Appendix A:
Army Major Commands (MACOMs)

Functional MACOMs

U.S. Army Corps of Engineers (USACE)

Headquarters: Washington, D.C.
Website: http://www.usace.army.mil/
People: 416 active duty and 33,217 civilians
Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peace and in the Global War on Terrorism.

Activities: The Corps’ military program includes construction of Army and Air Force facilities, installation support, contingency support, base realignment and closure activities, environmental restoration, strategic mobility and international activities in 91 countries. USACE provides real estate acquisition, management and disposal services for the Army and Air Force. The command’s civil works program includes navigation, flood control, environmental protection, disaster response, hydropower, recreation and other missions.

The USACE research and development community supports military operations and civil disaster relief operations with an array of technical products and services as well as reachback to the laboratories through a tele-engineering operations center. USACE supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation’s primary engineering agency.

Directly supporting the Global War on Terrorism (GWOT) in Iraq are more than 490 USACE Soldiers and civilians. Construction has started on more than 1,500 projects valued at more than $4.3 billion. These projects employ more than 138,000 Iraqis. More than 40 training centers, military bases and police and fire stations are being built across the country, and work is under way to rehabilitate or build more than 500 schools and 52 clinics. In Afghanistan, approximately 150 USACE personnel are working to reform the security sector and military construction for coalition forces. Mid- to long-range plans involve capacity building, which includes building roads, clinics and schools and developing water and power infrastructure in conjunction with the U.S. Agency for International Development (USAID). USACE also is continuing construction of facilities for the Afghan National Army and Afghan Police, who directly support that nation’s stability.

In the United States and its territories, USACE has repeatedly demonstrated an impressive capability for supporting emergency responses to floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced more than 8,500 miles of flood control levees. The Corps’
maintenance of navigation channels for America’s harbors and inland waterways is essential to commerce and strategic mobility. The value of foreign commerce handled at U.S. ports is $851 billion. By providing engineering and problem-solving expertise to federal agencies, to state and local governments and to friendly nations, USACE continues its tradition of service to the United States and the Army.

**U.S. Army Criminal Investigation Command (CID)**

**Headquarters:** Fort Belvoir, Virginia  
**Website:** [http://www.cid.army.mil/](http://www.cid.army.mil/)  
**People:** 1,130 active duty, 88 Army National Guard, 562 Army Reserve and 543 civilians  
**Mission:** CID investigates felony violations of the Uniform Code of Military Justice (UCMJ) and other criminal provisions of the U.S. Code in which the Army has an interest. The command supports field commanders and communities in solving major and violent crimes and also provides protective services for senior Department of Defense and Army leaders.

**Activities:** As the Army’s primary provider of criminal and counternarcotics investigations, CID operates a forensic laboratory, criminal records repository and procurement fraud unit. It solves crimes, assesses the potential for crime and prevents felony crimes against the Army and its Soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services and war crimes investigations. Using modern investigative techniques, equipment and systems, CID handles criminal activity at every level of the Army throughout the world. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a U.S. attorney as appropriate.

**U.S. Army Forces Command (FORSCOM)**

**Headquarters:** Fort McPherson, Georgia  
**Website:** [http://www.forscom.army.mil](http://www.forscom.army.mil)  
**People:** 193,551 active duty, 356,628 Army National Guard (upon mobilization), 179,466 Army Reserve (upon mobilization) and 26,973 civilians  
**Mission:** FORSCOM trains, mobilizes, deploys, sustains, transforms and reconstitutes combat-ready forces for operations in joint, multinational and interagency environments. FORSCOM also has responsibility for homeland defense operations by assisting local, state and federal agencies during natural and man-made disasters, providing chemical defense training, and supporting counternarcotic operations.

**Activities:** FORSCOM is the Army’s largest major command and the Army component to U.S. Joint Forces Command (JFCOM). As such, it commands or provides training readiness oversight to the bulk of the Army’s operational force. FORSCOM Soldiers and units are deployed in more than 30 nations, executing myriad operations such as fighting the GWOT, conducting stability operations in Iraq and throughout South America, and securing the peace in Afghanistan and the Balkans.

As the Army’s primary provider of forces, FORSCOM is currently executing the nation’s largest mobilization and demobilization since the Korean War. While preparing units for combat, FORSCOM is also transforming active and reserve forces into modular and more lethal brigade combat units to better meet operational requirements. FORSCOM also provides support to U.S. Army South and Third U.S. Army; these subordinate commands accomplish unique missions in support of their combatant commanders, U.S. Southern Command and U.S. Northern Command, respectively. FORSCOM also supports U.S. Northern Command’s homeland defense mission by protecting key national assets and critical infrastructure, supporting counternarcotic operations and assisting in civil defense and response to
terrorist attacks at home. FORSCOM is America’s federal emergency response force, helping civilian authorities prevent loss of life and relieve suffering during emergencies and natural disasters.

As JFCOM’s Army component, FORSCOM is the global land force provider, maintaining global visibility of conventional land forces and developing force recommendations for operational uses of Army assets worldwide. FORSCOM also supports JFCOM’s transformation, force provider and joint training missions and ensures that JFCOM’s joint integration, interoperability and doctrine development requirements are supported.

FORSCOM accomplishes its mission and many roles through multiple major subordinate commands. Three active Army corps—I Corps at Fort Lewis, Washington, III Corps at Fort Hood, Texas, and XVIII Airborne Corps at Fort Bragg, North Carolina—command, train and provide the bulk of FORSCOM’s combat-ready, active forces. Each corps focuses on a specific theater of operations, but all are ready for crisis response anywhere. Two Continental United States Armies (CONUSAs) are highly specialized teams of active Army, Army National Guard and Army Reserve Soldiers and units, as well as Department of Army civilians. The CONUSAs—First U.S. Army at Fort Gillem, Georgia, and Fifth U.S. Army at Fort Sam Houston, Texas—have a threefold mission: overseas training, training support and training readiness of all conventional Army National Guard and Army Reserve units within their geographic areas; executing mobilization; and conducting or supporting homeland defense and security.

Another major subordinate command of FORSCOM is the U.S. Army Reserve Command (USARC). USARC is responsible for the operations, personnel, training, readiness, equipment and funding for all conventional Army Reserve units in the United States. USARC units are part of the federal force and make their primary contribution to FORSCOM combat power in combat support and combat service support specialties, such as medical, civil affairs, transportation, maintenance and supply. Many Army Reserve units are designated to deploy quickly for contingency operations worldwide.

Finally, FORSCOM, through its combat training centers (CTCs), continues to prepare current and future Soldiers and leaders to execute Army doctrine across the full spectrum of warfare while operating with other services, the military forces of other nations, and other agencies within the U.S. government. These training centers include the Battle Command Training Program at Fort Leavenworth, Kansas, the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana, and the National Training Center (NTC) at Fort Irwin, California. All three present training scenarios constantly updated to reflect changing battlefield conditions and incorporate lessons learned. In all scenarios, Soldiers and leaders are presented with complex, cross-cultural challenges by large numbers of role players who act as both combatants and foreign citizens. NTC and JRTC are building extensive urban combat landscapes and cave and tunnel complexes to simulate current and potential wartime environments. As the Army transforms to a modular force, the CTCs will improve their ability to export real-world training experiences to home stations, thereby reducing deployments for training.

**U.S. Army Intelligence and Security Command (INSCOM)**

**Headquarters:** Fort Belvoir, Virginia

**Website:** [http://www.inscom.army.mil/](http://www.inscom.army.mil/)

**People:** 8,500 active duty and 2,500 civilians

**Mission:** INSCOM conducts dominant intelligence, security and information operations for military commanders and national decisionmakers. Charged to provide the warfighter with seamless intelligence needed to understand the battlefield and focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. These include intelligence preparation of the battlefield, analysis of situation development, signals intelligence analysis, measurements and signatures intelligence,
imagery intelligence, human intelligence, and science and technology intelligence production and dissemination. Additionally, INSCOM has major responsibilities in counterintelligence and force protection, electronic and information warfare, and support to force modernization and training.

**Activities**: INSCOM is a global command with three brigades that tailor support to the specific needs of different theaters. Ten other groups and activities focus primarily on single intelligence disciplines or functions. They are available in a reinforcing role, enabling any combatant commander to use INSCOM’s full range of unique capabilities. INSCOM supports Army missions worldwide with units stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support INSCOM’s mission.

**U.S. Army Materiel Command (AMC)**

**Headquarters**: Fort Belvoir, Virginia


**People**: 1,016 active duty, 235 Army Reserve and 50,230 civilians

**Mission**: AMC is the Army’s premier provider of materiel readiness—technology, materiel development, acquisition support, logistics power projection and sustainment—to the total force and across the spectrum of joint military operations. As the place where technology, acquisition and logistics are integrated to assure readiness for today and tomorrow, AMC is helping make the Army more responsive, deployable, versatile, lethal, survivable and sustainable. From beans to bullets, helmets to helicopters, spare parts to spare ribs, AMC touches every Soldier every day. If a Soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it.

**Activities**: AMC operates research, development and engineering centers, the Army Research Laboratory, depots, arsenals and ammunition plants, and maintains the Army’s prepositioned stocks, both on land and afloat. The command also serves as the DoD Executive Agent for chemical weapons stockpile and conventional ammunition. To develop, buy and maintain materiel, AMC works with program executive officers, the Army Acquisition Executive, industry, academia, the other services and other government agencies.

The command’s main effort is to achieve the development, support and sustainment of the Future Force in this decade. At the same time, AMC supports, sustains and recapitalizes the Current Force. Its depots restore weapon systems as the Army moves to full transformation. The command’s overhaul and modernization efforts are enhancing and upgrading major weapon systems—not just making them like new, but inserting technology to make them better and more reliable.

AMC handles diverse missions that reach far beyond the Army. For example, AMC manages the multibillion-dollar business of selling Army equipment and services to U.S. friends and allies and negotiates and implements agreements for coproduction of U.S. weapon systems by foreign nations. AMC also provides numerous acquisition and logistics services to the other military services and many other government agencies.

AMC has 149 locations worldwide in 40 states and 38 countries.

**U.S. Army Medical Command (MEDCOM)**

**Headquarters**: Fort Sam Houston, Texas

**Website**: [http://www.armymedicine.army.mil](http://www.armymedicine.army.mil)

**People**: 54,292 active duty and 28,251 civilians

**Mission**: MEDCOM provides direction and planning for Army health care services in conjunction with the Office of the Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. The mission has three components:
• Project and sustain—ensure that deploying military forces are in a state of optimal health and fitness and equipped to protect themselves from disease and injury;
• Train, equip and deploy—ensure that deploying medical units are capable of supporting the medical requirements of the deployed forces under any contingency;
• Manage and promote health—provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

Activities: MEDCOM is led by the Army Surgeon General, who has the dual responsibility of advising the Army’s leaders on health matters (the Surgeon General’s job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. MEDCOM includes the Army’s fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire DoD. The command also provides trained medical specialists to the Army’s combat medical units, which are assigned directly to combatant commanders.

Soldiers are not the only ones who benefit from the work of Army medicine. MEDCOM benefits the American people as a whole in many ways:
• MEDCOM enhances the Army’s ability to defend the nation and its vital interests;
• Army medical research has played a major role in the progress of public health and medical science;
• Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army; and
• Army medical Soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command (SMDC/ARSTRAT)

Headquarters: Arlington, Virginia
Website: http://www.smdc.army.mil/
People: 733 active duty and 1,146 civilians
Mission: SMDC/ARSTRAT provides space and missile defense capabilities for the warfighter and the nation by
• command and control of Army space forces;
• command and control of the Army’s national missile defenses;
• command and control of Army Computer Network Operation (CNO) forces;
• serving as the Army proponent for space and ground-based missile defense;
• articulating Army requirements for joint space and missile defense programs;
• integrating operational Theater Missile Defense (TMD) for the Army and acting as the Army advocate for specific TMD programs;
• developing technology, experimenting, testing and fielding assigned space and missile defense systems; and

Activities: SMDC is the Army component of the U.S. Strategic Command (STRATCOM) with responsibilities that include space operations, information operations, global strike, integrated missile defense, and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR).

The 1st Space Brigade in Colorado Springs, Colorado, conducts space operations to enable delivery of decisive combat power. The brigade’s 1st Satellite Control Battalion provides assured communications for command and control, critical
intelligence, video teleconferences and logistics. The battalion’s Theater Missile Warning Company operates Joint Tactical Ground Stations (JTAGS) that provide deployed U.S. forces worldwide early warning of missile launches. The battalion’s Army Space Support Company provides capabilities, expertise and products in the planning and execution of the full spectrum of operations.

The 100th Missile Defense Brigade (Ground-based Midcourse Defense, or GMD), Colorado Army National Guard, oversees the GMD system. The 49th Missile Defense Battalion, supported by the Alaska Army National Guard, operates the GMD fire control network, provides operational control over the interceptors at Fort Greely, Alaska, and ensures security for systems deployed there.

SMDC manages the Army’s astronauts in the NASA Astronaut Detachment at Johnson Space Center in Houston, Texas. SMDC is also the Army proponent for space operations officers.

The Technical Center (TC) in Huntsville, Alabama, is the research and development element of the command, performing directed energy, space and missile defense research and development. TC also works with the Missile Defense Agency to develop missile defense technologies for the nation and is SMDC’s lead organization and executing agent for developmental and operational test and evaluation at the following test facilities:

- the High Energy Laser Systems Test Facility (HELSTF) at White Sands Missile Range, New Mexico, which serves as a national center for high-energy laser research, development, testing and evaluation and is the only laser facility capable of placing continuous wave megawatt laser light on a variety of targets;
- the U.S. Army Kwajalein Atoll/Ronald Reagan Ballistic Missile Defense Test Site, featuring a unique geographical location in the central Pacific and an unmatched suite of radars, instrumentation and test support facilities offering extensive flexibility for ballistic missile testing and space-object tracking.

The Future Warfare Center (FWC), with operations in Huntsville, Colorado Springs and Arlington, develops the Army’s space and missile defense doctrine and concepts, validates requirements and ensures their Army-wide integration. The FWC rapidly moves innovations for space, missile defense, C4ISR and information operations to the warfighter through prototype development, experimentation, war games, analytical assessments, and model and simulation development. Additional services provided by the FWC include managing high-performance computer centers, threat scenario design, command and control engineering and Advanced Concept Technology Demonstration (ACTD) management.

The Technical Interoperability and Matrix Center (TIMC) in Huntsville integrates technical and operational requirements with materiel developers, improves interoperability for joint and coalition warfighters, and advances space and integrated air and missile defense. TIMC also oversees colocated employees.

U.S. Army Special Operations Command (USASOC)

Headquarters: Fort Bragg, North Carolina
Website: [http://www.soc.mil/](http://www.soc.mil/)
People: 13,300 active duty, 3,400 Army National Guard, 8,300 Army Reserve and 950 civilians
Mission: USASOC is the Army component of U.S. Special Operations Command (USSOCOM). It organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army Special Operations forces (SOF) to conduct worldwide special operations across the range of military missions in support of combatant commanders, U.S. ambassadors and other agencies as directed. USASOC develops unique special operations doctrine, tactics, techniques, procedures and materiel in coordination with the U.S. Army Training and Doctrine Command (TRADOC), the U.S. Army Materiel Command (AMC) and USSOCOM.
Activities: Army special operations forces comprise Special Forces (SF), Ranger, psychological operations (PSYOP), civil affairs (CA), special operations aviation (SOA) and headquarters units. Special Forces Command exercises command and control over five active SF groups and training oversight of two Army National Guard SF groups:

- **75th Ranger Regiment.** Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. Rangers conduct a wide range of diverse operations including airborne and air assaults, mounted infiltrations behind enemy lines, complex urban raids and rescue operations. Rangers can infiltrate by land, by sea or by air.

- **160th Special Operations Aviation Regiment (SOAR).** The 160th SOAR is a unique unit providing support to SOF worldwide with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.

- **U.S. Army Special Operations Support Command (Airborne).** This command provides command and control organization for signal, support and materiel management. It also maintains a dedicated, regionally oriented coordination and liaison base to provide combat and health services and communications planning in support of all Army SOF units.

- **U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the twofold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this organization conducts training courses for SF, CA, PSYOP and foreign officers, as well as training for survival, evasion, resistance and escape. It also is responsible for developing doctrine and new equipment for Army SOF.

- **U.S. Army Civil Affairs & Psychological Operations Command.** The civil affairs forces, 97 percent of them currently in the Army Reserve, consist of three CA commands and eight brigades. CA units are designed to prevent civilian interference with tactical operations, to assist commanders in discharging their responsibilities toward civilian populations, and to provide liaison with civilian government agencies. Psychological operations forces are currently organized into one active and two Army Reserve groups. They disseminate truthful information to foreign audiences in support of U.S. goals and objectives. PSYOP units accomplish their mission by circulating messages in the form of leaflets, posters, broadcasts and audiovisual tapes. Each unit has its own intelligence and audiovisual specialists.

**U.S. Army Training and Doctrine Command (TRADOC)**

**Headquarters:** Fort Monroe, Virginia


**People:** 41,996 military and 12,969 civilians

**Mission:** TRADOC recruits, trains and educates the Army’s Soldiers, develops leaders, supports training in units, develops doctrine, establishes standards and builds the future Army.

**Activities:** The command operates 33 schools and centers at 16 Army installations. TRADOC schools encompass 1,753 courses; 9,141 instructors; 328,918 Soldiers trained; 25,059 other U.S. service personnel trained; 6,165 non-U.S. soldiers trained; and 27,816 non-military trained.

TRADOC pursues several priorities:

- **Accessions:** TRADOC recruits young men and women to be Soldiers who serve as the centerpiece of the Army’s formation and readiness. Once Soldiers enter, TRADOC ensures a smooth transition into the ranks, imbuing Army values and the Warrior Ethos, instilling discipline and providing the necessary skills needed to immediately contribute to their first unit of assignment. All Soldiers are trained to be “Warriors First.”
• **Training and leader development:** Training is TRADOC’s primary mission. The command establishes the standards and requirements for training and leader development for the Army. It instills the Warrior Ethos in Soldiers throughout all levels of training (Initial Entry Training, Leader Development Schools and Combat Training Centers) by increasing the rigor and relevance of the tasks. TRADOC develops competent and adaptive leaders while ensuring currency in Army doctrine.

• **Innovation:** TRADOC is an open-minded organization that welcomes new ideas, fosters innovation, seeks collaboration and embraces change where it makes sense.

• **Jointness:** TRADOC remains firmly connected to the joint community in all it does. Its doctrine, combat and training development, and experimentation program are fully nested in the joint environment.

• **Future Force:** TRADOC builds the Army of the future. Quality forces must have quality training and quality equipment. Transforming the Army, and achieving irreversible momentum toward that end, is an imperative.

• **People:** Above all, TRADOC remains committed to its Soldiers, civilians and families. Through action it will remain directly involved in ensuring their well-being. People are the bedrock upon which the Army is built. Without them, the best technology in the world is all for naught.

**Regional MACOMs**

**8th U.S. Army**

**Headquarters:** Yongsan (Seoul), Korea  
**Website:** [http://8tharmy.korea.army.mil](http://8tharmy.korea.army.mil)  
**People:** 24,815 active duty and 8,428 civilians  
**Mission:** The 8th U.S. Army, as an Army Service Component Command (ASCC), supports the maintenance of the Armistice and deterrence of North Korean aggression against the Republic of Korea by providing forces and executing ASCC responsibilities for joint and combined forces. If deterrence fails, 8th U.S. Army conducts Army Forces (ARFOR) Noncombatant Evacuation Operations and force generation and sustainment operations to support the United Nations Command/Combined Forces Command campaign plan. On order, 8th U.S. Army conducts ARFOR redeployment operations. The 8th U.S. Army is transforming with the rest of the Army into a surface deployment and distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.

**Activities:** In January 2004 the Military Traffic Management Command was redesignated the Military Surface Deployment and Distribution Command. It provides surface deployment command and control and distribution operations for DoD. Major subordinate commands include the Operations Center at Fort Eustis, Virginia; Transportation Engineering Agency in Newport News, Virginia; 599th Transportation Group in Oahu, Hawaii; 598th Transportation Group in Rotterdam, Netherlands; 597th Transportation Group in Sunny Point, North Carolina; and 595th Transportation Group in Kuwait.

**U.S. Military Surface Deployment and Distribution Command (SDDC)**

**Headquarters:** Alexandria, Virginia  
**Website:** [http://www.sddc.army.mil/](http://www.sddc.army.mil/)  
**People:** 1,991 civilians, Soldiers, Sailors, Airmen and Marines authorized for FY 2005 and 2,800 Reservists  
**Mission:** SDDC provides global surface deployment command and control and distribution operations to meet national security objectives in peace and war. SDDC is the armed forces’ single surface deployment and distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.
modular, brigade-centric organizations while consolidating its footprint on the Korean Peninsula. Now serving under the conditions set by the Armistice Treaty that ended the Korean War, its “ready to fight tonight” environment makes the 8th U.S. Army the premier battle lab for high-intensity conflict in the Army today.

U.S. Army Europe (USAREUR)

Headquarters: Heidelberg, Germany
Website: http://www.hqusareur.army.mil
People: 63,850 active duty, 320 Army Reserve, 2,840 civilians and 4,400 local nationals
Mission: USAREUR is the Army’s largest forward-deployed and strategically positioned power-projection force. The command is charged with leading joint and combined forces in support of the combatant commander and demonstrating national resolve and strategic leadership by assuring stability and security. To accomplish its responsibility, USAREUR has embraced a culture of rapid deployability, flexibility and agility while transforming to field the Army’s newest formations. USAREUR has incorporated expeditionary operations at all levels and provides expeditionary training to forces deployed to forward operating locations while providing secure sanctuary for rear operations and the families of deployed forces.
Activities: USAREUR executes its missions in 91 countries on three continents, partnering with NATO allies and emerging democracies. The command is fully engaged in fighting and winning the Global War on Terrorism with more than 50,000 of USAREUR’s 63,000 Soldiers having served in Iraq or Afghanistan. During a six-week period USAREUR successfully deployed more than 15,000 Soldiers to Iraq while simultaneously redeploying 15,000 Soldiers in Iraq back to their home bases. One of the largest and most successful troop movements since World War II, it demonstrated the command’s ability to operate strategic sustainment bases for forces exiting or transiting the USAREUR theater.

U.S. Army Military District of Washington (MDW)

Headquarters: Fort McNair, Washington, D.C.
Website: http://www.mdw.army.mil/
People: 2,367 active duty and 424 civilians
Mission: MDW is the core element of the Joint Force Headquarters-National Capital Region, which, in times of need, activates a Joint Task Force under command of the MDW commander. MDW implements contingency plans in response to crisis, disaster or other security issues in the National Capital Region. Additionally, MDW provides several specialized support missions, such as personal property shipping for the region, rotary-wing airlift and operation of the Arlington National Cemetery. MDW conducts official ceremonies, locally and worldwide, on behalf of the nation’s civilian and military leaders. If the ceremonies involve sister services, they may be planned and executed through the joint headquarters/task force arrangement under U.S. Northern Command. The MDW commander is senior mission commander for Army installations from Fort A. P. Hill, Virginia, to Fort Hamilton, New York, and is convening authority for courts-martial for Army personnel assigned to the region.
Activities: MDW is the home of the Army’s official ceremonial units, the 3d U.S. Infantry (The Old Guard) and The U.S. Army Band, “Pershing’s Own.” Soldiers of these units represent the Army and the nation thousands of times each year, from graveside military honors and wreath ceremonies at the Tomb of the Unknowns to state-visit arrival and departure ceremonies, state funerals and presidential inaugurations. The Old Guard has major homeland defense responsibilities, as well, providing
the most immediate land force component available to the region during crisis. Both the Old Guard and the Band went operational on 11 September 2001 when the Pentagon was attacked, as did other elements of MDW, notably the 12th Aviation Brigade and the MDW Engineer Company, which performs collapsed-building search and rescue operations. The command’s community outreach efforts attract visitors and residents alike to such events as Twilight Tattoo and Spirit of America, band concerts and recitals, parades and sporting contests. MDW produces the Army Ten-Miler every October in conjunction with the Association of the United States Army’s Annual Meeting, and in the meeting’s opening ceremonies dramatically portrays the Army spirit with a taste of what audiences see in MDW’s Spirit of America arena production.

**U.S. Army Pacific (USARPAC)**

**Headquarters:** Fort Shafter, Hawaii  
**People:** 24,658 active duty, 5,540 Army National Guard, 2,753 Army Reserve and 1,227 civilians  
**Mission:** USARPAC is the Army component of U.S. Pacific Command (PACOM) providing trained and ready forces to the PACOM commander that ensure successful crisis response or decisive victory in support of regional stability and security operations. The USARPAC area of responsibility covers more than half of the earth’s surface. While the command’s primary focus is the Asia-Pacific region, many USARPAC Soldiers are currently deployed to Iraq and Afghanistan. Additionally, PACOM has designated the USARPAC commander as the Joint Task Force Homeland Defense (JTF-HD) commander charged with defending against terrorist attacks in the Pacific. JTF-HD protects military installations and critical infrastructure and provides defense support to civil authorities protecting U.S. populations, the homeland, U.S. territories and protectorates. The JTF-HD mission includes focusing on situational awareness and providing critical support for military and civil authorities in times of national need. USARPAC also oversees, evaluates and supports the Army National Guard in Hawaii, Alaska and Guam and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska.

**Activities:** On an average day in 2004, USARPAC had more than 14,000 Soldiers deployed to 18 locations conducting 19 different operations. These included operations in Iraq and Afghanistan in support of the GWOT, counterterrorism operations in the Philippines, peacekeeping operations in Kosovo and several Theater Security Cooperation Program exercises throughout the Pacific region. USARPAC Soldiers and civilian personnel also supported numerous operations and exercises. As of January 2005, 14,747 USARPAC Soldiers and Department of the Army civilians were engaged in 20 nations, participating in 32 operations throughout the Asia-Pacific theater, the United States and other nations.

**U.S. Army South (USARSO)**

**Headquarters:** Fort Sam Houston, Texas  
**Website:** [http://www.usarso.army.mil/](http://www.usarso.army.mil/)  
**People:** 363 military and 141 civilians  
**Mission:** USARSO is the Army Service Component Command of U.S. Southern Command (SOUTHCOM) in Miami, Florida. As such, this command executes all Army operations within SOUTHCOM’s area of responsibility. USARSO is, furthermore, a major subordinate command of U.S. Army Forces Command (FORSCOM) at Fort McPherson, Georgia. Building regional cooperative security is the major theme guiding USARSO. In implementing the SOUTHCOM combatant commander’s strategy, USARSO contributes to increasing cooperation
throughout Central and South America and the Caribbean by planning and executing multilateral exercises fostering military-to-military engagement. USARSO relies heavily on Army National Guard and Army Reserve forces to execute a security cooperation program of humanitarian and civic assistance exercises and activities throughout the region. USARSO also supports military groups at U.S. embassies in the region.

**Activities:** In March 2004, USARSO played a vital support role during Operation Secure Tomorrow, Combined Joint Task Force–Haiti. Eighty USARSO Soldiers provided logistical, communication, operations, intelligence and public affairs support to the task force until the United Nations Stabilization Mission in Haiti assumed responsibility on 1 June 2004.

Each year, USARSO plans and executes two New Horizons exercises using Army National Guard and Army Reserve units to help build schools, medical clinics and roads in the region. USARSO also conducts two peacekeeping operation exercises every year, numerous medical readiness exercises, a humanitarian allied force exercise and other exchanges, seminars and visits. The theater security cooperation program is designed to promote democracy and stability in the region. Threats to democracy and stability include organized crime, international terrorism, environmental concerns, illegal migration, demining and problems associated with uncontrolled demobilization of military and paramilitary forces. Challenges to democracy and stability grow more complex as the region’s illegal trafficking of narcotics, arms and people increases.