

UNITED STATES ARMY RESERVE



An Enduring Operational Army Reserve is a Positive Investment for America

2011 POSTURE STATEMENT



Cover: Army Reserve Soldiers are trained to provide combat lifesaver care on the battlefield and immediate support and services to their neighbors and fellow citizens during national crises. In this training exercise, a UH-60 MEDEVAC helicopter has arrived on the scene to transport a casualty after non-medical Soldiers have administered combat lifesaver techniques.

This page: Soldiers Reenlist as part of 102nd Birthday of the Army Reserve at the U.S. Army Reserve National Capitol Reenlistment ceremony, April 23, 2010 on Capitol Hill in Washington, DC.

The United States Army Reserve 2011 Posture Statement

Submitted by

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To the Committees and Subcommittees of the

UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES

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The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2011 Army Reserve Posture Statement also addresses the support required by the Army Reserve to continue its transition to an operational force during FY 2012.

Unless otherwise noted, all statistics and facts are current through March 2011.

This document is available on the Army Reserve website at: www.usar.army.mil.

An Enduring Operational Force

For more than 100 years, the United States Army Reserve has served as the nation's federal strategic force in reserve, supporting the war and peacetime needs of the Regular Army. Since our nation's involvement in Afghanistan and Iraq, combatant commanders have urgently called for many of the enabling capabilities resident within the Army Reserve, including logistics, engineering, security, medical and civil affairs support.

The steady, consistent, and recurring demand for Army Reserve capabilities during this decade has posed significant challenges for a force organized and resourced as a strategic reserve. In response, the Army Reserve recast itself from the part-time strategic reserve role to a fully integrated and critical part of an operational, expeditionary Army that supports the nation's evolving and challenging wartime requirements.

In today's national economic and political climate at home and around the world, it makes good business sense to sustain the enabling capability provided by the Army Reserve. Compared to the cost of expanding the full-time Army force, a relatively smaller investment in the Army Reserve provides security at home and supports the fight against terrorism abroad. The Army Reserve responds to domestic disasters, when authorized by the President of the United States, and also participates in security cooperation operations while protecting national interests around the world. In support of contingency operations, the Army Reserve responds to life-threatening situations and fosters stability in underdeveloped nations where conditions are ripe for terrorists to gain a foothold. The Army Reserve is a "best value" in that the nation pays the full cost for a reserve component Soldier *only* when he/she is mobilized.

Many companies in private industry use a similar strategy. Firms that specialize in tax preparation, for example, hire certified accounts/tax preparers to handle the heavier customer demand that occurs from the beginning of a new year to the filing deadline of April 15. They too cannot afford, nor would it make good business sense, to maintain a

full-time accountant force during off-peak seasons. The relatively low cost of hiring seasonal workers adds to their bottom line.

The Army Reserve conducted an analysis that shows over a 15-year period, an enduring operational Army Reserve provides key capabilities for the Army at significant cost savings. We measure the savings by comparing the active component and reserve component costs of *building readiness, deploying and employing forces*.

The Army Reserve prepares for service by employing the Army Force Generation (ARFORGEN) model—a five year structured progression of increased unit readiness over time resulting in periods of available trained, ready, and cohesive units prepared for operational deployment.

Under the current ARFORGEN process, an active component Army Soldier spends two years in a non-deployed status at a cost of \$140K per year—compared to his/her Army Reserve counterpart who spends four years in a *non-mobilized/non-deployed status* costing \$47K per year—that's about **one third the cost of an active component Soldier** for train-up. This cost savings is achieved by providing cyclical capabilities to the Army and predictability for Soldiers and their Families.

During a 15-year period, an active component Soldier spends five years deployed with an overall average cost of \$143K per year compared to the Army Reserve Soldier who spends three years mobilized/deployed with an overall average cost of \$68K—that's about **half the cost of an active component Soldier**.

An operational Army Reserve not only saves money, it helps the Army mitigate current capability shortfalls. For example, the Commander of Africa Command, General William E. “Kip” Ward, and the Commander of European Command, Admiral James G. Stavridis related in testimony before the Senate Armed Services Committee on March 9, 2010, that employing an operational Army Reserve to support combatant commander security activities would provide significantly more capability for the mission while maintaining invaluable operational experience, hard-won from current operations. Using the Army Reserve in security cooperation missions also reduces the demand for active Army capabilities, allows the active component to maximize time at home between deployments, and provides the Army Reserve with the opportunity to employ and refine its multifunctional skills.

An operational Army Reserve can be key to developing cooperative security arrangements (collaboration with regional nations, interagency and non-governmental organizations, and regional institutions to respond to the broad range of regional contingencies) while building Partnership Capacity by strengthening and expanding relationships with allies and partners. The Army Reserve could also mitigate the costs that an active component unit would require in Korea (family housing, child-care, medical, etc.) by providing trained and validated units for one-year tours.

It makes good business sense to sustain the enabling capability provided by the Army Reserve for now and into the future. Army Chief of Staff, General George W. Casey, Jr., has said there is no viable alternative to having a fully operational Army Reserve to sustain today’s combat support needs and those of the future. As the Army evaluates the resource requirements to sustain and improve Reserve “operational capabilities,” decisions on full-time staff, funded training days, and sequencing of training (pre-mobilization/post-mobilization) drive the cost.

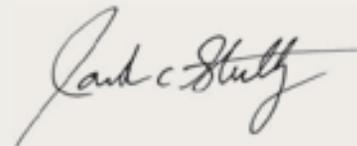
Operationalizing the Army Reserve has thus created a requirement for an enduring level of readiness support that cannot be sustained with current supplemental funding. The Army Reserve must have predictable funding in the base budget to ensure Soldiers are well

trained, well prepared, and well equipped at all times to respond to the nation’s needs. An enduring operational force cannot be fully effective if it has to borrow personnel and equipment from one unit to shore up another to meet mission requirements. Lending creates turbulence within units and diminishes gained efficiencies.

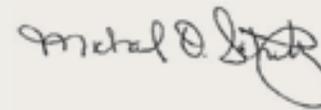
For now and into the foreseeable future, the Army Reserve will function as an operational force. The required institutional, policy, and systemic resource processes and procedures are being transformed to ensure a sustainable and ready force capable of operating across the full spectrum of conflict.

The Army Reserve is a positive investment for the nation. We provide necessary combat support and combat service support to combatant commanders where and when needed, thereby saving limited resources. We train Soldiers who accomplish daunting tasks and provide critical support on the battlefield. We give back to the nation highly trained, mature and refined Soldiers, who also provide civilian employers the kind of talent needed to sustain the local economy.

America can make no better investment than sustaining an enduring, operational Army Reserve.



Lieutenant General Jack C. Stultz
Chief, United States Army Reserve



Command Sergeant Major Michael D. Schultz
Command Sergeant Major, United States Army Reserve

As America remains a nation at war, the Army Reserve continues to be a cost-effective force as evidenced by what we accomplished with the FY 2011 budget Congress appropriated to us. The \$7.9 billion Army Reserve appropriation represented only four percent of the total Army budget; yet in 2010, we achieved the following results within the four core elements (Human Capital, Materiel, Readiness, and Services and Infrastructure) of the Army Reserve Enterprise as outlined below.

HUMAN CAPITAL

Human Resources:

In FY 2010, the Army Reserve conducted 525 Yellow Ribbon Reintegration Program events, serving 26,000 Soldiers and 28,000 Family members.

Chaplain:

Army Reserve chaplains conducted over 300 Strong Bonds events throughout the country and territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family members participated in these events and received this training.

Behavioral Health:

Licensed clinicians are following up on the urgent referrals generated by the Periodic Health Assessment and Post Deployment Health Reassessments. Working on an "Assess and Refer" model, clinicians conduct bio-psycho-social assessments of each individual who is referred and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified that are Post Traumatic Stress, Major Depression and Substance Abuse.

Medical and Dental:

Army Reserve medical readiness improved from 23 percent on 1 October 2008 to 60 percent as of 23 September 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have been highly successful. Dental readiness, which is currently at 74 percent, has improved 21 percent over the last two years, and is one of the key elements improving medical readiness. We converted 168,829 Soldiers' paper records to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. The Army Reserve successfully

conducted suicide prevention training throughout the force. As a result, we have seen an improvement in communication with at-risk Soldiers and proactive involvement on the part of our subordinate commands.

Family Programs:

The Army Reserve Virtual Installation Program served some 5,501 military members and their families, from all branches of the armed services during FY 2010 - bringing the resources of active military installations to geographically dispersed military Families. Three pilot sites at Army Strong Community Centers offer information and assistance on many issues, such as concerns with TRICARE, legal matters, retirement, GI Bill, and child and youth services.

MATERIEL

The Army Reserve established new Equipment Fielding facilities to increase throughput of new equipment issues to units. This has allowed the Army Reserve to execute the largest distribution of new equipment in recent history. Over 23,000 pieces of equipment were provided to Army Reserve units, enhancing their readiness. Using near real time databases in "bridging" logistics information and management systems led to an automated process to define manpower requirements in equipment maintenance support structure. The Army Reserve is on track to successfully implement the Army's initiative for managing organizational clothing and individual equipment.

READINESS

Operations:

Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711 Army Reserve

soldiers have mobilized in support of Operation Iraqi Freedom/New Dawn (OIF/OND) and Operation Enduring Freedom (OEF) since September 11, 2001. Today, more than 15,584 Warrior Citizens are serving in Iraq, Afghanistan and 22 other countries around the globe. Army Reserve Aviation continues to lead the way in Air Traffic Simulation. Thanks to funds approved by Congress, the Army Reserve fielded more than 630 Laser Marksmanship Training Systems to 346 Army Reserve locations during the past year, while having the means to develop and field "bridging" logistics management and information systems.

SERVICES AND INFRASTRUCTURE

Facilities Management:

The Army Reserve successfully awarded over \$432 million in Military Construction (MILCON) projects in 2010. Several new Army Reserve Centers will achieve net-zero energy usage (self-sufficient without drawing additional power from the electrical grid). The Army Reserve has developed innovative passive building design techniques to achieve low-technology, low-cost energy efficiency. We are installing solar collection fields, wind turbines, and geothermal plants at several new facilities. The Army Reserve has started a retrofit program, replacing lights, windows, roofs, and other components with new energy-efficient technology, resulting in substantial savings in utility costs.

The Army Reserved also realized monetary benefits totaling approximately \$232 million during the last year through the Office of Internal Review, which provides Army Reserve leadership timely, independent and professional review/audit, evaluation, and consulting services.

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The Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711 Army Reserve Soldiers have mobilized in support of Operations Enduring Freedom, Iraqi Freedom and New Dawn.





ARMY RESERVE PRIORITIES

- ★ Continue to transform to an enduring operational force
- ★ Continue to provide the best trained, best led, best equipped Soldiers and units to combatant commanders to achieve U.S. objectives and ensure national security
- ★ Recruit, retain, and reintegrate through a Continuum of Service the best and brightest Citizen-Soldiers to sustain a robust and capable operational Army Reserve
- ★ Provide Citizen-Soldiers and their Families with the training, support, and recognition to sustain a cohesive, effective fighting force
- ★ Build and maintain a partnership with industry to facilitate Citizen-Soldier contributions to both a prosperous economy and a skilled, experienced, and capable Army

To advance these priorities the Army Reserve must:

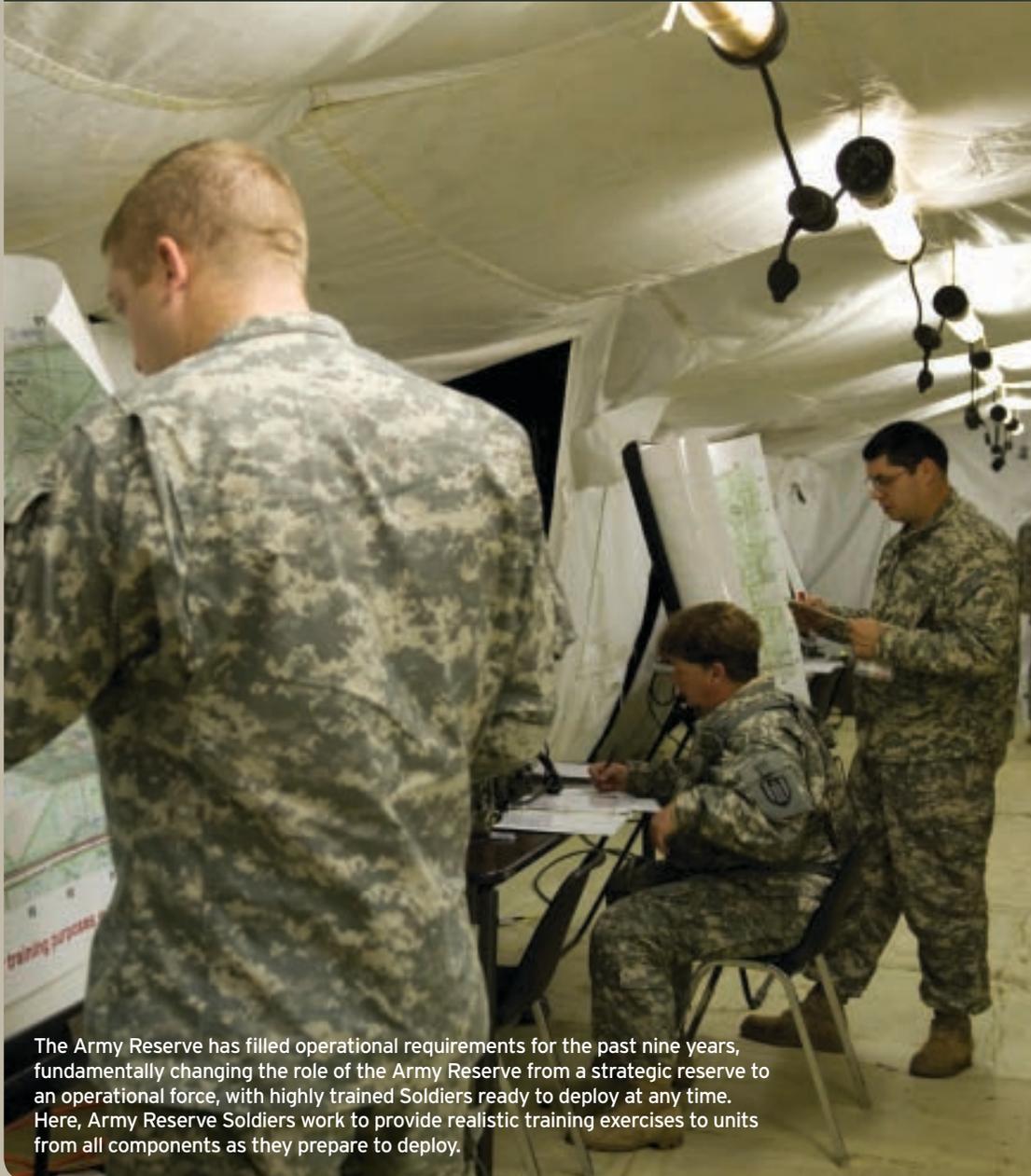
OBTAIN FROM CONGRESS FULL SUPPORT AND NECESSARY AUTHORITIES, IN ACCORDANCE WITH THE ARMY RESERVE FY 2012 BUDGET REQUEST

THE PRESIDENT'S BUDGET

THE PRESIDENT'S BUDGET WILL ALLOW THE ARMY RESERVE TO:

- ★ Continue Army Reserve internal transformation to an **Enduring** Operational Force.
- ★ Shape Army Reserve End-strength by recruiting, retaining, and reintegrating, through a Continuum of Service, the best and brightest Citizen-Soldiers.
- ★ Equip units and Soldiers to train and fight to achieve U.S. objectives and ensure national security.
- ★ Provide quality medical and dental services and support to Soldiers and their Families.
- ★ Sustain Army Reserve installations and facilities.

THE POSTURE OF THE ARMY RESERVE: WHERE WE STAND TODAY



The Army Reserve has filled operational requirements for the past nine years, fundamentally changing the role of the Army Reserve from a strategic reserve to an operational force, with highly trained Soldiers ready to deploy at any time. Here, Army Reserve Soldiers work to provide realistic training exercises to units from all components as they prepare to deploy.

Today's Army Reserve is uniquely positioned and structured to provide operational support in complex security environments. We can meet Army requirements for combat support or combat service support roles. Many civil affairs, psychological operations, medical, transportation, engineer, and information operations capabilities reside exclusively, or predominately, within the Army Reserve. Our ability to mobilize quickly and responsively makes the Army Reserve ideally suited to meet our nation's future requirements. Army Reserve Soldiers will remain a vital part of the Total Army Force facing the national security challenges of the next decade and beyond.

During the Cold War era, the Army Reserve principally operated as a force in reserve. The first Gulf War, in 1990–1991, served as a catalyst for thinking about using the Army Reserve in a more operational capacity when large numbers of Reserve forces were engaged. Since the Gulf War, the nation has employed the Army Reserve in many different ways and at unprecedented levels, most significantly after September 11, 2001. The demands of persistent conflicts over the past nine years were—and continue to be—beyond the ability of the Active component to meet alone. As a result, the nation has relied heavily on the Army Reserve to fill operational requirements, fundamentally changing the role of the Army Reserve from a strategic to an operational force.

Today, with the drawdown of forces in Iraq nearing completion and the proposed drawdown in Afghanistan, we can expect to see declining Department of Defense budgets for the near-to-mid term, as well as potential end-strength reductions, while still preparing for future operations in a volatile, uncertain, complex, and ambiguous security environment. A Total Force, maximized for strategic agility at reduced cost, provides the necessary capabilities to the combatant commander.

The Nation and the Department of Defense are now at a strategic juncture with respect to the Army Reserve. Choices made now will determine the Army

force mix and capability for the future. The choice can be to return to a strategic Reserve with limited readiness capabilities as the current conflicts resolve, or become an enduring operational force with the readiness levels that provide operational capabilities to meet the Nation's defense requirements across the full spectrum of conflict.

Between 2001 and 2010 the Nation invested ~\$52.7 billion to man, equip, train, and employ an operational force. The Department can choose to forgo the \$52 billion investment, and over the next decade, the Army Reserve will revert to a strategic Reserve. This change would occur slowly over the first few years and then accelerate, by default, as the hard-won operational experience of our Soldiers atrophies and further resource constraints are implemented. Alternatively, for an estimated annual investment of ~\$652 million, the Army can retain and sustain an operational Army Reserve. This will provide the Army necessary capability on time and at best value.

Nine years of mobilization and employment for current contingencies has produced the most experienced,

ready Army Reserve in history. Currently the Army Reserve is used as an operational force resourced only through Overseas Contingency Operations funding. With minimal recapitalization of readiness funded in the base budget and through annual employment of Army Reserve forces for operational missions such as Theater Security Cooperation, we can maintain these unprecedented readiness levels and support the National Security Strategy. This is the most efficient and cost-effective answer to the Nation's national security requirements.

The Army Reserve culture has changed since 2001. Many Soldiers of the legacy strategic reserve left service in significant numbers between 2004 and 2006. Today, the Army Reserve is fully manned to its Congressionally authorized end-strength with Army Reserve Soldiers who have joined or re-enlisted to be part of an operational force. Reverting to a strategic Reserve would entail a similar significant loss of our most operationally experienced force and greatest asset—today's Army Reserve Soldier.



Nine years of mobilization and employment for current contingencies has produced the most experienced and ready Army Reserve Soldiers in history.

Today, we are exploring the Army's Continuum of Service initiatives as a way of making the Army Reserve more attractive for Soldiers, Families, and Employers. When these initiatives become a program of record, they will facilitate a Soldier transfer from one Army component (for example from the Army Reserve to active duty) to another in a seamless, efficient manner that meets the needs of the Soldier as well as the readiness requirements for the Total Force. There is no degradation in personnel management, career opportunities or benefits for a reserve component Soldier's military and civilian career. Continuum of Service will provide choices for Soldiers, their Family members and Employers, which is essential in family and career planning.

The Army Reserve Posture Statement lays out our accomplishments, our plans, and our continuing challenges in the Era of Persistent Conflict and it continues to illustrate through its capabilities and affordability that it is a good investment for the nation. An enduring operational Reserve will provide the Army necessary capabilities at best value. This is the Army Reserve of today and the future.

DOCUMENT MAP

The 2011 Army Reserve Posture Statement (ARPS) is the Army Reserve's Annual Report to Congress of the **current posture of the Army Reserve** to fulfill its Title 10 responsibilities. The Posture Statement also serves to educate and inform Congress of Army Reserve **resourcing priorities** in the FY 2012 Budget Request that will enable the Army Reserve to continue its transition in support of an operational force. This document is organized to help advise Senate and House Committee appropriators in Committee Hearings addressing Personnel, Readiness and Equipping of the needs of an operational force.

PROGRAMS ADDRESSED IN THE PRESIDENT'S BUDGET REQUEST:

- ★ **Personnel:** Shaping the Force, Building Resiliency, Health Promotion/Risk Prevention, Yellow Ribbon Reintegration Program, Spiritual Care, Behavioral Health, Healthcare, Family Programs, Full Time Support, Employer Partnerships of the Armed Forces
- ★ **Readiness:** An Operational Force, Homeland Operations, Training, Training Equipment, Physical Security, Anti-Terrorism, Aviation, Army Reserve Command, Control, Communication, Computers/Information Technology (C4/IT), Training Facilities
- ★ **Equipping:** Army Reserve Materiel, Equipment Maintenance, Logistics Contract Support

THE FY 2012 BUDGET REQUEST: WHERE WE ARE GOING



The Army Reserve recruits, retains and transitions the best and brightest and positions them in the right place, with the right job, at the right time. Here, an Army Reserve Soldier takes part in a training exercise, preparing his unit to react to enemy threats while driving in a convoy.

Personnel

CRITICAL PERSONNEL NEEDS OF AN OPERATIONAL RESERVE

- Appropriate resources for Recruitment and Retention of the right people and skill sets to sustain the force
- Provide robust Suicide Prevention support and resources for trained caregivers, and training for Applied Suicide Prevention Skills
- Continue support for the Yellow Ribbon Reintegration Program events and Family Member training
- Resource Army Guard Reserve Family Life chaplain authorizations
- Align and balance Family Programs capabilities/workforce to serve a geographically dispersed population
- Ensure continuity of support to Army Reserve Soldiers and Families in the community where they live through Virtual Installations/Army Strong Community Centers
- Deliver responsive and relevant Family Assistance and Support services to mobilized and non-mobilized Soldiers, Civilians, and their Families during military operations, emergency activities, and natural disasters
- Improve and Sustain Medical, Dental and Behavioral Health Readiness
- Maintain support levels for Full Time Support

Shaping the Force

The Army Reserve has undergone its largest ever transformation from a strategic reserve to an operational force. Additionally, the Army Reserve has exceeded its end-strength objective of 205,000—but has an imbalance in skills, in particular at the mid-grade ranks. As a result, we have shifted our focus to shaping the force to meet the needs of an Operational Army Reserve that actively supports current operations via the Army Force Generation model, also known as ARFORGEN.

Our strategy will focus on proper balance and sustainment of the force rather than increasing end-strength. The Human Capital Enterprise will manage the accumulated end-strength to build and shape a force that best meets the nation's near-and long-term demands. The Army Reserve will recruit, retain and transition the best and brightest and position them in the right place, in the right job, and at the right time.

As part of shaping the force we requested and received Army approval to reimplement several boards that were previously suspended. These boards provide management tools that facilitate better management of senior grade positions, allow qualified Soldiers to progress at proper intervals in their careers, provide career incentives, and allow Soldiers to advance to higher grades at the peak years of their effectiveness. These boards include the Active Guard and Reserve (AGR) Release from Active Duty (REFRAD) Board (convened in April 2010) and the Army Reserve Troop Program Unit (TPU) Enlisted Qualitative Retention Board (scheduled to convene in 3rd Qtr FY 2011).

Building Resiliency

The Army Reserve is continuing to build resiliency in our Soldiers, Families and Civilians—all of whom have been affected by the cumulative effects of nine years at war. We have developed a comprehensive approach that puts mental fitness on the same level as physical fitness to build a resilient force for the future. No one individual program builds resiliency; rather, it results from combining the benefits of health promotion-risk deduction education, Yellow Ribbon Reintegration Program events, spiritual care, behavioral health programs, medical and dental readiness, and family program services.

Health Promotion—Risk Reduction

The Department of the Army and the Army Reserve have been in the forefront of health promotion—risk reduction efforts by using the Applied Suicide Intervention Skills

Training (ASIST) program. Training materials ensure the education of first line supervisors, Army Reserve leadership, Army Civilians, and suicide prevention programs managers (DAC and other full-time support personnel). The key to suicide prevention is trained caregivers. The key requirement to success is to ensure that an appropriate number of individuals receive ASIST for Trainers across the Army Reserve, as well as having these ASIST Trainers conduct the required training to personnel throughout the fiscal year. The two-day ASIST workshop conducted by ASIST Trainers is by far the most widely used, acclaimed and researched suicide intervention skills training for our Soldiers. The ASIST Training done by qualified ASIST Trainers is the best way to increase the number of Gatekeepers trained to recognize Soldiers who are at risk and know how to intervene to prevent the risk of suicidal thoughts becoming suicidal behaviors. Since history has shown that Soldiers are better able to help other Soldiers at risk when they receive ASIST Suicide prevention training, the Army Reserve is committed to early identification of at-risk Soldiers before a serious incident occurs or a Soldier seriously contemplates suicide.

Yellow Ribbon Reintegration Program (YRRP)

The mission for Yellow Ribbon Reintegration Program (YRRP) simply stated is to support Army Reserve Families and their Soldiers with sufficient information, resources and services, referral, and proactive outreach opportunities throughout the entire deployment cycle. The goal is to build self-sufficient and resilient Families and Soldiers. We accomplish this by developing skills in each Family member and Soldier to assure they are prepared and able to cope with the difficulties of extended separation and deployment. We help Families network together, and connect with each other, and their unit/command and Family Programs' Office. We also attend to both the Family members' and Soldiers' physical, behavioral and mental health needs. This requires trained professional speakers to come to units and regional venues to educate and assist attendees with knowledge, skills and practical hands-on participation.

In FY 2010, the Army Reserve conducted 525 YRRP events, serving 26,000 Soldiers and more than 28,000 Family members. These events proved successful because of direct support from a caring command staff,

POSITIVE RETURN ON INVESTMENT: Business Owner in Orange County CA Uses Company Skills as a Combat Multiplier



After searching on-line for patriotic artwork, Corporal Poto Leifi, the art director of his own company *Freedoms on Me*, felt that the country was ready for some new stuff. He is a fan of the military posters created during World War II, so with the help of some of his friends as models, Corporal Leifi began to make new posters with a vintage-feel. When he finished the first poster, the idea came to him of placing a face on fallen men and women of the United States military on future posters. Corporal L Leifi incorporated his many years of marketing and business experience with Wal-Mart, Target, Sketchers, and Surf Ware to revolutionize the Psychological Operations (PSYOPS) Branding process in Afghanistan. As Graphics Director of the 344th PSYOPS unit, his talent and hard work has been the staple of success for hundreds of thousands of products currently in circulation within the Regional Command (South) Area of Responsibility. Corporal Leifi is also a published artist. His Jazz Art was published by Limited Editions, Santa Rosa, CA.



The Army Reserve executes Strong Bonds retreats for single Soldiers, couples and families to build resilience and maintain a healthy and vibrant force. Here, an Army Reserve chaplain engages single Soldiers at a Strong Bonds retreat in Washington, D.C.

involvement by a myriad of community agencies, and the commitment of volunteers. Providing these services and support to Army Reserve Families and Soldiers on par with those for the Active component is a challenge since most of our Families do not live near a fort, camp, post or station where services are readily available. The geographic dispersion and numbers of Army Reserve Soldiers and Families, combined with the challenges that may exist with a civilian employer or educational pursuits, is unparalleled by any other military service or service component.

Spiritual Care

While *resiliency* is the operative word in today's Army concerning Soldier and Family well-being, it has always been the *end state* of a chaplain's ministry. Spiritual fitness is

vital to maintaining a healthy and vibrant force. While chaplains are helpful agents during times of crisis, their greater value lies in their ability to enable Soldiers and Families to endure and successfully overcome a crisis when it does occur.

As an operational force, it is important that we are properly structured and manned. In 2007, the Director of Force Management approved and directed the addition of Unit Ministry Team (UMT) force structure across all Army components. In order to support enduring requirements of an operational Reserve, this additional structure would enable the Army Reserve to place the Army Chaplaincy's Family Life function into its inventory. Family Life chaplains would oversee our successful Strong Bonds' program

while also supplementing the Army Reserve's religious support capabilities in Family ministries and UMT training.

We appreciate the resources Congress has approved for the Army Reserve Strong Bonds program. During FY 2010, over 300 Strong Bonds events were conducted throughout the United States and its territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family members participated in these events and received this training. Our goal is to provide Strong Bonds Relationship training to the maximum number of Army Reserve Soldiers and Families.

Behavioral Health

The Department of Defense Mental Health Task Force of 2006 recognized that the existing systems for psychological

health were insufficient for current and future needs. Task Force recommendation 5.4.1.16 stated that “Each Reserve Component should appoint a full time director of Psychological Health to the staff of the Reserve Component Surgeon.” It went on to specify that “Where Reservists are

When Families are supported, Soldier problems are lessened and Soldier retention increases. The Army Reserve is committed to providing its Soldiers and Families a level of benefits and quality of life that is commensurate with their service to the nation.

organized by region, a full time Regional Psychological Health Director should be appointed.” The Army Reserve has acted on these recommendations and has developed a limited Behavioral Health program. There is a Deputy Surgeon for Behavioral Health at the Surgeon’s office, whose responsibilities center on program development. Three of the four Regional Support Commands have Directors of Psychological Health. The licensed clinicians are responsible for following up on the urgent referrals generated by the Periodic Health Assessment and Post Deployment Health Reassessments. Working on an “Assess and Refer” model, they conduct bio-psycho-social assessments of each referred individual and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified, Post Traumatic Stress, Major Depression and Substance Abuse are treatable, but require a long-term commitment to care. Even as the current conflicts wind down, the psychological injuries sustained will require treatment far into the future. Four clinicians cannot adequately address the case management and monitoring needs that will be required by the growing numbers of Soldiers in the Army Reserve who struggle with these difficulties, especially considering the geographical dispersion of our units.

A critical step for the future development of Behavioral Health programming within the Army Reserve is for all those who have a stake in the emotional well-being of Soldiers to share resources and develop multidisciplinary teams in order to most efficiently deal with the often complex and multidimensional needs of our Troops. The Army Reserve will be working with the other military Service reserve components and Congress to continue developing improvements to our infrastructure and processes to ensure our Soldiers receive appropriate care.

Health Care

The Army Reserve has served the nation well while transforming from a strategic to an operational force. Soldiers not medically and dentally ready impair our ability to ensure predictability and reliance for the combatant commander. Army Reserve medical readiness improved from 23 percent on 1 October 2008 to 60 percent as of 23 September 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have been

highly successful. Dental readiness, currently at 74 percent has improved 21 percent over the last two years, and is one of the key elements improving medical readiness. Influenza compliance within the Army Reserve reached its highest compliance rate ever at 77 percent, with H1N1 compliance at 79 percent.

In 2010, we converted the paper records of 168,829 Soldiers to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. To improve data sharing, we obtained view capability of medical records stored in the Armed Forces Health Longitudinal Application, the active component medical database. We implemented the Medical Reserve Ready Response unit program, which enables our Army Reserve Physicians to review medical profiles and approvals from their home, capitalizing on the unique clinical skills found in the Army Reserve.



Soldiers must be medically and dentally fit to serve. The Army Reserve’s dental readiness has improved 21 percent over the last two years, dramatically improving overall medical readiness.

Caring for our Wounded Warriors and assessing post deployment health issues are part of the Army's efforts to protect the health and well-being of Soldiers who have redeployed from combat. The Army Reserve tracks completion of the Post Deployment Health Reassessments to capture data and monitor the medical and behavioral needs of redeployed Soldiers. Soldiers complete these health assessments within three to six months after returning from theater. As of 15 September 2010, 84,419 Army Reserve Soldiers have been screened for post deployment health issues—a 95 percent compliance rate.

As medical screening has improved, so has the identification of Soldiers who are not medically ready, and much work remains. There are approximately 15,500 Medically Non-deployable (MNDs) Soldiers who require a medical board and we are moving out aggressively to improve the boarding process.

Family Support Programs

Transformation from a strategic reserve to an operational force resulted in the need for standardizing programs and services to ensure Soldier and Family needs are met with



The Army Reserve ensures its Soldiers are medically fit to deploy.



The Army Reserve builds self-sufficient and resilient families and Soldiers. Here, family members embrace during a Yellow Ribbon Reintegration Event in Orlando, Fla., for Soldiers of the Army Reserve's 81st Regional Support Command.

the right resources, at the right time. Baseline services and outreach capability that sustain the quality of life of our Soldiers and Families are being integrated into the cycles of the ARFORGEN model. We employ metrics and administer surveys to gauge the quality and integrity of family program services for effectiveness and their value to our customers. This allows for the investment in high return services and the retirement of those that do not meet the needs of an operational force.

An example of a promising high return service is the Army Reserve Virtual Installation Program. Operating at three pilot sites within three Army Strong Community Centers around the country, Virtual Installation brings the services and resources only found on active military installations to geographically dispersed military Families—of all branches of the armed services. These centers provide hands-on problem resolution and follow-up for a myriad of concerns ranging from military benefits and entitlements to community resources. The Fort Family Support & Outreach Center at Fort

McPherson, Georgia is the nerve center of the Army Reserve Virtual Installation where the Outreach Center staff use cutting-edge technology, mapping programs, and resource databases as well as live, personal contact with highly skilled subject matter experts to serve and build community-based capacity for each pilot site.

Full-Time Support (FTS)

In July 2010, the Secretary of the Army directed the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) to personally lead a study to determine the correct level of full-time support required for the Reserve Components. A memorandum and a term of reference will be sent to the reserve component leadership advising of the M&RA effort and task. There is also an initiative to have the reserve component re-validate the models that will identify/inform manpower requirements. These efforts will help the Army to determine the appropriate size of the FTS program for *managing the reserve component as an operational force*.

The Army Reserve is currently funded at 75 percent of its requirements. This funding level is based on the requirements of a strategic reserve and in accordance with the Headquarters, Department of the Army “HIGH RISK” funding methodology. Funding must be maintained at this level.

Civilian personnel programs (Military Technician and Army Civilians) are currently fully funded (based on 75 percent of FTS authorizations against validated requirements) and must remain so in order to provide required Army Reserve full-time support. The National Defense Authorization Act, Subtitle B—Reserve Forces, requires the Army Reserve to meet a Military Technician end-strength floor by 30 September each fiscal year. The ability to support an operational Army Reserve depends on being able to meet, or exceed within established standards, the authorized floor.

The Army Guard and Reserve (AGR) program must also remain fully funded (based on 75 percent of FTS authorizations against validated requirements) in order to provide the required Army Reserve full-time support. Currently authorized 16,261 Soldiers, this program provides the bulk of full-time support at the unit level.

They provide day-to-day operational support needed to ensure Army Reserve units are trained and ready to mobilize within the ARFORGEN model. The AGR program is absolutely vital to the successful transition to, and sustainment of, an operational force.

The Employer Partnership of the Armed Forces has more than 1,300 employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly; and they value the skills, experiences and work ethic of those who serve.

Employer Partnership of the Armed Forces

The Army Reserve’s Employer Partnership Initiative has expanded far beyond serving only Army Reserve Soldiers. Today the Employer Partnership provides career continuum resources for the entire Service “Family.” It serves the civilian employment and career advancement needs of members of all seven Reserve Components, their Family members, Wounded Warriors and the

Nation’s veterans. With this fully encompassing focus the program is now the Employer Partnership of the Armed Forces.

The Employer Partnership of the Armed Forces has more than 1,300 participating employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly; and they value the skills, experiences and work ethic of those who serve.

Army Reserve leadership feels the Employer Partnership is realizing success, and that the program supports its Human Capital Strategy. Accordingly the Chief of the Army Reserve will spend as much as \$5 million during FY 2011 for the program. This funds operations which include program support personnel dispersed across the United States, and other resources that help connect seekers to jobs.

Last fall the Employer Partnership launched a state-of-the-art job search resource at the portal: www.EmployerPartnership.org. Through strategic partnerships the portal accesses approximately 600,000 jobs at any given time. In addition to robust search capabilities, seekers can use the resume builder and keep a detailed resume readily available within the portal. Employers may then reach in and conduct candidate searches based on seeker skills / experiences. This in effect allows “jobs” to actually “find” our seekers. The portal’s user-friendly functionality makes it an efficient tool for both seekers and employers.

The partnerships forged with civilian employers build operational capacity for the Army Reserve and the Reserve components; they fortify the resilience of our Families; they serve those who have served; and they strengthen our Employer Partners. The Army Reserve’s underwriting of Employer Partnership of the Armed Forces program represents a positive investment for America.

POSITIVE RETURN ON INVESTMENT: Bringing Back a Smile



Dr. Daniel Hash, a lieutenant colonel in the U.S. Army Reserve, is dental services director for the Montana Department of Corrections. He spent 15 days in Haiti during late April and early May of 2010 as part of an Army Reserve humanitarian mission. The dental section of the operation consisted of two dentists, two dental technicians and a Haitian interpreter. Lieutenant Colonel Hash was one of 48 Soldiers involved in this mission—the second in a long line of humanitarian efforts planned by the Army Reserve and National Guard—who provided basic medical support, pharmacy, dentistry and veterinary medicine and mission security. In addition to providing humanitarian aid, the Soldiers trained to become better prepared for their Army war-time mission. Just as important as the health care they offered, they were goodwill ambassadors from the United States to the people of Haiti, providing hope and a sense that the outside world really cares.

THE EMPLOYER PARTNERSHIP PROMOTES **SKILLS AND OPPORTUNITY SHARING** WITH THE HOME FRONT



PROGRAM PROVIDES ADVANTAGE TO LOCAL COMMUNITIES AND THE MILITARY

Employers realize that it makes sense to hire personnel already trained and experienced. Reserve Service members and Veterans fit this bill. They are skilled in a wide variety of disciplines including health care, transportation, logistics, supply chain management, law enforcement, public safety, construction, engineering, finance, information technology and telecommunications. By providing access to talented Service members, the Employer Partnership of the Armed Forces saves local employers time and money.

The military also benefits. Best practices from industry, and experience with cutting edge technology and medical procedures flows into our Armed Forces through Reserve service. And, as the Employer Partnership (EP) helps Service members progress in their civilian career fields, increased expertise is brought to military assignments.

Perhaps most important to the home front are the career opportunities the EP brings to Service members, their Families and our Veterans. The Employer Partnership program truly exemplifies a positive investment in America, and our commitment to taking care of our entire Military "Family."

CAREER OPPORTUNITIES ACROSS AMERICA

The EP program has written agreements with more than 1,300 Employer Partners; with jobs in every U.S. state and territory.

STRENGTHENS LOCAL ECONOMIES

Efficient access to trained and qualified work force saves time. Hiring costs also lowered by reducing need for duplicate drug and aptitude screening.

INSIDE TRACK TO OPPORTUNITY

Provides Service members with an inside track to employers who are committed to hiring Reservists and Veterans.

A CONCRETE WAY TO SUPPORT TROOPS

The EP program gives employers a tangible way to support our troops while also strengthening America's economy.

THE ARMY RESERVE'S CORE COMPETENCIES:

BATTLE TESTED, SKILL RICH ARMY RESERVE SOLDIERS IN AN OPERATIONAL FORCE PROVIDE STRENGTH FOR AMERICA AND IT'S ECONOMY



LOGISTICS

Logistics is one of the most important capabilities of the Army Reserve. From supply-chain management to land, water, and air operations, the nation's defense depends on the efficiency of our Expeditionary Sustainment Commands; Transportation, Petroleum, Quartermaster and Supply units. Army Reserve Soldiers are skilled and experienced in delivering the right product at the right time to our customers world-wide.



HEALTHCARE

Breakthroughs in trauma techniques and procedures often originate from battlefield medicine. The majority of the U.S. Military's medical capability resides in the Reserve components. As a result of their military service, Army Reserve doctors, nurses, technologists and other medical service practitioners are able to bring extraordinary practical experience to local care providing institutions across the U.S.



INFORMATION/COMMUNICATIONS

Information is critical to successful operations on the modern battlefield. Satellite, microwave, cell and fiber-optic are among the many means; code-division multiplexing, time division and frequency division multiple access are among the technical methods which enable this. Data collection, analysis and reporting activities form the information and intelligence that is communicated. The Reserve has operators, enablers and trainers in all of these disciplines. Army Reserve Communicators are information age proficient.



MANAGEMENT

The development of leadership and management skills begins early in every service member's career. Military training stresses leadership principles, sound decision-making and overcoming challenges. This is important because Soldiers are responsible for major equipment systems, and above all, are responsible for the well-being of those they lead. Army Reserve Soldiers are responsible and capable leaders.



Army Reserve Soldiers are provided with networked, integrated and interoperable training support capabilities that enable operationally relevant, full-spectrum training for Soldiers anytime and anywhere. Here, Army Reserve Soldiers take part in pre-mobilization training at a simulated village before deploying in support of Operation Enduring Freedom.

Readiness

Critical Readiness Needs of an Operational Reserve

- Adequate resources to respond to Homeland Defense missions
- Additional mandays in the last three years of the ARFORGEN cycle
- Provide Simulations and Simulators to enable operationally relevant, full spectrum training for Soldiers anytime/anywhere
- Ensure Home station training capabilities to support critical home station pre-deployment training
- Sustain the availability of training equipment
- Support for programs to Protect the Force
- Continue support for a fully integrated operational Aviation force
- Provide a strong Army Reserve Network Defense
- Funding for essential and mandatory secure communications
- Creation of a standardized computing environment
- Construction and upgrade of Army Reserve Centers, and Training Facilities
- Support for programs to reduce energy usage, conserve natural resources, and develop alternate renewable energy
- Continue the work of Army Reserve Virtual Installation Program

Operations

An Operational Force

The Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711 Army Reserve Soldiers have mobilized in support of Operation Iraqi Freedom/New Dawn and Operation Enduring Freedom since September 11, 2001. Today, more than 15,584 Warrior Citizens are serving in Iraq, Afghanistan and 22 other countries around the globe.

We execute a pre-mobilization readiness strategy that provides the Army ready formations and soldiers on an annual, predictable cycle. Through the Army Force Generation (ARFORGEN) model, the Army Reserve synchronizes the plans and resources necessary to meet the readiness goals for units entering their available year. This maximizes “boots on the ground” time, builds cohesive teams and provides predictability for our Soldiers and Families.

Homeland Operations (HLO)

Homeland Operations, which includes Homeland Defense, Homeland Security and Defense Support of Civil Authorities, has become an increasingly important mission for the Army Reserve and its applicable capabilities. The Army Reserve currently provides 37 units in support of the Chemical Biological Radiological Nuclear Response Enterprise. Properly managing this Army Reserve commitment will necessitate growth of full-time manning and Troop Program Unit positions within the Homeland Defense Division.

The Army Reserve has relevant and capable units that we leverage in a Defense Support of Civil Authorities environment. This includes, but is not limited to, the following types of units: medical aviation, transportation, engineering, communications, and Civil Affairs. These capabilities can be packaged with the appropriate command and staff structure to facilitate assistance to civil

authorities. This packaging can also provide necessary command and control of Title 10 Department of Defense resources in a defined joint environment. When combined with legislative efforts to amend existing mobilization authorities, the U.S. Army Reserve can provide significant resources to support civil authorities in domestic disasters and emergencies.

Theater Security Cooperation Programs (TSCP)

As requirements for Deployed Expeditionary Forces decrease as the result of planned force drawdowns in Operations New Dawn and Enduring Freedom, the Army Reserve is exploring other missions in an effort to sustain experience and readiness levels. Combatant commander TSCP programs require a wide range of forces, such as military police, for missions of varying duration. In many cases, Army Reserve formations are ideally suited to conduct these missions. The use of Army Reserve units: reduces stress on the active component, preserves the readiness gains made in the reserve component over the last decade, and spreads the burden of defending American interests across a larger portion of the citizenry.

Training

Mandays to support an Operational Reserve:

Using a progressive training strategy, the Army Reserve is committed to providing trained companies and battle staffs to combatant commands upon mobilization. With adequate resources that support reoccurring operational employments, we can effectively fulfill our mission. A sufficient number of training mandays, during the last three years of the ARFORGEN cycle, is imperative to meet established readiness aim points, which reduces post-mobilization training time and increases Boots on the Ground time for theater operations.

Here, Army Reserve Soldiers preparing to deploy in support of Operation Enduring Freedom are briefed on an upcoming training mission. Units like these reduce stress on the active component, preserve the readiness gains made over the last decade and spread the burden of defending American interests across a larger portion of the citizenry.



Simulations and Simulators:

The Army Reserve continues to engage the Army's Training Support System Enterprise that provides networked, integrated and interoperable training support capabilities that enable operationally relevant, full spectrum training for Soldiers anytime/anywhere. The use of simulations and simulators minimizes turbulence for Soldiers and their Families caused by training demands during the first two years of the ARFORGEN process by enabling individuals and units to train at their home station and during exercises in a safe environment without the increased wear and tear on equipment. An example of the simulators used to train Soldiers is the fielding of more than 630 Laser Marksman-ship Training Systems to 346 Army Reserve locations over the past year.

Home Station Training Capabilities:

The Army Reserve remains dedicated to providing suitable platforms to support critical home station training for its units. Home station for the Army Reserve includes Reserve Centers, Local Training Areas, Regional Training Sites, and installations. Home stations must adequately portray the operational environment in training venues, facilities, and ranges with a mix of Live, Virtual (Simulators), and Constructive (Simulations), including gaming technologies.

Modernizing our facility infrastructure through additional Military Construction and the retrofitting of existing facilities with state of the art classrooms and simulator/ simulation rooms enhances our ability to conduct individual and collective training, such as the inclusion of the weapons simulator rooms in our new Army Reserve Centers. Upgrading our existing Local Training Areas, and Regional Training Sites with ranges and training facilities provides units the capability to master critical tasks while training close to home.

Army Reserve Comprehensive Soldier Fitness

Comprehensive Soldier Fitness marks a new era for the Army Reserve by comprehensively equipping and training our Soldiers, Family members and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations. We are committed to Comprehensive Soldier Fitness that will enhance resilience and coping skills enabling the Force to grow and thrive in today's Army Reserve.

This year, the Army Reserve trained over 100 *Non-Commissioned and Commissioned Officers* at the Department of the Army's Master Resiliency Trainer's Course. These trained leaders form the core of our resiliency effort and are currently conducting Resiliency Training at

Army Reserve units globally. Initial feedback from Soldiers and Civilians that have attended this training, has been overwhelmingly positive.

Training Equipment

The Army Reserve has been able to meet both the logistics readiness requirements for mobilizing its units as an Operational Reserve force and the enduring standards outlined in regulations and directives. These results have been delivered through effective and intensive management, innovative programs, and strict adherence to priorities and effective enablers such as contracted maintenance and support to our units. We have developed and fielded "bridging" logistics management and information systems to augment those fielded and programmed by the Army. These systems have created a near "real time" data warehouse and responsive tools for our managers to quickly identify and resolve issues, especially in maintenance, property accountability and equipment distribution. We continue to find innovative ways to accomplish our missions with the resources provided as we move towards full implementation of our position as an Operational Reserve within the Army Force Generation Model.

Security

The Office of the Provost Marshall (OPM) manages the Force Protection of Army Reserve facilities and personnel. OPM's core functions are Antiterrorism, Police Operations, Physical Security and Law Enforcement. The Army Reserve has identified three mission priorities that OPM is responsible for managing which require funding:

Installation Access Control:

Army Reserve facilities are distinctive because they are stand-alone facilities in remote parts of the country. Maintaining positive control of access to these facilities is paramount to ensuring that the Soldiers and equities inside these facilities remain ready and available to combatant

POSITIVE RETURN ON INVESTMENT: Nurse Credits Army Reserve for her Success



Staff Sergeant Melissa C. Solomon, the 2010 Army Reserve Drill Sergeant of the Year, reads to children at S. H. Gates Elementary School in San Antonio, TX. Solomon, assigned to the 108th Training Division, visited the school with approximately forty U.S. Army All-American Bowl players. Sergeant Solomon asked each of the children what they wanted to be when they grow up. Answers she received ranged from a firefighter, to a Soldier. "I enjoyed visiting with the children today because they're the future, said Solomon. I hope they stay in school and become everything they told me they wanted to be," she said. Sergeant Solomon is a nurse in her civilian job and said she credits the Army Reserve for her success in the career field. "Being in the military gives you a certain confidence and experience you don't get through college alone."

commanders. Funding to modernize access to Reserve facilities supports the Army Reserve objective of Protecting the Force.

Intrusion Detection System (IDS) Maintenance and Monitoring:

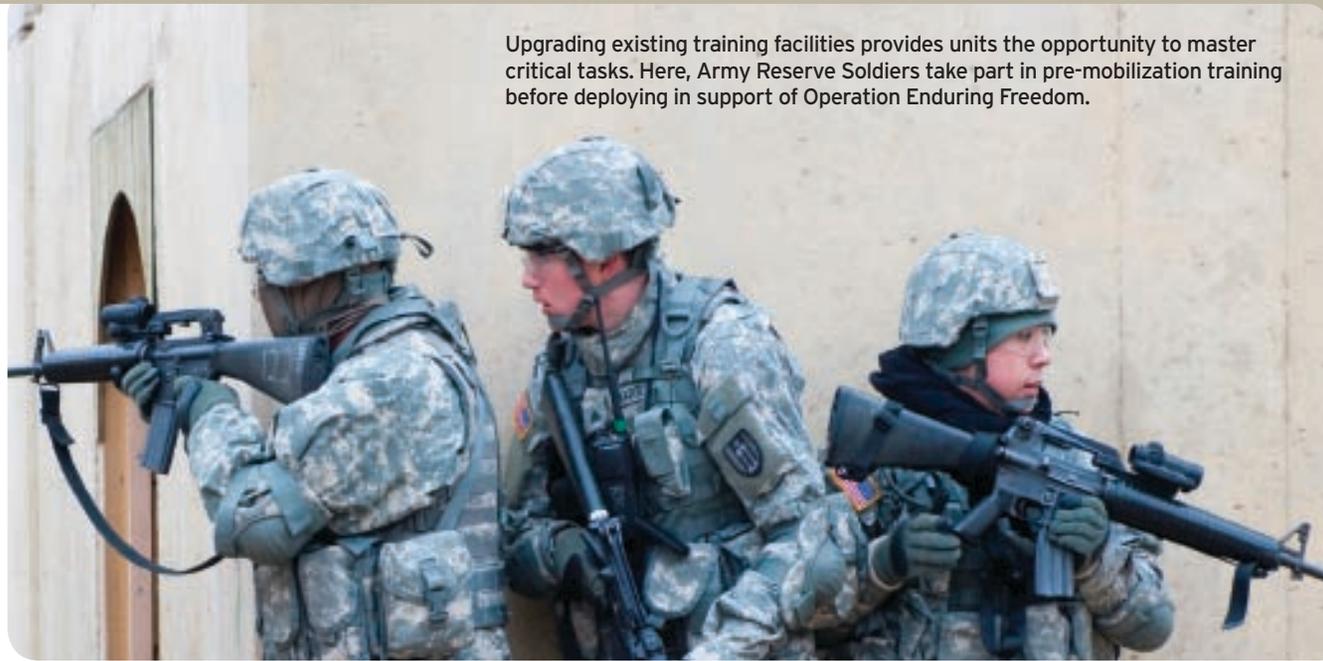
IDS systems monitor arms rooms at Army Reserve facilities 24-hours a day. Should an arms room at a remote facility be breached, creating the possibility that military weapons could fall into the hands of criminals or terrorists, the monitoring program ensures that authorities will be notified immediately.

Antiterrorism Program Management:

Antiterrorism (AT) Assessment Specialists are the key component of the Antiterrorism Program. AT Specialists conduct inspections of Army Reserve facilities across the nation to ensure facilities are in accordance with Department of Defense and Army standards. The Army Reserve spans over 1,100 stand-alone facilities across the continental U.S. With appropriate funding the Army Reserve can protect Soldiers and equipment vulnerable to criminal and domestic terrorist threats

Aviation

Army Reserve Aviation is a fully integrated, operational force with a fleet of more than 198 rotary wing and fixed wing aircraft. The diverse fleet provides speed, mobility, flexibility, agility, and versatility to the Army in support of full spectrum operations. Army Reserve Aviation has recently activated two new MEDEVAC companies. The MEDEVAC companies are located in Texas, Colorado, Pennsylvania, and Kentucky. Additionally, the Army Reserve aviation fixed wing units will accept delivery of six new C12V1 aircraft in 2011. These aircraft will fill a critical capability gap to meet Continental United States (CONUS) based training requirements in preparation for Overseas Contingency Operations. The Army Reserve continues to



Upgrading existing training facilities provides units the opportunity to master critical tasks. Here, Army Reserve Soldiers take part in pre-mobilization training before deploying in support of Operation Enduring Freedom.

seek funds for the procurement four additional C12V1 aircraft. Lastly, Army Reserve Aviation continues to lead the way in Air Traffic Simulation. The first unit level Air Traffic Control simulator, located in the Marryman Simulation Complex, Ft. Rucker, Alabama became operational this year. The system meets all Federal Aviation Administration requirements for certification. The simulator provides qualification and proficiency training for all Army controllers. This simulator is also used in aviation training exercises to validate controller skills prior to deployment.

Base Realignment and Closure

The Army Reserve is in its final year of the six-year execution of the BRAC 2005 mandated execution—which officially ends on 15 September 2011. Upon the conclusion of this BRAC window, the Army Reserve will have made significant changes shaping the force for relevant contributions well into the future. The year's execution will mark the culmination of the largest transformation of the Army

Reserve since World War II by realigning the command and control structure into an operational configuration; realigning six major headquarters including Office of the Chief, Army Reserve and United States Army Reserve Command to new locations; disestablishing 12 Regional Readiness Commands; establishing four Regional Support Commands; activating five Sustainment Commands and eight Sustainment Brigades; constructing 125 Armed Forces Reserve Centers; and closing 190 facilities or activities.

BRAC provides an opportunity for the Army Reserve to power down to our major commands some of the functions that are typically managed at the Army Reserve Headquarters. We are implementing the Army's enterprise approach within our staff, which includes managing things like personnel issues and logistics issues at the lowest possible level of organization. When we power down some of these management issues to our regional and operational/functional commands during our BRAC move, it may make sense for those commands to retain management of some of those issues.



Essential and mandatory secure communications are critical readiness needs of an operational force. This Army Reserve Specialist communicates with his squad during training exercises.

Completing the construction of 61 Armed Forces Reserve Centers and relocating units into these new facilities remains the largest priority of execution for Fiscal Year 2011 as all actions must be completed by September 15, 2011. The relocation of units into these new facilities will facilitate the closure and disposal of the remaining 143 of 176 Army Reserve Centers identified by BRAC for closure.

Over the next year the Army Reserve will execute and complete the remainder of all Army Reserve BRAC actions. These remaining actions will mark the end of the largest transformation efforts the Army Reserve has seen in its storied history.

Communication (Information Technology)

Army Reserve Network

The Army Reserve Network (ARNET) provides the Command and Control (C2) enablement in operationalizing the Army Reserve. The ARNET provides Army Reserve Leaders and Soldiers the ability to make timely informed decisions in the execution of overall C2 for all Army Reserve units throughout the contiguous United States and Puerto Rico. Over the past two years, the Army Reserve has worked closely with the Army in implementing the Global Network Enterprise Construct (GNEC) strategy as the way to grow and improve LandWarNet to an Enterprise activity. The ideal end-state is to provide Soldiers a universal email address, file storage, telephone number and a standardized collaboration tool set.

The Army Reserve's contributions to GNEC began in 2002 with an Army Business Initiative Council approved project. Elements of the project re-structured the legacy ARNET into a portion of the LandWarNet and developed a consolidated Data Center providing centralized core services (i.e., Active Directory, email, collaboration, file storage and centralized application hosting) for the entire Army Reserve. With approximately 85% of the

consolidation completed, continued funding of the ARNET is integral in maintaining a global warfighting C2 capability. The Army Reserve's accomplishments and experiences have been applicable to the Army as we continue to participate in GNEC planning forums in aligning Army initiatives and timelines while ensuring Army Reserve Title 10 operational capabilities are met.

CYBER OPERATIONS

Army Reserve Soldiers offer current skill-sets and leap-ahead capabilities in the cyber environment.

Warrior-Citizens employed in leading-edge technology companies have critical skills and experience in fielding the latest information technology systems, networks, and cyber security protocols.

Secure Communication

Secure communications is essential and mandatory, particularly with C2 and mobilization (i.e., deployment dates, passing mobilization orders, and C2 theater assets). Secure Internet Protocol Router Network (SIPR) and Secure Video Teleconference (SVTC) for all Battalion and above units are vital in meeting all pre-mobilization training/readiness gates, mobilization training actions and day-to-day secure operational planning. The security of the Global Information Grid (GIG) is a constant challenge and reflected in DOD's standup of Cyber Command and the associated service elements. The same is true in the overall security posture of the ARNET in ensuring the uninterrupted flow of information to all ARNET authorized users. Continued investment in the Army Reserve secure communications and defense of the ARNET supplies Army Reserve Leaders, Soldiers and Civilians the capability of attacking and exploiting network threats.

Army Reserve Facilities

Reserve Centers, Training Support and Maintenance facilities are designed to meet the unique requirements of our community-based force. Our Soldiers, Families, and Civilians are strategically located across the country in over 1100 stand-alone facilities—Army Reserve Centers or Armed Forces Reserve Centers (which house other Department of Defense components along with Army Reserve). However, the needs of the Army Reserve are evolving. The Military Construction Army Reserve priorities for the FY2012-2017 Program Objective Memorandum are Army Reserve Centers, training support facilities, and maintenance facilities. The Army Reserve Centers are essential to training Reserve Soldiers for the full spectrum of operations and the operations of the Army Reserve. Training Support Facilities are critical to conducting Army Reserve and active-component unit and collective training tasks in support of the Army Force Generation Model requirements. These facilities also provide the training platform to support The Army School System, which is composed of the reserve component, the active component Military Occupational Skill reclassification, and Officer and Non-Commissioned Officer Professional Military Education. Maintenance Facilities are the third priority to the facility strategy required as the logistics support to Army Reserve Equipment.

Base Realignment and Closure and emerging Army requirements for modular unit design, force protection, and energy efficiency continue to require new facilities or renovations to our existing facilities. Quality facilities are critical to the Army Reserve's ability to handle the increased training, mobilization, and Family and Soldier care activities that today's Army Reserve demands.

Energy Conservation

The Army Reserve is especially proud that our facilities are at the forefront of energy sustainability. In 2010, several new Reserve Centers will achieve net-zero energy usage

(self-sufficient without drawing additional power from the electrical grid). We have established a solar energy farm at Fort Hunter Liggett, CA, and are installing wind turbines and geothermal plants at several new facilities. The Army Reserve has started a retrofit program, replacing lights, windows, roofs, and other components with new energy-efficient technology, resulting in substantial savings in

The Army Reserve was the first Defense component to commission partnerships with local utility providers and to solicit third-party energy investors.

utility costs. The Army Reserve was the first Defense component to commission partnerships with local utility providers and to solicit third-party energy investors. In five years every state and U.S. territory will have Army Reserve facilities that are energy self-sufficient (net-zero), with many providing renewable energy back to the electrical grid. To continue this progress, the Army Reserve must

conduct a sustainability evaluation of each facility. This will establish a sustainability baseline, which will in turn enable us to create a sustainability strategy that addresses the unique characteristics of each site. Continuing to invest in sustainable facilities will enable the Army Reserve to meet or exceed the Department of Defense requirement for a completely net-zero footprint by 2025. More importantly, the Army Reserve will save American tax dollars, return a valuable energy resource to the community, and assure reliable energy for Army Reserve Soldiers and Families.

Until energy independence is realized, it is imperative that the Army Reserve have fully funded utilities. In previous years utility costs have risen substantially, requiring the Army Reserve to re-program funds and accept risk in other areas. The Army's increasing emphasis on home-station training, ongoing deployments, and the needs of Army families in the community means that the Army Reserve needs constant, reliable access to energy in our Reserve Centers and training facilities now more than ever.



The Army Reserve continues to strive to increase its energy efficiency with several new Reserve Centers achieving net-zero usage in 2010.



The Army Reserve maintains its equipment at or beyond the Army standard of 90 percent fully mission capable. Here, a Soldier performs preventative maintenance checks and services on a vehicle at a maintenance facility.

Equipping

Critical Equipping Needs of an Operational Reserve

- Resource Modernized equipment for the Army Reserve to improve Army Reserve readiness and capabilities within the ARFORGEN Model
- Maintain Army Reserve equipment at or beyond the Army standard of 90 percent Fully Mission Capable
- Provide Contracted Support for logistics operations and information systems to sustain logistics readiness
- Funding for state-of-the-art maintenance facilities

Army Reserve Materiel

The Army Reserve, thanks to the support of Congress, is at an aggregate total of nearly 90 percent of its required equipment on-hand. Sixty-five percent of our on-hand equipment is classified as “modernized.” However, we remain short in several areas of critical equipment. Around 35 percent of our required equipment lines are at less than 65 percent on hand. These shortages include tactical communications networks (satellite and terrestrial),

command and control items and night vision systems. We have been able to sustain the pace of operations and training as an Operational Reserve by the continuous cross-leveling of available equipment among units. This does create an unsustainable level of friction, where a critical amount of equipment is not immediately available as the equipment is in transit (geographical dispersion of our units across the country), undergoing maintenance or awaiting deployment. In addition, some of our equipment

is already deployed. The Army continues to work with us on identifying and filling shortages to improve readiness and capability to act as an Operational Reserve force under the Army Forces Generation Model.

Equipment Maintenance

The Army Reserve maintains its equipment at or beyond the Army standard of 90 percent Fully Mission Capable. This ensures the availability of equipment for training and mobilization to support the operational force within the Army Force Generation Model. Units cannot train or mobilize without equipment that is ready to perform. Field level maintenance keeps the equipment ready for use. Funding for tools, consumables, military technician mechanics and contracted support sustains our field level maintenance activities. Good maintenance reduces the amount of “friction” (equipment in shop, in transit, etc.) that removes equipment from use. Depot maintenance is important in keeping older equipment operable, relevant and safe to employ. Recapitalization of equipment provides a source of modernized and more capable items when new procurement is insufficient to meet shortfalls or inventory losses. Funding for military construction provides new, modernized or expanded facilities to perform maintenance and staging of equipment.

Logistics Contract Support

It is prudent to fund the Army Reserve for contract support for logistics operations and information systems to sustain logistics readiness. Contract support allows the Army Reserve to execute a vigorous assistance program in managing inventory and identifying and disposing of excess; providing field level repair and services during “surge” periods when units draw equipment for training or mobilization and in sustaining our critical logistics information and management systems. Contract support also strengthens our ability to meet operational demands and

serve as an operational force within the Army Force Generation Model, while meeting Homeland Defense and Defense Support to Civil Authorities missions.

However, we remain short in several areas of critical equipment. Around 35 percent of our required equipment lines are at less than 65 percent on hand. These shortages include tactical communications network (satellite and terrestrial), command and control items and night vision systems.

Leveraging contracted support, especially during periods of “surge” in mobilizing units, has supplemented our organizational capabilities. This enabler assists us in maintaining and preparing our equipment for training, mobilization and deployment, in operating and sustaining our logistics management and information systems in support of logistics operations and in managing the distribution of our equipment and identification and disposal of excess. We continue to find innovative ways to accomplish our missions with the resources provided as we move towards full implementation of our position as an operational force within the Army Force Generation Model.

POSITIVE RETURN ON INVESTMENT: Soldier Inspired to a Lifetime of Service



The Army Reserve offers Soldiers like Major Otto Padron, who leave active duty, an opportunity to continue service to their country while pursuing a civilian career. After serving four years as an Army Airborne Ranger in the 75th Regiment and six as a Special Forces Guardsman, Major Padron had reservations that the Army Reserve, better known for specialties like medical and engineering, would provide the regular adrenalin rushes he had become used to. Nevertheless, he wanted to find a way to balance a successful civilian career as a senior broadcast television executive with a predictable deployment schedule and the opportunity to continue serving his country. “I thought I would miss getting down and dirty with the Infantry—I never expected to be as physically and mentally challenged as I have been in the Army Reserve.”

Equipment Facilities Management

State-of-the-art maintenance facilities are the cornerstone of the Army Reserve’s ability to sustain large equipment. The Army Reserve uses state-of-the art environmental control features in maintenance facility designs that meet or exceed federal design standards. Data ports at vehicle work bays, fluid distribution systems that eliminate spillage, and oil/water separators are examples of proven design features. These features improve efficiency and enhance collection of fossil fuel waste, further safeguarding surrounding communities’ land and waterways from contamination and pollution. Fire suppression systems and eye wash stations are standard safety design elements. The Army Reserve will continue to upgrade our older maintenance facilities, because the condition of maintenance facilities is directly related to our ability to maintain equipment in acceptable condition. Continued deployments and heavy training have taken a toll on both equipment and facilities. Facility sustainment is critical—in fact, it is a cost-saving measure realized over the life-cycle of the facilities, if done properly. Facility deficiencies, if left unchecked, tend to worsen exponentially over time. The ongoing investment in the facilities we build will ultimately reduce repair, renovation, and replacement costs in the future.



Using a progressive training strategy, the Army Reserve is committed to providing trained companies and battle staffs to Combatant Commands upon mobilization. Here, Soldiers undergo convoy training prior to mobilization.

CONCLUSION: THE FORCE IS IN GOOD HANDS

The Army Reserve prepares for service by employing the Army Force Generation (ARFORGEN) model, which results in available, trained, ready and cohesive units for operational deployment. Here, Soldiers complete pre-mobilization training before deploying to Afghanistan.



As we travel around the United States and the world and witness what our Soldiers are doing for their country, it's just inspiring to see the quality, the dedication and the professionalism of our Soldiers serving in the Army Reserve. These are top-notch individuals that have put their civilian careers on hold. They are well educated and have very bright futures ahead of them—but they joined our ranks to serve their country.

With more than 170,000 Army Reservists mobilized since the September 11, 2001 terrorist attacks on the United States, the force is more experienced than ever before and the Troops feel good about what they've accomplished and proven about the Army Reserve.

Today's environment of multiple deployments is telling us, however, the Army Reserve will need to keep giving these quality Soldiers fulfilling training and missions, a fair benefits package and more balance in their lives to keep them on our team. We cannot continue to expect them to keep up with a rapid operational pace without more time at home with their families and civilian employers between deployments, and they need predictability about when they will deploy. Toward that end, the Army Reserve is working to give its Citizen-Soldiers a bit more time to be "Citizens."

Today's Army Reserve recruits are attracted to an operational force because it enables them to serve their country in a meaningful way while allowing them to pursue a civilian career. When considering the future posture of the Army Reserve, we are convinced that after playing key roles in an operational force, they'll never be satisfied reverting to their long-abandoned "weekend warrior" status. We have transitioned our personnel and our mentality to an operational force and have created an environment and culture our Soldiers want to be part of—and that they feel good about. We have told the Army leadership and others there's no turning back. We cannot go back to a strategic reserve—one, because the nation needs us; but two, because our Soldiers have proven themselves capable of supporting this role.

Equally compelling, we as a military have come to the realization that we can't fight an extended conflict without the reserve. We have built an Army that is dependent on having access to the reserve when it needs us; and with the expectation that it is going to be trained and ready—a predictable capability that is not possible in a strategic posture.

One thing is certain about the future—while looking for ways to cut costs and reap a “peace dividend” once the troops draw down in Iraq and Afghanistan, there will be the temptation to turn back the clock and reinstitute a strategic reserve. Such a plan would deprive the United States of an important, battle-tested and cost-effective resource.

Operations Enduring Freedom, Iraqi Freedom and now New Dawn have demonstrated the capabilities the reserve components bring to the military. Particularly important are the “enabling capabilities” resident in the Army Reserve: logistical, engineer, military police, medical and civil affairs support.

We are now at a point where current and projected demands for Army forces will require continued access to the Army's reserve components, making real what has been in policy for some time. This means that mobilization and operational use of reserve component Soldiers and units will have to continue for the foreseeable future. The Army of the 21st century will require a versatile mix of tailorable and adaptable organizations—both active component and reserve component—interdependently operating on a rotational cycle.

Transforming the Army's reserve components into an *enduring* operational force provides a historic opportunity for the Army to achieve the most cost-effective use of its Total Force through investing in and relying on the Army's reserve components to take on a greater role in our nation's defense.

Army Reserve Soldiers are a critical, battle-tested and cost-effective resource. Here, Soldiers take part in realistic pre-mobilization training as their unit prepares to deploy in support of Operation Enduring Freedom. Some of the Soldiers bring with them the knowledge and experience of three years or more in a combat zone.





I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

ARMY RESERVE SNAPSHOT

MISSION: The Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements across the full spectrum of operations.

VISION: As an enduring operational force, the Army Reserve is the premier force provider of America's Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, we deliver vital military capabilities essential to the Total Force.

KEY LEADERS

- ★ **Secretary of the Army:**
The Honorable John McHugh
- ★ **Army Chief of Staff:**
General George W. Casey, Jr.
- ★ **Chief, Army Reserve and Commanding General, U.S. Army Reserve Command:**
Lieutenant General Jack C. Stultz
- ★ **Assistant Chief, Army Reserve:**
Mr. James Snyder
- ★ **Deputy Commanding General, U.S. Army Reserve Command:**
Major General Jon J. Miller
- ★ **Deputy Chief Army Reserve, Individual Mobilization Augmentee:**
Major General Keith L. Thurgood
- ★ **Deputy Chief Army Reserve/Human Capital Enterprise:**
Brigadier General Leslie A. Purser
- ★ **U.S. Army Reserve Command Chief of Staff:**
Brigadier General William J. Gothard
- ★ **Director for Resource Management/Materiel Enterprise:**
Mr. Stephen Austin
- ★ **Deputy Chief of Staff, G-3/5/7/Force Programs Division/Readiness Enterprise:**
Colonel (P) Brian J. McKiernan
- ★ **Chief Executive Officer/Director, Services and Infrastructure Enterprise:**
Mr. Addison D. Davis
- ★ **Command Chief Warrant Officer:**
Chief Warrant Officer 5 James E. Thompson
- ★ **Command Sergeant Major:**
Command Sergeant Major Michael D. Schultz



ARMY RESERVE BASICS

- ★ **Established:** April 23, 1908
- ★ **Designated Direct Reporting Unit to Army:** October 1, 2007
- ★ **2010 Authorized End Strength:** 205,000
- ★ **Selective Reserve Strength:** 205,281
- ★ **Accessions for FY 2009:** 23,684 (105% of actual goal)
- ★ **Reenlistments for FY 2009:** 12,227 (105% of annual goal)
- ★ **Accessions Goal for FY 2010:** 20,000
- ★ **Soldiers Deployed Around the World:** 15,584
- ★ **Soldiers Mobilized Since September 11, 2001:** 196,711
- ★ **Number of Army Reserve Centers:** 1,100

DISTINCTIVE CAPABILITIES:

The Army Reserve contributes to the Army's Total Force by providing 100% of the:

- ★ Theater Engineer Commands
- ★ Civil Affairs Commands
- ★ Training Divisions
- ★ Biological Detection Companies
- ★ Railway Units
- ★ Replacement Companies



...more than two-thirds of the Army's:

- ★ Medical Brigades
- ★ Civil Affairs Brigades
- ★ PSYOPS Groups
- ★ Expeditionary Sustainment Commands
- ★ Dental Companies
- ★ Combat Support Hospitals
- ★ Army Water Craft
- ★ Petroleum Units
- ★ Mortuary Affairs Units



...and nearly half of the Army's:

- ★ Military Police Commands
- ★ Information Operations Groups
- ★ Medical Units
- ★ Supply Units

ARMY RESERVE DEMOGRAPHICS

Ethnicity

Caucasian:	58.9%	Pacific Isl:	1.0%
Black:	21.8%	Native Amer:	0.7%
Hispanic:	12.8%	Other	1.1%
Asian:	3.7%		

Average Age:

Officers:	32.1
Enlisted:	40.7
Warrant:	30.3
	43.1

Married

Officers:	45.3%
Enlisted:	66.9%
Warrant:	40.8%
	72.2%

Gender

Male:	76.6%
Female:	23.4%



ARMY RESERVE BUDGET FIGURES

Total FY 2011 Budgeted:	\$8.1 Billion
Operations and Maintenance:	\$3.2 Billion
Military Personnel:	\$4.7 Billion
Military Construction:	\$318 Million
Total FY 2012 Programmed:	\$8.8 Billion
Operations and Maintenance:	\$3.1 Billion
Military Personnel:	\$5.3 Billion
Military Construction:	\$318,175 Million

ARMY RESERVE INSTALLATIONS

Fort Buchanan, P.R.	Fort McCoy, Wis.
Devens, Mass.	Fort Hunter Liggett, Calif.
Fort Dix, N.J.	Camp Parks, Calif.

UNITED STATES ARMY RESERVE



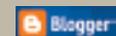
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