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2025 Army Transformation Initiative (ATI) Force Structure and Organizational Proposals: Background and Issues for Congress

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2025 Army Transformation Initiative (ATI) Force Structure and Organizational Proposals: Background and Issues for Congress

On April 30, 2025, Secretary of Defense (War) Pete Hegseth issued a memorandum, “Army Transformation and Acquisition Reform,” directing the Secretary of the Army to

implement a comprehensive transformation strategy, streamline its force structure, eliminate wasteful spending, reform the acquisition process, modernize inefficient defense contracts, and overcome parochial interests to rebuild our Army, restore the warrior ethos, and reestablish deterrence.

Among other things, this directive requires the Army to restructure Army forces; downsize, consolidate, or close what is described as redundant headquarters; end procurement of what is described as obsolete systems; and cancel or scale back what is described as ineffective or redundant programs. This report addresses actions taken by the Army in response to the Secretary of Defense’s directive as they pertain to force structure, headquarters, and associated organizations.

On May 1, 2025, in response to the Secretary of Defense’s (War’s) directive, Secretary of the Army Dan Driscoll and General Randy George, Chief of Staff of the Army published a “Letter to the Force: Army Transformation Initiative” to implement “a comprehensive transformation strategy,” referred to as the Army Transformation Initiative, or ATI.

The ATI could have a range of national security implications of concern to Congress. Some of these could include the availability of Army forces to support Combatant Command requirements and the effectiveness of Army operations, as well as the effectiveness of ATI-proposed changes to existing headquarters units.

Furthermore, the directive to transform Army force structure could have an impact on Army bases located in Members’ districts or states, and it may have economic ramifications for communities around or near affected bases. Planned ATI proposals may also have an impact on local and state defense-related industries, including those involved with ATI-proposed weapons systems acquisitions, cancellations, or procurement quantity modifications.

Because of the scope and complexity of ATI-directed actions, this report focuses exclusively on ATI’s potential impact on Army force structure, headquarters, and commands.

Potential issues for Congress related to ATI could include

- the Army’s ability to meet Combatant Command requirements,
- ATI and changes to Army capabilities,
- the Army implementation plan for ATI,
- ATI measures of effectiveness, and
- the impact of Golden Dome homeland missile defense requirements on ATI.

Contents

Background	1
A Brief History of Army Force Structure Actions.....	1
2003: The Modular Army	1
2012: Army Drawdown and Restructuring.....	2
2017: Army Force Structure Decisions.....	2
2018: Army’s Aim Point Force Structure Initiative	2
2024: Army Force Structure Transformation Initiative.....	3
2025 DOD—Directed Army Force Structure, Organizational, and Weapons Systems	
Actions	3
Army Letter to the Force: Army Transformation Initiative (ATI).....	4
Ongoing Changes to Army Force Structure Initiated in Previous Fiscal Years.....	5
Initial Congressional Reaction to DOD Force Structure Proposals.....	6
Preliminary Congressional Concerns with the Army’s FY2026 Budget Request	7
FY2026 National Defense Authorization Act (NDAA)	8
Army Aviation Transformation	8
FY2026 Defense Appropriations Act	8
Army Transformation Initiative	8
Army FY2026 Budget Request and ATI	9
Army FY2027 Budget Request and ATI	10
Selected ATI Force Structure Actions.....	10
AFC and TRADOC Merger – Transformation and Training Command.....	11
FORSCOM Merger – Western Hemisphere Command	11
Deactivated SFABs	12
Army Aviation Units	12
Deactivated Air Cavalry Squadrons (ACS)	12
Aviation MEDEVAC Restructuring.....	12
IBCT to MBCT Conversions	12
Possible 2026 ATI Relook	13
Potential Congressional Oversight Considerations	14
The Army’s Ability to Meet Combatant Command Requirements	14
ATI and Changes to Army Capabilities.....	14
Army Implementation Plan for ATI	15
ATI Measures of Effectiveness	15
Impact of Golden Dome Homeland Missile Defense Requirements on ATI	16

Contacts

Author Information.....	17
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Background

On April 30, 2025, Secretary of Defense Pete Hegseth, who is using “Secretary of War” as a “secondary title” under Executive Order 14347, dated September 5, 2025,¹ issued a memorandum, “Army Transformation and Acquisition Reform,” to senior Pentagon leadership directing the Secretary of the Army to

implement a comprehensive transformation strategy, streamline its force structure, eliminate wasteful spending, reform the acquisition process, modernize inefficient defense contracts, and overcome parochial interests to rebuild our Army, restore the warrior ethos, and reestablish deterrence.²

This memorandum directed actions to be taken related to

- transforming the Army now for future warfare,
- eliminating what is described as wasteful programs and outdated equipment,
- optimizing force structure and workforce, and
- reforming and optimizing acquisition and budget operations.

Although the memorandum established completion dates for selected “war winning capabilities” ranging from 2026 to 2028, many of the directed actions were not assigned specific completion dates.

A Brief History of Army Force Structure Actions

Since Congress established the Army in 1775, it has reorganized or transformed its forces many times. These changes have occurred for various reasons, such as shifting security requirements; to fight the nation’s wars and conflicts; the introduction of new weapons, such as tanks and nuclear weapons; and budgetary considerations. After World War II and the Korean War, the Army transformed and reorganized to meet the growing Soviet and Warsaw Pact threat and the Army transformed again after the Cold War ended in 1991. In a more contemporary context, the Army has transformed its force structure on five major occasions since 2000, as briefly described in the following sections.

2003: The Modular Army³

In 2003, with the Active and Reserve Components of the Army involved in long-term combat operations in Iraq and Afghanistan, the Army initiated a total force modular reorganization to “better meet the challenges of the 21st century security environment and, specifically, jointly fight and win the Global War on Terrorism (GWOT).”⁴ The Association of the U.S. Army (AUSA) described the modular force initiative as a “major transformational effort that involves the total redesign of the operational Army (all components) into a larger, more powerful, more flexible and

¹ Federal Register, <https://www.federalregister.gov/documents/2025/09/10/2025-17508/restoring-the-united-states-department-of-war>, accessed December 9, 2025.

² Department of Defense, Secretary of Defense Memorandum for Senior Pentagon Leadership, “Army Transformation and Acquisition Reform,” April 30, 2025, <https://media.defense.gov/2025/May/01/2003702281/-1/-1/1/ARMY-TRANSFORMATION-AND-ACQUISITION-REFORM.PDF>.

³ For additional information on Army Modularity, see CRS Report RL32476, *U.S. Army’s Modular Redesign: Issues for Congress*, by Andrew Feickert.

⁴ Department of the Army, *Army Strategic Planning Guidance 2005*, January 15, 2005, p. 9.

more rapidly deployable force while moving the Army from a division-centric structure to one structured around a brigade combat team (BCT).”⁵

2012: Army Drawdown and Restructuring⁶

In January 2012, the Department of Defense (DOD), now using the secondary title “Department of War” under Executive Order 14347, dated September 5, 2025, unveiled defense strategy guidance based on a review of potential future security challenges and budgetary constraints.⁷ The guidance was intended to rebalance the Army’s global posture and presence, emphasizing where potential problems were likely to arise, such as the Asia-Pacific region and the Middle East. As part of this strategy, AC Army end strength was to shrink from 570,000 to 490,000 soldiers by the end of 2017. In June 2013, the Army announced it would cut 12 BCTs from the Army’s 35 AC BCTs, as well as a number of unspecified support and headquarters units. In addition, Army National Guard (ARNG) BCTs were to be restructured in a similar fashion. As part of the drawdown of 12 AC BCTs, two armored BCTs were removed from Europe.

2017: Army Force Structure Decisions⁸

The National Defense Authorization Act (NDAA) for Fiscal Year 2017 (P.L. 114-328) authorized the Army to maintain an end strength of 1.018 million Active and Reserve Component soldiers, an increase over previous programmed plans to reduce the total Army to 980,000. The end strength increase was intended to “address and reduce the capabilities gap against near-peer, high-end adversaries; reduce modernization gaps; and improve readiness in existing units.”⁹ With this increase in total Army end strength, the Army initiated a series of force structure changes, including retaining a number of units previously slated for deactivation.

2018: Army’s Aim Point Force Structure Initiative¹⁰

In 2018, the Army unveiled the Multi-Domain Operations (MDO) concept, shifting from the previous focus on countering violent extremists worldwide to confronting revisionist powers—primarily Russia and China.¹¹ The Army intended to build MDO capability through what it called the Aim Point Force Structure Initiative. Aim Point was to be a flexible force structure, with little change expected at the brigade level and below but with major changes at higher echelons—division, corps, and theater command. As part of Aim Point, the Army announced the activation of a new corps headquarters, designated Fifth Corps (V Corps), located at Fort Knox, KY, with a

⁵ Association of the U.S. Army, “Torchbearer National Security Report - A Modular Force for the 21st Century,” March 15, 2005, p. 3.

⁶ Information in this section is taken from CRS Report R42493, *Army Drawdown and Restructuring: Background and Issues for Congress*, by Andrew Feickert.

⁷ Department of Defense, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, January 2012.

⁸ Information in this section is taken from CRS In Focus IF10678, *Army FY2017 Force Structure Decisions*, by Andrew Feickert.

⁹ Department of the Army, U.S. Army Public Affairs, “Department of the Army Announces Force Structure Decisions for Fiscal Year 2017,” June 15, 2017.

¹⁰ Information in this section is taken from CRS In Focus IF11542, *The Army’s AimPoint and Army 2030 Force Structure Initiatives*, by Andrew Feickert.

¹¹ For additional information on Multi-Domain Operations (MDO), see CRS In Focus IF11409, *Defense Primer: Army Multi-Domain Operations (MDO)*, by Andrew Feickert.

rotational forward presence¹² in Poland, meaning some soldiers from the unit would deploy to the country on a rotating basis.

2024: Army Force Structure Transformation Initiative¹³

In February 2024, the Army announced “changes to its force structure that will modernize and continue to transform the service to better face future threats.”¹⁴ In conjunction with this announcement, the Army published *Army White Paper: Army Force Structure Transformation*. As part of this transformation, the Army planned to develop new

- Multi-Domain Task Forces (MDTFs),¹⁵
- Indirect Fire Protection Capability (IFPC) battalions,¹⁶
- Counter-Small Unmanned Aerial Systems (C-sUAS) batteries, and
- Maneuver Short-Range Air Defense (M-SHORAD) battalions.¹⁷

The Army also planned to make force structure changes to its Combat Aviation Brigades (CABs).

2025 DOD—Directed Army Force Structure, Organizational, and Weapons Systems Actions¹⁸

The Secretary of Defense’s April 30, 2025, Army Transformation and Acquisition Reform directive to the Secretary of the Army requires the Army, among other actions, to

- field long-range missiles capable of striking moving land and maritime targets by 2027;
- achieve electromagnetic and air-littoral dominance by 2027;
- field Unmanned Systems (UMS) and ground/air launched effects in every division by the end of 2026;
- improve counter-UAS mobility and affordability, integrating capabilities into maneuver platoons by 2026 and maneuver companies by 2027;
- enable Artificial Intelligence (AI)-driven command and control at theater, corps, and division headquarters by 2027;

¹² Rotational forward presence is an operational concept where instead of permanently stationing a unit overseas, U.S.-based units are sent overseas on a temporary basis (usually for six to nine months) to fulfill operational requirements.

¹³ Information in this section is taken from CRS Report R47985, *The 2024 Army Force Structure Transformation Initiative*, by Andrew Feickert.

¹⁴ Department of the Army, U.S. Army Public Affairs, “Army Changes Force Structure for Future Warfighting Operations,” February 27, 2024, https://www.army.mil/article/274003/army_changes_force_structure_for_future_warfighting_operations.

¹⁵ For additional information on Multi Domain Task Forces see CRS In Focus IF11797, *The Army’s Multi-Domain Task Force (MDTF)*, by Andrew Feickert.

¹⁶ For additional information on Indirect Fire Protection Capability (IFPC) see CRS In Focus IF12421, *The U.S. Army’s Indirect Fire Protection Capability (IFPC) System*, by Andrew Feickert.

¹⁷ For additional information on M-SHORAD see CRS In Focus IF12397, *U.S. Army’s Maneuver Short-Range Air Defense (M-SHORAD) System—SGT Stout*, by Andrew Feickert and Ebrima M’Bai.

¹⁸ Information in this section is taken from Department of Defense, Secretary of Defense Memorandum for Senior Pentagon Leadership, “Army Transformation and Acquisition Reform.”

- end procurement of what is described as obsolete systems and cancel or scale back what is described as ineffective or redundant programs, including manned aircraft, excess ground vehicles;
- reduce spending on legacy sustainment, including what is described as outdated weapons systems and unnecessary climate-related initiatives;
- merge headquarters to generate combat power capable of synchronizing kinetic and non-kinetic fires, spaced-based capabilities, and unmanned systems;
- reduce and restructure manned attack helicopter formations and augment them with inexpensive drone swarms capable of overwhelming adversaries;
- divest what is described as outdated formations, including select armor and aviation units across all components;
- merge Army Futures Command (AFC) and Training and Doctrine Command (TRADOC) into one command;
- merge Forces Command, U.S. Army North, and U.S. Army South into a single headquarters focused on homeland defense and partnership with Western Hemisphere allies; and
- consolidate and realign headquarters and units within Army Material Command (AMC), including the integration of the Joint Munitions Command and Army Sustainment Command, to optimize operational efficiency and streamline support capabilities.

Army Letter to the Force: Army Transformation Initiative (ATI)¹⁹

On May 1, 2025, in response to the Secretary of Defense’s Army Transformation and Acquisition Reform directive, the Secretary of the Army and Chief of Staff of the Army published a “Letter to the Force: Army Transformation Initiative” to implement “a comprehensive transformation strategy,” referred to as the Army Transformation Initiative, or ATI. The “Letter to the Force” on ATI outlined first steps related to the Army’s force structure, organization, and weapons systems, including

- introducing long-range missiles and modernized UAS²⁰ into formations;
- fielding the M-1E3 tank;²¹
- developing the Future Long-Range Assault Aircraft (FLRAA);²²

¹⁹ Information in this section is taken from Secretary of the Army Dan Driscoll, Chief of Staff of the Army and General Randy A. George, “Letter to the Force: Army Transformation Initiative,” May 1, 2025, <https://api.army.mil/e2/c/downloads/2025/05/01/c4c9539c/letter-to-the-force-army-transformation-initiative.pdf>.

²⁰ For additional information on Army Unmanned Aerial Systems, see CRS In Focus IF12668, *U.S. Army Small Uncrewed Aircraft Systems Programs*, by Daniel M. Gettinger.

²¹ For additional information on the M-1E3, see CRS In Focus IF12495, *The Army’s M-1E3 Abrams Tank Modernization Program*, by Andrew Feickert.

²² For additional information on the Future Long-Range Assault Aircraft, see CRS In Focus IF12771, *Future Long-Range Assault Aircraft (FLRAA)*, by Jennifer DiMascio.

- closing the C-sUAS²³ capability gap;
- integrating command and control nodes with AI to accelerate decisionmaking and preserve the initiative;
- eliminate 1,000 staff positions at Headquarters, Department of the Army (HQDA);
- merge AFC and TRADOC into a single command that aligns force generation, force design, and force development under a single headquarters;
- transform Forces Command (FORSCOM) into Western Hemisphere Command through the consolidation of Army North and Army South;
- align Multi-Domain Task Forces (MDTFs)²⁴ with theater headquarters;
- trim general officer positions to streamline command structures;
- restructure Army aviation by reducing one Aerial Cavalry Squadron per Combat Aviation Brigade (CAB) in the Active Component;
- consolidate aviation sustainment requirements and increase operational readiness;
- convert all Infantry Brigade Combat Teams to Mobile Brigade Combat Teams (MBCTs)²⁵ to improve mobility and lethality in a leaner formation;
- cancel procurement of what is described as outdated crewed attack aircraft such as the AH-64D, excess ground vehicles like the HMMWV and Joint Light Tactical Vehicle (JLTV),²⁶ and obsolete UAVs like the Gray Eagle; and
- cancel programs that deliver what is described as dated, late-to-need, overpriced, or difficult-to-maintain capabilities.

Ongoing Changes to Army Force Structure Initiated in Previous Fiscal Years

Some changes to Army force structure initiated in previous fiscal years are planned to continue under ATI. The Army Transformation Initiative letter provided some preliminary details on changes to Army units and organizations and Army officials testified on May 6, 2025, that they planned to increase the number of units, noting that such efforts were not a result of ATI but instead ongoing efforts from previous fiscal years.²⁷ Additional units from previous year's transformation plans to be added to Army force structure included

²³ For additional information on Counter Small Unmanned Aerial Systems, see CRS Report R48477, *Department of Defense Counter Unmanned Aircraft Systems: Background and Issues for Congress*, by Daniel M. Gettinger.

²⁴ For additional information on Multi-Domain Task Forces, see CRS In Focus IF11797, *The Army's Multi-Domain Task Force (MDTF)*, by Andrew Feickert.

²⁵ For additional information on Mobile Brigade Combat Teams see CRS In Focus IF13128, *The U.S. Army's Mobile Brigade Combat Team (MBCT)*, by Andrew Feickert and Ebrima M'Bai.

²⁶ For additional information on the Joint Light Tactical Vehicle, see CRS In Focus IF11729, *Joint Light Tactical Vehicle (JLTV)*, by Andrew Feickert.

²⁷ Statement of General James J. Mingus, Vice Chief of Staff United States Army, "On the Readiness of the United States Army, in U.S. Congress, House Committee on the Armed Services, Subcommittee on Readiness, May 6, 2025.

- one Maneuver Short-Range Air Defense Artillery (M-SHORAD) battalion and three Division Air Defense Battalions by the fourth quarter of FY2025;²⁸
- nine Integrated Fire Protection Capability (IFPC) battalions, a Patriot/IFPC Composite battalion in Guam, and two additional Patriot battalions;²⁹ and
- three additional Mid-Range Capability (MRC) batteries already in production.³⁰

The Army announced it would close the 1st Information Operations Command based on a 2024 decision.³¹ The command was deactivated on May 8, 2025.³² It was further noted that

[i]n place of 1st Information Operations Command, the Army is creating region-specific Theater Information Advantage Detachments. These units are meant to focus on information and cyber warfare, and work closely with the similarly new Multi-Domain Task Forces, which are currently testing the use and integration of drones and other modern technology with current and new battlefield tactics.³³

Another example of ongoing force structure changes from previous fiscal years are the Army's Combat Aviation Brigade (CAB) force structure changes announced in 2024.³⁴ ATI plans call for the reduction of one Aerial Cavalry Squadron per CAB in the Active Component and consolidation of aviation sustainment requirements.

Initial Congressional Reaction to DOD Force Structure Proposals

Some Members have addressed potential DOD force structure changes and the role Congress expects to play in force structure debates. In response to March 2025 press reports³⁵ that the Administration was considering changes to Combatant Command structure, Senator Roger Wicker, Chairman of the Senate Armed Services Committee, and Representative Mike Rogers, Chairman of the House Armed Services Committee, issued the following joint statement:

U.S. combatant commands are the tip of the American warfighting spear. Therefore, we are very concerned about reports that claim DOD is considering unilateral changes on major strategic issues, including significant reductions to U.S. forces stationed abroad, absent coordination with the White House and Congress. We support President Trump's efforts to ensure our allies and partners increase their contributions to strengthen our

²⁸ For additional information on Mobile Short-Range Air Defense Artillery (M-SHORAD), see CRS In Focus IF12397, *U.S. Army's Maneuver Short-Range Air Defense (M-SHORAD) System—SGT Stout*, by Andrew Feickert and Ebrima M'Bai.

²⁹ For additional information on Integrated Fire Protection Capability (IFPC), see CRS In Focus IF12421, *The U.S. Army's Indirect Fire Protection Capability (IFPC) System*, by Andrew Feickert and Ebrima M'Bai.

³⁰ For additional information on Mid-Range Capability (MRC) systems, see CRS In Focus IF12135, *The U.S. Army's Typhon Mid-Range Capability (MRC) System*, by Andrew Feickert.

³¹ Nicholas Slayton, "Army Shuts Down its Sole Active-Duty Information Operations Command," Task and Purpose, June 2, 2025, <https://taskandpurpose.com/news/army-deactivates-1st-information-operations-command/>.

³² Slayton, "Army Shuts Down its Sole Active-Duty Information Operations Command."

³³ Slayton, "Army Shuts Down its Sole Active-Duty Information Operations Command."

³⁴ For additional information on Army Combat Aviation Brigade (CAB) force structure changes, see CRS Report R47985, *The 2024 Army Force Structure Transformation Initiative*, by Andrew Feickert.

³⁵ See Ellie Cook and John Fang, "Map Shows US Military Commands Targeted for DOGE Cuts," *Newsweek*, March 21, 2025, and Wyatt Olson, "Pentagon Proposal to Merge Combatant Commands Draws Criticism from GOP Lawmakers," *Stars and Stripes*, March 20, 2025, <https://www.stripes.com/theaters/us/2025-03-19/combatant-commands-merge-plan-17201617.html>.

alliance structure, and we support continuing America's leadership abroad. As such, we will not accept significant changes to our warfighting structure that are made without a rigorous interagency process, coordination with combatant commanders and the Joint Staff, and collaboration with Congress. Such moves risk undermining American deterrence around the globe and detracting from our negotiating positions with America's adversaries.³⁶

Preliminary Congressional Concerns with the Army's FY2026 Budget Request

A number of Members expressed initial concerns over the details of the Army's FY2026 budget request as it relates to ATI. On June 4, 2025, during the House Armed Services Committee (HASC) hearing on the Army's FY2026 budget request, Chairman Mike Rogers's opening remarks included the following:

Today, we kick off our review of the Administration's FY26 budget request for the Department of Defense with the U.S. Army. Unfortunately, we still have not received any real information on the Army's budget request. Nor have we received any detailed information on the Army's Transformation Initiative, or ATI, the Secretary and the Chief announced over a month ago.

I believe I speak for most of the members of this committee when I say that we share the goal of developing a more modern, agile, and well-equipped Army.

And the broad structure of the ATI sounds encouraging:

- Rapidly delivering modern warfighter capabilities.
- Optimizing force structure.
- And eliminating waste and obsolete programs.

But we need to see your homework. An overhaul this significant should be based on a thorough assessment of requirements. And it should include a detailed blueprint of the specific changes being proposed and how the Army plans to implement them. We need to see those assessments and blueprints. We also need you to provide us a timeline for implementing ATI.

These details will help Congress understand, evaluate, and ultimately fund, your transformation efforts.³⁷

Rogers noted the Army's lack of an ATI "blueprint," and some other committee Members expressed similar concerns, for example, about the Army's lack of ATI supporting analysis.³⁸

³⁶ Senator Roger Wicker and Representative Mike Rogers, "Chairman Wicker, Chairman Rogers Joint Statement on Reports of Potential Combatant Command Changes," press release, March 19, 2025, <https://www.wicker.senate.gov/2025/3/chairman-wicker-chairman-rogers-joint-statement-on-reports-of-potential-combatant-command-changes>.

³⁷ House Armed Services Committee, "Rogers: We Must Equip Our Soldiers for Tomorrow's Fight Today," opening statement, June 4, 2025, and U.S. Congress, House Committee on Armed Services, *Department of the Army Fiscal Year 2026 Posture*, hearings, 119th Cong., 1st sess., June 4, 2025, <https://armedservices.house.gov/calendar/eventsingle.aspx?EventID=5170>.

³⁸ CRS analysis of the HASC hearing: CQ Congressional Transcripts, "House Armed Services Committee Holds Hearing on the Fiscal Year 2026 Department of the Army Posture," June 4, 2025; and Ashley Roque, "Army Leaders Need to Show Their 'Homework' for Transformation Plans, Lawmakers Say," *Breaking Defense*, June 4, 2025, <https://breakingdefense.com/2025/06/army-leaders-need-to-show-their-homework-for-transformation-plans-lawmakers-say/>.

FY2026 National Defense Authorization Act (NDAA)

The FY2026 NDAA (P.L. 119-60) addresses the Army's overall aviation transformation plan as part of its ATI efforts.

Army Aviation Transformation³⁹

The committee is aware of the Army's plan to significantly reduce the force structure of Army Combat Aviation Brigades, to include divesting of Air Cavalry Squadrons. While the committee supports the cost savings of pure fleetings to AH-64E Apache aircraft, the committee is concerned about the lack of details regarding the proposed realignment, particularly how the Army will maintain sufficient capability and capacity through its transformation.

The committee is interested in Apache Future Development funding and its alignment with Army Transformation Initiative goals, including efforts on manned-unmanned teaming, launched effects, and modular open system approach implementation.

Therefore, the committee directs the Secretary of the Army to provide a report, not later than February 15, 2026, to the Committees on Armed Services of the Senate and the House of Representatives on the combat aviation transformation efforts that includes:

- (1) The rationale supporting the Army aviation force structure decision;
- (2) The investment plan to sustain and modernize the enduring AH-64E Apache fleet across the Future Years Defense Program (FYDP);
- (3) A detailed description of current technologies capable of assuming the reconnaissance role of the Air Cavalry Squadrons, to ensure there are no capability gaps;
- (4) A detailed plan describing the quantities of AH-64E required, by component, across the FYDP; and
- (5) Any other matters the Secretary determines relevant.

FY2026 Defense Appropriations Act

A committee report, H.Rept. 119-162, accompanying the Department of Defense Appropriations Act, 2026 (H.R. 4016), included the following language on ATI:

Army Transformation Initiative

In pursuit of transformation and acquisition reform, on April 30, 2025, the Secretary of Defense directed the Secretary of the Army to implement a comprehensive transformation strategy to accelerate delivery of critical capabilities, optimize force structure, and divest of programs deemed obsolete or inadequate to meet the requirements of future fights.

While the Committee supports the Army's intent to become a leaner, more lethal, and adaptive force; the Committee is disconcerted by the manner in which the Army has chosen to present its plans and rationale to achieve the objectives set out in the Army Transformation Initiative (ATI) to the congressional defense committees. To date, the Army has yet to provide complete budgetary details, tradeoffs, and risk assessments of proposed divestments and investments of capabilities and programs associated with ATI.

³⁹ U.S. Congress, Senate Committee on Armed Services, *National Defense Authorization Act for Fiscal Year 2026*, report to accompany S. 2296, 119th Cong., 1st sess., S.Rept. 119-39, July 15, 2025, p. 12.

In addition, the Committee must be informed of the Army's future force structure and end strength targets in its pursuit of eliminating waste and optimization. Consequently, in drafting its recommendation, the Committee is unable to take the Army Transformation Initiative proposal into full consideration until further details have been provided.

Therefore, the Committee directs the Secretary of the Army and the Chief of Staff of the Army to provide a briefing to the House and Senate Defense Appropriations Committees, not later than July 31, 2025, that addresses fiscal year 2026 budgetary impacts and funding requirements across the future years defense program, capability-based requirements and identification of capability gaps as a result of planned divestments, and an implementation plan for Army Transformation Initiative efforts. In addition, the Committee directs the Secretary of the Army to inform the congressional defense committees, not later than 30 days prior to implementation, of any additional proposed changes taking place as part of the Army Transformation Initiative or broader transformation efforts.⁴⁰

Army FY2026 Budget Request and ATI

On June 26, 2025, the Army began to publicly release parts of its FY2026 budget request. According to the *Army Fiscal Year 2026 Budget Overview*, the Army plans to initiate the following major force structure and organizational actions:

- Restructure units and headquarters (actions planned for FY2026):
 - Merge AFC and TRADOC and consolidate ARNORTH, ARSOUTH, and FORSCOM into Western Hemisphere Command.
- Rebuild the Army (actions planned for FY2026):
 - Convert five Infantry Brigade Combat Teams (IBCTs) to Mobile Brigade Combat Teams (MBCTs).
 - Provide Infantry Squad Vehicles (ISVs)⁴¹ to seven MBCTs.
 - Acquire five BCTs worth of Loitering Munitions.
 - Acquire Commercial off-the-Shelf Unmanned Aerial Systems (COTS UAS) for 10 BCTs.
 - Activate two additional High Mobility Artillery Rocket System (HIMARS) battalions and three additional HIMARS batteries.
 - Inactivate Air Cavalry squadrons and resize aerial medical evacuation (MEDEVAC) units.⁴²

FY2026 Army Budget documents further noted

The budget supports 11 Armored Brigade Combat Teams (BCTs), 14 Infantry/Mobile Brigade Combat Teams, 6 Stryker Brigade Combat Teams (total of 31 Active Component BCTs), 2 Security Force Assistance Brigades, and 11 Combat Aviation Brigades. In FY 2026 the Army continues to develop and exercise Multi-Domain capabilities and posture in the Indo-Pacific Theater in support of competition against the pacing threat. Global Force Management remains a cornerstone, allowing for active and scalable Joint Force

⁴⁰ U.S. Congress, House Committee on Appropriations, Department of Defense Appropriations Act, 2026, report to accompany H.R. 4016, 119th Cong., 1st sess., H.Rept. 119-162, June 16, 2025, pp. 8-9.

⁴¹ For additional information on Infantry Squad Vehicles see CRS In Focus IF13092, *The U.S. Army's Infantry Squad Vehicle (ISV)*, by Andrew Feickert and Ebrima M'Bai.

⁴² Major General Mark S. Bennett, Director, *Army Budget, Army Fiscal Year 2026 Budget Overview*, June 26, 2025, pp. 5-6, 10.

employment to meet operational demand, be it competitive or contingency. FY 2026 includes force structure changes through Army Transformation Initiative (ATI). Notably, the 14 Infantry Brigade Combat Teams convert to Mobile Brigade Combat Teams, in order to improve speed, mobility, and lethality in a leaner formation. Aviation restructures and inactivate Air Cavalry Squadrons and resize Medical Evacuation units.⁴³

The Army's FY2026 budget request states that it supports two Security Force Assistance Brigades (SFABs); originally the Army had five Active Component SFABs and one Army National Guard SFAB.⁴⁴ On October 15, 2025, the 2nd SFAB, based at Fort Bragg, NC, and the 4th SFAB, based at Fort Carson CO, were deactivated.⁴⁵ Reportedly, the 1st Security Force Assistance Command (SFAC) was deactivated in early January 2026 and the Army National Guard's 54th SFAB and the 3rd SFAB are to be deactivated and only the Active Component 1st SFAB (aligned to U.S. Southern Command) and the 5th SFAB (aligned to U.S. Indo-Pacific Command) are to be retained by the Army.⁴⁶

Army FY2027 Budget Request and ATI

In the Army's FY2027 budget request, ATI is referred to as "Continuous Transformation," with the Army noting its total \$252.8 billion request (including \$37.7 billion from Reconciliation) is to "reform(s) personnel structures while modernizing the industrial base, ensuring the force is ready for both current global demands and future conflicts."⁴⁷ Based on publicly provided budget documents, it is not known how much of the Army's FY2027 budget request is to be allocated directly to Continuous Transformation activities and how much is to be dedicated to unrelated activities.

The FY2027 budget request would increase Total Army end strength by 18,300 soldiers above FY2026 authorized levels, with growth concentrated in multi-domain operational and fires-based capabilities, including air defense, field artillery, cyber, and counter-UAS.⁴⁸ The FY2027 request also describes a systematic review and consolidation of budget line items, with a primary focus on advancing Next Generation Command and Control capabilities.⁴⁹

Selected ATI Force Structure Actions

Regarding Army force structure and organization, the Army has undertaken a number of preliminary actions summarized in the following sections.

⁴³ Department of the Army, *Fiscal Year (FY) 2026 Budget Estimates June 2025 Volume I, Operation and Maintenance, Army, Justification of Estimates*, p. 3.

⁴⁴ For additional information on Security Force Assistance Brigades (SFABs), see CRS In Focus IF10675, *Army Security Force Assistance Brigades (SFABs)*, by Andrew Feickert and Ebrima M'Bai.

⁴⁵ Information provided to CRS by the Army Staff, December 16, 2025.

⁴⁶ See Patty Nieberg, "Army to Eliminate 2 Security Force Assistance Brigades, Reassign Experienced Soldiers," *Task and Purpose*, May 13, 2025, and Corey Dickstein, "Army Shuts Down Foreign Military Training Command, Will Retain 2 SFABs," *Stars and Stripes*, January 9, 2026.

⁴⁷ Assistant Secretary of the Army (Financial Management and Comptroller, FY2027 President's Budget Request, https://www.asafm.army.mil/Portals/72/Documents/BudgetMaterial/2027/pbr/Army_FY_2027_Budget_Highlights.pdf, accessed May 20, 2026.

⁴⁸ Department of Defense, *Defense Budget Overview: United States Department of Defense Fiscal Year 2027 Budget Request*, June 2026, p. 35

⁴⁹ Department of Defense, *Defense Budget Overview: United States Department of Defense Fiscal Year 2027 Budget Request*, June 2026, p. 35

AFC and TRADOC Merger – Transformation and Training Command

On October 1, 2025, the U.S. Army Transformation and Training Command (T2COM) was established as an Army command under the jurisdiction of Headquarters, Department of the Army by consolidating TRADOC and AFC.⁵⁰ T2COM is commanded by a four-star general and headquartered in Austin, TX, while elements of the former TRADOC are reportedly expected to remain at Joint Base Langley-Eustis, VA.⁵¹ T2COM is to consist of three subordinate three-star commands:

- **Futures & Concepts Command (FCC):** Is to be the Army’s proponent for force design and lead concept development, warfighting experimentation, and requirements integration.
- **Combined Arms Command (CAC):** Is to be the Army’s proponent for force development. CAC is also to be responsible for “professional military education, Army schools, training, and doctrine development.”⁵²
- **U.S. Army Recruiting Command (USAREC):** Is to be the Army’s proponent for force generation. USAREC is also responsible for recruiting “the next generation of Soldiers into the force, owning the pipeline from marketing through soldiers’ first unit of assignment.”⁵³

FORSCOM Merger – Western Hemisphere Command

On December 5, 2025, the Army activated the U.S. Army Western Hemisphere Command (USAWHC) merging FORSCOM, U.S. Army North, and U.S. Army South into a single four-star headquarters.⁵⁴ By February 2026, USAWHC is planned to reach initial operational capability (IOC) and full operational capability (FOC) by summer 2026. On December 2, 2025, the Army announced the following unit reassignments, effective December 5, 2025:

- I Corps was reassigned to United States Army Pacific (USARPAC);
- III Corps was reassigned to United States Army Europe-Africa (USAREUR-AF);
- XVIII Airborne Corps, First Army, 20th Chemical, Biological, Radiological, Nuclear, and Explosives Command, and Air Traffic Services Command were reassigned to USAWHC; and
- 4th Infantry Division was reassigned to the I Corps.⁵⁵

⁵⁰ Headquarters, Department of the Army, General Orders No. 2025–23, Establishment of the United States Army Transformation and Training Command as an Army Command, October 2, 2025.

⁵¹ Association of the U.S. Army, “Army Stands up Transformation and Training Command,” October 3, 2025.

⁵² U.S. Army, U.S. Army Transformation and Training Command, <https://www.army.mil/t2com>, accessed December 29, 2025.

⁵³ U.S. Army, U.S. Army Transformation and Training Command.

⁵⁴ U.S. Army Western Hemisphere Command Public Affairs, “US Army Activates Western Hemisphere Command in Historic Transition Ceremony,” U.S. Army, December 5, 2025.

⁵⁵ Headquarters, Department of the Army, General Orders No. 2025–24, Establishment of the United States Army Western Hemisphere Command, December 2, 2025.

Deactivated SFABs

On October 15, 2025, the 2nd SFAB, based at Fort Bragg, NC, and the 4th SFAB, based at Fort Carson, CO, were deactivated.⁵⁶

Army Aviation Units

As previously noted, Army Aviation restructuring has been ongoing since 2024 as part of a Combat Aviation Brigade (CAB) restructuring initiative. In addition, ATI plans call for the reduction of one Aerial Cavalry Squadron per CAB in the Active Component and restructuring aerial MEDEAVC. These activities are summarized in the following sections.

Deactivated Air Cavalry Squadrons (ACS)⁵⁷

On October 15, 2025, the 3-17 ACS at Hunter Army Airfield, GA was deactivated. According to the Army, on December 15, 2025, the following ACSs were deactivated:

- 7-17 ACS at Fort Hood, TX;
- 1-6 ACS at Fort Riley, KS;
- 5-17 ACS at Camp Humphreys, Republic of Korea;
- 6-6 ACS at Fort Drum, NY;
- 4-6 ACS at Joint Base Lewis-McChord, WA; and
- 1-17 ACS at Fort Bragg, NC.

Aviation MEDEVAC Restructuring⁵⁸

According to the Army, on December 16, 2025, the Army restructured the following CAB MEDEVAC units:

- 1st Cavalry Division CAB MEDEVAC at Fort Hood, TX;
- 1st Infantry Division CAB MEDEVAC at Fort Riley, KS;
- 2nd Infantry Division CAB MEDEVAC at Camp Humphreys, Republic of Korea;
- 3rd Infantry Division CAB MEDEVAC at Hunter Army Airfield, GA;
- 10th Mountain Division CAB MEDEVAC at Fort Drum, NY;
- 16th CAB MEDEVAC at Fort Wainwright, AL; and
- 82nd Airborne Division CAB MEDEVAC at Fort Bragg, NC.

IBCT to MBCT Conversions

As previously noted, the Army plans to convert all approximately 4,500 soldier IBCTs into 1,900 soldier MBCTs. Prior to the Army's ATI announcement in May 2025, it had already begun this

⁵⁶ Information provided to CRS by the Army Staff, December 16, 2025.

⁵⁷ Information in this section provided to CRS by the Army Staff.

⁵⁸ Information in this section provided to CRS by the Army Staff.

process as part of the Army's Transforming in Contact (TIC) initiative.⁵⁹ According to the Army, the following IBCTs have been converted to MBCTs:

- 2nd IBCT, 82nd Airborne Division, Fort Bragg, NC (October 17, 2025);
- 1st IBCT, 10th Mountain Division, Fort Drum, NY (October 16, 2025);
- 3rd IBCT, 10th Mountain Division Fort Polk, LA (October 16, 2025);
- 2nd IBCT, 25th Infantry Division, Schofield Barracks, HI (October 18, 2025);
- 3rd IBCT, 25th Infantry Division, Schofield Barracks, HI (October 18, 2025);
- 173rd IBCT, Vicenza, Italy and Grafenwoehr, Germany (October 18, 2025);
- 116th IBCT (Army National Guard), Virginia and Kentucky locations (October 16, 2025); and
- 76th IBCT (Army National Guard), various locations in Indiana, (October 16, 2025).⁶⁰

In addition, the Washington State Army National Guard's 81st Stryker Brigade Combat Team (SBCT) is in the process of converting to a MBCT.⁶¹

Possible 2026 ATI Relook

Reportedly, DOD and the Secretary of Defense are planning to “relook” certain aspects of ATI.⁶² In response to congressional questions regarding Army helicopter procurement during a May 12, 2026, House Committee on Appropriations subcommittee hearing on DOD's FY2027 budget request, Secretary Hegseth reportedly noted, “I actually think it's something we're taking another look at”; the Secretary also noted, “there are some very good things in the Army Transformation Initiative, and there are some things that we needed to get another look at and so I think you'll see a review of some of those things, and we'll get back to you.”⁶³ Reportedly, in response to Secretary Hegseth's remarks, Army Secretary Dan Driscoll stated the following to the House Armed Services Committee (HASC) on May 15, 2026:

I don't know all the depth of what was implied, but I absolutely agree that we will take a hard look with the Office of Secretary of War and make sure that we are synced with their strategy and their plans as they look across the joint force and balance their requirements and needs of the military as a whole.⁶⁴

It is not known if DOD or the Army intends to undertake a formal ATI relook as suggested by Secretaries Hegseth and Driscoll, how Congress might be involved in such a relook, and the timeline for any review. The concept of revisiting certain aspects of ATI relating to Army aviation was also addressed in a May 14, 2026, letter to Secretary Hegseth in which a number of Members requested

⁵⁹ Army Public Affairs, Transforming in Contact,” <https://www.army.mil/transformingincontact>, accessed December 12, 2025.

⁶⁰ Information in this section was provided to CRS by the Army Staff, December 16, 2025.

⁶¹ Joseph Siemandel, “Washington Army National Guard Selected for New Mobile Brigade,” Washington Military Department, September 9, 2025.

⁶² Meghann Meyers, “Hegseth Rethinking Army Reforms, Cuts to Aviation,” *Defense One*, May 12, 2026.

⁶³ Meyers, “Hegseth Rethinking Army Reforms, Cuts to Aviation.”

⁶⁴ Meghann Meyers, “One Year in, Army's Transformation Efforts are Under Fire,” *Defense One*, May 19, 2026.

careful consideration of the strategic implications that significant reductions in Army aviation procurement and force structure may have for the defense industrial base, the organic industrial base, production capacity, and long-term military capability.⁶⁵

The Members also requested

The Department's evaluation of the impacts of planned Army aviation procurement reductions on the defense industrial base, including supplier viability, warm production lines, and surge production capacity.⁶⁶

It is not known if Member requests included in the letter would be addressed if DOD and the Army were to decide to undertake an ATI relook.

Potential Congressional Oversight Considerations

The Army's Ability to Meet Combatant Command Requirements

The Army provides "expeditionary, regionally engaged, campaign-capable land forces to combatant commanders."⁶⁷ While ATI emphasizes the intent to "deliver critical warfighting capabilities, optimize our force structure, and eliminate waste and obsolete programs,"⁶⁸ it is unclear whether and to what extent changes proposed under ATI are an improvement over current force structure and existing weapons programs. It also is not known if Combatant Commanders played any role in the development of ATI or had the opportunity to express their respective concerns over proposed ATI changes. The reported elimination of four of the Army's six SFABs, which primarily support Combatant Commander's security force assistance efforts, could have operational implications. Absent details about Combatant Commander involvement in ATI development and concerns over proposed changes, policymakers might decide to review with Army and Combatant Command leadership how ATI affects the Army's ability to meet Combatant Commander requirements.

ATI and Changes to Army Capabilities

As proposed, ATI could affect the capabilities of a number of Army units both positively and negatively. For example, ATI proposes to convert all 4,500 soldier IBCTs into 1,900 soldier Mobile Brigade Combat Teams to improve mobility and lethality. This change would affect the Active Component's 14 IBCTs and the Army National Guard's 20 IBCTs with potential operational impacts with the new MBCTs being less than half the size of IBCTs that they are to replace. One observer reports that another proposed change, reducing one Aerial Cavalry Squadron per CAB in the Active Component "removes half of each division's 48 AH-64E attack helicopters," which is characterized as "a massive reduction in combat power."⁶⁹ It also is not known how the proposed resizing of Army MEDEVAC units would affect casualty evacuation

⁶⁵ See *Inside Defense*, https://insidedefense.com/sites/insidedefense.com/files/documents/2026/may/05142026_armyaviation.pdf, accessed May 20, 2026.

⁶⁶ See *Inside Defense*, https://insidedefense.com/sites/insidedefense.com/files/documents/2026/may/05142026_armyaviation.pdf, accessed May 20, 2026.

⁶⁷ U.S. Army Forces Command (FORSCOM) is "the largest United States Army command and provider of expeditionary, regionally engaged, campaign-capable land forces to combatant commanders," <https://www.army.mil/FORSCOM#org-about>, accessed June 10, 2025.

⁶⁸ Secretary Driscoll and General George, "Letter to the Force: Army Transformation Initiative."

⁶⁹ R.D. Hooker, "The U.S. Army is Too Light to Win," *Defense One*, May 29, 2025, <https://www.defenseone.com/ideas/2025/05/us-army-too-light-win/405669/>.

operations and patient survivability. While not mentioned as part of ATI, as previously discussed, the Army reportedly plans to eliminate four of its six SFABs to assign experienced soldiers to line units.⁷⁰ It is not known how the reduction of these SFABs will impact Security Force Assistance operations in general. Congress may consider whether the Army's proposed changes and resulting impacts on its capabilities are desirable and support the Army's mission to fight and win the nation's wars. Congress also might examine how the Army intends to reconcile proposed force reductions and headquarters consolidations under ATI with planned FY2027 increases in end strength for selected capabilities such as air defense, cyber, field artillery, and counter-UAS formations⁷¹. To better understand potential changes to Army capabilities, Congress might also consider whether to examine how proposed ATI changes affect the capabilities of specific Army units by type of unit and how these changes may collectively affect the Army's overall operational capability.

Army Implementation Plan for ATI

While the Army's FY2026 budget request provides some additional context and cost figures associated with ATI, some in Congress have characterized it as incomplete and not incorporating a detailed implementation plan. Such a plan could enhance congressional oversight in part by including timelines for headquarters and unit conversions, as well as for the divestment and termination of specific equipment and weapons systems programs cited in ATI. An implementation plan also might identify specific units and locations involved in unit conversions and headquarters mergers. Although the Army's FY2026 budget request contains some selected cost data on expected savings associated with cancelling or modifying selected weapon systems programs, it does not provide a detailed consolidated listing of costs and savings associated with ATI. Furthermore, the Secretary of the Army reportedly stated that ATI could result in a cost savings of \$48 billion over five years, but in the Army's FY2026 budget request, cost savings were not consolidated in a manner that could assist policymakers in their oversight of ATI.⁷² While Congress has proposed legislative language requiring a detailed ATI implementation plan, including Army Aviation transformation plans, it remains to be seen if the Army possesses such a plan, to include detailed cost and savings estimates, and whether and to what extent the Army intends to share such a plan with Congress.

ATI Measures of Effectiveness

DOD and Army leadership have stated that the intent of the ATI is to “deliver critical warfighting capabilities, optimize our force structure, and eliminate waste and obsolete programs.”⁷³ As stated, this effort could involve widespread structural and capabilities changes for the Army, potentially requiring a number of years to achieve and the commitment of significant budgetary resources. As ATI progresses, Congress might consider whether to question the Army on what measures of effectiveness it intends to employ to determine if these changes are achieving the desired effect in relation to the resources being devoted to these efforts. For example, the Army plans to convert IBCTs to MBCTs and inactivate Air Cavalry Squadrons. Potential oversight questions related to this effort include, Does the Army plan to evaluate these force structure

⁷⁰ Nieberg, “Army to Eliminate 2 Security Force Assistance Brigades, Reassign Experienced Soldiers.”

⁷¹ Department of Defense, *Defense Budget Overview: United States Department of Defense Fiscal Year 2027 Budget Request*, June 2026, p. 35.

⁷² Dan Schere, “Driscoll Estimates Army Could Save \$48B Over Five Years From Restructure,” *Inside Defense*, May 20, 2025, <https://insidedefense.com/insider/driscoll-estimates-army-could-save-48b-over-five-years-restructure>.

⁷³ Secretary Driscoll and General George, “Letter to the Force: Army Transformation Initiative.”

changes to determine if they are achieving the desired effect? How will this information be provided to Congress? In a similar manner, the Army has merged AFC and TRADOC and has consolidated ARNORTH, ARSOUTH, and FORSCOM into Western Hemisphere Command. Potential oversight questions related to this effort include, Does the Army intend to evaluate these changes to determine if they have provided any additional value, cost savings, or improved command and control and staffing and planning process efficiencies? How will this information be provided to Congress? Without establishing measures of effectiveness, developing a process to evaluate these changes, and reporting these findings, Congress may lack the means to determine whether or not ATI has met its original intent and is an improvement over the original force structure. Without measures of effectiveness and a subsequent evaluation, ATI might be viewed by some as transformation for the sake of transformation.

Impact of Golden Dome Homeland Missile Defense Requirements on ATI

On January 27, 2025, President Donald J. Trump issued Executive Order (EO) 14186, titled “The Iron Dome for America,” which expands the scope of the homeland missile defense mission and directs DOD to develop “a next generation missile defense shield.”⁷⁴ Renamed Golden Dome, the scope and architecture of this effort are still under development by the Administration, DOD (DOW), and the armed services.

According to the U.S. Army Space and Missile Defense Command, the Army’s 100th Missile Defense Brigade

Operates the ground-based midcourse defense system and functions as a component of the missile defense enterprise of the U.S. Army Space and Missile Defense Command. It is a role they have fulfilled for more than 15 years. The [Ground-Based Missile Defense] GMD mission is the ultimate defense of the homeland, conducted in support of U.S. Northern Command and manned by U.S. Army National Guard and active-component soldiers in Colorado, Alaska and California. The 100th Missile Defense Brigade is tasked with conducting a presidentially directed national security mission to defend the United States against the threat of intercontinental ballistic missile attack.⁷⁵

Reportedly, on January 15, 2026, U.S. Northern Command (USNORTHCOM) established Joint Task Force-Gold (JTF-Gold), which is to be led by the commander of Army Space and Missile Defense Command (SMDC) in a dual-hatted capacity.⁷⁶ JTF-Gold is reportedly “to oversee the operational side of homeland air and missile defense, a move that signals a major consolidation of authority under the Army’s Space and Missile Defense Command” as part of the Golden Dome effort.⁷⁷ Currently under Army SMDC are the Army’s 32nd and 263rd Air and Missile Defense Commands (previously under FORSCOM), as well as the 100th Missile Defense Brigade. Reportedly,

[t]he shift was tied to the activation of a new Army Western Hemisphere Command and was designed to place U.S.-based air and missile defense formations under a single senior

⁷⁴ Executive Order 14186 of January 27, 2025, “The Iron Dome for America,” 90 *Federal Register* 8767, February 3, 2025, <https://www.federalregister.gov/documents/2025/02/03/2025-02182/the-iron-dome-for-america>, accessed June 29, 2025.

⁷⁵ Department of the Army, U.S. Army Space and Missile Defense Command (USASMDC), 100th Missile Defense Brigade website, <https://www.smdc.army.mil/ORGANIZATION/100thMDB/>, accessed July 9, 2025.

⁷⁶ Jason Sherman, “New Task Force-Gold to Run Homeland Missile Defense, Army Units Realigned,” *Inside Defense*, January 16, 2026.

⁷⁷ Sherman, “New Task Force-Gold to Run Homeland Missile Defense, Army Units Realigned.”

headquarters responsible for homeland defense missions. The transfer would establish a clear reporting structure for the U.S.-based air and missile defense forces performing or expected to perform homeland defense missions.⁷⁸

Given the Army's current role in homeland missile defense, Army weapons systems and air and missile defense units are likely to play significant roles in the Golden Dome architecture. While command and control relationships are being established and defined with the creation of JTF-Gold, at present, ATI makes no mention of possible Golden Dome force structure requirements for the Army. As the Golden Dome effort matures, requirements for additional Army units (both missile defense and support units) and weapon systems may become better defined. As ATI and Golden Dome development continues, Congress might consider whether to examine with DOD (DOW) and the Army the impact of Golden Dome requirements on ATI. In particular, Congress may examine if there may be a potential need for new dedicated Army units to support the Golden Dome mission, personnel and equipment constraints for establishing new units, and additional budgetary resources to support Golden Dome.

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⁷⁸ Sherman, "New Task Force-Gold to Run Homeland Missile Defense, Army Units Realigned."