissioned officer; RA=Regular Army; USAR=U.S. Army Reserve

Source: HDQA, Deputy Chief of Staff, G–1, Strength Analysis and Forecasting Division, *FY 2023 Army Profile*.

married. Sixteen percent of junior enlisted and 57 percent of NCOs had children. In the USAR, 21 percent of junior enlisted personnel and 58 percent of NCOs were married. Twenty-two percent of junior enlisted USAR soldiers had children, as did 62 percent of NCOs.

In FY 2023, the Army expanded its efforts to better manage NCO and junior enlisted talent. CAP continued the Sergeant Major Assessment Program through which 353 NCOs were evaluated for brigade-level command sergeant major positions. The first iteration of the Battalion Sergeant Major Assessment Program pilot program enrolled twenty-six NCOs to be tested for battalion-level command sergeant major positions. A total of 379 NCOs completed CAP. The First Sergeant Talent Alignment Assessment pilot program continued with the 25th Infantry Division and expanded to include V Corps and U.S. Army Europe and Africa as well. Unlike CAP, this decentralized assessment tool used by brigades and divisions does not assess whether

an NCO is suited to become a first sergeant. Instead, it aligns available NCOs with open first sergeant positions. The U.S. Army Research Institute for the Behavioral and Social Sciences partnered with the U.S. Army Combined Arms Center and the U.S. Army Center for Army Profession and Leadership to develop the Counseling Enhancement Tool, based on the Soldier and Leader Development Tool pilot program begun in FY 2021, to improve junior enlisted counseling. The tool guides NCOs to facilitate more interactive, collaborative, and two-way conversations with their soldiers, thereby improving performance.

Civilian Personnel

Army civilians continued to play a crucial role in implementing the Army's priorities in FY 2023, serving in nearly 500 job series that spanned careers in financial, logistical, medical, technological, historical, engineering, and scientific disciplines. On 30 September 2023, the Army had 237,723 appropriated fund civilian employees and 24,163 nonappropriated fund civilian employees. (*See Table 15.*) This represented a slight increase of more than 2,200 Army civilians compared to the previous year, despite the final transfers of civilian personnel from U.S. Army Medical Command to the Defense Health Agency that took place at the start of the fiscal year. A total of 31,089 civilian personnel transferred between FY 2021 and FY 2023 because of the medical realignment.

In FY 2023, minorities accounted for 34 percent of the Army civilian workforce, veterans 49 percent, women 35 percent, and individuals with disabilities 13 percent. Civilian employees in the Army tend to be older than the rest of the U.S. labor pool, with those aged 45 to 64 making up 51 percent of the total. Only 199 civilian employees took advantage of the voluntary early retirement authority or voluntary separation incentive payments in FY 2023—the lowest usage in the last decade, according to available data, and significantly lower than the previous low of 263 in FY 2022.

Time-to-hire remained a primary focus for HQDA and continued to worsen in FY 2023. The Office of Personnel Management's benchmark for all civilian hiring is eighty days. In FY 2023, the

Army's average time-to-hire for appropriated fund hiring actions was ninety-three days, which represented a three-day increase from FY 2022, and a total increase of ten days since FY 2020. The Army continued to increase the use of direct hire authorities, peaking at 89 percent for all external hires during the fiscal year. Time-to-hire is still trending upwards. In FY 2023, after requesting and receiving a temporary expansion to the current direct hire authority for the U.S. Army Criminal Investigation Division (CID), the Army hired 157 criminal investigators. The Army used direct hire authorities for postsecondary students and recent graduates to fill 669 positions. Direct hire authorities have enabled the Army to expand its outreach and recruit proactively from a broader audience by posting vacancies on websites such as Indeed, Handshake, and Yello, in addition to USAJobs. Army outreach included direct contact methods for professional communities, institutions, and universities. Thus, the Army has improved its ability to acquire uniquely skilled and qualified candidates. Direct hire authorities also facilitated targeted recruitment to help increase the diversity of hires.

The Office of the Assistant G–1 for Civilian Personnel, Office of the Deputy Chief of Staff, G–1, implemented an enterprise-level training contract with Udemy for Business, allowing up to 100,000 Army civilians to take unlimited professional development courses on a state-of-the-art online training platform. It also continued flexible telework policies introduced during the COVID–19 pandemic, which modernized human resources practices and helped retain top talent. From a high of 50 percent of all work hours during FYs 2020 and 2021, the Army's telework usage reached a steady state of around 20 percent in FY 2023. Telework eligibility for positions increased from 50 to 65 percent during the same period.

FY 2023 marked the final phase of reorganizing the U.S. Army Civilian Human Resources Agency into customer-centric teams that more effectively support the Army's mission and that of its DoD partners. The reorganization of this agency's headquarters began during FY 2018.

Table 15—Composition of the Army Civilian Workforce, September 2023

U.S. Direct Hire in Military Function	165,614
National Guard Technicians	27,094
Foreign National Direct Hire in Military Function	5,864
Foreign National Indirect Hire in Military Function	12,380
U.S. Direct Hire in Civil Works	26,577
U.S. Direct Hire Cemeterial Function	194
Total Appropriated Fund in All Functions	237,723
Nonappropriated Fund	24,163
Total Appropriated and Nonappropriated Funds	261,886

Source: Assistant G–1 for Civilian Personnel, SF113A, Sep 2023.

During FY 2023, the Cyber Excepted Service Proponency Office provided Army oversight for the recruitment of more than 130 new civilian employees. It also oversaw the U.S. Army Civilian Human Resources Agency's processing of voluntary conversions for 2,200 current civilian employees. The Army anticipated converting 5,700 positions to Cyber Excepted Service positions over the next few years. Although approximately 4,900 of these positions are encumbered by current employees, 51 percent of these individuals have opted into the Cyber Excepted Service. The Army established the Civilian Cyber Readiness Dashboard to fill a gap in identifying, cultivating, evaluating, and employing civilian talent for its digital and cyber workforce. The Cyber Excepted Service Proponency Office continued to provide support for U.S. Cyber Command's combatant command support agent transition from the Air Force to the Army.

On 14 March 2023, the Office of the Deputy Chief of Staff, G–3/5/7, published the order assigning U.S. Army Cyber Command as the Army's combatant command support agent representative. The G–3/5/7 office led weekly combatant command support agent synchronization meetings throughout FY 2023. These meetings included representatives from U.S. Cyber Command, U.S. Army Cyber Command, the U.S. Army Civilian Human Resources Agency, the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel), and the Air Force. As the end of FY 2023 approached,

planners ultimately decided to delay the transition of the combatant command support agent from October 2023 to March 2024 in response to the low likelihood that Congress would approve a budget for FY 2024.

Army Expeditionary Civilian Workforce

During FY 2023, the number of requirements for Army civilians in the Department of the Army Expeditionary Civilian Workforce program was again at the all-time high of more than 300 billets. In total, 1,122 individuals mobilized through Camp Atterbury, Indiana, including 873 Army civilians and 249 others. Of these, 621 civilian personnel deployed for the first time while 501 redeployed. Most deployed civilian personnel were assigned to U.S. Central Command and U.S. European Command. However, some were also assigned to U.S. Africa Command and U.S. Southern Command. U.S. Indo-Pacific Command began to increase requests for civilian personnel.

The mission of the expeditionary civilian workforce expanded significantly during the fiscal year as a result of the crisis in eastern Europe. The expeditionary civilian workforce provided key staff for the Security Assistance Group–Ukraine, deployed technical experts to help establish new bases in Poland, and assigned logistics and other support staff to assist Army organizations experiencing rapid growth in Germany, Poland, Romania, Kosovo, and several other European countries. Recruitment was difficult because deployments to U.S. European Command's area offer no monetary incentives, unlike those to U.S. Central Command's areas. The expeditionary civilian workforce restructured the deployed reception, staging, onward movement, and integration teams, with three in U.S. Central Command's region (one each in Kuwait, Qatar, and Jordan) and four in U.S. European Command's region (two in Germany and two in Poland). The expeditionary civilian workforce coordinated all Army support of the Department of Health and Human Services at the U.S. border with Mexico in response to the presidentially declared national emergency of unaccompanied minors entering the United States. It later coordinated Army support of the Department of

Homeland Security at the southern border as well. In FY 2023, the expeditionary civilian workforce trained 230 emergency essential personnel. Since January 2023, as per a DoD order, the Army expeditionary civilian workforce also has assumed responsibility for training American Red Cross personnel deployed throughout Europe in support of U.S. European Command operations.

Special Topics

During this fiscal year, Army personnel experts addressed a range of special topics affecting soldiers throughout the total Army. The issues included NCO promotion rates, fitness standards, educational benefits, the end of the COVID–19 vaccine mandate, and the rollout of a new personnel and pay system.

During FY 2023, the Army experienced its lowest quarterly promotion rates for sergeants and staff sergeants in four years. While 29.9 percent of eligible specialists and corporals were promoted to sergeant and 20.8 percent of eligible sergeants were elevated to staff sergeant during the first quarter of 2019, only 4.1 percent of eligible specialists and corporals and 2.3 percent of eligible sergeants did so in the first quarter of 2023. The choice in January 2021, during the COVID–19 pandemic, to expand a policy allowing temporary promotion before completion of mandatory professional military education from only pregnant and deployed soldiers to all soldiers greatly increased the pool of eligible NCOs. The high retention rates in recent years resulted in fewer midcareer positions becoming available. Additionally, it was not uncommon for the newly deployed IPPS-A to miscalculate soldiers' promotion points because of incorrect or missing data, thereby preventing NCOs from being eligible for promotion.

The Army encountered some challenges but also made significant progress in administering educational benefits for soldiers. In July 2023, the ARNG temporarily suspended Student Loan Repayment Program payments owed for FYs 2020 through 2022 because of a funding shortage. This program offers up to $50,000 toward a soldier's qualifying federal student loans in

return for a six-year commitment. The ARNG required a few days to complete technical accounting steps to realign funding for the program, but no soldiers were affected. Less than a month later, the USAR ran out of funds for its tuition assistance program because it had estimated it would need only $20 million, when, in fact, it required twice that amount. This program covers $250 per credit hour, or up to $4,500 per academic year, of a soldier's tuition. The USAR found new funding within days, so soldiers still could enroll in time for the fall semester classes. In August 2023, Army IgnitED became fully functional, less than a year after a new upgrade had been initiated. The soldier tuition and credentialing assistance portal had experienced a troubled rollout after its launch in March 2021. Throughout FY 2023, the Army continued to process more than 23,000 outstanding tuition payments that Army IgnitED had left unpaid because of system bugs.

The NDAA for FY 2023 required the Office of the Secretary of Defense to rescind the COVID–19 vaccination mandate for service members. By 10 January 2023, when the secretary of defense issued the DoD COVID–19 vaccination mandate repeal memorandum, the Army had discharged 1,881 soldiers for refusing to be vaccinated and had rejected all but 191 of 10,699 vaccination exemption requests. On 24 February 2023, Secretary Wormuth issued an Army memorandum rescinding the requirement for soldiers to be vaccinated against COVID–19. Within three days, HRC removed more than 3,000 general officer memoranda of reprimand resulting from COVID–19 vaccine refusals and reviewed more than 3,000 medical, administrative, and religious vaccine exemption requests and associated adverse actions to ensure that no soldiers were impacted negatively by the COVID–19 mandate rescission guidance. On 10 April 2023, the president signed into law a joint resolution that terminated the national emergency related to the COVID–19 pandemic. The assistant G–1 for civilian personnel provided written guidance to commands and conducted numerous briefings for Army senior leaders on Army civilian reentry to the worksite, following Office of Personnel Management and DoD requirements. Topics included implementing DoD force health-protection guidance,

requirements for reporting to the regular official worksite, telework, remote work, scheduling, and other workplace flexibilities.

During FY 2023, the Army completed its transition to IPPS-A. The nearly $600 million project, which replaced a multitude of incompatible personnel and pay systems used by the different components with a single integrated web-based personnel and pay system for the total force, had been fielding since Release 1 in March 2014. This initial iteration established the Soldier Record Brief, integrating data from fifteen systems. The next iteration, consolidating all fifty-four national guard personnel and pay systems into one system, proved extremely complicated. Consequently, Release 2 was not distributed to the ARNG until March 2020. The G–1 then announced plans to extend the final iteration to the total Army (RA, USAR, and ARNG) in December 2021. This date was repeatedly delayed because of failed tests and negative feedback from soldiers, however. After focused development and testing, Release 3 went live in December 2022, first to Army human resources professionals and then to the total Army in January 2023. Over the next year, IPPS-A executed 2.5 million pay transactions and processed over 250,000 customer relationship management cases and over 600,000 awards. Because of data transfer complications, however, HRC's Talent Alignment and Development Directorate was unable to use IPPS-A to make its enlisted assignment decisions—using the interim Assignment Satisfaction Key–Enlisted Module rolled out in FY 2021 that sought to better match soldier assignment preferences with Army needs—until the end of April 2023. IPPS-A experienced other shortfalls in personnel tracking, which made it challenging to pull nondeployable reports and accurately track personnel strengths.

Additionally, many soldiers complained about glitches while using the new system. The IPPS-A team collaborated with human resources professionals and field leaders to fix bugs and implement additional features, developing and releasing hundreds of system updates, many of which had been planned for release in FY 2024. Additionally, IPPS-A provided a classified environment, replaced eleven legacy systems, and partially replaced twelve legacy systems, resulting in cost savings and increased efficiency and readiness.



Members of the Army's inaugural Women's Initiatives Team, which is composed of representatives from across the Army, August 2023

Equity and Inclusion

A grassroots campaign initiated by S. Sgt. Nicole Edge, whose Facebook page called "Army Mom Life" became a forum for discussing issues confronting women in uniform, prompted Secretary Wormuth to establish the Army Women's Initiatives Team. Currently, female soldiers make up approximately one-fifth of the total Army and serve in all positions, but they still face numerous challenges within the predominantly male organization. Between December 2022 and January 2023, a request went out for applicants (of any sex) to join the team. In April 2023, the assistant secretary of the Army for manpower and reserve affairs appointed three chairs—a senior civilian, a general officer, and a senior NCO—to serve for an extendable two-year term. Two months later, the team selected thirty members for the general body. In August 2023, the Army Women's Initiatives Team held its inaugural meeting, which focused on leader development and education, women's workforce development and advancement, women's holistic health and fitness, and family support.

The NDAA for FY 2023, which became law on 23 December 2022, mandated expanded parental leave benefits, notably increasing parental leave from six to twelve weeks. On 4 January 2023, the DoD released its updated parental leave guidelines, retroactive to 27 December 2022, in accordance with the NDAA and directed the services to publish guidance to their personnel. The Army did not publish its guidance until 31 January 2023, making it the last service to do so. As a result of this delay, soldiers who applied for parental leave between 27 December 2022 and 31 January 2023 were under the old policy until the new policy was released. In addition to doubling parental leave for birth parents, the new policy also applies to nonbirth parents who adopt or foster a child and allows soldiers to take leave consecutively or in separate blocks for up to a year after the birth, adoption, or the start of fostering of a child. The one-year period can be extended because of deployment, required professional military education, or other extenuating circumstances. For nonbirth parents serving in the Army, only the first general in a soldier's chain of command can deny parental leave; the other services allow a service member's commander to do so.

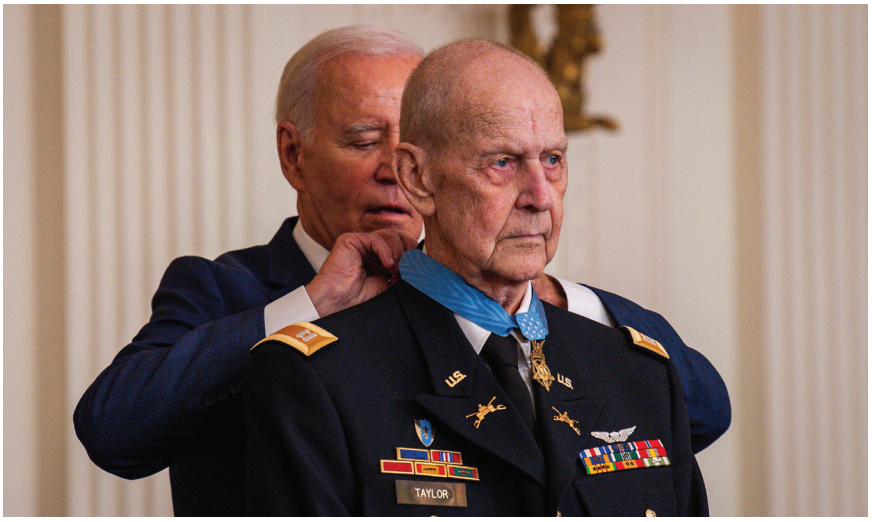
The U.S. Army Equity and Inclusion Agency was responsible for finalizing execution plans and tracking systems for 126 tasks outlined in the *Army People Strategy*. This year, the agency produced a comprehensive report of the findings from the "Your Voice Matters" series of listening sessions. The report summarized the results of 230 virtual and in-person sessions conducted from July 2020 to May 2022. It also published *Supporting Equity and Inclusion Through Employee Resource Groups and EEO Special Emphasis Programs*. The guide was developed to assist employees who have initiated or planned to establish employee resource groups, which provide employees who share common characteristics, experiences, and backgrounds a venue to solicit feedback to strengthen their organization's diversity, equity, inclusion, and accessibility efforts.



President Joseph R. Biden Jr. bestows the Medal of Honor on Col. (Ret.) Paris D. Davis during a ceremony in the East Room of the White House in Washington, D.C., 3 March 2023.

Medal of Honor

During the fiscal year, Congress recognized the bravery of two living veterans of the Vietnam War with the nation's highest award for acts of valor. On 3 March 2023, retired Col. Paris D. Davis received the Medal of Honor. On 17 to 18 June 1965, then-Captain Davis was leading Detachment A-321, 5th Special Forces Group, 1st Special Forces, with the 883d Regional Force Company, Army of the Republic of Vietnam, during combat operations against an armed enemy in the vicinity of Bồng Sơn, Republic of Vietnam. He and three other Americans led the South Vietnamese soldiers on their first combat mission, a nighttime raid against a Viet Cong headquarters. Davis's advice and leadership enabled the South Vietnamese company to surprise the unsuspecting enemy force and kill one hundred enemy combatants. While returning from the successful raid, the group was ambushed and sustained casualties. Davis exposed himself to hostile fire to direct artillery and small arms fire and was repeatedly wounded. He refused medical evacuation and kept on fighting until reinforcements arrived. He again refused to be evacuated until after



President Biden presents the Medal of Honor to former Capt. Larry L. Taylor during a ceremony at the White House, 5 September 2023.

he recovered another severely wounded American adviser from the battlefield.

On 5 September 2023, former Capt. Larry L. Taylor was presented the Medal of Honor. On 18 June 1968, then-Lieutenant Taylor was serving with Troop D, 1st Squadron, 4th Cavalry, of the 1st Infantry Division, near the village of Ap Gò Công, Republic of Vietnam. He led a team of two helicopter gunships on a nighttime mission in response to an urgent call for aerial fire support from a four-member, long-range patrol team. The Americans on the ground were surrounded and heavily engaged by a larger Viet Cong force. Taylor requested illumination rounds and directed artillery strikes. For more than forty-five minutes, despite intense enemy groundfire, he flew at a perilously low altitude, placing a devastating volume of aerial rocket and machine gun fire on the enemy forces encircling the friendly patrol. When Taylor determined that the potential escape route for the patrol team was not viable, he decided to extract the besieged soldiers. This feat never had been tried with a small helicopter gunship. He fired the last of his ammunition, landed his vehicle, and extracted all four soldiers.

4

Force Development, Training, and Operational Forces

Force development is a process that defines military capabilities and designs force structures to provide these capabilities. When executed through force integration, force development produces plans and programs that translate organizational concepts—based on doctrine, techniques, materiel, manpower requirements, and limited resources—into a trained and ready Army.

During FY 2023, Army leadership remained committed to shaping the Army of the future. These efforts had been ongoing since the release of the *Army Strategy* in October 2018 and the "Army 2030" vision in October 2022. The *Army Strategy* stated that the Army's central challenge was using finite resources to remain ready to fight while simultaneously modernizing and preparing for a fundamentally different future. This different future was based on the idea that the Army needed to prepare for large-scale combat operations against a near-peer threat after two decades of counterinsurgency operations in Iraq and Afghanistan. The strategy set forth a phased approach focused on readiness, modernization, institutional reform, and maintaining alliances and partnerships. An enduring commitment to taking care of the Army's people and upholding the Army's values underpinned this approach.

Army 2030 emerged from the *Army Strategy* and was a revision of the earlier "Army Vision." It declared that the Army was undergoing a once-in-a-generation transformation to develop the ability to converge effects across the domains of land, sea, air, space, and cyberspace. To deliver such capabilities in 2030 and perfect a future force by 2040, Army 2030 focused on six modernization portfolios: long-range precision fires, the next generation combat vehicle, future vertical lift, the network, air and missile defense, and soldier lethality. Building the Army of 2030 and designing the Army of 2040 were central priorities for HQDA, U.S. Army Futures

Command, U.S. Army Forces Command, and U.S. Army Training and Doctrine Command. Throughout FY 2023, these organizations worked together to train the force, develop its capabilities, and deploy operational troops around the globe.

Readiness

Throughout FY 2023, the Army continued to implement ReARMM. Approved in 2020, ReARMM provided a predictable deployment cycle for brigade combat teams (BCTs) in all three Army components. Under this system, cycles would be broken into three eight-month periods. During each phase, a brigade would focus on one aspect of ReARMM—modernization, training, or mission. Furthermore, brigades would have more predictability on where they might be expected to deploy in the future (e.g., Europe versus the Indo-Pacific region).

ReARMM remained intact in FY 2023, albeit with some slight changes to armor brigade cycles. Because of the unique nature of armor equipment, the Army extended the ReARMM periods from eight to twelve months for armored BCTs. In the future, Army leaders may consider making similar adjustments for other specific unit types. Additionally, the 1st BCT, 1st Armored Division, at Fort Bliss, Texas, and the 1st BCT, 1st Infantry Division, at Fort Riley participated in a pilot program that qualified armor crew members individually rather than as a collective to relieve stress on armor crews. Under the current system, if an individual soldier is on leave for an extended period or changes station, the entire crew is deemed unqualified until it is made whole. Then the team needs to requalify as a team. If the pilot program is successful, unit commanders could mix and match qualified individuals as crew members shift to keep units and crews qualified.

In terms of unit readiness, by mid-July 2023, twenty-five of the RA's thirty-one BCTs were at the highest levels of readiness. This amounted to 83 percent of active component BCTs, which marked a 17 percent increase from the Army's goal. This was also two percentage points above the previous fiscal year's readiness numbers.

Of the ARNG's twenty-seven BCTs, none were at the highest level of readiness. Two ARNG BCTs conducted combat training center rotations and were resourced to achieve company-level proficiency. The remaining twenty-five were on a path to platoon-minus-level proficiency. These units will need additional training before deploying.

Doctrine and Future Force

The Army released the long-awaited update to its capstone operations doctrine, FM 3–0, *Operations*, at the beginning of FY 2023. After five years of development, the updated FM 3–0 superseded the 2017 version and established multidomain operations as the Army's operational doctrine. This marked the force's official shift from focusing on counterinsurgency-style operations to preparations for large-scale combat operations against a near-peer adversary.

The updated doctrine transformed multidomain operations from concept into official doctrine. Army leaders intended to release the new FM 3–0 in June 2022. However, they delayed publication until October 2022 to incorporate some lessons observed from the Russian invasion of Ukraine. In the foreword to FM 3–0, General McConville wrote, "We are at a similar inflection point [as in 1973] with lessons learned coming in from the 2nd Nagorno-Karabakh War and the ongoing Russo-Ukraine War. These lessons have [shaped] and continue to shape our transformational war fighting concept of multidomain operations." The new doctrine applies to operations at all echelons. It helps leaders visualize the interrelated roles of Army forces in all five domains—land, sea, air, space, and cyberspace. It places the Army at the center of the joint force, as the Army is the service that will need to hold critical terrain, defeat enemies in close combat, and consolidate gains to achieve strategic outcomes.

The latest update to FM 3–0 represented the Army's first major doctrinal evolution since the release of the AirLand Battle operating concept in 1986, and it drew from previous operating concepts that included Full Spectrum Operations and Unified Land Operations. FM 3–0 contextualized Army operations in three

phases: competition, crisis, and armed conflict. It took the earlier concepts and adapted them to the realities of the twenty-first-century battlefield. Full Spectrum Operations had focused on Army actions that took place outside the bounds of armed conflict. The new FM 3–0 incorporated elements of Full Spectrum Operations in the competition and crisis phases of Army operations. However, the new doctrine took Full Spectrum Operations further by describing how these operations set conditions for success during the armed conflict phase. Likewise, Unified Land Operations had emphasized the integration and synchronization of Army, joint, and allied forces during combat operations. The 2017 version of FM 3–0 updated Unified Land Operations by shifting the Army's readiness focus from counterinsurgency to large-scale combat operations. The 2023 edition of FM 3–0 went much further and focused on integration beyond one or two domains. New capabilities in space and cyberspace added new dimensions to the battlefield, and this new doctrine expanded the combined arms approach with an emphasis on reinforcing effects with capabilities from all domains simultaneously.

As with the new doctrine, Army leaders drew lessons from the ongoing Russo-Ukraine War to guide the force's fires development. Seeing artillery actions in real time allowed Army leaders to assess the state of Army fires. According to General James E. Rainey, Commanding General, U.S. Army Futures Command, "We did a very deliberate strategic fires study that underpin[s] the long-range precision fires efforts. We're doing that same thing now for conventional fires. . . . Precision fires are critical, but conventional fires are critical also." General Rainey also noted that an artillery analysis from Ukraine could help inform the Army's artillery strategy. Such an analysis could shape the Army's future needs, such as advanced propellants, robotics, and autoloaders. The Army also will examine existing platforms to determine the feasibility of towed artillery versus self-propelled howitzers. Army leaders could make determinations on the future design of artillery formations as early as FY 2024.

While leaders assessed the state of Army conventional fires, they also continued an ongoing long-range precision fires modernization



Soldiers assigned to a multidomain artillery battery practice operating the new long-range hypersonic weapon during Exercise Thunderbolt Strike *at Cape Canaveral Space Force Station, Florida, 3 March 2023.*

effort. In February 2023, the 1st Multi-Domain Task Force long-range fires battalion, 5th Battalion, 3d Field Artillery Regiment, deployed the long-range hypersonic weapon more than 3,100 miles from Joint Base Lewis-McChord, Washington, to Cape Canaveral, Florida, during Exercise Thunderbolt Strike. This was a full rehearsal of expeditionary hypersonic launch capabilities that highlighted critical command and control links between U.S. Indo-Pacific Command, U.S. Strategic Command, U.S. Army Pacific, and the Army Rapid Capabilities and Critical Technologies Office.

While long-range fires remained a top modernization priority throughout FY 2023, Army leadership also moved forward with mid-range fires testing. In June 2023, the Army successfully launched a Tomahawk cruise missile from its mid-range capability prototype system. Soldiers from the 1st Multi-Domain Task Force and sailors from the Navy's PEO Unmanned Aviation and Strike Weapons participated in the joint, live-fire exercise that demonstrated the system's full operational capability. This followed an earlier test

when the Army fired an SM-6 missile from the system. Army leaders intended to field a mid-range capability battery, which would be assigned to a strategic fires battalion under a multidomain task force that would consist of four launchers and a control center. The system would serve to augment future long-range fires systems.

To tie many of these ongoing efforts together, as FY 2023 ended, the Army embarked on a yearslong effort to synchronize and test integrated fires capabilities. The Army's program executive officer for missiles and space, Brig. Gen. Frank J. Lozano, said that the integrated fires test campaign would become "the centerpiece of what we're trying to achieve from an offensive and defensive integrated-fires capability." The campaign is set to continue incrementally through FY 2027. It will allow commanders and soldiers to work with industry to identify the best ways to integrate new technologies into Army fires systems. This effort will be a continuation of the FY 2022 and FY 2023 integrated battle command system's (IBCS's) initial operational test that linked the system with the Patriot air defense system and the Sentinel A3 radar. Following the success of that test, the Army cleared the IBCS for full-rate production and planned to connect it to a wide variety of sensors and shooters on the battlefield.

Air defense modernization efforts were also an Army priority during FY 2023. The Air and Missile Defense Division of the Office of the Deputy Chief of Staff, G–3/5/7, supported the Integrated Air and Missile Defense Mix Study. Analysis from this study will shape future programming concerning lethality and existing air and missile defense systems. It also will inform Army leaders of the best way forward to counter emerging threats. Meanwhile, as noted, the Army has been testing the IBCS system with Patriot launchers since late FY 2022. In March 2023, the Army tied the IBCS to Indirect Fire Protection Capability (IFPC) Increment 2 launchers and the lower-tier air and missile defense sensor (LTAMDS) during a command and control test at White Sands Missile Range, New Mexico. The LTAMDS was designed to provide 360-degree coverage against air and missile threats. At the same time, the IFPC Increment 2 was intended to protect semifixed sites from rockets, artillery, mortars, cruise missiles, and drones. The test was part of the LTAMDS

operational assessment and the IFPC Increment 2 initial operational test. Following the success of these tests, the Army went ahead with its decision for full-rate production of the IBCS.

Near the end of FY 2023, the Army unveiled other cutting-edge air defense capabilities. The U.S. Army Rapid Capabilities and Critical Technologies Office announced that it delivered four directed-energy (DE) maneuver–short-range air defense (M-SHORAD) prototype systems to the 4th Battalion, 60th Air Defense Artillery Regiment, at Fort Sill, Oklahoma. Before receiving these high-powered laser systems, crews underwent rigorous training on surrogate M-SHORAD vehicles designed to mimic the DE M-SHORAD's size, weight, and power. Once received, these systems enabled the battalion to embark on collective training with kinetic variants of the DE M-SHORAD. This allowed for analysis on the integration of these systems within the Army's air missile defense architecture. The Army leaders made plans to field test these prototypes in FY 2024 via a "soldier touch point," a mechanism through which soldiers have the opportunity to test the new equipment and provide feedback to the Army as it develops its modernization and acquisition strategy for the DE M-SHORAD system.

While short-range air defense has been a modernization priority for some time, Army leaders also stressed the need to address countering small, unmanned aircraft systems (UAS), commonly referred to as drones. Russia's use of Iranian drones in Ukraine highlighted this need. In FY 2023, HQDA released requirements for the fielding of counter–small UAS (C-sUAS) capabilities, and PEO Missiles and Space fielded handheld and dismounted C-sUAS systems to the 82d Airborne and 1st Cavalry Divisions. Fielding these systems to additional Army formations will continue through FY 2031. This fielding marked the first push of C-sUAS equipment to the divisions for operational training, planning, and employment. Then, in June 2023, the Joint C-sUAS Office conducted a demonstration with the U.S. Army Rapid Capabilities and Critical Technologies Office at Yuma Proving Ground, Arizona. Teams from five private industry partners demonstrated capabilities that can defeat one-way attack drones that are preprogrammed to fly without

the control of an operator once launched. These included the mobile radio-frequency-integrated UAS suppressor system, the lightweight multirole missile, and the advanced precision-kill weapon system.

Army leaders based their future force initiatives on the assumption that the force will need to contend with contested logistics on any future battlefield. The ongoing war in Ukraine served as a reminder that the U.S. Army no longer can rely on uncontested sustainment and logistics as it had been able to do during the wars in Iraq and Afghanistan. This is particularly true in the Indo-Pacific, where China has deep-layered offensive capabilities that could disrupt U.S. Army sustainment efforts. In March 2023, General Rainey announced the creation of a new modernization cross-functional team to focus on contested logistics. The team is stationed at Redstone Arsenal, Alabama, and falls under U.S. Army Materiel Command. The team's priorities are focused on sustaining the force in real time, reducing logistics demands, improving supply distribution, and providing power effectively on the battlefield.

In FY 2023, the Army experimented with the latest iteration of modernized communications capabilities at home and abroad. The 3d BCT, 101st Airborne Division, completed an integrated tactical network validation exercise at its home station. At the same time, elements of the division utilized additional capabilities while deployed to Romania. Since its introduction to soldiers in 2019, the integrated tactical network has provided a secure, unclassified, and encrypted mobile network communications system that increases communications mobility, flexibility, and resiliency. The validation exercise provided troop feedback to Army leaders, which allowed leadership to identify ways to simplify the network at the brigade level and below. The 101st Airborne Division and the 1st Cavalry Division received the integrated tactical network in FY 2023. In previous years, the integrated tactical network has been fielded to BCTs from the 82d Airborne Division, the 25th Infantry Division, the 11th Airborne Division, and the 2d Cavalry Regiment.

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, fourteen infantry, and six Stryker. The types of BCTs in the ARNG stood at five armored, twenty infantry, and two Stryker.

In FY 2023, Secretary Wormuth announced that the Army would be making force structure changes in the coming years. "We are transforming," she said, "to an Army that is focused on multidomain operations against a near-peer competitor, and that requires us to bring in new capabilities [and] new force structure." Such changes in force structure involved not only restructuring some units but also cutting others. The secretary predicted that the Army would stand up purpose-built formations for short-range air defense, indirect fires protection, and multidomain operations. She further indicated that close-combat forces that the Army stood up to fight the Global War on Terrorism may be cut or scaled back. This would reduce the overall size of special operations forces in the U.S. Army. Within the special operations community, however, leaders began experimenting with expanding the size of individual detachments from twelve to sixteen soldiers and creating a new career field with a technical focus.

Some of the pending force structure changes were related to the Army's ongoing recruiting difficulties. In FY 2023, the U.S. Army missed its recruiting goals for the second straight year. Secretary Wormuth noted that this was one of the reasons the Army was considering force structure cuts. Addressing the Senate Appropriations Committee during a budget hearing, she said that "if we don't turn our recruiting situation around, I can't guarantee you that the Army won't have to make some substantial potential force structure reductions" to ensure immediate response forces "are manned adequately so that they're ready to go." While recruiting issues were not the only consideration pertaining to force structure, the force's end strength fell during the fiscal year as more soldiers left the service than entered.

In FY 2023, Army leaders announced that the force would be planning new ways to organize and distribute artillery, air defense, and counter–unmanned aerial surveillance units as modernization projects come to fruition. General McConville said during a George Washington University Project for Media and National Security event that the looming force structure overhaul would require the Army to design ways to harness new technologies without increasing unit staffing levels. Even without the recruiting shortfall, Army leaders had anticipated balancing modernization efforts with flat budgets and a steady or declining end strength. As such, service leaders began discussing how to design units specifically for long-range precision fires, surveillance, and air and missile defense. As the Army transforms, it is "going to have to build new organizations," according to the chief of staff.

Army senior leaders made their force structure decisions at a series of "night court" sessions. In 2017 and 2018, Army leaders held lengthy sessions during which they examined the budget details of Army programs and priorities. In FY 2023, leadership held similar discussions to examine unit priorities and which types of units could be cut or restructured. Secretary Wormuth recalled during a Senate hearing, "We did sort of what I would call a people night court, where we basically went and looked at all the different types of soldiers in units and said, 'Do we need to have sixty cooks, or can we use forty cooks?'" She continued, "We have looked at what we call unit priority and we've looked over the years at the units that we have used very heavily, as opposed to those that we may have used much less frequently, and those are areas where we can probably do some thinning out." During an oral history interview, General McConville mirrored the secretary's sentiment and noted, "We have had to make some tough decisions regarding people. It really comes down to how we prioritize what types of organizations we need." Additionally, he said, the new night court "has been about getting the total army analysis in line with our strategy and the type of units we need." All of these force structure decisions were scheduled to play out in FY 2024 and beyond.

While Army leaders discussed and analyzed the Army's long-term force structure, they made some immediate decisions regarding unit activations and inactivations. At the end of FY 2022, General Charles A. Flynn, Commander, U.S. Army Pacific, held an activation ceremony for the 3d Multi-Domain Task Force at Fort Shafter, Hawai'i. The task force officially stood up in October 2023. Stationed in the Indo-Pacific theater, the 3d Multi-Domain Task Force brought together existing lethal and nonlethal capabilities to transform how forces in the theater integrate long-range precision fires, cyber and electronic warfare capabilities, and intelligence gathering. Then, on 16 October 2022, the Headquarters and Headquarters Battery, 52d Air Defense Artillery Brigade, stood up at Sembach Kaserne, Germany. The brigade provided command and control for all U.S. Army air and missile defense forces within the European Command area of responsibility. It reported to the 10th Army Air and Missile Defense Command.

In FY 2023, the director of Army aviation from the Office of the Deputy Chief of Staff, G–3/5/7, coordinated the development and implementation of U.S. Army Arctic Aviation Command, which will stand up in FY 2024. The intent was to establish a command and control headquarters consisting of twenty personnel to oversee and manage the risk associated with two aviation battalions in Alaska. This coincided with the development of the 2030 Aviation Force Design Update conversion for combat aviation brigades. Meanwhile, HQDA continued fielding efforts of current Army aircraft and awarded contracts for new systems. The Army continued modernizing its Black Hawk fleet by fielding the UH–60V, and RA and ARNG units continued receiving the newest versions of the AH–64E Apache helicopters throughout the fiscal year. Army leaders implemented these aviation endeavors to ensure the future aviation force was ready to support the Army of 2030 and 2040.

On 7 September 2023, the 1st Infantry Division held an inactivation ceremony for the 9th Financial Management Support Unit at Fort Riley. After eighty years of service, the colors of the 9th Financial Management Support Unit were cased. The unit was scheduled to inactivate officially on 16 October 2023. First constituted

as the 9th Finance Company in 1942, the unit has been reorganized and redesignated numerous times throughout its history. The unit has campaign credit for three campaigns from World War II and seven from the Korean War. On 16 October 2011, the unit joined the Special Troops Battalion, 1st Infantry Division. Since then, it participated in three retrograde missions, fourteen deployments, and various financial management support missions throughout the division.

Amidst these reorganizations, Army leaders selected the 1st Cavalry Division to conduct the HQDA Reconnaissance and Security pilot program to shape how divisions will fight in 2030. Division leadership assessed its availability of existing units and selected the 1st Squadron, 7th Cavalry Regiment, to lead the program. The squadron realigned to division control to serve as the new division cavalry squadron. The updated formation will utilize new equipment and personnel, including next-generation robotic combat vehicles and unmanned aerial systems, to provide reconnaissance for the division during combat operations. The 1st Cavalry Division also activated three new armored cavalry troops in each BCT.

In June 2023, as part of an overhaul of the Army Combat Fitness Test, the Army announced a simplified way of assessing soldiers' body fat using a tape measurement. Previously, the tape test had measured men around the neck and abdomen and women around the neck, abdomen, and hips. Now, both men and women are measured only around the waist. Army senior leaders believe this new practice is both fairer and more accurate. An internal study demonstrated that the old tape test was flawed; it showed that soldiers had less body fat than they actually had. Soldiers who fail the new tape test can opt to retest with the old method, but only for a year.

Training

With the release of the Army's new multidomain operations doctrine, the force continued training for combat against a near-peer foe. As FY 2022 transitioned to FY 2023, U.S. Army Pacific partnered with the Mission Command Training Program to host the U.S. Army's first

Warfighter exercise concentrated in the Indo-Pacific theater that combined the simulation of joint forcible entry operations and large-scale ground-based combat operations. The U.S. Army's I Corps, 4th Infantry Division, and 25th Infantry Division were the primary training audiences for the exercise. During the exercise, Army units incorporated the five core tasks that Secretary Wormuth had outlined in late 2021: providing ground-based fires, operating secure communications networks, providing operational headquarters, attacking with maneuver forces, and defending with maneuver forces. Leaders broke the exercise into two segments to account for the complex maneuvers needed to traverse the vast distances present in an Indo-Pacific contested environment. I Corps trained as the tactical headquarters, leading the divisions as the primary units of action.

In addition to the Warfighter-style exercises, soldiers stationed in the Indo-Pacific theater had the opportunity to participate in localized combat training center rotations at the new Joint Pacific Multinational Readiness Center in Hawai'i. During one three-week rotation in late October 2022, more than 6,000 soldiers from the 25th Infantry Division conducted training operations alongside partners from Thailand, Indonesia, and the Philippines. Joint participants from the U.S. Air Force, U.S. Navy, U.S. Marine Corps, and U.S. Coast Guard also participated in the training rotation. The main force, the 2d BCT, 25th Infantry Division, faced an opposition force from the readiness center's cadre, the 196th Infantry Brigade. The rotation simulated "jungle archipelagic conditions," and it included live events on four Hawai'ian islands with a simulated event on a fifth island. The expansion of the readiness center will allow units stationed in the Pacific to carry out combat training center rotations near their home stations in conditions better simulated locally than at the National Training Center at Fort Irwin and the Joint Readiness Training Center at Fort Polk (Fort Johnson), Louisiana. Further, it will allow the Army to bring in Pacific partners to participate in Pacific-based training.

Army forces conducted other Warfighter exercises in addition to the Indo-Pacific exercise with an emphasis on potential European

operations. One such exercise took place in April 2023 at Fort Hood (Fort Cavazos), Texas. Exercise Warfighter 23–4 simulated large-scale combat operations and involved tens of thousands of troops from across the globe. The exercise tested the III Corps' ability to project combat power. It involved units from the 1st Armored Division, the 1st Cavalry Division, the 13th Sustainment Command, the 36th Engineer Brigade, the 75th Field Artillery Brigade, the 89th Military Police Brigade, and various NATO (North Atlantic Treaty Organization) partner forces that included the 3d (United Kingdom) Division. The exercise provided the multinational force a simulated environment that included numerous modernization challenges that required joint cooperation and innovation to solve.

Operational Forces

During FY 2023, Army units engaged in a variety of global operations and security assistance missions with multiple foreign partners. The service provided combatant commanders with combat-credible ground forces from all three components capable of fighting and winning in large-scale combat operations. The Army was the backbone of the Joint Force in the Indo-Pacific region. In Europe, the Army remained the tip of the Joint Force spear, and it continued to reassure America's NATO allies and regional partners amidst Ukraine's ongoing war with invading Russian forces. The Army continued to commit significant numbers of troops to U.S. Central Command and numerous advisers to Africa and the Americas. Soldiers assisted with disaster relief, border security missions, and other national responses.

Operational Forces: U.S. Army Central

During FY 2023, 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. Army

casualties for FY 2023 in Operation Inherent Resolve totaled zero nonhostile deaths and nineteen wounded in action. Additionally, the Army maintained forces focused on theater-wide priorities as part of Operation Spartan Shield. American over-the-horizon operations to counter extremism in Afghanistan continued as part of Operation Enduring Sentinel, which began on 1 September 2021. These operations were ongoing throughout FY 2023.

Although operations in U.S. Army Central's area of operations were a constant for nearly twenty years, the pace of active combat operations has slowed in recent years. Soldiers who deployed to Southwest Asia in FY 2023 typically performed advice, support, and oversight operations. Nonetheless, soldiers maintained their readiness while deployed. In early 2023, soldiers from the 28th Infantry Division, supporting Task Force Spartan, participated in Exercise Juniper Oak 2023. The task force deployed the division's tactical command post during the exercise to enhance interoperability between the U.S. and Israeli militaries. The small staff in the tactical command post coordinated communications among various countries, levels of command, and units with different mission objectives. Within Task Force Spartan, the tactical command post supported aviation, infantry, and fires assets with the Israeli Defense Forces.

In FY 2023, various units deployed to U.S. Central Command's area of operations as part of a regular rotation of forces in the region. In September 2022, the 2d Battalion, 116th Cavalry Regiment (Idaho ARNG), deployed as part of Task Force Rattler. The Combat Aviation Brigade, 36th Infantry Division (Texas ARNG), also deployed in September as part of Task Force Mustang. Elements of the 1st and 5th Battalions, 3d Security Force Assistance Regiment, deployed in October. The 369th Sustainment Brigade (New York ARNG) deployed to Kuwait in November for an eight-month deployment. The 371st Sustainment Brigade (Ohio ARNG) replaced it in July 2023. Additional units that deployed to Kuwait between March and September 2023 included the 1st Battalion, 160th Infantry Regiment (California ARNG); the 2d Battalion, 153d Infantry Regiment (Arkansas ARNG); the 37th Infantry BCT (Ohio ARNG);

the Headquarters, 28th Infantry Division (Pennsylvania ARNG); the 143d Sustainment Command (USAR); the Headquarters and Headquarters Battery, 11th Air Defense Artillery Brigade; the 185th Aviation Brigade; and elements of the 45th Field Artillery Brigade and the 168th Engineer Brigade. The 2d BCT, 10th Mountain Division, replaced the 37th Infantry BCT in August and September 2023. The Headquarters and Headquarters Battery, 31st Air Defense Artillery Brigade, replaced 11th Air Defense Artillery Brigade elements during the same August to September timeframe. Finally, the 13th Sustainment Command replaced the 143d Sustainment Command, and the Combat Aviation Brigade, 82d Airborne Division, took over for the 185th Aviation Brigade in September 2023.

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 2023, the command conducted regional exercises, continued staff talks, and performed 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 to counter organized crime, medical readiness training, and disaster relief support. The 525th Military Police Battalion continued to support Joint Task Force Guantanamo.

In November 2022, soldiers from the Illinois and Georgia ARNG participated in Exercise Southern Vanguard 23 at Tolemaida Military Base, Colombia, alongside their counterparts from the Colombian Army. Throughout the two-week exercise, U.S. and Colombian Army soldiers collaborated to complete various training tasks, including executing movement to contact, patrolling in dense jungle terrain, reacting to direct and indirect fire, providing medical treatment, and conducting evacuation techniques. After the exercise, Maj. Gen. William L. Thigpen, Commanding General, U.S. Army South, spoke to the more than 400 American and Colombian soldiers who participated and remarked, "Our U.S. soldiers participating from Georgia and

Illinois National Guard were able to coordinate logistics, experience the rigors of the Colombian Army's training, and hone their squad- and platoon-level skills in Colombia's challenging jungle terrain." This marked the third iteration of Exercise Southern Vanguard. Earlier rotations had involved U.S. Army soldiers with Chilean and Brazilian counterparts, respectively. Exercise Southern Vanguard 24 was planned for late calendar year 2023. In May 2023, the U.S. Army and Colombian Army further strengthened their ongoing partnership when an infantry company from the Colombian Army was embedded with the 3d BCT, 82d Airborne Division, alongside soldiers from the 1st Security Force Assistance Brigade, during a Joint Readiness Training Center rotation at Fort Polk (Fort Johnson), Louisiana.

American soldiers participated in partner-building exercises with other nations as well. In July 2023, more than 1,500 U.S. service members took part in Exercise Tradewinds 23 at Camp Ayanganna, Guyana. Personnel from twenty-one other nations participated in the exercise alongside U.S. soldiers from Army and Air National Guard units from Alabama, Florida, Missouri, Oklahoma, and the U.S. Virgin Islands; U.S. Southern Command; and U.S. Army South; as well as personnel from U.S. Marine Corps Forces South, the Marine Forces Reserve, and the Coast Guard. The two-week exercise was the thirty-eighth iteration of Tradewinds, and it focused on strengthening partnerships and interoperability and increasing all participants' training capacity and capability to mitigate, plan for, and respond to regional crises and security threats. Events conducted during the exercise included jungle certification, airborne wing exchange, oil spill and flood simulation, and human rights training. Participants also received training on women, peace, and security—training that focused on the disproportionate and unique effects armed conflict has on women and girls—in support of United Nations resolutions, U.S. presidential executive orders, U.S. legislation, U.S. whole-of-government strategies, and DoD implementation plans.

The Army also continued to rotate advisers to Central America during the year. In September 2022, elements of the 4th Battalion,

54th Security Force Assistance Regiment (Texas ARNG), replaced elements of the 1st Battalion, 54th Security Force Assistance Regiment, in Honduras.

Operational Forces: U.S. Army Pacific

During FY 2023, Army leaders saw the Army serving as the backbone of the Joint Force in the Indo-Pacific as the DoD reoriented the U.S. military to the region. The previous year, Secretary Wormuth had identified five core tasks for the Army in the Indo-Pacific. First, the Army will serve as the linchpin service to enable joint operations by establishing and protecting bases and staging areas. Second, the Army will use its logistics and communications capabilities to keep joint forces supplied and connected. Third, the Army can conduct command and control at the division level and above. Fourth, the Army will provide substantial long-range fires to enhance the strike capability of the joint force. Finally, the Army will counterattack using its maneuver forces, such as elements of Stryker BCTs and combat aviation brigades.

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 numerous exercises in the region during FY 2023. These were intended to demonstrate American commitment to the region, bolster relationships with regional partners, and test future operating concepts and weapon systems.

During FY 2023, the Army continued to build relationships with militaries throughout the Indo-Pacific region. To this end, Army forces conducted large-scale military exercises in the region during FY 2023, including Exercise Cobra Gold, which kicked off on 28 February 2023. Cosponsored by the United States and the Kingdom of Thailand, the exercise included participants from more than twenty nations. The 2023 iteration of Cobra Gold featured multinational participation in a command and control planning exercise, humanitarian aid and disaster relief training, a simulated noncombatant evacuation operation, humanitarian civic action



Soldiers from the 1st Battalion, 21st Infantry Regiment, 2d Brigade Combat Team, 25th Infantry Division, conduct a "rehearsal of concept" drill with counterparts from the Australian, German, and Indonesian militaries at Townsville Field Training Area in Australia to kick off Exercise Talisman Sabre *23, 21 July 2023.*

projects, and field training exercises. The Combined Space Forces Coordination Center, which focuses on bringing partner nations together to integrate space capabilities into humanitarian assistance, was a newcomer to the annual exercise. FY 2023 marked the forty-second iteration of the exercise.

Additional exercises during the fiscal year included Exercise Talisman Sabre 23 (hosted by Australia) and Exercise Tamiok Strike 23. The tenth iteration of Talisman Sabre was held across five nations and territories during two weeks in July and August 2023. U.S. and Australian military personnel deployed alongside soldiers, sailors, marines and aviators from Canada, Fiji, France, Germany, Indonesia, Japan, New Zealand, Papua New Guinea, the Republic of Korea, Tonga, and the United Kingdom while personnel from India, the Philippines, Singapore, and Thailand observed the exercise. In all, more than 30,000 troops participated in a variety of large-scale logistics and amphibious assault training operations, multinational firepower demonstrations, and field training exercises. The 3d Multi-Domain Task Force out of Fort Shafter saw its first operational

deployment during the exercise. The task force met expectations and helped ensure a successful exercise. It integrated capabilities ranging from long-range precision effects to cyber and electronic warfare mission sets. The multidomain task force impressed allies and partners with the scale and speed at which it achieved its effects. Additionally, U.S. and Australian forces leveraged the exercise to improve readiness by enhancing network capabilities and interoperability with partner forces; thereby also supporting Army 2030 goals of being a data-centric force.

Exercise Tamiok Strike 23 overlapped with Talisman Sabre, but it had a different focus. Tamiok Strike was a bilateral exercise between the U.S. Army and the Papua New Guinea Defense Force. U.S. Army Pacific sponsored the third iteration of this exercise, which the Papua New Guinea Defense Force hosted. During the two-week exercise, company-sized elements from both the U.S. Army and the Papua New Guinea Defense Force aimed to enhance interoperability through training and cultural exchanges. Training included expert academic exchanges and professional development workshops that focused on stability operations. It also included engineering construction projects between the 130th Engineer Brigade and Papua New Guinea's engineers. Tamiok Strike took place at Taurama Barracks, Port Moresby; Moem Barracks, Wewak; and Igam Barracks, Lae.

Potential conflict with China remained the underlying basis for all of these exercises and relationship-building efforts. General Flynn made this point during a virtual address at the annual Maneuver Warfighter Conference at Fort Moore near the end of FY 2023. General Flynn remarked that "this century is going to be defined by what actually happens in the Indo-Pacific and Asia. It is the most consequential region at the most consequential time, and it has the most consequential adversary that has both the capability and the will—and it demonstrates it every single day—to conduct operations to counter the United States."

To ensure the operating force in the Indo-Pacific remained at the highest levels of readiness to face such a threat, Army leaders continually modernized and upgraded equipment for soldiers

stationed in Korea and throughout the region. The 403d Support Brigade provided U.S. Army Sustainment Command a forward presence to manage sustainment, maintenance, and supply. Headquartered at Camp Henry, Republic of Korea, the unit was organized to place logistics power forward to every element of an expeditionary Army within its area of operations. The 403d utilized a "care of supplies in storage" program to ensure its soldiers knew the true condition of material and equipment. The program helped the Army avoid wasteful replacement costs. It prevented the issuance of outdated or unusable equipment to units within the Republic of Korea. The care of supplies in storage program also ensured that when a vehicle reached the end of its service life, it was replaced with the newest model. This led to a constant rotation of vehicles on and off the Korean Peninsula. These efforts helped guarantee that units stationed in the region were equipped with the newest systems, which they would need as the tip of the spear in a potential regional conflict.

The regular rotation of forces to South Korea continued during the fiscal year. In October 2022, the 2d BCT, 2d Infantry Division, replaced the 1st BCT, 1st Armored Division, in Korea. It was the first rotational Stryker BCT to deploy to the peninsula. In July 2023, the 2d BCT, 4th Infantry Division, replaced it as part of a regular rotation. In December 2022, the 2d Battalion, 4th Field Artillery Regiment, of the 75th Field Artillery Brigade, deployed to Korea with its multiple-launch rocket systems. It took over for the 2d Battalion, 18th Field Artillery Regiment, of the 75th Field Artillery Brigade. Later, in August 2023, the 1st Battalion, 77th Armored Regiment, moved to Korea as part of an eleven-day, no-notice deployment.

Operational Forces: U.S. Army Europe and Africa

The presence of the U.S. Army in Europe greatly expanded during the previous fiscal year in response to Russia's invasion of Ukraine on 24 February 2022. Before the invasion, U.S. European Command numbered 80,000 American troops—65,000 permanently stationed in Europe, and 15,000 on rotational assignments. After the invasion,



Col. Jorge M. Fonseca, the commander of U.S. Army Garrison Poland, receives the colors from Tommy R. Mize, the director of U.S. Army Installation Management Command, during an assumption of command ceremony at Camp Kościuszko, Poland, 21 March 2023.

the American presence on the European continent exceeded 100,000 for the first time since 2005. These additional forces were deployed to demonstrate American commitment to NATO allies, support Ukrainian partners, and deter further Russian aggression. American soldiers fanned out across Central and Eastern Europe, the Baltics, and the Balkans to conduct training, participate in exercises, and partner with allied militaries. Army leaders publicly stated that the success of these deployments was the result of years of planning and exercises, such as the DEFENDER series of exercises in 2020 and 2021.

In June 2022, President Biden announced that the Army would establish a permanent garrison in Poznań, Poland, where V Corps had its forward command element. In FY 2023, the Army established the permanent garrison at Camp Kościuszko, named in honor of Col. A. Tadeusz B. Kościuszko (1746–1817), a Polish general, engineer, and American Revolutionary War commander, and the first permanently assigned soldiers arrived in Poland. In March 2023, V Corps allowed soldiers to conduct a permanent change of station to become part of

V Corps forward. Army leaders intended the permanent presence of V Corps soldiers in Poland to bolster operational readiness and assure the nation's European allies of the United States' ongoing support. Permanent tours in Poland also were opened to USAR and ARNG soldiers to serve on active duty operational support status in Poland for one-year unaccompanied rotations.

Although V Corps soldiers did not serve in a permanent garrison status until FY 2023, the corps headquarters had been fully operational since 2021. Its mission was to assure allies and partners while deterring potential adversaries. The corps' mission, though, was never solely deterrence and warfighting. Humanitarian aid remained a part of the corps' mission in the European theater. When a 7.8-magnitude earthquake hit the border region between Türkiye and Syria on 6 February 2023, followed by up to 183 aftershock earthquakes, including one registering a 7.6 magnitude, V Corps soldiers were ready to assist. After the earthquake, the Turkish government requested assistance from the U.S. Agency for International Development. In coordination with the agency, the U.S. military assisted in providing relief to the people of Türkiye. U.S. European Command led the response and ordered U.S. Naval Forces Europe and Africa's Sixth Fleet to the region. To support the effort, V Corps provided medical evacuation as well as air support to move people and supplies. The corps sent fifteen aircraft from the Combat Aviation Brigade, 1st Armored Division, and the 12th Combat Aviation Brigade along with soldiers from the 1st Battalion, 502d Infantry Regiment, 2d BCT, 101st Airborne Division. In twenty-one days, they completed more than twenty-nine missions, flew more than 284 hours, and moved 573,250 pounds of equipment that included diapers, hygiene sets, and heavy-duty plastic sheets for temporary shelters.

In July 2023, soldiers from the 3d Infantry Division also provided humanitarian aid in Europe. As massive wildfires swept through Greece, U.S. European Command deployed three Black Hawk helicopters and crews from the Combat Aviation Brigade, 3d Infantry Division, to the coastal city of Volos to engage in fire suppression efforts. This was part of an Army and U.S. Department

of State effort to supplement the ongoing Greek response to the fires. The Combat Aviation Brigade had only been in Greece for a few months before it assisted in the firefighting response. The brigade had arrived in April 2023 for a nine-month European rotation that was focused on training operations with partner nations. The soldiers set that mission aside temporarily to provide valuable aid and assistance to Greece.

Providing humanitarian aid was part of Army operations during FY 2023, but preparing for potential conflict and maintaining readiness remained the top priorities for Army forces. During the fiscal year, soldiers participated in numerous exercises to hone their abilities and improve interoperability with regional partners. One such exercise took place in the latter half of March 2023. Exercise Dynamic Front 23, directed by U.S. Army Europe and Africa and led by the 56th Artillery Command, was a multinational exercise designed to improve allied and partner nations' ability to execute multiechelon fires while testing interoperability of tactical- to theater-level fires systems in a live environment. Soldiers from eighteen nations participated in this year's iteration that utilized the mission partner environment network. Allies and partners shared fire mission data and executed mission command with the various fire control systems each nation brought to the fight.

Exercise Combined Resolve 18 took place between 21 April and 23 May 2023 at the 7th Army Training Command's Joint Multinational Readiness Center at the Hohenfels Training Area in Germany. Combined Resolve is a recurring exercise that prepares an armored BCT for a NATO support mission. This year, the 2d BCT, 1st Cavalry Division, an armored BCT out of Fort Cavazos (Fort Hood), Texas, led the exercise and was its primary audience. The 16th Mechanized Division of the Polish Armed Forces served as the higher command. Fifteen additional allies and partners participated in the exercise that assessed units' abilities to conduct combat operations alongside partner nations and units in a multidomain battlespace.

Other training exercises were part of the ongoing Dynamic Employment of Forces to Europe for NATO Deterrence and

Enhanced Readiness 2023 (Defender 23) series of exercises, which were the capstone European exercises of FY 2023. Exercise Defender-Europe 23 was held in the summer, and it included three separate exercises: Swift Response 23, Immediate Response 23, and Saber Guardian 23. Over the course of the three exercises, more than 9,000 American troops trained alongside 17,000 multinational troops from twenty-six partner nations. The exercises stretched across ten European countries and tested the U.S. military's ability to deploy combat troops and equipment rapidly to assure allies and defend Europe from hostile adversaries. The exercises also demonstrated European partner nations' commitment to increasing the scale, capability, and interoperability of their militaries.

The first Defender-Europe 23 exercise, Swift Response 23, kicked off on 7 May and continued through 20 May 2023. In addition to service members from the United States, military personnel from the Czech Republic, Estonia, France, Germany, Greece, Hungary, Italy, Latvia, the Kingdom of the Netherlands, Poland, Portugal, Spain, and the United Kingdom participated in the exercise. Swift Response 23 tested the ability of combat forces postured in theater to respond to any threats against NATO allies and partners. During the exercise, the Spanish airborne brigade, Brigada Paracaidista, led three near-simultaneous airborne operations in Estonia, Greece, and Spain. Soldiers from the 12th Combat Aviation Brigade participated in air assault training with elements of the Dutch Armed Forces' 11th Airmobile Brigade during the exercise. After the successful seizure of objectives, live-fire training took place.

The second Defender-Europe 23 exercise, Immediate Response 23, began on 22 May 2023 and lasted until 2 June 2023. The exercise took place in Albania, Bulgaria, Croatia, Kosovo, Montenegro, North Macedonia, and Slovenia. It included approximately 2,800 U.S. and 7,000 multinational participants. Soldiers from the Minnesota ARNG's 34th Infantry Division headquarters served as the enabling body for the exercise. ARNG troops from Minnesota and other states participated as part of the DoD's State Partnership Program. The soldiers worked with participating nations and individuals on complex tasks such as rapidly building combat power using materiel

that arrived from the United States as well as vehicles and equipment from the Army's pre-positioned stocks throughout Europe. Once in country and equipped, the national guard troops participated in combined-arms and live-fire training throughout the Balkans.

Exercise Saber Guardian 23 was the third and final connected exercise in the 2023 Defender-Europe series. It began on 29 May 2023 and ran through 9 June 2023. V Corps led the exercise with the support of a Romanian multinational division. Major activities during the exercise included equipment draws from the Army's pre-positioned stock; a tactical road march; river crossings; responses to simulated chemical, biological, radiological, or nuclear threats; and medical evacuation operations throughout the region. Simultaneously, the 41st Field Artillery Brigade conducted multiple-launch rocket system and high-mobility artillery rocket system (HIMARS) rapid infiltration missions in the Black and Baltic Sea regions with the 56th Artillery Command. This was the largest of the Black Sea region exercises, and it included more than 2,400 U.S. and 7,300 multinational participants. Soldiers from Albania, Bulgaria, Belgium, France, Greece, Germany, Italy, the Netherlands, Romania, and Slovenia participated in the exercise alongside American soldiers. The exercise also incorporated the Alabama National Guard as part of the State Partnership Program.

As the Defender-Europe exercises took place, soldiers from the 2d Cavalry Regiment participated in Exercise Griffin Shock 23 from 13 to 20 May 2023. The exercise prepared V Corps and NATO's Multinational Corps Northeast for the rapid expansion of NATO's Multinational Battle Group Poland in support of ongoing deterrence initiatives. More than 3,000 soldiers from multiple nations supported the effort, a combined NATO and U.S. Army short-notice exercise that tested the Army's ability to reinforce NATO's enhanced forward-presence battle group and rapidly expand it to become a land forces brigade.

Near the end of the fiscal year, more than 4,000 soldiers participated in the annual joint exercise, Saber Junction 23, from 28 August through 16 September 2023 at the Joint Multinational Readiness Center in Germany. The 7th Army Training Command



Soldiers from Troop K, 2d Cavalry Regiment, assigned to NATO's Multinational Division Northeast, engage simulated targets during a live-fire rehearsal training event as part of Exercise Griffin Shock *23 in Bemowo Piskie, Poland, 15 May 2023.*

hosted the event, which included numerous NATO-allied militaries. The 2d Cavalry Regiment served as the exercise lead with multinational support. Crews from the Combat Aviation Brigade, 3d Infantry Division, provided air support to the combined force. At the same time, soldiers from the 1st Battalion, 4th Infantry Regiment, acted as the opposing forces. Italian and Polish soldiers also simulated enemy forces throughout the two-week exercise. Improving interoperability between NATO allies was the primary focus of Saber Junction 23.

While these training exercises prepared soldiers for potential future conflicts, American soldiers worked with the Ukrainian military in an actual ongoing conflict. The U.S. military's expanded combat training with Ukrainian soldiers began in early January 2023 in Germany. American trainers focused the combined arms exercises on preparing a Ukrainian battalion to retake the field. The training honed the skills of the Ukrainian forces, making them more prepared to launch an offensive or counter a surge in Russian attacks. Additionally, the United States delivered the thirty-one M1

Abrams main battle tanks that had been slated for the Ukrainian Army to Germany in May 2023. U.S. soldiers then trained the Ukrainian teams, teaching them how to operate and repair the tanks during a ten-week course. Such equipment and training were essential in supporting Ukraine's ongoing struggle against invading Russian forces.

The Army conducted a series of deployments and redeployments throughout FY 2023 as it continued to support Operation Atlantic Resolve, bolster NATO, and reassure allies and partners amidst the ongoing war in Ukraine. In December 2022, the 446th Transportation Battalion (USAR) deployed to Europe to lead all movement-control operations for the 4th Infantry Division Sustainment Brigade, which deployed to Europe in January 2023 to replace the 1st Infantry Division Sustainment Brigade. One month later, the Headquarters, 4th Infantry Division, deployed to replace the Headquarters, 1st Infantry Division, and the 174th Air Defense Artillery Brigade (Ohio ARNG) took over for the 678th Air Defense Artillery Brigade (South Carolina ARNG). The 2d BCT, 1st Cavalry Division, replaced the 3d BCT, 1st Cavalry Division, for an eight-month deployment. It was replaced in mid-September 2023 by the 2d BCT, 3d Infantry Division. In March 2023, the 201st Support Group (Georgia ARNG) deployed and assumed the mission of the 120th Support Group, which had enhanced readiness at forward operating sites in Poland, Lithuania, Latvia, and Estonia.

Because of the ongoing war in Ukraine, the Army announced preparations for potential future deployments to backfill units that had deployed earlier to bolster the presence of American forces on the European continent. Elements from the 1st BCT, 101st Airborne Division, and the Headquarters, 10th Mountain Division, prepared for potential deployment and then deployed in March and April 2023. They took over for the Headquarters, 101st Airborne Division, and 2d BCT, 101st Airborne Division, respectively. Elements of the 39th Infantry BCT (Arkansas ARNG) assumed the mission of the 27th Infantry BCT (New York ARNG) in April. Then, in May 2023, the Combat Aviation Brigade, 3d Infantry Division, deployed to Europe and replaced the Combat Aviation Brigade, 1st Armored

Division, which had deployed at the start of FY 2023. In June 2023, the 525th Military Intelligence Brigade replaced the 504th Military Intelligence Brigade. In August 2023, the 2d BCT, 1st Armored Division, replaced the 2d BCT, 1st Infantry Division.

As the fiscal year ended, various units prepared to deploy to and redeploy from Europe. In September 2023, the Combat Aviation Brigade, 1st Infantry Division, prepared to deploy to Europe to replace the Combat Aviation Brigade, 3d Infantry Division, which had deployed six months earlier.

Europe was a priority in FY 2023, but U.S. Army Europe and Africa maintained an operational presence on the African continent as well. Soldiers advised African partners, supported humanitarian efforts, planned for potential future engagements, and participated in joint exercises. In February 2023, U.S. Army Southern European Task Force, Africa, led Exercise Justified Accord 23. This multinational exercise was the largest in East Africa, and it brought together soldiers from four continents and more than twenty nations to increase readiness for peacekeeping missions, crisis response, and humanitarian assistance. The approximately 1,000 participants took part in various events in locations in Nairobi, Kenya, Uganda, Djibouti, and Somalia. The Joint Exercise Support Group, led by soldiers from the 151st Regional Support Group (Massachusetts ARNG), managed the logistics associated with the exercise. A team from the 2d Security Force Assistance Brigade also deployed during the exercise, alongside its Djibouti Armed Forces partners.

Exercise African Lion 23 took place in Ghana, Morocco, Senegal, and Tunisia between 13 May and 16 June 2023. After more than a year of planning, multinational partners came together to conduct realistic, dynamic, and collaborative readiness training. The exercise's austere environment intersected multiple geographic and functional combatant commands, including U.S. Africa Command, U.S. European Command, and U.S. Central Command. More than 8,000 participants from eighteen nations participated in multiple combined arms live-fire exercises; maritime and air exercises; field training exercises; two chemical, biological, radiological, nuclear response exercises; and three humanitarian civic assistance events.

Since its inception in the late 1990s, African Lion has grown exponentially. In FY 2022, Senegal and Ghana hosted field training exercises at military installations within their respective countries. In FY 2023, they expanded the training to incorporate host-nation forces and U.S. personnel, including soldiers from the 2d Security Force Assistance Brigade.

U.S. Army units also deployed to Africa as part of planned rotations. In November 2022, the 157th Maneuver Enhancement Brigade (Wisconsin ARNG) replaced the 404th Maneuver Enhancement Brigade (Illinois ARNG) in Djibouti until the 218th Maneuver Enhancement Brigade (South Carolina ARNG) succeeded it in July 2023. In December 2022, the 450th Civil Affairs Battalion (USAR) deployed to Africa. It remained on the continent until August 2023, when the 489th Civil Affairs Battalion (USAR) assumed its mission. Elements of the 45th Infantry BCT (Oklahoma ARNG) deployed to Djibouti in June 2023.

Domestic Operations

During FY 2023, U.S. soldiers participated in numerous domestic operations ranging from border duty to natural disaster assistance. In late April 2023, in anticipation of a wave of migrant border-crossing attempts expected at the end of May, the DoD announced that approximately 1,500 active duty troops would deploy to the U.S. southern border to assist Department of Homeland Security personnel. The soldiers did not handle law enforcement activities; to free up border patrol agents, they focused on data entry, ground-based detection, and warehouse support. The mission originally was slated to last ninety days. However, many of the soldiers stayed at the border through the end of FY 2023. These soldiers worked alongside ARNG troops from Texas and other states who had deployed to the border through state programs.

In August 2023, U.S. Army Pacific, with the assistance of the Hawai‘i ARNG, oversaw defense support to civilian authorities in Hawai‘i following horrific wildfires there. Brig. Gen. Stephen F. Logan of the Hawai‘i National Guard took command of Joint Task



Personnel and equipment from the U.S. Army arrive at Kahului Airport to support Joint Task Force 50, 19 August 2023. Refueling operations aided the wildfire recovery efforts in and around Lahaina, Maui, in Hawai'i.

Force 50 to synchronize all DoD support to operations on Maui. Such operations included the U.S. Army Corps of Engineers assisting in power generation, the 9th Mission Support Command providing the U.S. Army Reserve Center-Wailuku as a Federal Emergency Management Agency staging area, and soldiers of the 25th Infantry Division and Joint Task Force 50 providing aerial firefighting equipment and personnel. Secretary of Defense Lloyd D. Austin appointed General Logan as a dual-status commander with the legal authority to command both national guard forces operating under state authority (Title 32) and active duty forces operating under federal authority (Title 10).

During FY 2023, Army leaders made significant announcements regarding force structure and the future of Army doctrine. The Army continued its path to build the Army of 2030 and shape the Army of 2040. These efforts brought about some changes in training priorities that were exacerbated by recruiting shortfalls. Army leaders offered new opportunities for recruits entering the Army. Meanwhile, worldwide operations did not cease. Army soldiers continued supporting efforts in Southwest Asia, the Indo-Pacific region, Europe, and Africa, and at home. Despite flat budgets and declining end strength, Army soldiers maintained readiness and answered when called upon.

5
Reserve Components

Organizational Structure and Changes

In FY 2023, the ARNG force structure had 154 command- and brigade-level organizations. This included thirteen command and control headquarters—eight divisional, two expeditionary sustainment, and one each for military police, theater sustainment, and air and missile defense—as well as twenty-seven BCTs—five armored, twenty infantry, and two Stryker. There were fifty-two multifunctional support brigades in the ARNG: eight aviation, eight field artillery (formerly fires), sixteen maneuver enhancement, seven sustainment, and three division sustainment. Additionally, the force structure included fifty-nine functional support brigades and groups, one security force assistance brigade, and two special forces groups. The total authorized strength for the ARNG in FY 2023 was 325,000 personnel, a reduction of 11,000 authorized positions compared to FY 2022, resulting from Army-wide recruiting and retention problems. Despite this challenge, the ARNG's actual strength at the end of FY 2023 was 325,066 personnel.

The ARNG Directorate, located in Arlington, Virginia, reports to the National Guard Bureau, also headquartered in Arlington. The directorate develops and administers ARNG policies and programs with support from National Guard Bureau offices such as Public Affairs, Legislative Liaison, the Chief Counsel, the Principal Assistant for Contracting, and the Inspector General. The ARNG Directorate consists of eight subordinate directorates: Human Resources (G–1), Intelligence (G–2), Operations and Training (G–3/5/7), Logistics (G–4), Information/Communication (G–6), Installations/Environment (G–9), Resource Management (G–8), and ARNG Aviation. In FY 2023, the ARNG had 1,134 military personnel and 793 civilian employees, representing a nearly 50 percent increase in military personnel and an 8 percent decrease in civilian employees from FY 2022.

There were several changes in the ARNG force structure during FY 2023 because of the division realignment process, which reestablished the division as the unit of action instead of the brigade. Specific battalions within brigade-level units aligned to provide all functional elements within a division, especially field artillery (formerly fires), infantry, and cavalry battalions. The ARNG organized two additional division artillery units, added another medical battalion, converted an expeditionary signal battalion to an enhanced battalion, and converted three brigade support battalions to division-level support battalions.

The USAR force, comprising nearly 177,000 citizen soldiers, has two primary offices of leadership: the Office of the Chief of the Army Reserve at Fort Belvoir and the U.S. Army Reserve Command (USARC) at Fort Liberty, North Carolina. The chief of Army Reserve advises the secretary of the Army and the chief of staff of the Army on component actions and serves as the commanding general of USARC, addressing the operational readiness of reserve members through oversight of the major subordinate commands. In FY 2023, these two offices were under the leadership of Lt. Gen. Jody J. Daniels. The USAR was responsible for more than thirty USARC directorates and a network of major subordinate commands, including seven geographic commands and twenty-two functional commands.

The total authorized strength for the USAR in FY 2023 was 189,500 soldiers. Actual strength stood at 175,933 soldiers at the beginning of FY 2023 and at 176,842 soldiers at the end, a 0.52 percent increase over the course of the fiscal year. This represented a rebound from FY 2022, during which the USAR force decreased by more than 8,000 soldiers. Despite the rebound, the USAR still has witnessed a 4 percent force decline since FY 2021. Meanwhile, the USAR had an authorized civilian workforce of 10,984, with actual civilian personnel numbering 12,158 at the end of FY 2023, the largest portion of which was found in military technician positions. Additionally, the USAR started FY 2023 with 4,415 Department of the Army civilians in the workforce, 61 short of the authorized 4,476. At the close of the fiscal year, the authorized

number had risen to 4,492, but the actual Department of the Army civilian workforce had dropped to 4,382.

On 4 January 2021, the chief of the USAR issued a memorandum about reorganization, realignment, and reporting relationships within the Office of the Chief of Army Reserve and USARC, stating that the two organizations are "separate staffs with distinct roles, responsibilities, and reporting relationships." General Daniels directed the two entities to return to a "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. USARC 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. The reorganization continued in FY 2023.

In January 2023, USARC reorganized its SHARP program in response to the independent review committee's finding that ineffective management and use of the SHARP program at Fort Hood (Fort Cavazos) had created a harmful environment for soldiers at that installation. To prevent similar issues within USARC and the USAR, USARC relocated its SHARP office from the USARC G–1 office to the USARC command group. This move gave SHARP staff direct access to leadership while affording the command team greater opportunity to address SHARP issues and concerns quickly.

Meanwhile, USARC's readiness divisions continued to develop the structural changes that had been approved in 2019. The reorganization transferred many processes to the readiness divisions, giving them responsibility for facility site commander appointments, enlisted promotion boards, the soldier readiness program, and certain military history, public affairs, safety, and chaplain duties. Throughout the fiscal year, USARC also delegated other authorities to the readiness divisions. These included the ability to review and submit position vacancy board packets directly to HRC, issue board notification memoranda to troop program unit officers, approve requests for voluntary branch transfer based on functional area designation, and award additional skill identifiers

and special qualification identifiers, except for the classification of warrant officers of the Judge Advocate General's Corps.

USARC also issued a warning order on 28 August 2023 concerning the establishment of the U.S. Army Reserve Marksmanship Unit and the transition of all competitive marksmanship program activities to the Army Reserve Careers Group effective 1 October 2023.

The USAR continued progress toward the activation of eight field-feeding companies, one for each expeditionary sustainment command, in compliance with guidance from HQDA in 2017. The final four field-feeding companies were activated on 16 September 2023.

Lastly, USARC continued its efforts to replace traditional mobility augmentation and sapper units with artillery and infantry variants of the more-capable combat engineer company. Seven mobile augmentation engineering companies of the 412th Engineer Command, as well as three sapper companies and two mobility augmentation companies of the 416th Engineer Command, completed the process in FY 2023.

Recruiting and Retention

The ARNG worked hard to improve recruitment in FY 2023, spending tens of millions of dollars on better marketing and advertising, refocusing its efforts on schools as pandemic restrictions had been lifted, and easing enlistment requirements. For example, as of March 2023, recruits were allowed to have up to three tattoos instead of one. Regardless of these efforts, the ARNG missed its goal of signing 30,880 troops, enlisting only 29,457 new soldiers. However, retention numbers remained strong and stable with a personnel strength of 324,993—only seven soldiers short of its authorized strength of 325,000. Private-sector jobs continue to attract potential recruits away from the ARNG. Sgt. Maj. Marco A. Irenze, a recruiter for Nevada's ARNG, said, "It's Wendy's. It's Carl's Jr. It's every single job that you saw as a young person [that we now have to] go up against, because now, they are offering the same incentives that we are offering." Similarly, tech industry behemoths like Amazon and

Microsoft, which offer better salaries, lure ARNG troops trained in information technology away from the military.

The USAR also struggled to achieve its end strength objective in FY 2023, in large part because of recruiting shortfalls and the departure of prior-service soldiers. The USAR set a recruitment target of 14,650 for the year, but only signed 9,319 service members, a rate of 63.6 percent. Of particular concern for USARC were the twenty-eight military occupational specialties with fill rates below the 60 percent qualification rate, amounting to a deficit of approximately 6,000 soldiers. To address this problem, USARC issued a policy in March 2023 that addressed incentives for recruiting nonprior-service personnel and the retention of prior-service members. Basic incentives included bonuses of up to $20,000 and Student Loan Repayment Program support of up to $50,000.

Additionally, soldiers with high-priority skills or those assigned to high-priority units became eligible for higher levels of incentives, and nonprior-service applicants willing to report to basic training within seven weeks of enlistment became eligible for a quick-ship-option incentive of up to $7,000. USARC also expanded use of the Civilian Acquired Skills Program, which exempts USAR soldiers from advanced individual training requirements if they possess civilian certifications in one of forty-four specialty areas. For example, a soldier in military occupational specialty 88M (Motor Transport Operator) who has a commercial driver's license may receive a reduction in required Army training time.

The USAR also unveiled a new recruitment slogan, campaign, and logo in April 2023. In a series of four "It's Your Time" video presentations shared on a broad range of social media platforms, including Reddit, YouTube, Spotify, Pandora, and Google, USARC focused on opportunities for soldiers to link civilian training, education, and experience with military careers under the categories of "Helper," "Connector," "Fixer," and "Solver." As USARC worked on developing a distinctive and recognizable identity in its media strategy to promote its evolving role and capabilities, designers revealed the new logo: a yellow star bisected by two diagonal stripes. The logo



On 20 April 2023, a few months after the U.S. Army had introduced its new logo, the U.S. Army Reserve unveiled its new logo.

closely resembles the new overall Army's star symbol and firmly establishes the close connection between the two organizations.

In addition to revising incentives for prior-service soldiers, USARC took advantage of two other methods for service member retention. First, the Army Fee Assistance program, which helps soldiers locate and select civilian childcare providers when on-base childcare is not available or not a viable option, has become a powerful retention tool. Second, the issuance of Delegation of Authority (DOA) 23–03, "Retention Beyond Max Age USAR TPU Enlisted Soldiers," on 28 March 2023, enabled major subordinate command commanders to approve requests for retention beyond maximum age, up to age 62, for enlisted soldiers with more than eighteen but fewer than twenty years of qualifying federal service for nonregular retired pay. DOA 23–03 authorized the retention of these soldiers until the completion of twenty years of qualifying federal service for nonregular retired pay or until age 62, whichever occurs first. Similarly, DOA 23–03 gave USARC deputy commanding general the authority to approve requests for retention beyond maximum age, up to age 62, for enlisted soldiers with more than twenty years

of qualifying federal service for nonregular retired pay on a case-by-case basis for operational necessity.

Mobilizations

During FY 2023, USARC mobilized 338 USAR units, consisting of 8,318 reserve soldiers as well as 2,845 individual augmentees, in support of operations worldwide. Of the total mobilizations, 1,771 soldiers within 56 USAR units mobilized in support of U.S. European Command/Ukraine, and another 65 soldiers mobilized to U.S. Indo-Pacific Command in Hawai'i in support of Joint Task Force Red Hill and defueling operations to reduce groundwater contamination at the Navy's Red Hill underground fuel storage facility. USARC began FY 2023 with 6 percent of its force in deployment status and ended the fiscal year with 4.25 percent deployed, with an average of 4.59 percent of its force in deployment status at any given time. Over the course of FY 2023, USARC issued deployment orders for 8,058 service members, representing a 32 percent decrease from the 11,821 deployments during FY 2022. The decline occurred primarily in the continental United States, U.S. Northern Command, and U.S. Central Command areas of operations. For example, deployments within the continental United States decreased from 6,080 to 3,892 (*Table 16*).

COVID–19 Pandemic Operations

The federal activations of ARNG under Title 32 Section 502(f)2 ended on 30 June 2022. By 1 October 2022, four states (New York, California, West Virginia, and Texas) had 304 personnel assigned on state active duty while the number of ARNG soldiers assigned to COVID–19 duty declined throughout FY 2023. By 30 September 2023, only thirty ARNG personnel remained on state active duty. Although the COVID–19 virus remained a public health issue, its impact on the ARNG decreased over the course of FY 2023, particularly as the World Health Organization declared an end to the world health emergency on 11 May 2023.

Table 16—Army National Guard Title 10 Mobilizations, FY 2023

OPERATION	LOCATION	TOTAL PERSONNEL
Southwest Border Support	United States	2,047
European Deterrence Initiative	Europe	1,941
Kosovo Forces	Kosovo	858
Operation Enduring Freedom	multiple locations	188
Operation Freedom's Sentinel	multiple locations	619
Operation Inherent Resolve	Iraq, Kuwait	6,394
Operation Spartan Shield	Kuwait	8,083
U.S. Africa Command/Horn of Africa	multiple locations	2,386
U.S. Indo-Pacific Command	multiple locations	11
Guantanamo Bay	multiple locations	308
U.S. Southern Command	multiple locations	62
Other Continental United States Missions	multiple locations	323
Base Missile Defense	multiple locations	245
National Capital Region–Integrated Air Defense System, Base Operation	United States	316
Total		23,880

Source: National Guard Bureau, *Historical Summary,* FY 2023.

Disaster Relief Operations

Throughout FY 2023, the USAR supported the interagency response to multiple wildland fires, severe weather, and other incidents throughout the United States. For example, in April 2023, three USAR aircraft and nine Army Reserve personnel participated in a multiagency effort to combat a wildfire near Fort McCoy, Wisconsin. Between June and August 2023, 158 reserve personnel supported response and recovery operations because of Super Typhoon Mawar in Guam. Between August and September 2023, the 9th Mission Support Command provided thirty-eight personnel for wildland fire response in Lahaina, Maui, in Hawai'i. Thirty-one emergency preparedness liaison officers supported multiple events throughout

the year. USARC also offered facility support: Wailuku Army Reserve Center was used as a federal staging area for the Lahaina response; the USAR in Vermont made their facilities available for search and rescue teams to use as a base of operations during a period of intense rain and flooding in July 2023; and from July to November 2023, the USAR facility in Fort Snelling, Minnesota, operated as a Federal Emergency Management Agency initial operating facility for an incident management assistance team responding to severe flooding in Minnesota.

Much like the USAR, the ARNG spent much of FY 2023 combating wildfires that resulted from extremely high temperatures and other weather circumstances throughout the continental United States, Alaska, and Hawai'i. Nineteen states reported wildfires and activated personnel to support various fire missions, including Alaska, Arkansas, California, Colorado, Hawai'i, Idaho, Kansas, Louisiana, Montana, Nebraska, New Mexico, Oregon, Rhode Island, Texas, Utah, Washington, Wisconsin, and Wyoming. For instance, between 31 July and 7 August 2023, the Alaska ARNG logged twenty-four flight hours and dropped ninety-four buckets, totaling 59,220 gallons of water, on interior wildland fires. During the first quarter of FY 2023, there was a daily average of 304 personnel supporting wildfire operations; this average dropped to 261 in the second quarter. The number of personnel rose to 357 during the third quarter. It peaked at an average of 732 personnel on duty per day in the fourth quarter of the fiscal year.

The Maui wildfires that began on 8 August 2023, in particular, drastically affected the number of personnel supporting wildfires, with an average of 1,069 on duty per day through the most active part of the Maui mission. The governor of Hawai'i, Joshua B. Green, activated the Hawai'i National Guard on 9 August 2023, with 99 ARNG soldiers immediately on duty and a total of 468 ARNG personnel on wildfire duty by 23 August 2023. The Maui wildfires, which devastated the town of Lahaina, were the most damaging large-scale fatal blaze in the United States since the 2018 Camp Fire in California. The situation in Maui was especially catastrophic because of the high winds from Hurricane Dora, which exacerbated

already windy conditions. To help combat the fires, ARNG troops completed aerial water drops of more than 100,000 gallons of water on 9 August alone. Hawai'i National Guard search and rescue assignments were declared complete on 19 September 2023, with early casualty estimates of more than one hundred deaths. After the Defense POW/MIA Accounting Agency conducted DNA testing, ninety-seven fatalities were identified. ARNG personnel remained on duty through the end of FY 2023. The mission will continue in FY 2024; more than 1,100 people were forced to evacuate their homes, and approximately 1,000 people are still considered missing.

ARNG personnel continued response efforts to storms that occurred in FY 2022: Hurricane Fiona and Hurricane Ian. Hurricane Fiona made landfall as a Category 1 storm near Punta Tocon, Puerto Rico, on 18 September 2022. At that time, 14,000 ARNG soldiers from Puerto Rico and the U.S. Virgin Islands were activated to evacuate more than 1,000 people. Fiona caused dangerous flooding, mudslides, and power outages in addition to widespread damage. At the beginning of FY 2023, on 1 October 2022, 472 Puerto Rico National Guard personnel were on active hurricane response duty, particularly to assist the Federal Emergency Management Agency with expanding Puerto Rico's flood mitigation capacity, the augmentation of dam safety measures, and river dredging. When the mission concluded on 18 September 2023, only twenty-one personnel remained on duty.

Meanwhile, Hurricane Ian made landfall as a Category 4 storm near the Cayo Costa community in southwestern Florida on 28 September 2022. The ARNG saved more than 2,000 people and 50 pets. After the hurricane, approximately 63,000 national guard soldiers from eleven different states helped with recovery efforts. The peak of ARNG activations occurred on 2 October 2022 with 5,399 personnel on active duty in Florida. Numbers steadily decreased through the middle of November. When the mission ended on 15 November 2022, only thirty-seven personnel were still active.

The ARNG responded to five additional tropical storms, including Hurricane Nicole, Hurricane Hilary, Hurricane Idalia, Typhoon Merbok, and Super Typhoon Mawar. When Typhoon Merbok made landfall on 17 September 2022 near Nome, Alaska, the storm surge



Soldiers from the 9th Mission Support Command assess the devastation during the Super Typhoon Mawar relief effort as part of Task Force Roofing Installation Support Emergency Utilization Program (RISEUP) in Guam on 9 June 2023.

caused severe flooding, erosion damage, and loss of subsistence infrastructure to more than thirty-five coastal communities on Alaska's western coast. Approximately 1,500 members of the Alaska National Guard were activated for Joint Task Force Alaska. The task force cleared 125,000 pounds of debris from sixteen Alaskan communities, and Alaska ARNG helicopters covered more than 7,000 miles in seventy flight hours. The mission lasted until 7 October 2022, with just twenty-six ARNG personnel released from duty. The following month, in anticipation of Hurricane Nicole's landfall, the Florida ARNG activated 411 guard troops for duty between 9 and 15 November 2022. On 24 May 2023, Super Typhoon Mawar made landfall in Guam as a Category 4 storm, intensifying to a Category 5 storm as it passed over the island, making it the strongest storm to hit Guam in the last twenty years. The Guam ARNG activated 71 personnel initially, with the number peaking at 340 on 30 May 2023 after more than 90 percent of residents lost power, water, and phone service. Between June and July 2023, an average of 200 ARNG

personnel were on duty, steadily decreasing until the mission closed on 31 August 2023 with just 8 ARNG soldiers still active.

Two major storms in August 2023 caused additional ARNG activations. California was placed under a hurricane warning for the first time since 1939 after Hurricane Hilary made landfall near Punta Eugenia, Mexico, on 19 August 2023. Although the hurricane had weakened to a tropical storm by the time it reached California, 119 ARNG personnel were activated to assist civil authorities in the region—19 assisted in California; 100 in Nevada. The last of the ARNG troops were inactivated, ending the mission, on 25 August 2023. A few days later, on 28 August 2023, Florida's governor, Ronald D. DeSantis, activated the Florida ARNG in response to Hurricane Idalia, which made landfall as a Category 3 storm in Florida's Big Bend region. Hurricane Idalia was the most powerful storm to strike the region in more than a century, with sustained 125-mile-per-hour winds. Idalia's heavy rains led to a 5-foot storm surge along the northern Florida coast. As the storm continued northeast, Joint Task Force Florida, which included North Carolina, South Carolina, and Florida ARNG personnel, supported Florida with 5,336 ARNG troops, 2,400 high water vehicles, 14 helicopters, 23 watercraft, and "Red Horse" heavy construction teams. In addition to the personnel serving in Florida, approximately 100 guard members were on duty in South Carolina, and 128 guard troops operated in North Carolina. The mission concluded on 30 September, when just four soldiers remained active.

Winter storms throughout FY 2023 required ARNG responses in eight states: New York, Indiana, Kentucky, Minnesota, South Dakota, Arkansas, Texas, and California. Because of lake-effect snow in Buffalo, New York, 54 ARNG personnel were activated on 22 November 2022, peaking at 128 personnel on 23 November. The response closed on 25 November with thirty personnel remaining on duty. Beginning on 22 December 2022, a series of activations for winter storm support kicked off with 207 ARNG troops on duty, peaking at 727 on 30 December 2022, and closing out on 3 January

2023 with just 59 personnel still active. On 30 and 31 January 2023, respectively, Arkansas activated 63 ARNG personnel and Texas activated 105 ARNG soldiers. When the response ended on 5 February 2023, 126 personnel remained on duty in Texas. When severe winter storms impacted California, Governor Gavin C. Newsom declared a state of emergency and activated the California ARNG beginning on 3 March 2023 with 58 personnel on duty, peaking at 268 ARNG soldiers active on 23 March, and concluding on 10 April 2023 with 28 personnel still active. The California National Guard aided in rescue efforts by getting supplies to residents trapped in the San Bernardino Mountains. Arkansas and Kentucky activated 150 and 200 ARNG personnel, respectively, in response to a tornado outbreak in the mid-South between 31 March and 1 April 2023. The mission ended on 26 April 2023, with ten ARNG troops remaining on duty. After heavy rains caused summertime flooding in Vermont, the governor activated the ARNG on 14 July 2023 with fifty-seven soldiers on state active duty. The mission peaked at sixty-six personnel on 21 July, and just three ARNG personnel served from 4 August until the mission ended on 11 August 2023.

Specialized Missions

Of note for FY 2023, USARC chaplain teams participated in several types of training to prepare them for the conditions and situations of large-scale combat operations. For example, sixteen realistic events were conducted that trained 612 unit-ministry-team members to provide religious support and advice during peer and near-peer conflicts. Additionally, the USARC Chaplain Directorate deployed eleven chaplains and behavioral health support personnel to support Alaska Mission 100, an initiative to improve the quality of life of soldiers stationed in Alaska. USAR also provided medical equipment, field litter ambulances, and command and control to Task Force Medical (Ground Ambulance) via the 804th Medical Brigade in support of more than 15,000 Boy Scouts at the 2023 Jamboree held at Summit Bechtel Reserve, West Virginia.



Members of the Ohio National Guard's 52d Civil Support Team prepare to enter an incident area with a lightweight inflatable decontamination system to assess and monitor public facilities for any potential remaining hazards in East Palestine, Ohio, on 7 February 2023.

The National Guard Bureau Joint Staff continued its migrant support operations through FY 2023 and into FY 2024 with activated personnel from Massachusetts, Illinois, and New York. Between 1 October and 30 November 2022, ARNG personnel provided support to monitor elections in eleven states: Arizona, Colorado, Connecticut, Delaware, Hawai'i, Iowa, Illinois, North Carolina, New Mexico, West Virginia, and Washington. After a train derailment in East Palestine, Ohio, triggered a hazardous vinyl chloride spill along the Norfolk Southern Railroad on 3 February 2023, ARNG and joint personnel provided military support to civil authorities by setting up a barricaded zone, guiding traffic, and evacuating between 1,500 and 2,000 residents. Sixty-six personnel from the 135th Military Police Company then conducted recovery duties. At the same time, seven soldiers from West Virginia's 35th Civil Support Team and thirty from Ohio's 62d Civil Support Team supported the mission under Title 32 orders until it ended on 9 February 2023.

Personnel from the ARNGs of Texas, Arizona, Florida, Tennessee, Arkansas, South Carolina, Virginia, Oklahoma, Iowa, Nebraska,

the Dakotas, and West Virginia continued to support Operation Lone Star by providing southwest border support. On 6 January 2023, Governor DeSantis activated the Florida National Guard to help state civil authorities manage illegal immigration activity in the Florida Keys. And on 7 June 2023, Task Force Badge began in Arizona, where 244 Arizona ARNG personnel provided support to the Arizona State Police at the U.S.-Mexico border. Between July and the first week of September 2023, on-duty personnel remained steady at 230 until being reduced to 104 on 9 September and stood at 93 by the end of the fiscal year.

Readiness

Throughout FY 2023, General Daniels continued to pursue the readiness vision she had put forth in her 2022 publication, "Changing Culture: Moving from Metrics to Readiness." As part of this effort, the Office of the Chief of the Army Reserve and USARC implemented numerous actions to eliminate redundancies and reduce administrative requirements. For example, an update to the curriculum of the Company Commander First Sergeant Course consolidated multiple, separate training requirements into a single course, which reduces company commander administrative time by approximately fifty hours. Similarly, a revamp of the Company Leader Development Course streamlined mobilization preparation planning and support training management, which should save commanders an additional thirty hours of administrative time. USARC also produced time savings by developing a company command team webpage to centralize important materials and disseminate best practices. The USARC G–1 also began work on a USAR version of the Army-wide "S–1 Net" web portal page for all Army human resources and personnel policy. The USAR version will incorporate the company commander's webpage to ensure that the latest personnel and policy information is readily available.

Additionally, USARC briefed U.S. Army Forces Command leaders on operational and strategic readiness concerns during a quarterly reserve component readiness review. USARC undertook



Spc. James M. Beatty, 1st Battalion, 178th Infantry Regiment, Illinois Army National Guard, aims an M4 carbine during Exercise Northern Strike 2023 at Camp Grayling, Michigan, on 7 August 2023.

numerous actions to assess the readiness of USAR units, including planning and executing seven readiness workshops and assisting 108 units in conducting thorough mission analyses for upcoming Global Force Management Allocation Plan missions. First Army, USARC, and the ARNG co-conducted six multicomponent joint assessments, providing support to 987 USAR personnel on the ground across 221 mission force units, and performed 306 readiness progress reviews on 365 units, which actively supported 8,066 deploying soldiers in their readiness progress.

State Partnership Program

During FY 2023, the ARNG commemorated the thirtieth anniversary of the State Partnership Program with one hundred partnerships and eighty-eight partner nations. The State Partnership Program established three new partnerships in FY 2023 between the Arizona National Guard and Oman, the Minnesota National Guard and Norway, and the North Carolina National Guard with Malawi and

Zambia. Over the course of the fiscal year, several multinational foreign training activities were conducted under Title 10 as a result of the escalating crisis in Ukraine. Exercises Northern Strike, Rapid Trident, and Defender-Europe each worked with nations in Eastern Europe, including Latvia, Estonia, Moldova, Romania, and Poland. For example, Exercise Northern Strike 23–2, which took place between 5 and 19 August 2023 at Camp Grayling near Grayling, Michigan, was one of the DoD's largest reserve component readiness exercises, with more than 7,000 participants from twenty-five states, one territory, and four international partners, including the Michigan National Guard's partner, Latvia. Meanwhile, the North Carolina National Guard partnered with Moldova to host Exercises Rapid Trident and Fire Shield 23 between 10 and 22 September 2023 at Bulbacoa Training Center in Moldova. In Exercise Saber Guardian, the Alabama National Guard and its partner, Romania, conducted joint training activities between 29 May and 9 June 2023.

6
Logistics

Management

Several organizations in the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA [ALT]) underwent significant changes and reorganizations in FY 2023. As part of a broader security assistance enterprise transformation effort, the Office of the Deputy Assistant Secretary of the Army (Defense Exports and Cooperation) reorganized to ensure it could address the increasingly dynamic and competitive security environment adequately. The new organization focused on three primary mission sets: partner-centric delivery; holistic research, development, test, and evaluation acquisition management; and enterprise transparency and administration. Similarly, in response to the high volume of rapid response procurement actions related to ongoing and future international conflicts, the Office of the Deputy Assistant Secretary of the Army (Procurement) established the Field Support Directorate in July 2023. Additionally, the ASA (ALT), in his role as the Army senior procurement executive, appointed the deputy assistant secretary of the Army for procurement as the enterprise head of the contracting activity for the Department of the Army. This change had several purposes: It (1) places the deputy assistant secretary in the procurement chain thereby shifting the role from an advisory one to a directive one; (2) brings the senior procurement executive closer to contract execution; and (3) allows HQDA to better shape the behavior of the other six heads of contracting activity in the Army and senior contracting officials.

During FY 2023, the PEO EIS established a chief information officer directorate in its headquarters. The directorate oversees three subdirectorates—cloud, cybersecurity, and data—to provide technical integration across its vast portfolio. In addition to supporting the PEO EIS's digital transformation, the Chief Information Office actively collaborated with the Office of the Deputy Assistant Secretary of the

Army (Data, Engineering, and Software) on the initial version of its unified data reference architecture. Another change for the PEO EIS was the merging of its two strategic areas of operations—the Business Mission Area and the Enterprise Information Environment Mission Area—under the leadership of a single assistant program executive officer. The Business Mission Area formerly had managed the Army's data and analytics programs and business management systems with a focus on data, finance, human capital, and logistics. The Enterprise Information Environment Mission Area formerly had provided the Army's information technology infrastructure with a focus on defensive cyber functions, enterprise services, and networks. Previously, each mission area had its own assistant program executive officer. With increasing collaboration among the mission area portfolios, the change enabled the new Chief Information Office and a singular assistant program executive officer to manage and support the program teams. As part of the ASA (ALT)'s decision to optimize the agility and synergy of its PEOs, the PEO EIS prepared to transition its integrated enterprise network and defensive cyber operations portfolios, as well as its Enterprise–Identity, Credential, and Access Management Product Office, to other PEOs in FY 2024.

The PEO Aviation had two organizational changes in FY 2023. First, the PM Cargo office merged with the Multi-National Aviation Special Project Office. The union brought the ongoing CH–47 foreign military sales and nonstandard rotary-wing platform initiatives under a single initiative, the Cargo International Program, which was cost-effective and optimized the workforce's capabilities. Second, in response to a reorganization begun in FY 2022, the Office of the Chief Scientist was established as an assistant PEO-level organization in the PEO Aviation headquarters. The chief scientist developed an organizational structure consisting of a holistic survivability branch, a science and technology team, and activities in the areas of NATO support and datalinking efforts. As a result, the Office of the Assistant Program Executive Officer (Engineering and Technology) was stood down effective 15 January 2023. The former structure's roles and missions were distributed among the Office of the Chief Scientist, the new Office of the Assistant Program Executive Officer (Engineering

and Architecture), and the PEO Aviation's Chief Information Office. The transition was completed in March 2023.

The PEO IEW&S also underwent some organizational changes, incorporating two new project manager offices and letting go of one. First, the PM Cyber and Space office was created to support and protect the Army cyber community and to acquire and field offensive cyber and tactical space capabilities. Then, the PM Defensive Cyber Operations office, which is responsible for the acquisition of defensive cyber software for the Army and Army networks, transitioned to the PEO IEW&S from the PEO EIS. Finally, the PM Biometrics office transitioned to the PM Terrestrial Sensors office, where the biometrics team continues to develop biometric capabilities under different leadership.

Lastly, an Army general officer steering committee decided to transfer the Joint Tactical Ground Station modernization and sustainment mission from the PEO Missiles and Space to the U.S. Space Force, effective 1 October 2023. The Integrated Fires Mission Command Project Office's Joint Tactical Ground Station Logistics Team conducted end-of-year closeouts in preparation for the transfer, including closing all tasks tracked by the Joint Tactical Ground Station Equipment Transfer Joint Integrated Product Team and completing all joint inventories. The Army will retain related property in the Defense Property Accountability System until the DoD establishes a Space Force account within the system. The PEO Missiles and Space also established the Passive and Instrumentation Radars Product Office within the Search Track Acquire Radiate Eliminate Project Office on 15 May 2023, which assumed responsibility for both the Army Long-Range Persistent Surveillance Program and the Range Radar Replacement Program from the Search Track Acquire Radiate Eliminate Project Office's Sentinel Product Office. In September 2023, Col. Guy Yelverton III, project manager for the Integrated Fires and Rapid Capability Office, gave a keynote speech at a joint general session of the National Defense Industrial Association's colocated annual Fuze Conference, Future Force Capabilities Conference & Exhibition, and Global Demilitarization Symposium & Exhibition. This series of events brought together thought leaders and subject

matter experts from around the globe to engage in discussions about the entire life cycle of munitions. Topics included advancements within the Fuze community and global efforts to reduce the stockpile of excess and obsolete strategic, tactical, and conventional munitions. In his remarks, Colonel Yelverton said that near-peer competitors and great power competition have brought integrated fires and surge capacity to the forefront of the PEO Missiles and Space's mission, requiring the office to realign its portfolio to address these issues.

Support for Ukraine

The U.S. government's support of Ukraine against Russia's invasion, which began in 2022, continued throughout FY 2023. As a result, demand for artillery shells increased. In response, the Joint PEO Armaments and Ammunition and the Army Contracting Command–New Jersey, U.S. Army Contracting Command, helped accelerate the production of 155-mm. artillery shells by awarding new contracts. In November 2022, IMT Defense Corporation received a sole-source contract to produce 155-mm. shell bodies, and General Dynamics received a new task order to produce 155-mm. artillery parts using innovative and cost-effective manufacturing techniques.

Meanwhile, the Sentinel A3 program fielded the third M-SHORAD battalion, which consisted of twelve new A3 radars, as well as software upgrades to forward-deployed Sentinel formations in U.S. Army Europe and Africa. This increased the air defense protection capabilities of troops deployed to Europe. The Sentinel A3 program also converted four of the ARNG's A3 radars to rapid exportable variant A3 radars. The United States furnished these radars to Ukraine as part of the thirty-second package of equipment provided using the Presidential Drawdown Authority. (This authority, outlined in the Foreign Assistance Act of 1961, allows for the swift transfer of U.S. military stockpiles to foreign entities in urgent need of emergency assistance.) The Sentinel program provided two rapid exportable variant radars to Ukraine in October 2022 and received an undefined contract action for six additional Sentinels for Ukraine with anticipated delivery in FY 2024.

Research, Development, and Acquisition

The ASA (ALT) faced several challenges in FY 2023 related to modernization, competing demands, operating tempo, and supply chains. The office also celebrated many accomplishments and undertook projects and initiatives to address current and future challenges. Major research, development, and acquisition efforts included the successful testing and integration of new weapon systems and the upgrading of various Army networks. The ASA (ALT) also participated in numerous demonstrations and exhibitions related to Small Business Innovation Research and xTech modernization programs.

During FY 2023, the ASA (ALT) continued to support the Army's artillery modernization efforts, including upgrades to field and air defense artillery systems and the missiles and ammunition to accompany them. The Joint PEO Armaments and Ammunition, in support of the Army's cannon modernization strategy, released the M1156A1 precision guidance kit 155-mm. fuze, which is the Army's first gun-fired precision-guided munition that operates with the new M-Code GPS signal. In December 2022, the ASA (ALT) supported a test outside the continental United States of the radar-guided AGM–114L–7A Longbow Hellfire missile variant, during which overseas units successfully used an MQ–1C Gray Eagle unmanned aircraft to shoot down a test UAS target. This was the first event during which a soldier-operated unit in theater destroyed a test UAS target with the AGM–114L–7A Longbow Hellfire missile. Meanwhile, the Integrated Fires Rapid Capabilities Project Office within PEO Missiles and Space released the first "Integrated Fires Operational Capability Roadmap" on 12 May 2023 in response to U.S. Army Futures Command's priorities, and the Counter–Unmanned Aerial Systems Team successfully fielded counter–small unmanned aerial systems with handheld and dismounted capabilities to the first two divisions, the 82d Airborne Division and the 1st Cavalry Division. PEO Missiles and Space also completed a concept verification event for the mobile, low, slow, small unmanned aircraft integrated defeat system single vehicle, resulting in design completion and



A mobile, low, slow, unmanned aircraft integrated defeat system (M-LIDS) assigned to the 37th Infantry Brigade Combat Team engages an aerial target during a training exercise near Fort Bliss, Texas, 24 October 2022.

procurement actions to field the vehicle to Army divisions beginning in FY 2026.

Throughout FY 2023, Army leaders stressed the need to upgrade the Army's logistical command and control network at the joint level and to reinvest in Army watercraft to move equipment, weapons, and people. The Army had divested much of its watercraft in previous years, but after watercraft experiments at Project Convergence in October 2022, the Army opted to pursue a new watercraft program. As a result, the force put its maneuver support vessel (light) prototype into the water in Portland, Oregon. The Army also began drafting capability development plans for a maneuver support vessel (heavy).

Also at Project Convergence, PEO Missiles and Space's Tactical Systems Integration Laboratory led demonstrations of several joint experimental capabilities. One demonstration was the joint track-management capability bridge. This software tool allows U.S. Marine Corps radars to communicate with U.S. Navy fire control systems. Another was the remote intercepted guidance–360, a



Cpl. Jordan A. Wierzbicki, left, and Spc. Daemon K. Vann, right, from Battery D, 6th Battalion, 56th Air Defense Artillery Regiment, pause in front of a Sentinel A4 radar sensor and prime mover following successful displacement of the sensor, 10 April 2023.

ground-based prototype missile communications device and missile add-on packages, that provides in-flight missiles with 360-degree communications using targeting data from various sensors, thereby increasing their accuracy. At Project Convergence, PEO Missiles and Space tested the remote intercepted guidance–360 device, which successfully communicated with an in-flight Patriot Advanced Capability-3 missile. PEO Missiles and Space also tested the Missile Defense Agency's deployable all-domain ground gateway rig. Additionally, the Tactical Systems Integration Laboratory displayed the integration of the Army's long-range persistent surveillance sensor and the Marine's expeditionary long-range persistent sensor to the IBCS.

On 17 November 2022, soldiers from the 3d Battalion, 43d Air Defense Artillery Regiment, and the Air and Missile Defense Test Detachment of the 3d Battalion, 6th Air Defense Artillery Regiment, successfully fired a Patriot Advanced Capability-3 Cost Reduction

Initiative missile against a cruise-missile surrogate target for the Integrated Fires Mission Command Project Office, PEO Missiles and Space. After achieving a successful Milestone C decision on 7 July 2023, the Search Track Acquire Radiate Eliminate Project Office of the PEO Missiles and Space's Sentinel A4 program entered the low-rate initial production phase, awarding a contract to Lockheed Martin for nineteen radar systems. Once a full-rate production contract is awarded, the Sentinel A4 will serve as a one-for-one replacement of the Sentinel A3. It will be fielded between FY 2025 and FY 2034.

During the fiscal year, the Army long-range persistent surveillance team supported activities for U.S. Indo-Pacific Command, U.S. Central Command, and U.S. European Command. After successful system performance during several deployed operations and multiple demonstrations to senior leaders, the Army long-range persistent surveillance system garnered considerable support from soldiers. They were satisfied with the system's easy integration with joint and Army command and control systems, like the IBCS Forward Area Air Defense Command and Control, and the Multi-Source Correlator Tracker. Army long-range persistent surveillance personnel also supported demonstrations and events with the Office of the Secretary of Defense at both Eglin Air Force Base in Florida and Point Mugu in California, working with the Johns Hopkins Applied Physics Laboratory, the Joint Integrated Air and Missile Defense Organization, and the Radar Operations Facility as part of the Sentinel Enhanced Range Initiative. By the end of FY 2023, orders for thirty-four prototype systems had been placed through the DoD Ordnance Technology Consortium, and the government awarded an indefinite-delivery, indefinite-quantity contract to Dynetics Inc. The company will provide sustainment support to deployed systems and engineering services for the further development and production of the Army long-range persistent surveillance system.

Additionally, the Multi-Mission Surveillance Systems Product Office, which manages the AN/TPQ–53, AN/TPQ–50, and AN/TPQ–36/37 radars, continued its key role of protecting American soldiers engaged in Operation Spartan Shield in the

areas of responsibility of U.S. Central Command and U.S. European Command and on the Korean Peninsula. For example, the office made great strides in updating the AN/TPQ–53 with distributed digital receiver exciter technology, which is essential to maintaining overmatch against peer and near-peer threats, preventing obsolescence, and increasing survivability. Similarly, Multi-Mission Surveillance Systems leaders and U.S. Army Communications–Electronics Command's Integrated Logistics Support Center continued coordination efforts to maintain the readiness of the AN/TPQ–50 fleet. Executive and senior leaders of Communications–Electronics Command and the PEO Missiles and Space developed a path forward to alleviate component obsolescence sustainment issues for the AN/TPQ–50, agreeing to defield six systems per year starting in FY 2024. However, the Multi-Mission Surveillance Systems office and the Integrated Logistics Support Center put the plan on hold pending the outcome of future presidential drawdown directives.

Meanwhile, the office completed the AN/TPQ–36 divestiture process as the legacy radars were replaced with the fielding of AN/TPQ–53s to the Army force structure. On 19 April 2023, the Multi-Mission Surveillance Systems office and the radar platoon of the 2d Battalion, 8th Field Artillery Regiment, at Fort Wainwright, Alaska, conducted an end-of-mission ceremony to signify the end of the AN/TPQ–36's active service. The ceremony celebrated the forty years during which the AN/TPQ–36 provided critical capabilities to American soldiers.

Modernizing the Army network was an ongoing priority throughout the fiscal year. Army leadership announced a series of restructuring efforts that alter the force's main offices responsible for developing and accelerating the Army's tactical and enterprise networks and cyber operations. In recent years, the Army's network and cyber efforts have been spread across three PEOs. Under the restructuring, several organizations were reorganized under three overarching PEOs, specifically the PEO Command, Control, Communications–Tactical; the PEO IEW&S; and the PEO EIS. This move shifted all the Army's network development

and purchasing under the PEO IEW&S, which is the same office that manages battlefield communications.

Additionally, the PM Integrated Enterprise Network office and its portfolio moved from the PEO EIS to the PEO Command, Control, Communications–Tactical. These moves were set to take effect at the start of FY 2024 and were part of the implementation plan for the 2021 *Army Unified Network Plan*. The PEO EIS completed several continental United States network modernization projects on behalf of the ASA (ALT) that were designed to standardize the Army's installation network architecture and enhance network security. The installations included Fort Eustis, Fort Gregg-Adams, the U.S. Military Academy, and Fort Buchanan. Additionally, the Base Emergency Communications System team carried out critical communications upgrades to outdated systems in Europe, including at Mihail Kogălniceanu Air Base in Romania and Novo Selo Training Area in Bulgaria. In August, the PEO EIS and the Army Contracting Command–Rock Island, U.S. Army Contracting Command, entered into other transaction authority agreements with three different vendors to develop software prototypes that will converge multiple Army business systems into one. As part of what is known as the Enterprise Business Systems–Convergence effort, the prototyping phase is expected to be completed in May 2024.

Meanwhile, the ASA (ALT)'s PEO Aviation developed the aviation enterprise synchronization tool to display all ReARMM schedules to authorized viewers; assisted with the overall coordination and implementation of an aircraft tail number assignment process for the Army; established the PEO Aviation Advanced Framework for Simulation, Integration, and Modeling Model to improve assessments of the effectiveness and survivability of systems that are part of the future vertical lift priorities that will modernize Army aviation; and prepared to release its Future Attack Reconnaissance Aircraft request for proposal for engineering and manufacturing development.

In the armor branch, soldiers from the 2d BCT, 3d Infantry Division, divested their inventory of older combat vehicles and received the newer versions as part of the ReARMM cycle.

The brigade received 87 M1A2 System Enhancement Program version 3 Abrams tanks, 125 M2A4 Bradley fighting vehicles, 13 M7A4 Bradley fire support team vehicles, 18 M109A7 Paladin howitzers, 18 M992A3 field artillery ammunition supply vehicles, and 4 joint assault bridges. The brigade used the new equipment during a rotation at the National Training Center, where they conducted a reception, staging, onward movement, and integration event to test interoperability. Army leaders also studied earlier Project Convergence iterations in preparation for another series of tests in FY 2024. Overall, then, Army leadership remained committed to its transformative modernization efforts in FY 2023, which will help shape the Army of 2030 and 2040.

Additionally, the ASA (ALT)'s Joint PEO Chemical, Biological, Radiological, and Nuclear Defense launched the generative, unconstrained, intelligent drug-engineering program. The program uses machine learning and artificial intelligence to help accelerate the development and manufacturing of new medical countermeasures to defend against chemical, biological, radiological, and nuclear threats. The office also responded to heightened threats related to nerve agent exposure in the European region by initiating a rapid opioid countermeasure system, which includes a self-administered antidote for high-potency opioids that requires no medical training to use. The rapid opioid countermeasure system was the first medical countermeasure system to be developed using the Defense Department's middle-tier acquisition pathway. This enabled the office to develop the new antidote in less than a quarter of the time it takes in the private sector. Working in close partnership with U.S. Army Medical Materiel Center–Europe, the Joint PEO Chemical, Biological, Radiological and Nuclear Defense delivered tens of thousands of rapid opioid countermeasure systems in less than ten months.

Further successes during the fiscal year included the fielding of the analytical laboratory system—a drivable mobile laboratory suite of highly technical equipment that is sensitive enough to detect and evaluate potential weapons of mass destruction—to the National Guard Bureau's fifty-seven weapons of mass destruction civil support



The 1st Brigade Combat Team, 3d Infantry Division, received the armored multipurpose vehicle, becoming the Army's first unit equipped with the platform, 13 March 2023.

teams. The Joint PEO Chemical, Biological, Radiological, and Nuclear Defense also fielded the M53A1 joint service general purpose mask. This above-the-neck respiration mask protects soldiers' eyes and lungs from battlefield concentrations of chemical, biological, and radiological agents. The M53A1 is the first chemical, biological, radiological, and nuclear mask system approved for both military and domestic support missions. Lastly, the Chemical, Biological, Radiological, and Nuclear Support to Command and Control system received approval to progress to the execution phase of the DoD's software acquisition pathway.

During FY 2023, the ASA (ALT)'s PM Aircraft Survivability Equipment office installed limited interim missile warning systems and common infrared countermeasure systems in the Combat Aviation Brigade, 82d Airborne Division's AH–64E Apache helicopters and CH–47F Chinook helicopters. The laser-based countermeasure systems identify and defeat current and emerging missile threats. Additionally, the office awarded a low-rate initial production contract

valued at $117.5 million to Raytheon Technologies Corporation to produce a third-generation forward-looking infrared radar that will enable integration across multiple platform sensor applications. It also awarded an indefinite-delivery, indefinite-quantity production contract for the Mounted Assured Position, Navigation, and Timing System Generation II program. The ASA (ALT) also oversaw the Army's Small Business Innovation Research and xTech programs, executing ten competitions, evaluating nearly 5,000 different technologies, and awarding $3.5 million in prizes and $40 million in follow-on awards.

Additionally, the Small Business Innovation Research program disbursed $288 million across 285 awards in forty-eight states, including five awards, each worth $15 million, related to the Catalyst Program. The Catalyst Program is one of five initiatives designed to incentivize the Army's collaborative efforts with industry. Catalyst Program contracts aim to accelerate technological development while reducing the risks associated with the transition process by requiring Army customers to match funds from the Army Small Business Innovation Research program.

In March 2023, the 1st BCT, 3d Infantry Division, an armored BCT, received the armored multipurpose vehicle, becoming the first Army unit fully equipped with the new platform. The armored multipurpose vehicle replaced the brigade's M113 family of vehicles, which had amounted to nearly 30 percent of its tracked fleet. Army leaders plan to replace more than 3,000 vehicles with armored multipurpose vehicles over the next twenty years. Additionally, soldiers at Joint Base Lewis-McChord received both of the Army's Iron Dome batteries in FY 2023. Although leadership had not made a final decision on the deployment of the batteries, soldiers were trained to operate and use the weapon system. Such new equipment deliveries did not alter the structure or design of BCTs. Future brigade design considerations, however, may depend on what equipment a unit has on hand.

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, strengthens bilateral defense relationships, and improves interoperability between U.S. forces and foreign partners.

In FY 2023, the ASA (ALT) experienced a 50 percent increase in foreign military sales compared to the previous fiscal year, executing approximately $35 billion in new agreements. With these new cases combined with more than 6,000 open cases, the ASA (ALT) grew the total value of the Foreign Military Sales program to $247 billion across ninety-two countries. This year's sales included almost 350 air defense systems, 85 manned aircraft, 389 unmanned systems, 478 wheeled and 102 tracked vehicles, 56 M1 tanks, more than 40,000 precision munitions, and more than 9,000,000 rounds of ammunition and explosives. Through armaments cooperation activities, the deputy assistant secretary of the Army for defense exports and cooperation established twenty-two new international research, development, and acquisition agreements, which allowed the Army to leverage roughly $357 million in foreign partner investments, cut costs of various Army fires by nearly $400 million, and accelerate modernization development. Further, the deputy assistant secretary of the Army for defense exports and cooperation executed interagency coordination for 6,386 export licenses, which are valued to be worth $121 billion in potential growth for the defense industrial base in the international marketplace.

In addition to weapons and systems sales, the ASA (ALT) conducted 130 new equipment training events in forty-one countries and facilitated sixteen partner nations' training exercises for more than 6,000 personnel. The organization also deployed twenty-six mobile training teams to eighteen different countries to conduct onsite training and trained 5,647 international students from 158 nations in ninety-one different Army schools. Additionally, to facilitate quicker export and delivery of defense materiel to U.S. forces, international partners, European allies, and nations in key

areas of responsibility, the deputy assistant secretary of the Army for defense exports and cooperation validated seventy-two international traffic-in-arms regulation exemptions and executed thirty-three exceptions to national disclosure policy.

During FY 2023, foreign military sales of ground equipment in the Indo-Pacific region included the purchase by Australia of the M142 HIMARS and related equipment for $975 million. South Korea received permission to purchase $1.5 billion worth of CH–47F Chinook heavy-lift transport helicopters and related equipment. Finally, the Taipei Economic and Cultural Representative Office in the United States purchased the Volcano vehicle-launched mine-laying system and related equipment for $180 million.

Eastern European nations purchased a variety of ground weapon systems and munitions. Poland bought M1A1 Abrams main battle tanks and related equipment for $3.75 billion and M142 HIMARS launchers and related equipment for $10 billion. It also purchased the integrated air- and missile-defense battle command system and related equipment for $19 billion and AH–64E Apache attack helicopters and related equipment worth some $12 billion. Slovakia purchased $250 million worth of the M1278A1/A2 heavy gun carrier variant of joint light tactical vehicles and related equipment and services. Bulgaria received permission to buy the Stryker armored fighting vehicle and related equipment. The government of Finland was authorized to purchase guided multiple-launch rocket systems and related equipment for $535 million. It also bought FIM–92K Stinger man-portable antiair missiles and related equipment for $380 million and the M270A2 multiple-launch rocket system upgrade and related equipment for $395 million. Lithuania purchased HIMARS launchers and related equipment for $495 million. Finally, Romania's request to purchase ninety-five of the M1278A1/A2 heavy gun carrier variant of joint light tactical vehicles and related equipment for $104 million was approved.

Other countries in Europe that purchased American ground weapon systems included the Netherlands, which purchased $670 million worth of HIMARS launchers and related equipment. Germany purchased $8.5 billion worth of CH–47F Chinook heavy-

lift transport helicopters and related equipment. The United Kingdom procured Javelin missiles for $125.13 million. Spain was authorized to buy M982A1 Excalibur tactical projectiles and related equipment for $48.2 million. The government of Switzerland was authorized to buy Patriot advanced capability-3 missile segment enhanced missiles and related equipment for $700 million.

Finally, several countries in the Middle East and North Africa purchased air defense and long-range fires equipment. These included Kuwait, which renewed contractor technical and maintenance services for the Patriot advanced capability-3 air defense system for $1.8 million. The Qatari government was authorized to buy the fixed-site low, slow, small unmanned aircraft integrated defeat system and related equipment for $1 billion. Finally, Morocco was authorized to buy the HIMARS and related equipment for $524.2 million.

7
Support Services

Facilities, Housing, and Infrastructure

The Army invested more than $8.6 billion in installation infrastructure in FY 2023 for facility sustainment, restoration and modernization, and military construction. Priorities for the year included improving poor and failing barracks and housing, modernizing existing facilities, and updating support facilities such as child development centers, readiness centers, and maintenance buildings. However, much of the investment was offset by historically high construction costs caused by inflation. Continuing the trend from FY 2022, the Office of the Deputy Chief of Staff, G–9, found installation readiness still at risk and projected it would remain so through FY 2024.

The Office of the Deputy Chief of Staff, G–9, began to modernize its Army installation management system into a more consolidated database. The updated system breaks down stovepipes and streamlines the decision-making process for installation repairs and new builds. In addition, the office led the implementation of the new BUILDER sustainment management system, a program that indexes facility conditions. During the year, 61,000 assets that had been indexed in the BUILDER program were transferred into the installation status report for infrastructure, which helped the G–9 office track facilities and infrastructure that needed repairs or improvements.

During FY 2023, the Army conveyed 9,662 acres of excess land from Umatilla Chemical Depot in Oregon, Fort Gillem in Georgia, and the Savanna Army Depot Activity in Illinois as part of the Base Realignment and Closure process. The land sales generated $1.7 million in revenue for the Army. The Umatilla Chemical Depot property transfer to the Columbia Development Authority ended a twenty-year conveyance process. The Office of the Assistant Secretary of the Army (Installations, Energy, and Environment) and the Office of the Deputy Chief of Staff, G–9, hosted a celebration



Members of a congressional staff delegation, accompanied by Reza Zomorrodian and sergeants major of the 25th Infantry Division, inspected barracks and the Pacific Missile Range Facility at Schofield Barracks, Hawai'i, on 22 February 2023.

for the Confederated Tribes of the Umatilla Indian Reservation to mark the conveyance and the closure of the chemical depot on ancestral lands.

Deteriorating infrastructures in Hawai'i, particularly failing housing, water contamination, and poor electric systems, caught congressional and Army leadership's attention. In November 2022, a report by the Congressional Budget Office estimated a cost of $4 billion to renovate and modernize Schofield Barracks, Fort Shafter, and the Tripler Army Medical Center. The G–9 office led the Hawaii Infrastructure Assessment Team, which examined the issues, and facilitated visits by Secretary Wormuth, the commander of U.S. Army Materiel Command, officials from the Office of the Assistant Secretary of the Army (Installations, Energy, and Environment), and congressional and staff delegations. In June 2023, the Army established the Hawaii Infrastructure Task Force to establish a plan and oversee the renovations of the failing facilities.

Improving inadequate housing and barracks for soldiers and Army families continued to be a primary effort for senior leaders.

After last year's discovery of prominent mold problems in the 1970s-era Smoke Bomb Hill barracks on Fort Liberty led to their evacuation and demolition, more installations found mold in their buildings. Reports of moldy barracks by soldiers returning to Fort Stewart, Georgia, after deployments made national news headlines. Soldiers filed more than 1,000 work orders to address the problems. Post officials installed dehumidifiers and remedied 515 of 667 mold cases found by the installation's Department of Public Works. After the successive discoveries at Fort Liberty and Fort Stewart, Secretary Wormuth ordered an Army-wide inspection of all barracks and facilities for prominent hazards plaguing Army buildings. Inspectors recorded their findings in the BUILDER assessment system, which reported that 2,100 of roughly 70,000 facilities had mold issues, mainly because of humid climates. The revelation of health concerns in military barracks also garnered congressional attention. The Government Accountability Office launched an investigation and released its findings in September 2023. The office found living conditions in the barracks to be poor, with significant health and safety risks, including mold, trash buildups, overflowing sewage, and outdated or inoperable fire alarms. Poor conditions stemmed from unreliable tracking systems of both facility conditions and spending details. The office made thirty-one recommendations for standardizing condition assessments, the oversight of repairs, and systems to track funding for repairs.

In December 2023, officials held the Army Barracks Summit to strategize how best to improve the barracks with their backlog of maintenance issues. Summit participants began putting together the barracks resourcing strategy to be released in FY 2024. The Army dedicated $5 billion for FYs 2023–2027 to renovate and build new barracks. For FYs 2023–2024, $1.6 billion of that allotment included plans for 170 new and updated barracks projects. During FY 2023, the Army awarded $59 million of that budget to renovate three barracks at Fort Cavazos.

The Office of the Deputy Chief of Staff, G–9, the Office of the Assistant Secretary of the Army (Installations, Energy, and Environment), and CEL & Associates Inc. conducted the FY 2023

Tenant Satisfaction Survey. In the final report, the overall satisfaction results for privatized and unaccompanied housing decreased from 73.7 percent in FY 2022 to 73.3 percent, and government-owned or leased housing remained the same as FY 2022 with a 72.3 percent rating. Tenants revealed that privatized military family housing also had significant issues and unsafe living conditions. A 2022 report by the DoD Inspector General's office determined privatized housing to have hazardous materials capable of creating health problems. The report also confirmed that the DoD did not have a system to track the conditions of these units. Fort Gordon gained media attention from family complaints of mold and sewage backing up into their houses. In response, the Army awarded the post a $951,000 contract to inspect its privatized family housing. In April 2023, the Senate Permanent Subcommittee on Investigations held a hearing on the mistreatment of military families in privatized housing units. Hon. Rachel L. Jacobson, the assistant secretary of the Army for installations, energy, and environment, and Lt. Gen. Kevin Vereen, the deputy chief of staff, G–9, laid out the Army's plans to address the housing issues to take care of military families. Representatives of various commands and privatized housing providers held the Military Housing Privatization Initiative Council Meeting in August to discuss best practices and lessons learned for quality control, worker order management, and sustainability of privatized housing.

In FY 2023, leaders committed to eliminating "Q3" (poor) and "Q4" (failing) family housing by the end of FY 2024. The Army invested $74 million to fix and improve privatized utility systems and update its contract portfolios. However, inflated construction costs strained Army resources to meet the increasing demand for new home construction and renovations. Inflation also impacted planning efforts already in place for housing projects on Kwajalein Atoll, Republic of the Marshall Islands, and in Vilseck and Baumholder, Germany, and Vicenza, Italy.

The Army maintains and preserves more than 30,000 historic homes in compliance with the National Historic Preservation Act. At the end of the previous fiscal year, the Army had a 97 percent compliance rate. In FY 2023, the Advisory Council on

Historic Preservation approved the program to preserve Vietnam War–era housing and created preservation plans for pre-1919 historic Army housing to submit in the next fiscal year. The goal is to have 100 percent compliance by the end of FY 2024.

The Army made strides this fiscal year to identify major problems in military barracks, and improving living conditions for soldiers will continue to be at the forefront of senior leaders' priorities in the next fiscal year.

Environmental Sustainability

In FY 2022, Secretary Wormuth approved the *Army Climate Strategy* to address the impact of climate change on readiness and future warfare. In FY 2023, the Army released its *Army Climate Strategy Implementation Plan* to serve as a blueprint for the full implementation of three lines of effort (installations, acquisitions and logistics, and training) by FY 2027. The Army Climate Directorate, part of the Office of the Assistant Secretary of the Army (Installations, Energy, and Environment), developed installation climate resilience plans for all installations to address climate-related risks. Seven installations piloted their resilience plans during the year. The resilience plans included the establishment of microgrids at Army installations. Microgrids are local, independent power grids that can provide power in times of emergency. The Army began constructing nine microgrids, created designs for twenty-nine more. It started planning for fifty other microgrids to be established in the coming years. Several installations adopted newer technologies or engaged in the technological development of battery energy storage systems, geothermal electricity production, and the acquisition of air source heat pumps for colder climates. The Army received more than 2,000 zero-emission vehicles and acquired charging stations to support installation modernization.



Audrey D. Oxendine, the chief of Fort Liberty's Energy and Utilities Branch, showcases the floating solar microgrid to Lt. Gen. Kevin Vereen, the deputy chief of staff, G–9, at Camp Mackall, North Carolina, on 28 July 2023.

Quality of Life

The secretary of the Army created the Quality of Life Task Force in March 2020 with a three-year charter to improve the lives of soldiers and their families. The task force focused on updating housing and barracks, increasing access to childcare, supporting spouses with employment opportunities, and providing better services for permanent change-of-station moves. With the charter set to expire in FY 2023, the secretary granted a three-year extension with a new end date of March 2026. The task force updated its campaign plan to add four more lines of effort: the Morale, Welfare, and Recreation program; the Exceptional Family Member Program; financial readiness and economic security; and Army Community Service programs.

The Exceptional Family Member Program assists families with special needs. The program includes respite care services, family support, extra resources during permanent change-of-station moves, and a 24/7 online tool for information. Previously, each service set its guidelines for the program, but the DoD standardized and

improved the program in FY 2023. The updated program provides more transparency in the procedures for enrolling, disenrolling, and receiving feedback if requests are denied.

Access to affordable childcare continued to be a concern for soldiers and their families because childcare is crucial to Army readiness and impacts families' quality of life. For the past few years, with military childcare centers at full capacity, users have had to endure long waits to get into on-post childcare centers or have had to drive far distances to off-post providers with capacity or affordable rates. In FY 2021, Congress approved funds for five new childcare development centers to be constructed over the ensuing fiscal years. In the meantime, to mitigate the shortage of affordable providers, the Army facilitated a pilot partnership between the Army and civilian-run childcare centers in local communities. The pilot program launched in West Liberty, Iowa, and Clay County, Missouri. In addition, the Military Child Care in Your Neighborhood–PLUS program provided subsidies for off-base childcare centers in areas with limited access to on-base facilities. The DoD also announced pay raises for childcare workers to recruit more providers to ease the shortage.

Prevention

The secretary of the Army created the People First Task Force in 2020 in response to the murder of Spc. Vanessa Guillén at Fort Hood (Fort Cavazos), Texas. The task force, initially chartered to implement the recommendations of the Fort Hood Independent Review Committee, also sought to identify the root causes of harmful behavior in the Army and to implement measures to prevent similar events from happening. Prevention became the prominent message of the task force, which produced a culture shift. Before concluding its work in July 2023, the task force recommended the creation of a governance structure to coordinate prevention programs. The Office of the Deputy Chief of Staff, G–9, became the prevention lead; U.S. Army Training and Doctrine Command became the prevention force-modernization proponent; and the Office of the Deputy Chief

of Staff, G–3/5/7, became the prevention integrator. The Army Resilience Directorate realigned from the Office of the Deputy Chief of Staff, G–1 to the G–9 office. It merged with the Soldier and Family Readiness Directorate. The consolidated Directorate of Prevention, Resilience, and Readiness's expanded portfolio includes Army Community Service; the Army Substance Abuse Program; Child, Youth, and School Services; the Employee Assistance Program; the Exceptional Family Member Program; the Family Advocacy Program; Family and Morale, Welfare, and Recreation programs; the Financial Readiness Program, the Integrated Prevention Advisory Group; the Quality of Life Task Force; Ready and Resilient programs; the Research and Analysis branch; the SHARP Program Office; Survivor Outreach Services; the Army Suicide Prevention Program; and the Total Army Sponsorship Program. The DoD and the Army dedicated funds to hire personnel for the Army's new prevention workforce and began building prevention teams at several installations.

The Integrated Prevention Advisory Group and the prevention workforce at large targeted key harmful behaviors for Army personnel, such as sexual harassment, sexual assault, and suicide. The SHARP Program Office, after its move from the G–1 office to the G–9 office, implemented changes recommended by the Independent Review Commission on Sexual Assault in the Military. The program office hired more specialists and program managers to bolster its operations in Army commands. Lead sexual assault response coordinators gained more oversight of the SHARP program at the installation level. The prosecution process for sexual harassment and assault was moved out of the unit chain of command. Officials redesigned SHARP Academy training courses, which are set to launch in FY 2024.

According to the FY 2023 Army Annual Report on Sexual Assault, the Army witnessed a slight decrease in the number of reported sexual assaults for the first time in a few years. The report credited the work of the new prevention personnel, revamped SHARP programs, and the cultural shift in the Army to combating harmful behaviors. While a downward trend in the fiscal year signaled a positive change,

the Army remained committed to bolstering prevention and SHARP programs and fostering a healthy climate for all Army soldiers and their families.

In FY 2023, 1,147 victims made restricted reports of sexual assault. Of these, 1,116 victims were RA, activated USAR, ARNG in Title 10 status, or cadets. Twenty-one victims were not service members, and in ten cases, the relevant information was not available. There were 2,496 unrestricted reports of sexual assault. Of these, 2,085 reports were from the RA, activated USAR, ARNG in Title 10 status, and cadets; 372 people not in the Army made reports involving a soldier; and for thirty-nine cases, the relevant information was not available. In the ARNG, 219 victims made restricted reports of sexual assault, and 303 made unrestricted reports while in Title 32 status.

In the years preceding this fiscal year, media reports highlighted alarmingly high rates of suicide within the military. In FY 2023, the secretary of defense created the Suicide Prevention Response Independent Review Committee, whose members visited twelve sites to assess suicide prevention efforts. The committee published its findings in February 2023 and began to restructure prevention training, increase resources for support services, improve leader awareness and stewardship in addressing prevention, and promote "lethal means safety" practices. The Army introduced several programs to strengthen suicide prevention, such as the Commander's Risk Reduction Toolkit, the Overwatch Project pilot program, and the Lethal Means Safety Toolkit. The Army also partnered with the Office of the Chief of Chaplains to test a training program for counseling about access to lethal means. These initiatives encourage soldiers to look out for one another, seek help, and limit access to lethal means.

In addition to new programs, the Army conducted surveys of 48,000 soldiers with the Behavioral Health Readiness and Suicide Risk Reduction Review tool for suicide prevention. The study led to the codification of the tool in the new AR 600–92, *Army Suicide Prevention*, released in August 2023. The regulation established a public health approach to prevention and formalized reporting

requirements. In addition, senior leaders published guidance establishing the "ask, care, escort" suicide prevention framework as an annual training requirement. Army officials' prioritization of suicide prevention appeared to have had a positive impact on the suicide rate as reported in the DoD's Annual Report on Suicide in the Military for the 2022 calendar year. The Army had the lowest number of suicides since 2014, according to the report, which credited the prevention programs.

Army and Air Force Exchange Service

The Army and Air Force Exchange Service (AAFES) is the DoD's largest retailer, operating 5,100 facilities in thirty countries and four U.S. territories. In 2023, AAFES ranked as the fifty-fourth largest retailer in the United States. The exchange is nearly self-funded, and the revenue has supported the military community over the past ten years by providing $3.5 billion for quality-of-life programs. AAFES reported it had generated $214 million in calendar year 2022 for military communities; the Army's dividend was $116 million. Of the 26,000 exchange employees, 80 percent are connected to the military in some capacity, and 45 percent are veterans and members of military families. Military Friendly, an entity that evaluates organizations' commitment to hiring military, ranked AAFES as the number one military-spouse-friendly employer in its Military Spouse Friendly Employers survey. The same entity ranked the exchange number eight in its Military Friendly Employers survey.

AAFES strives to provide quality goods and services to its military customers. In FY 2023, the exchange partnered with the GAP clothing brand to bring modern styles to select AAFES locations. AAFES also reopened the Fort Rucker (Fort Novosel), Alabama, Exchange after the completion of a $13.5 million renovation project to provide modern convenience to its 39,000 shoppers with upgraded food courts and national brand retailers. After news reports of food scarcity or lack of food options on Army posts, AAFES introduced more than 230 micro-markets, automated self-service stores, and kiosks to provide on-the-go food and beverage

options. The exchange continued to promote its "BE FIT" campaign by offering healthier food options in restaurants and stores and holistic wellness services to veterans and military members. It also launched the BE FIT 360 Hub, an online resource with workouts and nutrition guidelines.

Public Affairs

During FY 2023, the Office of the Chief of Public Affairs supported numerous Army senior-leader priorities. The office was the lead planner for the annual Association of the United States Army meeting, held in October 2022 in Washington, D.C., and the celebrations for the Army's 248th birthday on 14 June 2023. The birthday celebrations included an in-person festival at the National Museum of the U.S. Army for which 4,000 tickets were distributed. Media coverage for the birthday celebrations expanded from thirty-five to sixty news stories and social media content that reached 9.9 million people. The office also integrated the Army's rebranding—the return of the "Be All You Can Be" campaign, launched in March 2023—into soldier stories promoted during highly viewed television events and programs such as the Super Bowl, *The Price Is Right*, *America's Got Talent*, and *Chopped*. In addition, public affairs personnel provided guidance to installations and units on incorporating "Be All You Can Be" messaging into the fiftieth commemoration of the all-volunteer force, the fiftieth anniversary of the end of the Vietnam War, and the seventy-fifth anniversary of the integration of the U.S. Army.

Topics that received external media attention included soldier well-being, the Army's allies and partners, the Army budget, the World Class Athlete Program, the redesignation of nine Army installations, recruitment, and Medal of Honor ceremonies. Internally, new social media guidance, the communication plan, the quarterly playbook, and monthly "Bugle Notes" helped installations understand HQDA priorities. The Office of the Chief of Public Affairs also provided media training for 116 general officers and 84 spouses.



Paratroopers from the 82d Airborne Division's All-American Chorus before their competition in the semifinals of the nationally televised talent show America's Got Talent*, 14 September 2023*

The Army manages five official social media accounts, which, in FY 2023, collectively garnered 810,000 mentions. This made it the most talked-about branch of the U.S. military on social media outlets. In comparison, the Navy received 420,000 mentions; the Air Force, 324,000; the Marine Corps, 307,000; and the National Guard, 80,000. The Army increased its YouTube subscribers by 161 percent, from 555,000 to 1.45 million, outpacing the other DoD YouTube channels. In 2023, 12.6 million people followed the official Army accounts across all social media platforms.

Legislative Liaison

In FY 2023, the Office of the Chief of Legislative Liaison facilitated 174 staff delegations and 87 congressional delegations to various sites and managed more than 10,275 written congressional inquiries. The office overcame a significant obstacle when Senator Tuberville blocked general officer confirmations. The hold impacted ninety-

one confirmations from February to September 2023 and was still in effect at the end of the fiscal year. The office played a critical role in demonstrating to members of Congress how these holds impacted readiness and worked with the Office of the Secretary of Defense to facilitate the confirmations. In addition, the office created an engagement strategy to muster more interest from the House and Senate Army Caucuses. To drum up support, the office brought congressional staffers to the Association of the United States Army's 2022 symposium to hear Army leaders speak about the Army's priorities and challenges. The Office of the Chief of Legislative Liaison emphasized the need for support for updated sexual harassment and sexual assault policies, barracks modernization, the new Army Combat Fitness Test, and the impact of continuing resolutions on Army readiness. It also facilitated congressional delegations to Ukraine and Israel and prepared Army leaders to appear before Congress.

Chaplain Corps

In FY 2023, the Chaplain Corps implemented the Building Strong and Ready Teams program, which had transformed from the Strong Bonds program in the previous year. The Religious Support Division of the corps published the *Building Strong and Ready Teams* guidebook. During the year, more than 85,000 soldiers received training under the new command-funded, chaplain-led program. Following the successful pilot effort in FY 2022, all major commands participated in the program through Building Strong and Ready Teams event-planning and logistical services contracts.

The Chief's Initiatives Group focused on the spiritual well-being of general officers. In February 2023, the Chaplain Corps joined the Army War College's Army Strategic Education Program Senior Leader Development Seminar to educate brigadier generals and colonels about spiritual health. The training encouraged leaders to become more rooted in their faith to find a deeper meaning of life, build stronger relationships, and create a better sense of community

within the Army family. The Chief's Initiatives Group continued its Moral Leadership Training pilot programs in New York City, which provided models for leaders to utilize for battalion-level moral leadership training sessions. This year, the pilot program included a moral leadership staff ride to West Point. Ninety-three chaplains and religious affairs specialists participated in these pilot programs, which will become a required module during the Chaplain Basic Officer Leader Course starting in FY 2024. Also in February, the Chief's Initiatives Group led a strategic staff ride to Israel for twenty-seven chaplains to encourage chaplains to expand their worldview and learn to provide religious support in complex environments.

In FY 2023, the Chaplain Corps selected 425 chaplains from 453 applicants: 93 joined the RA, 61 became chaplains for the ARNG, 98 joined the USAR, and 174 became chaplain candidates for the National Guard and Reserves. The Chaplain Corps saw an increase in diversity compared to FY 2022, with a 4.5 percent increase in female applicants selected and a 5.82 percent increase in African American applicants selected.

Safety

FY 2022 was the safest year in the Army's recent history, with only eighty-five soldier deaths. FY 2023, unfortunately, saw an uptick in fatalities, with 121 soldier deaths from both on- and off-duty mishaps. The rise in fatalities stemmed primarily from aviation and off-duty vehicular accidents. COVID–19 and the subsequent shutdowns may have accounted for the historically low death rates of the previous few years. The number of deaths from mishaps in FY 2023 is comparable to FY 2019, the last fiscal year not impacted by COVID–19, perhaps signaling the Army's return to prepandemic deathrate norms.

In FY 2023, eighty-three of the ninety-six off-duty soldier fatalities resulted from private motor vehicle mishaps, making the fiscal year the worst for off-duty private motor vehicle deaths in the past ten years. In particular, motorcycle fatalities increased by 41 percent compared to the previous fiscal year and accounted for

thirty-eight soldier deaths. More than half of the off-duty private motor vehicle deaths occurred during the weekends, and several resulted from excessive speed, failure to use a seat belt, or alcohol usage. Soldiers who died in on-duty ground Class A mishaps—mostly motor vehicle accidents—numbered eleven, which is the second-lowest total on record. The U.S. Army Combat Readiness Center credited its risk management assessments and increased messaging about on-duty ground mishaps for the low numbers. Mishaps related to sports, recreation, or physical training also saw a negative trend this year, decreasing by 50 percent compared to the previous year. Class A aviation mishaps rose to the rate of 1.08—slightly above the average rate of 1.0—per 100,000 flying hours. The Army lost fourteen aviators because of these mishaps. FY 2023 was the worst year for aviation losses since FY 2015.

The Occupational Safety and Health Administration inspected 141 Army facilities and discovered 261 violations, a significant increase from the 124 violations found in FY 2022. Of the 141 inspections, 39 cases remained open. The Army closed out 174 of the 261 violations. The two most common Army violations were electrical and wiring hazards.

The Office of the Director of Army Safety continued its special-interest survey program. In FY 2023, the office conducted surveys at five locations: Fort Irwin and the National Training Center; Military Ocean Terminal Concord in Concord, California; White Sands Missile Range; Fort Riley; and Fort Hunter Liggett, California. The special-interest surveys assess the Army Safety Program in high-risk areas such as ammunition and explosives, chemical agents, and radioactive materials. The surveys detect trends, which Army senior leadership uses to assess implementation efforts and the effectiveness of the Army Safety Program in these areas.

Army Safety Management Information System (ASMIS) 2.0 is the Army's system of record for safety and occupational health data management. Of the six ASMIS 2.0 modules that collect safety data, only three are available Army-wide: Mishap and Near Miss Reporting; Safety Assessments, Inspections, and Surveys; and Hazard Management. The fourth module, Safety and Occupational

Health Program Management, is in the deployment phase and is anticipated to be available Army-wide by January 2024. The new module combines data from the first three modules to give leaders a comprehensive view of all data sets.

8
Special Functions

The Surgeon General

The Office of the Surgeon General is responsible for all health and medical matters of the Army, including medical aspects of training, organizing, and equipping the Army. The surgeon general is also the commanding general of U.S. Army Medical Command (MEDCOM). The U.S. Army Medical Center of Excellence, under U.S. Army Training and Doctrine Command since 2019, remained responsible for Army medical doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy.

After ceremonies in September 2022, MEDCOM officially redesignated its four regional health commands as medical readiness commands, effective 1 October 2022. U.S. Army Regional Health Command, Atlantic, became U.S. Army Medical Readiness Command, East; U.S. Army Regional Health Command, Central, became U.S. Army Medical Readiness Command, West; U.S. Army Regional Health Command, Europe, became U.S. Army Medical Readiness Command, Europe; and U.S. Army Regional Health Command, Pacific, became U.S. Army Medical Readiness Command, Pacific. The medical readiness commands provide medical forces, health service support, and force health protection. They also provide command and control for medical department activities, medical centers, and the Army Recovery Care Program's soldier recovery units. MEDCOM also had two subordinate commands, the U.S. Army Health Contracting Activity and the Army Recovery Care Program.

In FY 2023, MEDCOM continued working on the goals laid out in the 2022 *Army Medical Modernization Strategy* published by U.S. Army Futures Command. Working in alignment with the *Army Modernization Strategy* for 2035, it aims to transform the Army Health System into a semiautonomous, integrated network capable of sustaining multidomain operations. As stated by Army Surgeon



Soldiers compete in the Army Best Medic competition at Fort Polk (Fort Johnson), Louisiana, 22–26 January 2023.

General Lt. Gen. R. Scott Dingle in the foreword to the *Medical Modernization Strategy*, the plan may not be perfect, but Army medicine "will not find itself left behind in 2035." The strategy sought to ensure Army medicine remained responsive to current Army and joint force needs, while also preparing for the future.

During FY 2023, the Office of the Surgeon General and MEDCOM remained focused on implementing their *2022–2023 Army Medicine Campaign Plan*, released on 16 August 2021. A comprehensive organizational plan, it represents the blueprint for the Army's strategic medical goals and has three primary purposes: to communicate the organizational plan, to require and guide the measurement of organizational performance, and to inform the development of future plans. Maintaining infectious disease response plans, the importance of which was demonstrated by the COVID–19 pandemic, remained a priority for the Army. Also, climate change continued to be a critical health threat, as the warming planet was expected to release dormant microorganisms that would reintroduce diseases that humanity had not experienced for centuries. The effect a previously dormant disease might have on the Army's force structure remained one of

MEDCOM's greatest concerns. Prevention, detection, and diagnosis protocols remained a top priority for the Army as it moved forward with the *Army Medicine Campaign Plan*.

In FY 2023, the Office of the Secretary of Defense temporarily delayed reassigning certain public health functions from the services to the Defense Health Agency pending a final decision by Congress. The functions in question included veterinary services, surety medicine (i.e., occupational health for personnel who work with nuclear, biological, chemical, and other hazardous materials), environmental health, industrial hygiene, behavioral health, and business operations. These functions pertain to unique Army needs necessary to support operating forces and national security.

The Army Audit Agency

The U.S. Army Audit Agency provides independent internal auditing services for all Army operations and programs. The agency has an operations center at Fort Belvoir and sixteen offices in the continental United States, Hawai'i, Germany, and South Korea. The agency is an integral part of the Army team, serving the Army's emerging needs by assessing and mitigating risk. The agency provides solutions through independent internal auditing services for the benefit of Army soldiers, civilians, and families. It plays a critical role in Army governance, examining all Army operations and programs and pursuing trusted and effective solutions.

In FY 2021, the agency developed a strategic human capital plan to clarify and improve its goals and services. To develop its plan, the agency used a data-driven approach, analyzing information from workforce surveys and utilizing feedback from employees and outside subject matter experts. The goal of the strategic plan, which will continue to be implemented through FY 2026, is to transform the agency into a more responsive organization capable of operating effectively in any environment, emphasizing telework and dispersed teams as well as new technology and data analytics.

FY 2023 was a dynamic and productive year for the Army Audit Agency. During the year, the agency published seventy-five audit

reports, identifying more than $831 million in potential monetary benefits. Based on the agency's FY 2023 operating budget, this represents approximately a 10:1 return on investment. In addition to reporting successes, the agency highlighted various problems and recommended 193 corrective actions in its findings.

In line with its mission objectives, the agency's seventy-five reports in FY 2023 covered a broad and diverse array of issues in the Army. One noteworthy audit, addressing the needs of soldiers and their families, focused on whether commanders were involved in their soldiers' mandatory substance use disorder treatments. Auditors found that commanders did not consistently refer soldiers with alcohol- or drug-related incidents for a substance use disorder evaluation or participate in their treatment. In a sample of 902 soldiers, 300 were not referred for an evaluation, while 207 of 406 commanders with soldiers in treatment did not participate in rehabilitation team meetings.

Another noteworthy audit, aimed at U.S. Army forces in South Korea, looked at the tour lengths of soldiers in the Eighth Army. Auditors found that 57 percent of soldiers in Korea were on twelve-month tours and available for 49 to 149 mission days during that time. Additionally, 63 percent of soldiers serving in critical military occupational specialties were on twelve-month tours. The Army Audit Agency uncovered programmatic and logistical issues affecting the Eighth Army's ability to maintain unit cohesion and readiness and found that the Army had missed $141 million in cost-saving opportunities related to permanent change-of-station expenses.

Office of Army Cemeteries

The Office of Army Cemeteries formulates and oversees policies, doctrine, plans, and standards for Army cemeteries. It establishes 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. The Army National Military Cemeteries,

comprising Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery, is a direct reporting unit to the Office of Army Cemeteries.

In FY 2023, the office developed and implemented a series of new human resources plans as a part of the Army-wide *Army People Strategy: Civilian Implementation Plan 2022*. With the goals of improving recruitment and hiring, reducing hiring time, and expanding and developing the organization's strategic workforce planning and management initiatives, the Office of Army Cemeteries' plans represented a significant attempt to address critical force structure needs within the office.

The office maintained a strong commitment to its primary mission goals while continuing to develop new best practices and procedures. It conducted two organizational inspection program visits to Fort Leonard Wood, Missouri, and Fort Riley. The team conducted two in-person Cemetery Responsible Official courses with thirty-five personnel in attendance. During the fiscal year, the office conducted a total of 394 internments at ten Army posts, while the Army National Military Cemeteries conducted 6,287 internments at Arlington National Cemetery and 1 at the Soldiers' and Airmen's Home National Cemetery. In addition to its internment efforts, Arlington National Cemetery supported more than 3,500 events, drawing in more than 2 million people.

In Pennsylvania, the Carlisle Barracks Disinterment Program continued its work to exhume the remains of Native American children who died at the Carlisle Indian Industrial School during the late nineteenth and early twentieth centuries and return them to their tribes. The Army received five such disinterment requests in FY 2023. Since the project started in 2017, the Army has completed thirty-two of thirty-four approved requests. The combination of the Army's continued cooperation with Native American tribal units and its commitment to a respectful and dignified return process led the Army to declare FY 2023 "the most successful iteration of the [Carlisle Barracks Disinterment Program] to date."



A soldier of the 3d Infantry Regiment performs sentry duty at the Tomb of the Unknown Soldier on the thirty-first Wreaths Across America Day at Arlington National Cemetery in Arlington, Virginia, 17 December 2022.

Old Guard Horse Caisson

The Caisson Platoon of the 1st Battalion, 3d Infantry Regiment (The Old Guard), at Arlington National Cemetery is a highly recognized, public-facing element of the U.S. Army. The Army's premier ceremonial unit, the Old Guard is noted for its horse-drawn caskets. The Army had conducted more than a dozen inspections between 2019 and 2022, and all of them had found the facilities to be "unsatisfactory." A lack of space and funding, as well as inadequate leadership, the result of high turnover rates, were the primary issues. In April 2022, it was reported that the horses of the caisson unit were suffering from substandard living conditions. Two horses died of colic—a common intestinal issue that can be fatal if untreated—after consuming sand and gravel because of inappropriate feeding practices.

Following the horse deaths in 2022, a major overhaul of the Caisson Platoon began. A $2.5 million investment into

improvements, specifically new feed mats, better testing, and lots and stables upgrades, provided some immediate relief. However, the land itself was inadequate for the sixty horses of the Caisson Platoon. Split between Fort Belvoir and Joint Base Myer–Henderson Hall, both in Virginia, the allocated land was only 19 percent of the size it should have been to meet the recommended land-to-horse ratio.

Although some improvements were underway, several more horses died in December 2022, before the Army had been able to address the land situation fully. The leading causes of the deaths were the still-poor quality of the grazing land and the lack of training for soldiers, specifically in their ability to recognize the symptoms of colic. In response, the Army obtained a permit from the Bureau of Land Management. It began rotating the horses into a larger plot of land at the Meadowood Special Recreation Management Area in Lorton, Virginia. The five-year permit allows for a viable interim solution. In February 2023, the Office of the Deputy Chief of Staff, G–9, convened a working group to address the Army's stewardship of military working equids. In April, the Army suspended the caisson unit for forty-five days while solutions were implemented.

On 10 May 2023, the Army announced its long-term rehabilitation and reorganization plan for its military working equids. The U.S. Army Military District of Washington was in charge of the plan, which had five lines of effort: improving herd care and management; improving and increasing the space and facilities; reducing the weight of the caissons; providing better equipment; and enhancing and growing support to the unit. The long-term improvement plans were developed in consultation with veterinary and equine professionals.

Before the forty-five-day unit suspension ended, the Army extended its suspension of the use of horse-drawn caissons a full year to June 2024. According to Maj. Gen. Trevor J. Bredenkamp, the commanding general of the Military District of Washington, under which the 3d Infantry Regiment falls, the pause should give experts more time to evaluate the health of the horses and to source the appropriate amounts of staffing and facilities support. The Army hopes to have new facilities, staffing, and protocols in place by June

2024, while continuing to provide the necessary and appropriate funeral services consistent with Army mission goals and traditions.

Civil Works

The assistant secretary of the Army for civil works has primary responsibility and oversight authority of the Army Civil Works Program that the U.S. Army Corps of Engineers executes. Army Civil Works focuses on the responsible development, protection, and restoration of the nation's water and related land resources, including the planning, design, construction, rehabilitation, operation, and maintenance of flood risk management (including coastal storm risk), navigation, ecosystem and other environmental restoration, and multiple-purpose water resource projects.

In FY 2023, the Army Civil Works Program received appropriations totaling $17.1 billion in funding through the Bipartisan Infrastructure Law, $8.3 billion for nonemergency activities from the Office of Management and Budget, and $7.4 billion from the President's Budget for the Army Civil Works Program of FY 2024. The program receives its authority through the Water Resources Development Acts and federal funding directly from the Office of Management and Budget, which is used for studies of water resources problems that are in the federal interest, design and construction of projects authorized and funded by Congress, operation and maintenance of completed projects, emergency management, regulatory activities in waters of the United States, and the Formerly Used Sites Remedial Action Program for former nuclear sites.

During FY 2023, the Army Civil Works Program completed more than thirty major projects throughout the country. These included projects at Fort McHenry, Maryland, and in New York; New Jersey; New Mexico; Puerto Rico; Cleveland, Ohio; Santa Clara, California; the Gila River Indian Community in Arizona; St. Louis, Missouri; the Herbert Hoover Dike in the Florida Everglades; and Norfolk, Virginia. Throughout 2023, the Corps of Engineers supported a variety of natural disaster relief initiatives. In the Pacific,

the corps supported the Army's response to Super Typhoon Mawar, a Category 4 typhoon and the largest typhoon of 2023, which struck Guam in May. Also in the Pacific, the corps aided in the relief efforts after the Hawai'i wildfires and responded to flooding in California and the Pacific Northwest. Additional flood relief efforts took place in New York and New England, as well as in various states in the central, western, and southwestern United States.

Environmental Protection

In June 2022, the Office of the Deputy Chief of Staff, G–9, published the *Army Environmental Restoration Plan* for FY 2022–2026. The plan provides the framework for transforming the costs of environmental restoration into investments to improve the service's operational capabilities. It covers environmental restoration on Army installations and facilities that have closed as a result of Base Realignment and Closure, those that belong to the ARNG, and those that belong to the USAR.

The Army continued to monitor and reduce potential exposure to materials containing per- and polyfluoroalkyl substances (PFAS). PFAS are a large group of humanmade chemicals that have been developed for various applications worldwide since the 1950s, such as in the firefighting foam used at Army installations. In 2016, the Environmental Protection Agency issued a lifetime health advisory for PFAS found in drinking water. The National Defense Authorization Act for FY 2020 directed the Army to dispose of and replace all PFAS and related aqueous film-forming foam because of their hazardous chemicals. The Army established the Army PFAS Working Group, led by the Office of the Deputy Chief of Staff, G–9, to lead this effort. The working group created a plan to dispose of the materials. It provided oversight of the removals with an end goal of FY 2024. The Army found traces of PFAS in its drinking water systems at forty-one garrisons and committed to mitigating the hazards by cleaning up the drinking water wells. Congress allotted an extra $66 million to the Base Realignment and Closure cleanup account to assist with PFAS cleanup and to ensure safe drinking water. To

better track the elimination of hazardous material, members from the Office of the Deputy Chief of Staff, G–9, and the Environment, Safety, and Occupational Health Office created a database to collect and organize data to predict emerging chemical risks.

To meet the strategic goals of its *Army Climate Strategy* as well as the directive from President Biden regarding the threat of climate change, the Army met with consultants from the National Center for Manufacturing Sciences to analyze the Army's nontactical vehicles assigned to Army installations in the continental United States. The consultants analyzed the Army's nontactical vehicle fleet and created a plan to develop electric vehicles for the Army's nontactical fleet. The conversion of the 56,000 vehicles in the nontactical fleet into zero-emission electric vehicles is expected to finish in 2027 for all light-duty vehicles and in 2035 for medium and heavy vehicles.

Chemical Weapons Demilitarization

The chemical weapons demilitarization program eliminates chemical warfare materiel under obligations specified by the Chemical Weapons Convention. The convention, ratified in April 1997 by virtually every state, is an international arms-control treaty sponsored by the Organization for the Prohibition of Chemical Weapons, an intergovernmental organization based in The Hague, Netherlands. The program destroyed nearly 90 percent of the U.S. chemical weapons stockpile by 2012 at seven sites across the country. The Army then dismantled and closed the associated chemical weapons destruction facilities over three years. The remaining stockpiles are located at Pueblo Chemical Depot in Pueblo County, Colorado, and Blue Grass Army Depot in Richmond, Kentucky.

In April 2022, Blue Grass Army Depot destroyed the last M55 rockets containing the VX nerve agent. Destruction of the last M55 rockets containing nerve agent GB concluded on 7 July 2023. The PEO Assembled Chemical Weapons Alternatives oversaw the destruction of these materials, which was accomplished using



Michael J. DeFamio, the first civilian special agent in charge of the CID Far East Field Office, poses for a picture during an interview with the U.S. Army Garrison Public Affairs Office, 8 March 2023.

alternatives to incineration, ensuring mission compliance as well as environmental safety. In July 2023, the Pueblo Chemical Agent–Destruction Pilot Plant, located at Pueblo Chemical Depot, completed the destruction of a stockpile of more than 780,000 chemical weapons. The destruction of these weapons, which had been stored at Pueblo since the 1950s, marked the culmination of more than three decades of work to eliminate these weapons.

Criminal Investigation Division

The U.S. Army Criminal Investigation Division is responsible for conducting felony-level criminal investigations in which the Army is, or may be, a party of interest. CID investigates crimes and provides intelligence while working proactively to prevent crimes that would impact the operational readiness of the Army. CID investigates felony crimes of serious, sensitive, or special interest matters to support commanders and preserve the Army's resources in peacetime, combat, and contingency.

FY 2023 was the second year of the major, multiyear transformation of CID. Based on the recommendations from the Fort Hood Independent Review Committee, CID was in the process of transforming from a military command to an independent federal law enforcement agency led by Department of the Army civilians. A key aspect of this reorganization is increasing CID's capacity to collaborate with other government law enforcement agencies while supporting the Army's wartime requirements.

The new CID structure will have a higher civilian-soldier investigator ratio along with a new geographical alignment, which develops regional areas of responsibility. In FY 2023, CID worked to establish and strengthen relationships with local, state, and federal law enforcement agencies. The early returns on these new relationships were promising. CID also established a successful relationship with the El Paso Police Department. CID is hopeful that this new cooperation will allow CID to meet its new force structure and mission goals.

Provost Marshal General

During FY 2023, the Army's Office of the Provost Marshal General oversaw the implementation of physical safety and security protocols at Army facilities, revised safety regulations, furthered its relationship with the International Committee of the Red Cross, and developed a new Army antiterrorism strategic plan. Many of these were longitudinal programs aimed at addressing long-term issues with the office's mission goals or force structure. Others represented policy changes from the Army or the DoD. The office also began several new projects and programs in FY 2023, such as participating in the NATO-sponsored German Bi-Lateral Conference, modernizing its launched electronic stun devices, developing the *Army Crime Report*, and participating in several DoD working groups on biometrics in the Army.

In October 2022, the Office of the Provost Marshal General commissioned the Enterprise Roundtable Panel. The panel, which included both military leadership and civilians, examined the

office's organizational structure. Based on the panel's findings, on 23 February 2023, the office adopted a new enterprise optimization strategy for the short- and long-term organizational structure initiatives and decisions. Based upon analysis, the roundtable recommended key adjustments to personnel in the Office of the Provost Marshal General, leveraging the Army campaign plan and anticipated updates to the assignment of functions and responsibilities in HQDA. This resulted in a set of enterprise optimization milestones to help guide future decisions about the structure and mission of the office.

The Judge Advocate General

At the close of FY 2023, there were approximately 1,880 judge advocates in the RA, 2,503 judge advocates in the USAR and the ARNG, and 764 Army civilian attorneys. More than 177 reserve component judge advocate soldiers were mobilized or on active duty. During the year, judge advocates supported more than 600 Army missions and initiatives in more than thirty countries, including Iraq, Kuwait, Qatar, Egypt, Honduras, Korea, Kosovo, and Poland, as well as several countries in Africa.

In FY 2023, the Judge Advocate General's Corps expanded its efforts to recruit and select qualified law students and attorneys from diverse backgrounds to help strengthen the corps. The corps conducted specific recruiting tours around the United States in the spring and fall semesters. Each tour, led by a general officer, aimed to increase the corps' visibility in densely populated, diverse communities, areas where the corps historically has lacked representation.

Toward the end of FY 2023, the Judge Advocate General's Corps completed a two-year revision to FM 3–84, *Legal Support Operations* (previously FM 1–04). Some of the key updates to FM 3–84 incorporated the new operational concept of multidomain operations, the Army strategic contexts, updated doctrine on echelons from the theater to the brigade, updated geographical areas, rules of allocations allowing Army and the

Judge Advocate General's Corps planners more staffing flexibility, and updates to the National Guard structure reflecting the role of attorneys and paralegals as defense investigators. These changes allowed FM 3–84 to reflect the corps' commitment to providing quality legal support and set the standard for how its clients should expect to be treated. Transparency and adaptability are critical to the corps' mission goals, and these changes supported both of those aims.

In FY 2023, 358 records of trial and more than 950 motions and briefs were referred to the Army Court of Criminal Appeals (ACCA) for judicial review. Of those 358 cases, ACCA received 341 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 none of these cases under pre–Military Justice Act of 2016 procedures involving a promulgating order. The court processed the 341 cases under Military Justice Act of 2016 procedures involving an entry of judgment. In 175 of the 341 Military Justice Act cases, ACCA completed the certification of the record of trial within 120 days. ACCA received 259 of the Military Justice Act cases within thirty days of the completion of certification of the record of trial or entry of judgment. ACCA rendered an initial decision in 298 cases in FY 2023, with an average processing time of 245 days from receipt of the record of trial by the clerk of court to decision by ACCA. Of the 298 decisions, ACCA issued 287 within the eighteen months prescribed by *United States v. Moreno*.

In FY 2023, military judges of the Army Trial Judiciary presided over 675 original courts-martial, a 10 percent increase from FY 2022. Of the cases tried in FY 2023, 151 were fully contested, 35 involved mixed pleas, 311 were guilty pleas, and 178 were terminated prior to findings. Of the cases in which findings were entered, 232 included sexual misconduct–related offenses, a 1 percent increase from FY 2022.

At the end of FY 2023, the Army had 283 pending courts-martial cases, 75 of which were referred for trial by courts-martial, with the remainder pending disposition decisions. Tables 17 through 22 present data on cases completed in FY 2023.

TABLE 17—COURTS-MARTIAL STATISTICS, FY 2023

	TRIED		CONVICTED	ACQUITTALS	RATE OF INCREASE (+)/ DECREASE (–) OVER LAST REPORT
	Arraigned	Completed			
General	492	356	294	62	+6.3%
Bad Conduct Special[a]	154	119	114	5	+7.2%
Non–Bad Conduct Special	0	0	0	0	0.0%
Military Judge Alone Special	29	22	19	3	–31.3%
Summary		34			

[a] Bad Conduct Special Courts-Martial Cases convened by General Convening Authority.

TABLE 18—ORGANIZATION OF COURTS, FY 2023[a]

Trials by Military Judge Alone	
General Courts-Martial	270
Special Courts-Martial	110
Military Judge Alone Special	22
By Military Judge with Members	
General Courts-Martial	86
Special Courts-Martial	9

[a] Only includes cases that were tried to completion.

TABLE 19—DISCHARGES APPROVED, FY 2023

General Courts-Martial	
Number of Dishonorable Discharges (+ Dismissals)	93 (+15)
Number of Bad Conduct Discharges	147
Special Courts-Martial	
Number of Bad Conduct Discharges	70

Table 20—Record of Trials Received for Review by the Judge Advocate General, FY 2023

For Review Under Article 66(B)(1)	
Appeals by Accused	14
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	334
For Examination Under Article 65(D)	63

Table 21—Applications for Relief Under Article 69, *Uniform Code of Military Justice*, FY 2023

Total Pending at Beginning of Period		4
Received		5
Disposed of		8
Granted	1	
Denied	3	
No Jurisdiction	4	
Withdrawn	0	
Total Pending at End of Period		1

Table 22—Nonjudicial Punishments Under Article 15, *Uniform Code of Military Justice*, FY 2023

Number of Cases Where Nonjudicial Punishment Imposed	17,462
Rate Per 1,000	38.49

Source for Tables 17–22: Report to Congress, *U.S. Army Report on Military Justice for Fiscal Year 2023*, 31 December 2023.

Office of Special Trial Counsel

A major development during FY 2023 was the standing-up of the U.S. Army Office of Special Trial Counsel, which was created by Secretary Wormuth, effective 15 July 2022. The Office of the Judge Advocate General was responsible for staffing the special trial counsel office, as prescribed by Section 522 of the National Defense Authorization Act for FY 2023. The office, which began operating on 31 August 2023 under the supervision of the lead special trial counsel, is responsible for the independent prosecution of thirteen specific crimes: murder, manslaughter, rape, sexual assault, rape of a child, sexual assault of a child, other sexual misconduct, kidnapping, domestic violence, stalking, retaliation, child pornography, and nonconsensual pornography.

Another initiative, established in conjunction with the Office of Special Trial Counsel, was the Army's new Safe-to-Report policy. The policy, which covers all service members, including academy cadets, protects sexual assault and violence victims from any disciplinary or retaliatory action when they report the incident. The policy applies whether they report to military or civilian authorities. It applies even if there was other "minor collateral misconduct" at the time that "might be, in time, place, or circumstance associated with the sexual assault incident" such as whether the victim was drinking while underage at the time of the assault; involved in an unprofessional relationship with the subject at the time; or in violation of any laws, policies, or procedures, whether military or civilian, at the time.

These two initiatives show the Army's commitment to its zero-tolerance policy and represent a more progressive and victim-centered policy around sexual violence.

9
Conclusion

In FY 2023, the COVID–19 pandemic's effects on the service receded. On 10 April 2023, the president signed into law a joint resolution that terminated the national emergency related to the pandemic, and on 11 May, the World Health Organization declared an end to the world health emergency. Only a handful of ARNG soldiers remained on state active duty at the direction of their governors to assist with COVID–19-related missions. The pandemic did, however, continue to cast a long shadow on the Army's personnel ecosystem. Notably, the restriction of recruiters' access to high schools for several years during the pandemic contributed to the Army's recruiting challenges.

The Army continued to face major recruiting challenges in FY 2023. For the second year in a row, all three components missed their recruiting objectives by the end of the fiscal year. The RA and ARNG, however, made marked improvements. These improvements were the result of a variety of major efforts that included rebooting the Army brand, reforming marketing and the recruiting force, and continuing the Future Soldier Preparation Course, which improved the ability of recruits to graduate from basic training. The factors affecting recruiting, however, suggest that the Army will continue to face headwinds as it attempts to meet its objectives in FY 2024.

The demand for Army forces from combatant commands remained high in FY 2023. It continued to exceed the RA's capability, so the service again relied on the reserve components to accomplish its missions. The most important of these in FY 2023 was the U.S. government's response to Russia's invasion of Ukraine. The Army retained the previous year's significant expansion in the size of Army forces deployed to Europe and the use of Army facilities in Europe to train Ukrainian personnel. To support Ukrainian forces defending their nation, the United States transferred to them large amounts of weapons, equipment, ammunition, and supplies from Army stocks. At the same time, the Army examined the war's operations

for lessons that could be useful in its preparation for large-scale combat operations. Notably, the Army released an updated version of FM 3–0, *Operations*, that incorporated observations from Ukraine and codified the Army's new doctrine for multidomain operations. FM 3–0 documented the most significant evolution of the Army's warfighting doctrine since AirLand Battle in 1986. The Army also remained committed to building up capabilities in the Indo-Pacific region during FY 2023.

Modernization remained a high priority in FY 2023. The Army continued to prioritize equipment modernization, especially long-range fires and air defense, and many major systems long in development began to be fielded, such as the armored multipurpose vehicle. Revisions in doctrine and organizations supported the return of the division as the decisive unit of action for large-scale combat operations. Exercises and experiments, such as the WARFIGHTER exercises, focused on the Indo-Pacific and European regions, and Project CONVERGENCE examined new concepts and materiel.

The service invested considerable resources in implementing the *Army People Strategy* and taking care of its people, generally. It sought to modernize and rehabilitate its stock of housing, barracks, and facilities. Army leaders made major changes to how the Army seeks to prevent harmful behaviors, such as suicides and sexual assaults, and improved the quality of life of soldiers, family members, and civilians. It continued to make progress on implementing reforms to the military justice system through the civilianization of the Criminal Investigation Division and the standing-up of the Office of Special Trial Counsel. Modernizations of several personnel systems were launched formally after many years of development but continued to have capability gaps during FY 2023.

During FY 2023, the Army began implementing the recommendations of the congressionally established Naming Commission that, over the previous year, had identified DoD assets that honored the Confederacy. As part of this initiative, the Army renamed eight of nine installations that previously had been named after Confederates. It also updated policies, renamed streets and buildings at installations in the United States and abroad, and

updated hundreds of back-end information systems. The Army implemented most of the commission's recommendations by the end of the fiscal year, with only one installation remaining to be renamed among miscellaneous minor tasks to ensure full compliance by 1 January 2024.

The Army ended FY 2023 with nearly one hundred general officer confirmations in limbo because of a hold in the Senate, leaving many critical positions unfilled. The Army also ended FY 2023 without an approved budget for FY 2024. The congressional continuing resolution that enabled the Army to operate in the new fiscal year extended funding based on FY 2023 levels, minus defense emergency funding for natural disasters or response to the COVID–19 pandemic.

Bibliographic 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 uses unofficial media articles, most importantly those from *Army Times* and *ARMY Magazine*.

HQDA Principal Officials

(As of 30 September 2023)

Army Secretariat



Christine E. Wormuth
Secretary of the Army



Gabe Camarillo
Under Secretary of the Army and
Chief Management Officer



Douglas R. Bush
Assistant Secretary of the Army
(Acquisition, Logistics, and
Technology)



Michael L. Connor
Assistant Secretary of the Army
(Civil Works)



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



Rachel L. Jacobson
Assistant Secretary of the Army
(Installations, Energy, and Environment)



Agnes Gereben Schaefer
Assistant Secretary of the Army
(Manpower and Reserve Affairs)



Carrie F. Ricci
General Counsel



Mark F. Averill
Administrative Assistant to the Secretary of the Army



Mario A. Diaz
Deputy Under Secretary of the Army



Leonel T. Garciga
Chief Information Officer



Lt. Gen. Donna W. Martin
The Inspector General



Bruce B. Miller
The Army Auditor General



Karen L. Durham-Aguilera
Executive Director,
Office of Army Cemeteries



Maj. Gen. Thomas J. Tickner
Chief of Legislative Liaison



Maj. Gen. John L. Rafferty Jr.
Chief of Public Affairs



Kimberly D. Buehler
Director, Small Business
Programs



Gregory D. Ford
Director, Criminal Investigation Division

Army Staff



General Randy A. George
Chief of Staff of the Army

Vacant [1]
Vice Chief of Staff of the Army



Sgt. Maj. Army Michael R. Weimer
Sergeant Major of the Army



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

1. The director of the Army Staff, Lt. Gen. Walter E. Piatt, performed the duties of the vice chief of staff of the Army while the position was vacant.



Lt. Gen. Douglas F. Stitt
Deputy Chief of Staff, G–1



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



Lt. Gen. Patrick E. Matlock
Deputy Chief of Staff, G–3/5/7



Matthew L. Sannito (Acting)
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. Kevin Vereen
Deputy Chief of Staff, G–9



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



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



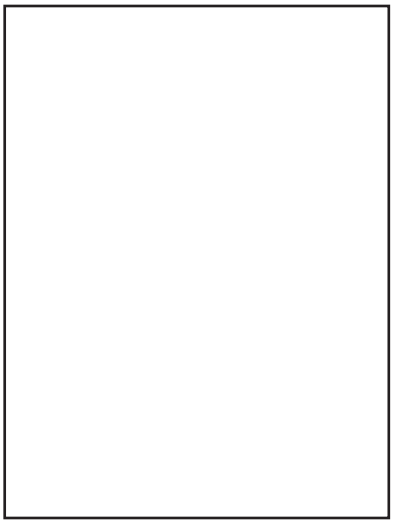
Lt. Gen. Scott A. Spellmon
Chief of Engineers



Lt. Gen. R. Scott Dingle
The Surgeon General



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



Vacant [2]
Chief of Chaplains



Maj. Gen. Duane R. Miller
Provost Marshal General

2. The deputy chief of chaplains, Chaplain (Brig. Gen.) William Green Jr.,performed the duties of the chief of chaplains while the position was vacant.

FY 2023 HQDA Principal Official Changes

ARMY SECRETARIAT

Secretary of the Army

Senior Advisor for Diversity and Inclusion
Michelle L. Zbylut, 24 September 2023–Present
vacant, 19 February 2023–23 September 2023
Anselm A. Beach, March 2021–18 February 2023

Lead Special Trial Counsel, Office of Special Trial Counsel[1]
Col. Robert A. Rodrigues (Acting), December 2023–Present
Brig. Gen. Warren L. Wells, December 2022–December 2023

Commanding General, District of Columbia National Guard
Maj. Gen. John C. Andonie, September 2023–Present
Maj. Gen. Sherrie L. McCandless, U.S. Air Force, April 2021–September 2023

Under Secretary of the Army

Deputy Director, Office of Enterprise Management[2]
Thomas M. Sasala, 29 January 2023–Present
vacant, 5 July 2022–28 January 2023

Deputy Director, Criminal Investigation Division
Robert P. Tracy, 29 January 2023–Present

Director, Office of Analytics Integration[3]
Diana M. Connolly, 9 April 2023–Present

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1. The Office of Special Trial Counsel was established effective 15 July 2022, but the first lead special trial counsel was not appointed until December 2022.
2. The Office of Business Transformation was redesignated effective 31 March 2023 as the Office of Enterprise Management.
3. Diana M. Connolly was initially appointed as the director of the Army Analytic Directorate effective 9 April 2023. Effective 16 October 2023, the U.S. Army Office of Analytics Integration was established with Connolly as its director.

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

Deputy Assistant Secretary (Research and Technology)
Andrew T. Clement (Acting), 11 September 2023–Present
Michelle L. Zbylut (Acting), 8 May 2023–10 September 2023
William B. Nelson, 10 April 2022–6 May 2023

Deputy Assistant Secretary (Plans, Programs, and Resources)
John J. Daniels, 1 September 2016–30 September 2023

Assistant Secretary of the Army (Civil Works)

Deputy Assistant Secretary (Project Planning and Review)
Robyn S. Colosimo, 4 December 2022–Present
Patricia M. Anslow (Acting), 31 December 2021–3 December 2022

Director of Policy and Legislation
Stacey M. Jensen (Acting), 4 December 2022–Present
Robyn S. Colosimo (Acting), 20 January 2021–3 December 2022

Assistant Secretary of the Army (Financial Management and Comptroller)

Director, Army Budget

Director of Operations and Support, Army Budget
Brig. Gen. Rebecca B. McElwain, July 2023–Present
Col. Sara E. Dudley, September 2022–July 2023

Chief, Congressional Budget Liaison, Army Budget
Col. Jessica M. Carter, June 2023–Present
Col. Patrice N. Johnson, August 2021–June 2023

Assistant Secretary of the Army (Manpower and Reserve Affairs)

Assistant Secretary
Agnes Gereben Schaefer, 23 December 2022–Present
Yvette K. Bourcicot (Acting), 20 January 2022–22 December 2022

Principal Deputy
Yvette K. Bourcicot, 22 December 2022–Present
Mark R. Lewis (Acting), 20 January 2022–22 December 2022
Yvette K. Bourcicot, 20 January 2022–22 December 2022

Executive Director for Manpower and Reserve Affairs
Julie A. Blanks (Acting), 11 September 2023–Present
Maj. Gen. Roy J. Macaraeg (Acting), 1 September 2022–10 September 2023

Deputy Assistant Secretary (Manpower and Reserve Affairs)
Mark R. Lewis, 12 May 2019–22 December 2022

Deputy Assistant Secretary (Training, Readiness, and Mobilization)[4]
Gerry L. Kitzhaber (Acting), August 2022–June 2023

Director for Training, Readiness, and Mobilization[5]
Maj. Gen. Roy J. Macaraeg, June 2023–Present

Deputy Assistant Secretary (Military Personnel)[6]
Maj. Gen. Roy J. Macaraeg (Acting), 11 September 2023–Present
Jeffrey P. Angers, 15 September 2019–10 September 2023

Deputy Assistant Secretary (Equity and Inclusion)
Michelle L. Zbylut, 24 September 2023–Present
Lyle J. Hogue (Acting), 21 February 2023–23 September 2023
Anselm A. Beach, 11 November 2019–18 February 2023

Director, Strategy, Plans, and Operations
DonElla M. Black (Acting), 21 February 2023–Present
Lyle J. Hogue, 18 July 2021–21 February 2023

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4. In June 2023, the civilian position of deputy assistant secretary of the Army for training, readiness, and mobilization was replaced with the two-star military position of director for training, readiness, and mobilization.

5. See note 6.

6. From July 2022 to September 2023, the deputy assistant secretary of the Army for military programs was known as the deputy assistant secretary of the Army for military programs and quality of life. In September 2023, the quality-of-life duties were realigned under the executive director for manpower and reserve affairs, Julie A. Blanks.

Administrative Assistant to the Secretary of the Army

Deputy Administrative Assistant
Julie A. Blanks, 23 October 2022–Present
vacant, 1 January 2022–22 October 2022

Chief Information Officer

Chief Information Officer
Leonel T. Garciga, 16 July 2023–Present
vacant, 11 February 2023–15 July 2023
Raj G. Iyer, 16 November 2020–10 February 2023

Director of Policy, Resources, and Analysis and Chief Financial Officer
Adam J. Nucci, 13 August 2023–Present
Diana M. Connolly, 7 November 2021–8 April 2023

Director of Architecture, Data, and Standards
Wilfredo Caldero, 13 August 2023–Present
George Woodard (Acting), 11 September 2022–12 August 2023

The Inspector General

Deputy
Brig. Gen. James K. Dooghan, July 2023–Present
Col. Isaac C. Manigault (Acting), 12 September 2022–July 2023

Principal Director to The Inspector General (Inspections)
William E. Jenkins, 2 July 2023–Present
vacant, 28 March 2021–1 July 2023

The Army Auditor General

The Army Auditor General
Bruce B. Miller, 4 June 2023–Present
vacant, 22 January 2023–3 June 2023
Anne L. Richards, 8 January 2017–21 January 2023

Deputy Auditor General (Acquisition, Modernization, and Sustainment)
Michael A. Nicholson (Acting), 3 July 2023–Present
William E. Jenkins, 26 July 2015–2 July 2023

Chief of Legislative Liaison

Chief of Legislative Liaison
Maj. Gen. Thomas J. Tickner, May 2023–Present
Maj. Gen. Trevor J. Bredenkamp, July 2021–May 2023

ARMY STAFF

Chief of Staff of the Army
General Randy A. George, 21 September 2023–Present
vacant, 4 August 2023–21 September 2023[7]
General James C. McConville, 9 August 2019–4 August 2023

Vice Chief of Staff of the Army
vacant, 21 September 2023–Present[8]
General Randy A. George, 5 August 2022–21 September 2023

Sergeant Major of the Army
Sgt. Maj. Army Michael R. Weimer, 4 August 2023–Present
Sgt. Maj. Army Michael A. Grinston, 9 August 2019–4 August 2023

Deputy Chief of Staff, G–1

Director, Army Resilience Directorate[9]
James A. Helis, 3 March 2019–30 June 2023

7. The vice chief of staff of the Army, General Randy A. George, performed the duties of the chief of staff of the Army while the position was vacant.
8. The director of the Army Staff, Lt. Gen. Walter E. Piatt, performed the duties of the vice chief of staff of the Army while the position was vacant.
9. Effective 1 July 2023, the director of the Army Resilience Directorate was realigned from the Office of the Deputy Chief of Staff, G–1, to the Office of the Deputy Chief of Staff, G–9. The position merged with G–9 office's director of soldier and family readiness and was redesignated as the director of the Prevention, Resilience, and Readiness Directorate.

Director, Talent Management Task Force
vacant, July 2023–Present
Brig. Gen. Brett T. Funck, June 2021–June 2023

Director, People First Task Force
Brig. Gen. Christopher R. Norrie, July 2021–May 2023

Deputy Chief of Staff, G–2

Director, Foreign Intelligence
Col. Sean F. Stinchon, August 2021–June 2023
Col. Brian W. Tinklepaugh, June 2023–Present

Director, Resource Integration
Elizabeth A. Millard-Harkema (Acting), 26 February 2023–Present
David R. Lacasse, 15 March 2020–25 February 2023

Director, Information Management
Mario F. Roberts (Acting), 17 July 2023–Present
Leonel T. Garciga, 8 November 2020–16 July 2023

Director, Intelligence, Surveillance, and Reconnaissance Task Force
Andrew S. Evans, 14 August 2023–Present
Col. Winfield A. Adkins, October 2022–August 2023
Lt. Col. Andrew S. Evans, September 2021–October 2022

Deputy Chief of Staff, G–3/5/7

Deputy Chief of Staff, G–3/5/7
Lt. Gen. Patrick E. Matlock, October 2022–Present
Lt. Gen. James E. Rainey, June 2021–October 2022

Assistant Deputy Chief of Staff
Peter B. Bechtel, 23 December 2022–Present
vacant, 23 May 2022–22 December 2022

Assistant Deputy Chief of Staff
Maj. Gen. Joseph A. Ryan, September 2023–Present
Maj. Gen. Sean P. Swindell, July 2020–September 2023

Director, Force Management
Brig. Gen. Eric S. Strong, June 2023–Present
Maj. Gen. Kevin D. Admiral, June 2021–June 2023

Director, Operations, Readiness, and Mobilization
Brig. Gen. John W. Lubas, August 2023–Present
Brig. Gen. James P. Work, May 2021–August 2023

Deputy Director, Operations, Readiness, and Mobilization
Brig. Gen. Charles W. Morrison, January 2023–Present
Brig. Gen. Jonathan M. Stubbs, January 2022–January 2023

Director, Aviation
Maj. Gen. Walter T. Rugen, April 2023–Present
Maj. Gen. William D. Taylor, June 2022–April 2023

Director, Strategic Operations
Brig. Gen. Jake S. Kwon, July 2023–Present
Maj. Gen. Dustin A. Schultz, September 2021–May 2023

Deputy Director, Strategic Operations
vacant, 13 August 2023–Present
Adam J. Nucci, 7 November 2021–12 August 2023

Senior Advisor, Cyber and Strategic Operations
Samantha A. Rodrigues, 29 January 2023–Present
vacant, March 2022–28 January 2023

Senior Advisor, Joint Counter-small Unmanned Aircraft Systems Office[10]
David P. Bagnati, 23 April 2023–Present

Deputy Chief of Staff, G–4

Deputy Chief of Staff, G–4
Matthew L. Sannito (Acting), 24 September 2023–Present
Maj. Gen. Heidi J. Hoyle (Acting), 3 June 2023–23 September 2023
John E. Hall (Acting), 17 March 2023–3 June 2023
Lt. Gen. Charles R. Hamilton, April 2022–March 2023

10. This position was established in FY 2023.

Assistant Deputy Chief of Staff
Matthew L. Sannito, 24 September 2023–Present
Donald R. Nitti (Acting), 4 June 2023–23 September 2023
John E. Hall, 17 January 2021–3 June 2023

Director, Supply Policy and Programs
Col. Angel R. Estrada (Acting), 24 September 2023–Present
Matthew L. Sannito, 2 July 2023–23 September 2023
Col. William S. Galbraith (Acting), 19 December 2022–1 July 2023
Peter B. Bechtel, 12 June 2016–18 December 2022

Director, Resource Management
Kirsten L. Taylor (Acting), 3 June 2023–Present
William D. Smith, 16 January 2022–2 June 2023

Assistant Deputy Chief of Staff, G–4, Mobilization and Training
Maj. Gen. Michael D. Roache, March 2023–Present
Maj. Gen. Dianne M. Del Rosso, June 2021–January 2023

Deputy Chief of Staff, G–6

Military Deputy
Brig. Gen. Robert S. Powell Jr., September 2023–Present
Maj. Gen. John H. Phillips, August 2022–September 2023

Director, Program Resource Integration
Brig. Gen. Robert S. Powell Jr. (Acting), September 2023–Present
Maj. Gen. John H. Phillips (Acting), August 2022–September 2023

Deputy Chief of Staff, G–8

Assistant Deputy Chief of Staff
Bryan M. Shone, 24 September 2023–Present
vacant, 23 April 2023–23 September 2023
Krystyna M. Kolesar, 6 December 2020-22 April 2023

Deputy Director, Programs, Analysis, and Evaluation
vacant, 24 September 2023–Present
Bryan M. Shone, 28 February 2021–23 September 2023

Deputy Director, Programs, Analysis, and Evaluation
Brig. Gen. Joseph G. Lock, August 2023–Present
Brig. Gen. Jonathan E. Howerton, May 2021–July 2023

Director, Force Development
Brig. Gen. Joseph E. Hilbert, July 2023–Present
Maj. Gen. Michelle A. Schmidt, July 2022–July 2023

Director of Materiel, Force Development
Col. William S. Gallaway, July 2023–Present
Brig. Gen. Steven M. Marks, July 2022–June 2023

Director of Integration, Force Development
Col. (Promotable) Brendan C. Raymond, August 2023–Present
Col. Kendall J. Clarke, June 2022–April 2023

Deputy Chief of Staff, G–9

Director, Operations
Brig. Gen. Kirk P. Dailey, June 2023–Present
Brig. Gen. Joseph A. Ricciardi, August 2021–June 2023

Director, Army National Guard

Deputy Director, Army National Guard
Maj. Gen. John C. Andonie, January 2021–September 2023

Chief of Engineers

Deputy Chief of Engineers
Maj. Gen. William H. Graham Jr., May 2023–Present
Maj. Gen. Richard J. Heitkamp, July 2022–April 2023

The Surgeon General

Deputy Surgeon General
Maj. Gen. George N. Appenzeller, December 2022–Present
Maj. Gen. Telita Crosland, August 2019–December 2022

Mobilization and Reserve Affairs
Brig. Gen. Thad J. Collard, December 2022–Present
vacant, August 2022–December 2022

Chief of Chaplains

Chief of Chaplains
vacant, May 2023–Present[11]
Chaplain (Maj. Gen.) Thomas L. Solhjem, May 2019–May 2023

11. The deputy chief of chaplains, Chaplain (Brig. Gen.) William Green Jr., performed the duties of the chief of chaplains while the position was vacant.

Abbreviations

AAFES	Army and Air Force Exchange Service
ACCA	Army Court of Criminal Appeals
AR	Army Regulation
ARNG	Army National Guard
ASA (ALT)	assistant secretary of the Army for acquisition, logistics, and technology
ASMIS	Army Safety Management Information System
BCT	brigade combat team
CAP	Command Assessment Program
CID	U.S. Army Criminal Investigation Division
COVID–19	coronavirus disease 2019
C-sUAS	counter–small unmanned aircraft system
DE	directed-energy
DOA	Delegation of Authority
DoD	Department of Defense
EIS	Enterprise Information Systems
FM	field manual
FY	fiscal year
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
IBCS	integrated battle command system
IEW&S	Intelligence, Electronic Warfare, and Sensors
IFPC	Indirect Fire Protection Capability
IPPS-A	Integrated Personnel and Pay System–Army
ISIS	Islamic State in Iraq and Syria
LTAMDS	lower-tier air and missile defense sensor
MEDCOM	U.S. Army Medical Command
M-LIDS	mobile, low, slow, unmanned aircraft integrated defeat system
M-SHORAD	maneuver–short-range air defense
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NDAA	National Defense Authorization Act
OAA	Office of the Administrative Assistant to the Secretary of the Army
PEO	Program Executive Office
PFAS	per- and polyfluoroalkyl substances
PM	Project Manager
RA	Regular Army

ReARMM	Regionally Aligned Readiness and Modernization Model
ROTC	Reserve Officer Training Corps
SHARP	Sexual Harassment/Assault Response and Prevention
UAS	unmanned aircraft systems
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command

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