

UNITED STATES ARMY RESERVE



**An Enduring Operational Army Reserve:
Providing Indispensable Capabilities to the Total Force**

2012 POSTURE STATEMENT





Cover, Main Photo: Army Reserve Spc. Jessica Walker, with an Afghan child at a girls' outreach meeting in Nangarhar Province, Afghanistan. As an operational force, the Army Reserve offers critical support through skill sets that are transferable between the military and civilian sectors.

Cover, Inset Photos: As a trained, ready and resilient force, the Army Reserve stands prepared for a broad range of operations, responding to domestic disasters while protecting national security interests around the globe.

This Page: Army Reserve Soldiers participate in Global Medic 2011, an exercise that works to strengthen the delivery of emergency medical services in the Third World. By participating in exercises such as Global Medic, the Army Reserve enhances its abilities as an operational force whose unique capabilities make it indispensable in a range of applications.

The United States Army Reserve 2012 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 2012 Army Reserve Posture Statement also addresses the support required by the Army Reserve to continue its transition to an operational force during FY 2013.

Unless otherwise noted, all statistics and facts are current through March 2012.

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

Providing Indispensable Capabilities to The Total Force

Never before in the history of our nation has the United States Army Reserve been more indispensable to the Army than it is today. Forged through 10 years of persistent conflict across the globe, the Army Reserve has out of necessity evolved into an indispensable part of the operational force. Steady demands for Army Reserve enabler capabilities introduced a new paradigm of interdependence within the Total Force that changed the structure of our defense strategy, ushering in an era of reliance on an operational Reserve as part of our national security architecture.

The Army Reserve is a foundational element providing operational and strategic depth to our military. As a key component of the Total Force, the Army Reserve provides key enabler capabilities to the Army; including 100 percent of the Army's Theater Engineer and Civil Affairs Commands, Training Divisions, Biological Detection Companies, Railway Units and Replacement Companies. Our professional men and women support Army needs in many other fields such as transportation, logistics, supply chain management, law enforcement and public safety, health care, telecommunications, information technology, finance, legal services and human resources.

Continued investment in the Army Reserve as an *enduring* operational force places it on a solid path to support combat operations and theater security cooperation missions worldwide. As operations draw down in Iraq and Afghanistan, it is essential that we maintain the right mix of forces and professional personnel with operational experience and relevant skill sets. The Army Reserve forces provide critical enablers to the active component as a complementary and essential capability—not a redundant force—allowing the AC structure to focus around more complex formations.

In years past, we allowed our most seasoned and best-trained Soldiers to leave the Army during post-conflict drawdowns. In the

current security environment this is not an option. One of our key initiatives this year is to work with Army to create a Continuum of Service program to retain this pool of experienced, talented Soldiers through continued service in the reserve components. Our goal is to inspire Soldiers to a lifetime of military service, which includes seamless transitions between active and Reserve statuses, as well as between reserve categories and civilian service, providing variable and flexible service options and levels of participation consistent with Department of Defense manpower requirements.

Everything we do within the operational and institutional Army Reserve supports the Army Force Generation (ARFORGEN) model. We progressed from a demand-based, theater-request dependent, reactive ARFORGEN, to a five-year supply-based ARFORGEN, providing much needed predictability to our Soldiers, their Families and their employers. Today, every Soldier knows his unit's available force pool date and has the expectation that they will be used to support ongoing operations or theater security cooperation missions worldwide.

Our biggest challenge is manning. We need Congress' support for our FY 2013 budget request for recruitment and retention incentives, and transition incentives for Soldiers leaving the active component

during the drawdown, to allow us to shape the force with less reliance on cross-leveling to offset our mid-grade strength imbalances. Our current Full Time Support model remains a strategic reserve legacy. We need the support of Congress for key policy modifications to change personnel support processes. We are currently working with the Army to create additional Full Time Support capability to provide much needed continuity in operational units and generating force units. These policy modifications will allow eligibility for enlistment and reenlistment bonuses, education loan repayment, and other incentives.

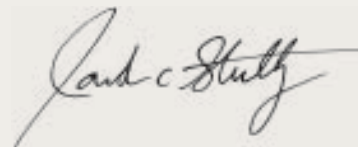
One area where our focus will remain steadfast is our support programs for Soldiers and Family members, especially in remote locations without access to installation-based support. The past decade has taught us a lot about the physical and emotional needs of Soldiers and Families, and we have taken steps to reduce stress on the force. We've implemented a Comprehensive Soldier Fitness program to train our Soldiers, Civilians and Family members to both maximize their potential, and prepare them for the physical and psychological challenges of sustained operations. We have taken a holistic approach to suicide prevention Army-wide, integrating educating the force with efforts to reduce the stigma of seeking behavioral healthcare.

We are also reaching out and providing resources to geographically dispersed Soldiers and Family members and involving Family members in suicide prevention training. Not only have we established the Fort Family 24-7 hotline for Soldiers and Family members to access services at remote locations, we continue to establish Army Strong Community Centers (ASCC) in remote locations to allow Soldiers, Family members, retirees and veterans access to installation-like support at remote locations.

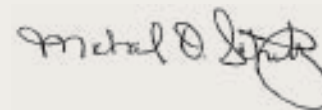
Working together, with the continued support of Congress, we can meet the challenges we face in implementing a Continuum of Service and "Soldier for Life" concept, a sustainable ARFORGEN cycle for the

Army Reserve, and demonstrate the positive investment that our nation makes in its Army Reserve. A relatively small investment in the Army Reserve provides security to the homeland and supports the full range of military operations at home and abroad. The value added of the Army Reserve and its critical enabler capabilities is that the nation pays the full cost for a reserve component Soldier only when he/she is mobilized.

As we look to the future, our commitment is steadfast and the focus is clear: the Army Reserve is an essential part of the Total Force, and we will do all we can to ensure this combat seasoned, highly skilled force of Warrior-Citizens remains ready to support a full range of military operations well into the future. We provide a solid, experienced foundation for expansibility. The strategic decisions and direction chosen now will set the framework for the next decade. With your help and the help of those who support America's operational Army Reserve, we will put this organization on a solid path to success for our Soldiers, civilians, and Family members; our future leaders; and our national security.



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



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

ACHIEVEMENTS

HUMAN CAPITAL

Personnel: A new Automated Senior Enlisted Promotion Board Process that uses standardized criteria ensures the best qualified Soldiers are selected for Master Sergeant, First Sergeant, and Sergeant Major positions. Implementation of the Army Reserve Theater Individual Replacement Operations policy and procedures more effectively achieves the Army Reserve goal for individual replacements to report to theater within 60 days of the initial request. Army Force Generation (ARFORGEN) Manning Strategy focuses on “unit” rather than individual manning, thereby allowing a unit to train and proceed through the ARFORGEN cycle as a cohesive unit. This shift in strategy allows commanders and noncommissioned officers to focus on leading and developing their organizations without the distraction of constant cross-leveling. Since force structure defines the needs of individual units, this approach brings personnel and force structure closer to one another.

Surgeon: The Medical Management Activity in 2011 reviewed over 6,000 medical profiles, of which 50 percent were amended and 20 percent were sent for an administrative retention board, allowing these Soldiers to remain in the Army Reserve. Since the establishment of the reserve component Medical Support Center in 2011, the Army Reserve now has better visibility of Soldiers progressing through the Medical Evaluation Board process, with over 540 packets submitted for review and adjudication.

Chaplain: The Army Reserve Strong Bonds program continues to be a success story as 12,500 individuals participated in over 300 events. The curricula expanded to provide more skills training to Soldiers, their spouses and their children. The program provides the tools to enable Families to not just survive but thrive in the current environment of high operations tempo and multiple deployments.

Employer Partnership of the Armed

Forces program: Launched a state-of-the-art Career Portal in November 2010. The portal grew from zero to nearly 30,000 registered users and the number of Employer Partners more than doubled to 2,500 through September. The Army Reserve has also launched a partnered Soldier training program with GE Healthcare.

Family Programs: Opened a fourth Army Strong Community Center pilot site in conjunction with Clackamas Community College in Oregon City, Ore. The Fort Family Support & Outreach Center responded to multiple crisis and disaster situations while maintaining contact with the Families of deployed Army Reserve Soldiers. During FY11, Fort Family had 28,340 successful contacts with Soldiers and Families, providing information and assistance for many issues, including TRICARE, legal matters, retirement, the GI Bill, and child and youth programs.

MATERIEL

New Equipment Fielding Facilities enabled the Army Reserve to issue over 3,800 trucks/trailers and 63,700 support items, allowing the Army Reserve to have 91 percent of equipment on hand, with 67 percent modernized, putting us on par with the active component. In support of equipping missions, the Army Reserve has executed over 19,500 commercial movements of over 340,000 pieces of equipment. The Army Reserve combined its Fleet Management System and its Logistics Information Systems Support Contract into one product, thereby reducing costs from \$18.4 million to \$14.4 million—a 22 percent savings. Additional savings were achieved by relocating the tactical computers system for new equipment fielding in a leased facility from Hopewell, Va., to Gaithersburg, Md., in a government owned facility—realizing an additional savings of \$288K a year.

In addition, we equipped the first unit in the Army with the new Palletized Load System and the new M915A5 Line Haul Tractors and executed Operation Clean Sweep to improve the inventory of equipment through the Army Reserve, re-establishing property book control of \$105M of equipment.

READINESS

The Army Reserve has transitioned to an Operational Force within the Army by implementing a Supply Based Army Force Generation process in order to provide needed capabilities to the Army’s Mission Force each year, while providing predictability to Soldiers, Families and employers. The result is an integrated, rotational force that achieves cyclic unit readiness for all Army Reserve rotational units over a defined, predictable planning horizon.

A wide array of missions in the unit’s available year can include deployments in support of named operations, theater security cooperation (TSC) missions, humanitarian assistance, or domestic response missions. The Army Reserve continues to provide approximately 19,000 Soldiers annually in organized units to the Army for worldwide named operations as well as contingencies. Many of these units satisfy joint capability requirements for types of organizations only found in the Army Reserve. One such unit is an aviation task force established in October of 2011 from the 11th Theater Aviation Command to provide the medium lift, heavy lift and MEDEVAC capability required to support NORTHCOM in the Defense CBRN Response Force mission.

The Army Reserve continues to stand ready to provide forces on an as-required basis in support of the nation. As we continue to sharpen our focus on providing the proper force, appropriately trained, at the right time and place throughout the

world, we will move ever closer to our strategic vision—the Army Reserve as a cost effective, trained, ready and relevant enabling security force for the nation.

SERVICES AND INFRASTRUCTURE

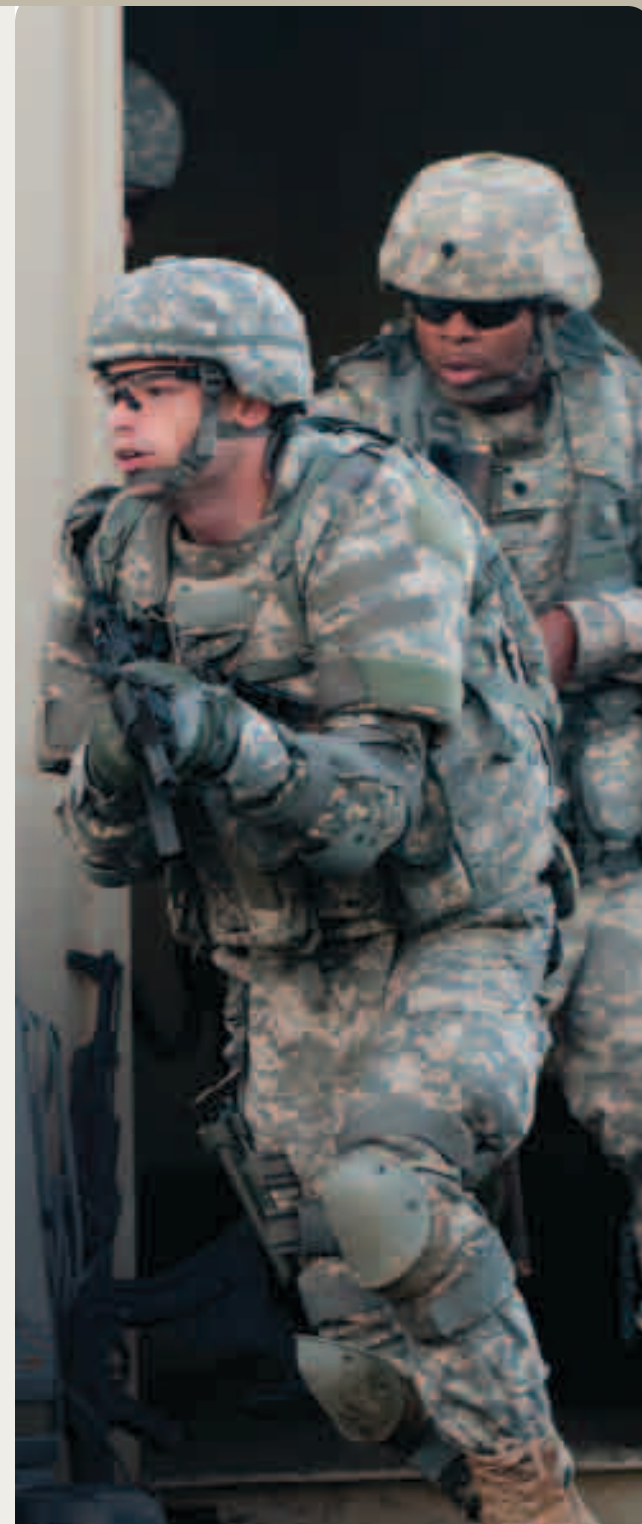
Services and Infrastructure Core Enterprise (SICE) is the Core Enterprise that underpins all of the platforms and provides the support services that enable an operationalized Army Reserve. The FY11 focus centered on the completion of all assigned 2005 Base Realignment and Closure (BRAC) tasks to construct 125 facilities and close and consolidate 176. Through this significant effort, the Army Reserve facilities portfolio achieved a 17 percent improvement in facility age, modernization and operational capability that directly supports training, equipping and manning strategies in support of ARFORGEN.

To achieve efficiencies in Army Reserve funded training installations (Fort McCoy, Fort Hunter Liggett, Fort Buchanan, Army Support Activity–Dix) the Army Reserve consolidated Director of Logistics activities under Army Materiel Command, as well as the consolidating and transferring Information Management activities under NETCOM.

All challenges to our infrastructure (Army Reserve Centers, Installations, and Communications Networks) to include tornadoes, hurricanes and flooding were met with a determination that restored facilities and communications quickly and ensured mission accomplishment. As a participating partner at the Department level, the Army Reserve is very close to achieving a developed and synchronized Facility Investment Strategy and is a leader in environmental conservation and energy sustainability. The Army Reserve continues to maintain Military Technician strength at levels mandated by law and is actively working toward transforming the civilian workforce to support the Operational Army Reserve.

TABLE OF CONTENTS

Providing Indispensable Capabilities to the Total Force	ii
Army Reserve Priorities	3
The President's Budget	3
The Posture of the Army Reserve	4
The FY 2013 Budget Request	8
Human Capital	8
Continuum of Service	12
Readiness	15
Services and Infrastructure	18
Materiel	20
Conclusion	22



Spc. Brandon L. Harp, a military police officer, marches through a 10-kilometer road march during the Army Reserve Best Warrior Competition at Fort McCoy, Wis. The competition brings Soldiers and noncommissioned officers to Fort McCoy to compete for the right to participate in the Department of the Army Best Warrior Competition.





ARMY RESERVE PRIORITIES

- ★ Create an enduring operational force
- ★ Sustain readiness in our deployable units to ensure they are ready to deploy as part of the Army's Mission 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
- ★ Grow an integrated Human Capital Strategy (Continuum of Service) that facilitates the movement of Soldiers between active and reserve service, and civilian employment over a lifetime of service
- ★ Recruit and retain the best and brightest Warrior Citizens; transition the same from the active component during the Army drawdown; sustain a robust and capable operational Army Reserve
- ★ Provide Citizen-Soldiers and their Families with the best care, support, and services to ensure the best quality of life, health and vitality of the All Volunteer Force
- ★ Build and maintain partnerships with industry to facilitate Warrior Citizen 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 new Soldiers, retaining the best and brightest, and transitioning active component Soldiers into an Operational Army Reserve force
- ★ Equip units and Soldiers to train and fight in a full range of military operations to achieve U.S. objectives and ensure national security
- ★ Provide quality medical and dental services and support to Soldiers and their Families
- ★ Sustain quality Army Reserve installations and facilities

THE POSTURE OF THE ARMY RESERVE: TODAY'S READINESS AND STRATEGIC AGENDA



The operational Reserve is essential to providing both versatile support to the Joint Fight and flexible response options to contingencies at home and abroad.

The Army Reserve is a trained, experienced, resilient force of Warrior Citizens supported by strong Families and employer partnerships. Forged through the persistent conflicts across Iraq and Afghanistan, the Army Reserve is an indispensable provider of essential enabler capabilities to the Total Force. The Army Reserve is prepared to provide the nation with both versatile support to the Joint Fight and flexible response options to contingencies at home and abroad. The operational Reserve is essential for building expansibility within the Total Force. The Army Reserve's 205K citizen Soldiers across the nation form the Army's best connection to hometown America. These Warrior-Citizens are the best ambassadors for the Army in their communities across this great country.

Having reconfigured organizationally and functionally to adapt to the demands of sustained operational deployment, the Army Reserve must now focus on sustaining its operational capacity to meet diverse and unpredictable threats—while operating in an era of fiscal austerity. **Together**, the Army and the Army Reserve will leverage the tremendous benefits of the multi-component Total Force and make the most of all available opportunities to preserve the investment in trained and ready Soldiers and units. The Army cannot accomplish its mission without the reserve component. Much of the support capability and critical specialties reside predominantly or exclusively in the Army Reserve. Such units include civil affairs, medical, transportation, engineer and military information support operations. These are indispensable capabilities to the Total Force.

Strategic Agenda

The Army Reserve Strategic Agenda reflects the most essential objectives the Army Reserve must achieve based on both Army and Army Reserve Leadership guidance and direction. Nested within the Army Reserve 2020: Vision & Strategy, the Army Reserve Strategic Agenda identifies specific priorities to

optimize the application of collective effort and fiscal resources. The fiscal year 2012 Strategic Agenda focuses on key components of an operational force.

Access

The Total Army Force relies on critical enabler capabilities provided by trained and equipped Army Reserve Soldiers and units that are ready to respond to global and domestic requirements. An ongoing collaborative effort across the Department of Defense has resulted in the addition of expanded access to the reserve components. New authorities contained within the 2012 National Defense Authorization Act allow for access to the reserve component for missions other than war, with the proper planning, programming and budgeting. With *access*, Army Reserve personnel can mobilize in support of specified missions, such as Theater Security Cooperation. This allows the Total Force to leverage the unique cost benefits of using a seasoned, exceptional Reserve force in a sustained operational role.

Funding for Operational Reserve

As military forces withdraw from Iraq and Afghanistan, and Overseas Contingency Operations (OCO) funding is significantly reduced, continued use of the Army Reserve in an operational role is contingent upon adequate and assured funding in the base budget. With adequate and assured funding, the Army Reserve will continue to provide the required enabler capabilities to support the Army's ARFORGEN readiness cycle. Funding in the Base Budget is crucial for the required training events and supporting costs necessary for use of the Army Reserve operational capabilities. Without assured funding in the base budget, Army Reserve forces cannot be a full participant in ARFORGEN—thus degrading readiness levels. Over time, the hard-won operational expertise of Army Reserve Soldiers will be lost. The Army Reserve will not be ready for

planned or contingency operations at home or abroad. As a result, critical Army Reserve enabler availability as part of the Total Army Force will be limited to use as a strategic Reserve. In today's security environment, the Army and the nation cannot afford anything less than an operational force. Therefore, the Army Reserve will continue to work with the Army to ensure adequate and assured funding in the Army base budget and Program Objective Memoranda for planned use of Army Reserve operational capabilities.

Continuum of Service

Continuum of Service (CoS) is an integrated Human Capital management strategy for the total Army. The future of retaining the extraordinary capabilities and experience of our Soldiers now resides in how well we can implement change in the way we manage our Soldiers in the face of constrained resources. Creating a management strategy that facilitates and supports the transparent movement of

individuals between the active component, the reserve components, and civilian careers is essential to preserving a cost effective, expansible foundation of talent and experience for the future.

The intent of a continuum of service is to not just allow but to encourage and incentivize Soldiers to continue serving the Army while preserving the Army's investment. We must offer and manage varying levels of participation from the active component to the traditional Reserve or to the Individual Ready Reserve. It is a paradigm shift to attempt the management of one force across the total Army. This will require considerable transformation to the current, rather inflexible, human capital management system in each component. However, this shift will poise us to best meet the impact of anticipated fiscal constraints. CoS provides an efficient and cost-effective solution to retaining the investment and experience of our best

Army Reserve training events are critical to maintaining the Army's readiness levels. As a force multiplier, the Army Reserve's unique abilities are integral to the Total Force.



Army Reserve Soldiers zero their weapons during pre-deployment training at Fort Dix, N.J. Army Force Generation (ARFORGEN) focuses training, training support and other resources for units in a timely, predictable manner as they prepare for operational deployment.



Soldiers, building the foundation of expansibility and resiliency into our force in the future.

There are many aspects to this initiative and it will require perseverance to change each institutional process that creates barriers or separation. This ranges from the creation of an Individual Ready Reserve (IRR) Affiliation Program and Army Transition Process transformation. These forward-thinking institutional policy changes will provide an underpinning to the best, most efficient practices in human capital management.

Institutionalize ARFORGEN

Army Force Generation (ARFORGEN) is a cyclic process the Army uses to man, equip, and train all units to meet combatant commander requirements. ARFORGEN is designed to focus training, training support and other limited resources for units in a timely, predictable manner as they prepare for operational employment using a common set of standards. Approximately half of Army capabilities are in the reserve component. This includes the Combat Support and Combat Service Support units of the Army Reserve. The Total Army Force relies upon these Army Reserve enablers to be ready and fully

integrated as part of an expeditionary force within the time frame when they are needed. To the Army Reserve, ARFORGEN goes beyond process and policy adaptation, it includes cultural change both within the Army and the Army Reserve.

Full Time Support (FTS)

Full Time Support is an essential element of the Army Reserve's ability to conduct training, personnel and administrative functions and leading Army Reserve units in the operational force. Historically, the Army Reserve has been under resourced in Full Time Support. This has been mitigated by the use of Overseas Contingency Operation funding and leveraging the use of volunteers to bring operating units to required readiness levels. Despite the war time demands placed on our Nation's ground forces throughout the last decade, Full Time Support manning levels in the Army Reserve have remained, on a percentage basis, the lowest among the service branches. To increase readiness of operational units in the future, assets and personnel policy will be shifted to direct support to the operational Army Reserve. *Note: Full-time support was compared by totaling all AGR, Military Technicians and other civilian positions.*

PROVIDING INDISPENSABLE CAPABILITIES:

Civil Affairs Officer Enjoys the Flexibility of the Army Reserve

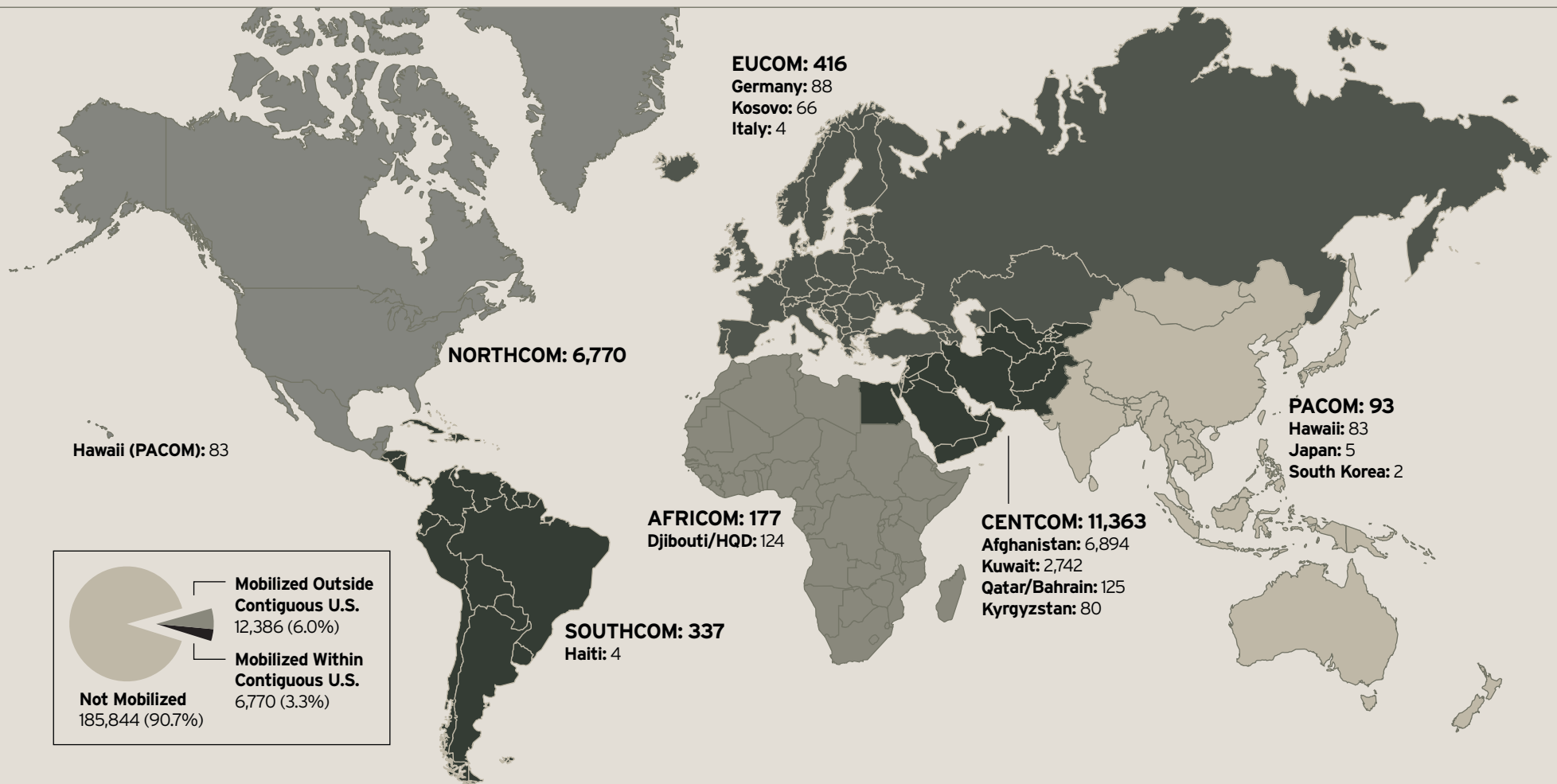


As an officer in the 425th Civil Affairs Battalion, 2nd Lt. Ingrid Alvarez knows what it means to help reshape another country's environment to make it safer. "Civil Affairs isn't just about building schools and wells. It also includes separating populations from a deadly insurgency, to create a safer environment for our troops and the local populace." As a customer service representative for a major computer manufacturer, she sees some comparisons with her civil affairs assignment. "My civilian job and my military job both have to do with the public, as well as taking care of the organization's interests." 2nd Lt. Alvarez' favorite part of the Army Reserve is its flexibility. "I decided to go into the Army Reserve rather than active duty because I wanted to live at home and stay with my friends and family. You get the same quality training and opportunities but it's a little more flexible."

ARMY RESERVE COMMITMENTS

19,156 Army Reserve Soldiers are currently mobilized and deployed around the world*

The Army Reserve continues to provide critical enabling capabilities worldwide, supporting the Total Force across a range of military operations. Missions include theater security cooperation, humanitarian assistance and contingency operations. Army Reserve Theater Commands are uniquely capable of providing global support—addressing specific and emerging geographical and political issues as they arise. Missions include theater security cooperation, humanitarian assistance and contingency operations.



*As of Feb. 24, 2012. Does not include Individual Ready Reserve and Individual Mobilization Augmentee Soldiers. Source: MDIS Mobilization and Deployment Tracking Information System)

THE FY 2013 BUDGET REQUEST: WHERE WE ARE GOING



Soldiers navigate a pre-deployment, counter-IED training course at Fort Dix, N.J. Army Reserve Soldiers stand trained and ready as an essential element of the Total Force, prepared to deploy with skills and training on par with their active duty counterparts.

Human Capital

CRITICAL HUMAN CAPITAL PROGRAMS THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

- Manning an Operational Army Reserve
- Medical Non-Ready Initiative
- Yellow Ribbon Reintegration Program
- Medical and Dental Readiness
- Medically Not Ready Soldiers for Case Management/Referral
- Post Deployment Health Reassessments
- Strong Bonds
- Manpower for Family Programs Mission Requirements
- Communication and Outreach to Soldiers and Families
- Family and Soldier Support thru Responsive and Relevant Services

Personnel Management

Manning an Operational Army Reserve

The mission of our incentives program, according to the Army Reserve Manning Strategy, is to focus our funds in support of the supply-based Army Force Generation (ARFORGEN). This will focus the use of incentives to ensure that ARFORGEN cycle Aim Points for unit required strength are met. We will tailor our incentives programs and priorities, as specified on the Selected Reserves Incentives Program (SRIP) List, to enable pinpoint manning in the Recruit Quota System (REQUEST). This occurs by diversifying types of incentives to meet a myriad of personnel requirements for the current Army Reserve operational environment. This will reduce overall costs and increase the readiness posture of the Army Reserve.

Health Care

Medical Non-Ready Initiative

The Medical Non-Ready Initiative aggressively expedites medical board evaluations to minimize hardships to both Soldiers and Families and return our most valuable resources back to our formations. The Initiative places emphasis on leader education and involvement, coupled with the processes to gain rapid, unconstrained and inclusive treatment through the medical system for our wounded, ill and injured Soldiers. As for the way ahead, the Army Reserve will leverage the following medical readiness programs Reserve Health Readiness Program, Army Selected Reserve Dental Readiness System, The Psychological Health Program, Medical Management Activity, reserve component Soldier Medical Support Center (RCSMSC). We will also use case managers to monitor the medically non-ready population, coordinate with the Soldier and the command for required/requested medical evaluations, and gather information for review by the Medical Management Activity or the Regional Support Command (RSC) Surgeons for appropriate profiling. Soldiers who have medical conditions that warrant permanent profiles are issued one, and then referred to the Regional Support Command Personnel Health Service Branch for medical boarding action.

Medical and Dental Readiness

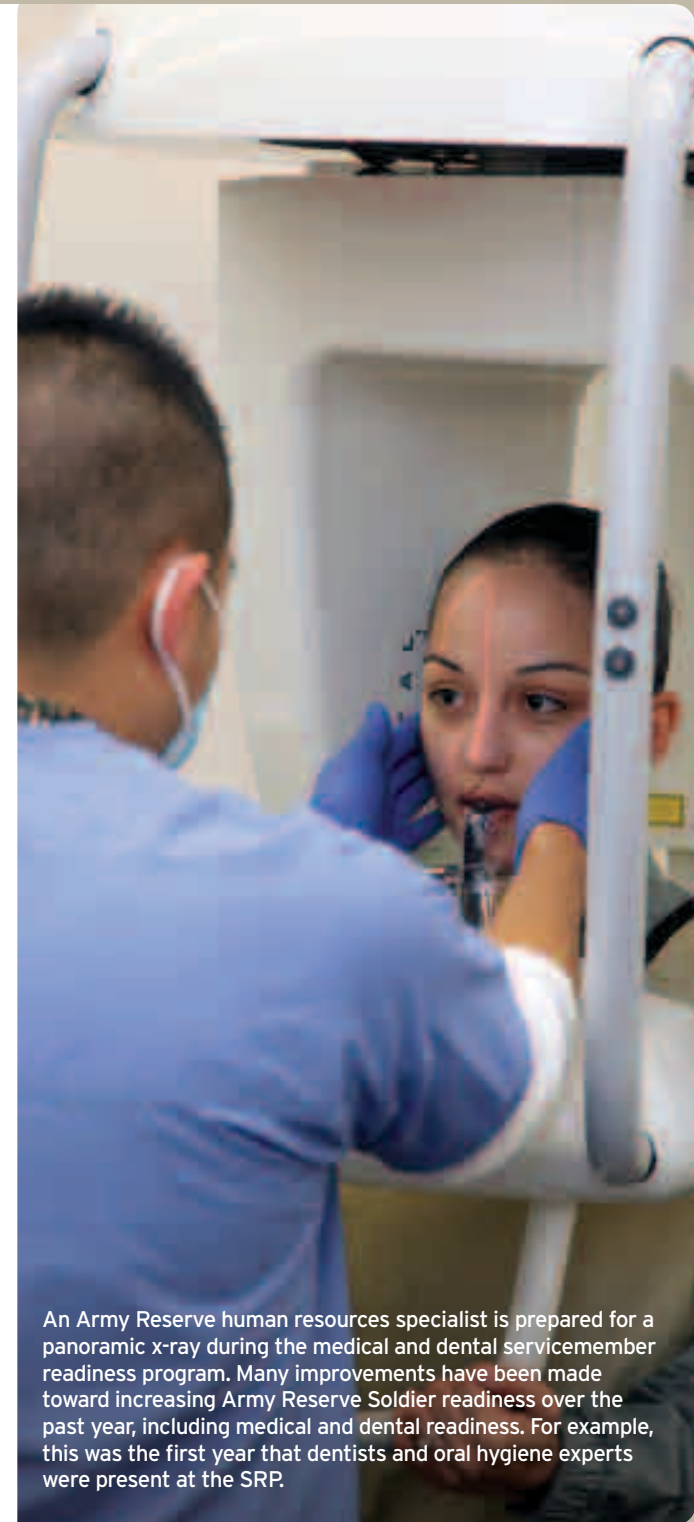
The Army Reserve is an enduring operational force, and as such must be medically ready to respond to immediate global requirements across the full range of military operations. Sixty-three percent of the Army Reserve is medically ready; numbers have been increasing from 24 percent since October 1, 2008. Seventy-four percent of Army Reserve Soldiers are dentally ready; numbers that have been positively increasing from 52 percent on October 1, 2008. Programs such as the Army Selected Reserves Dental Readiness System (ASDRS) have made a difference in improving baseline dental readiness. The ASDRS

program covers examinations and dental treatment cost to convert an Army Reserve Soldier to a deployable status.

Medically Not-Ready Soldiers

The Army Reserve's fully medically ready status means that over one third of our Soldiers are not medically ready, meaning they cannot deploy to support worldwide missions if needed and are deficient in one of five measures (dental, periodic health assessment, routine adult immunizations, no deployment limiting conditions or medical equipment). Fifteen percent of these Soldiers are available but must complete a periodic health assessment or a dental screening in order to be deemed medically ready, and 11.3 percent have a medical condition that renders them temporarily or permanently non-deployable and either need additional care or are awaiting medical board determination on their ability to continue to serve.

In 2011, the Army Reserve moved aggressively to reduce the number of medically non-deployable Soldiers. The Army Reserve Surgeon, working with members of the Office of the Surgeon General and the Department of the Army, implemented two initiatives to review medical profiles and prepare Soldiers for medical evaluation boards. First, the Medical Management Activity was established on January 3, 2011, to support the rapid evaluation of permanent medical profiles and improve the identification process of those Soldiers who are not ready through increased use of the Medical Protection System (MEDPROS) and the electronic profile. Since the inception of the Medical Management Activity in 2011, over 6,000 medical profiles have been reviewed, of which 50% were amended and 20% were sent for an MOS administrative retention board, allowing these Soldiers to remain in the Army Reserve. The number of profiles requiring review decreased from 16,758 in January 2011 to 9,913 in November 2011. The number of P3 and P4 profiles not requiring a medical evaluation board has steadily increased from 2,065 in January 2011 to 3,298 in November 2011.



An Army Reserve human resources specialist is prepared for a panoramic x-ray during the medical and dental servicemember readiness program. Many improvements have been made toward increasing Army Reserve Soldier readiness over the past year, including medical and dental readiness. For example, this was the first year that dentists and oral hygiene experts were present at the SRP.

Army Reserve Family Support programs such as the Yellow Ribbon program proactively reach out to Soldiers and their Families with information, education, services and referrals through all phases of the deployment cycle.



Second, the reserve component Soldier Medical Support Center was established January 18, 2011, to review Medical Evaluation Board Packets and improve the medical boarding process. Since the establishment of the reserve component Soldier Medical Support Center in 2011, the Army Reserve has better visibility of Soldiers entering the Medical Evaluation Board process, with over 540 Packets submitted to military treatment facilities.

Post Deployment Health

Repetitive deployments have significantly increased the strain on the Army Reserve force. To assess post deployment needs and to protect the health and well-being of Soldiers who have redeployed from combat, our Soldiers complete the Post Deployment Health Reassessment.

The Army Reserve is moving out aggressively to mitigate the effects of persistent conflict and build a strong resilient force. On 4 March 2011, the Army Reserve Psychological Health Program concept plan was approved, and four Directors of Psychological Health began working in 2011 to better meet the behavioral health needs of Army Reserve Soldiers. Our case management program is expected to begin within the Army Reserve this fiscal year as well.

Family Support

Yellow Ribbon Reintegration Program

The Army Reserve promotes Soldier and Family resiliency through the Yellow Ribbon Reintegration Program that proactively reaches out with information, education, services and referrals through all phases of the deployment cycle to over 22,400 Soldiers and 25,500 Family members. Our ability to provide services and support resources to the Total Army Reserve Family (Soldiers, Family members, retiree recalls, civilians and wounded warriors) is challenging due to the Army Reserve geographic dispersion. Yellow Ribbon events, of which there were over 550 in 2011, allow

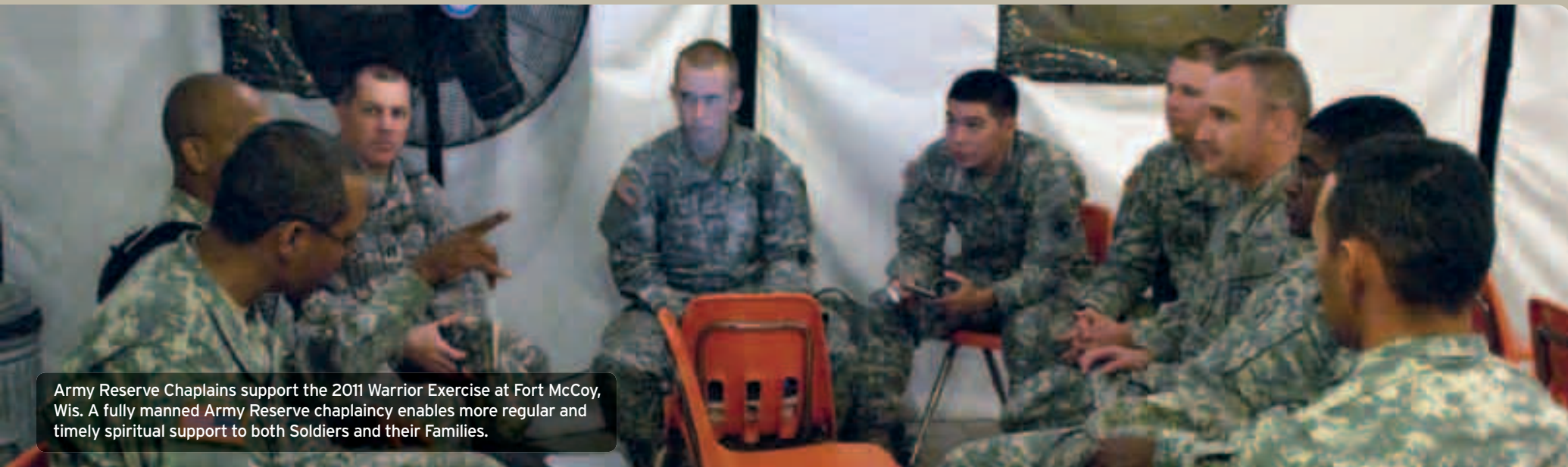
units to build cohesion, morale and camaraderie. We strive to ensure each Family is healthy while preparing for, during and after a deployment. Attendance at Yellow Ribbon events helps build the networking and communication opportunities for geographically dispersed Families of those deploying Army Reserve Soldiers, and it maintains contact between them and their unit rear detachment personnel. We can identify and assist any at-risk Family members easier through this method of gathering them together

Attendance at Yellow Ribbon events helps build the networking and communication opportunities for geographically dispersed Families of those deploying Army Reserve Soldiers and maintains contact between them and their unit rear detachment personnel.

during the deployment. Yellow Ribbon events also provide a platform to demonstrate the energy, enthusiasm and impact of local, regional and national community and businesses leaders' support of our commands and individual Soldiers who deploy.

Manpower for Family Programs Mission Requirements

Army Reserve Families continue to bear the challenges of a nation at war and adjust to the realities of an operational force. Army Reserve Family Programs must maintain a baseline level of skilled and quality professionals to provide responsive services and mitigate the corollary effects of Family separations due to ongoing conflicts, humanitarian missions, and theater security cooperation missions. A skilled and quality family programs force directly affects the ability to maintain the infrastructure of programs and services that support geographically dispersed Soldiers and Families. Our family programs workforce must be robust enough to provide program standardization and stability; adaptive, full spectrum



Army Reserve Chaplains support the 2011 Warrior Exercise at Fort McCoy, Wis. A fully manned Army Reserve chaplaincy enables more regular and timely spiritual support to both Soldiers and their Families.

staffing support; and responsive services that meet the complexities of supporting Army Reserve Soldiers and Families.

Strategic Communication Outreach to Soldiers and Families

An important family programs function is disseminating information and timely alerts about programs and services available 24/7, closest to where Soldiers and Families reside.

The overarching family programs communication strategy employs a “top-down/internal-to-external” model, which deploys clearly articulated, aligned messages to the appropriate audiences through multiple delivery systems and events. This strategy includes a suitable mechanism for measuring program efficiency, while gaining a heightened awareness of customers’ needs through feedback via surveys, one-on-one exchanges and social media. The

endstate is a consistent method of determining success in delivering the services that mean the most to Soldiers and Families.

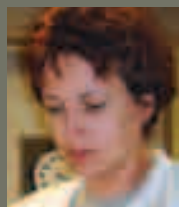
Family and Soldier Support Through Responsive and Relevant Services

Family Programs is synchronizing its requirements for staffing, resourcing and training with the Army Force Generation (ARFORGEN) model. Programs focus on the command/unit and Family partnerships to support Soldiers’ readiness and mitigate risk. The intent is to proactively establish a collaborative readiness pattern focused on geographically dispersed Soldier and Family programs support, training and services to ensure Families are resilient and prepared to meet the challenges of an operational force.

Spiritual Care

Strong Bonds provides relationship skills training for married couples, Families, and single Soldiers. The various events empower Soldiers to more fully connect with their loved ones. It is a holistic, preventive program

**PROVIDING INDISPENSABLE CAPABILITIES:
World-Renowned Scientist Utilizes Specialized Skills to Support Global Security**



Maj. Dana Perkins, a Senior and Master Chemical Biological Radiological and Nuclear (CBRN) Consequence Management Specialist, serves in the office of the Surgeon, 7th Civil Support Command, in Kaiserslautern, Germany. Fluent in four languages with a Master of Science Degree in Biochemistry/Virology and a Ph.D. in Pharmacology and Experimental Therapeutics/Neurovirology, she is an example of Army Reserve Soldiers with specialized skill sets that are essential combat multipliers. “My career shows both the diversity of jobs for a scientist and the many approaches the U.S. takes to preserve global security.”

In civilian life, Maj. Perkins is Chief of the Biological Weapons Nonproliferation & Counterterrorism Branch for the U.S. Department of Health and Human Services. “I am proudest of the path that took me from a small town in Transylvania to Washington, D.C., to being an officer in the U.S. Army and representing our country at the Biological Weapons Convention in Geneva.”

CONTINUUM OF SERVICE



A 15-year veteran with two deployments, 1st Lt. Paul Gonzalez of Derby, Kan., utilized Army Reserve educational benefits to earn a Bachelor's degree in fire science and a Master's degree in organizational leadership. As a warrior-citizen, Gonzalez contributes to his nation and his community both as a Soldier and as a member of the Firefighter and Rescue Team for the Wichita, Kan., fire department. A married father of three, Gonzalez receives strong support from his Family, friends and employer as he continues to serve—the true embodiment of Continuum of Service.



Continuum of Service is a human capital management strategy that facilitates the movement of Soldiers between the active and Reserve service and civilian employment.

WHO IS INVOLVED?

A Continuum of Service Working Group is pursuing numerous initiatives, including potential changes to current policies to allow for more flexible service options.

WHY NOW?

The Continuum of Service initiative seeks to retain a pool of experienced, talented Soldiers through continued service in the reserve components, thereby allowing the Army to reverse and expand its end strength as required.

WHAT IS BEING DONE?

The Army Reserve has identified those policies that impede the ease of movement between components and has embarked on a strategy of implementing a new personnel management paradigm that meets the needs of an enduring operational force.

Continuum of Service is right for:

THE ARMY: Allows the Army to retain a pool of talented and experienced Soldiers to support potential expansibility of the Army in the future.

THE SOLDIER: Offers opportunity to continue serving with varying levels of participation over the course of a lifetime of service.

THE TIMES: Provides a cost-effective personnel management system for the Army.



The flexibility of the Continuum of Service Human Capital Management Strategy will:

- ★ Help retain a reservoir of talent and experience through incentives and access to transitioning active component personnel
- ★ Ease movement between components and civilian employment by incentivizing transition to the Army Reserve and expanding support for civilian career opportunities
- ★ Flexible Service Options—IRR Affiliation to Reserve unit, Volunteer Only IRR options or Traditional Reserve service

Integrated Human Capital Strategy: Focus is on change to Army regulations, policies and procedures that can be acted on now.

POLICY

- ★ Modifications to existing policy and directives to manage the Army as a Total Force
- ★ Joint education programs

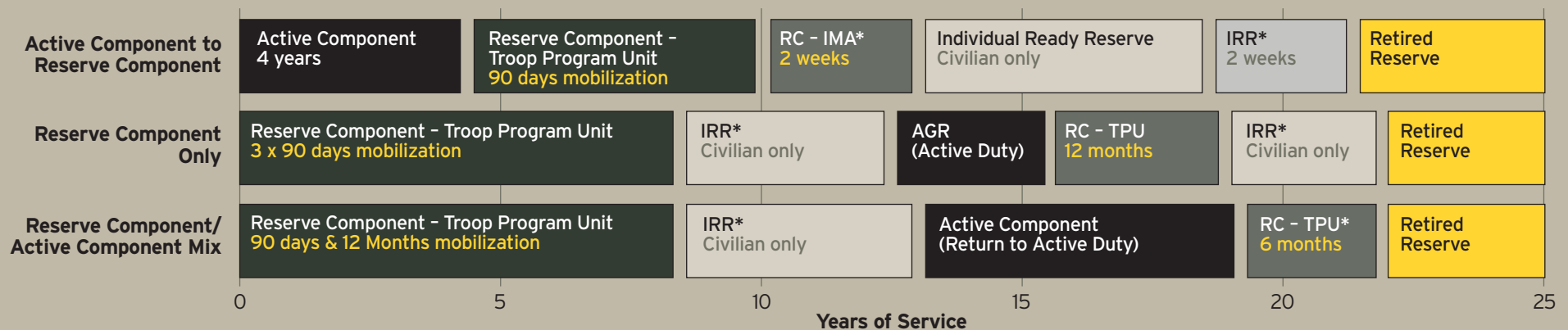
PROCESSES

- ★ Integrated processes and systems for seamless transitions, along with portability of benefits

CULTURE

- ★ Requires a culture change in the way the reserve component is used as an indispensable part of the Total Force

Varying Levels of Participation:



*Acronyms:

RC = reserve component • IMA = Individual Mobilization Augmentee • IRR = Individual Ready Reserve • TPU = Troop Program Unit



Army Reserve Families participate in the Strong Bonds program. Recognizing the importance of Army Families and that Soldiers with strong relationships make better Soldiers, Army chaplains initiated relationship skills building training and support in 1997. Since then, Strong Bonds has grown and developed into a sharply focused, prevention-oriented program available to active duty, Guard and Reserve Soldiers and their Families.

committed to the restoration and preservation of Army Families, even those near crisis. Strong Bonds is an Army program led by Army chaplains. More than 90% of those who have attended the program rate it positively. As a direct result, Soldier and Family readiness, resiliency and retention increases. Availability of Strong Bonds programs is a required part of deployment cycle support plan for Soldiers and Families. Currently OMAR funding in the President's Budget will provide for training materials, sites and travel costs for Soldiers and Family members. The Strong Bonds events are continually being updated to meet the needs of our Soldiers and Families throughout the ARFORGEN cycle. These programs and events are critical to Soldier and Family readiness during and long after current deployments.

The Employer Partnership of the Armed Forces

The Employer Partnership of the Armed Forces (EPAF) connects capability with opportunity. Our skilled service members bring skills, reliability and capability to the civilian workplace while the program's Employer Partners provide career opportunities.

The Program is operated and funded primarily by the Army Reserve but supports the civilian employment and career advancement needs of members of all seven reserve components, their Family members, Wounded Warriors and the nation's veterans. The Army Reserve has dedicated staff, continual maintenance and upgrading of the Career Portal: (www.Employerpartnership.org). Army Reserve funding supports the Career Portal as well as the program support managers dispersed across the United States who provide direct assistance to both employer partners and job seekers.

Army Reserve Chaplains

Army Reserve chaplains come from our neighborhoods and communities; they reflect the culture and demographics of our Army Reserve. They, too, are Warrior Citizens bringing civilian-acquired skills to the Army from their parish, hospital and prison ministries. Army Reserve chaplains truly enhance the spiritual care of their civilian congregations due to their military service and understand the demands of such service on themselves and their own Families.

The chaplaincy has made great strides in reducing the number of shortages within our battalions and brigades. A fully manned Army Reserve chaplaincy allows for more regular and timely spiritual support through unit and area coverage. Much of this can be attributed to the affiliation and accession bonuses available to new Army Reserve chaplains as well as to tuition-assistance monies that help pay for seminary schooling.

Employers recognize the benefits of the EPAF program. The program now has more than 2,500 employers participating, and the number is steadily growing. These Employer Partners are military-friendly and value the skills, experiences and work ethic of those who serve.

The reserve components also benefit. Best practices and experience with cutting-edge technology and medical procedures flow between military and civilian organizations through EPAF's training partnerships. Access to career opportunities and partnered training initiatives also provide tangible reasons for separating active service members to continue serving in a Reserve capacity.

In the next few years, thousands of Army Reserve and National Guard Soldiers will de-mobilize and tens of thousands of active duty personnel will leave the military. The program's ability to connect these imminent job seekers with employment can make a positive impact on unemployment rates among our newest veterans. Accordingly, the Program is working with both the Office of the Secretary of Defense and the Department of the Army to formally incorporate EPAF into transition programs for the active and Reserve members of all branches of service. EPAF strengthens our military, our economy and—most importantly—strengthens our service members and their Families.

Readiness

Critical Readiness Programs that Sustain an Operational Army Reserve

- Sustain an Operational Army Reserve
- Sustain modern training equipment, facilities, and installations that support rapid mobilization capabilities
- Protect the force, physical security, management of the Physical Security Program

Sustain an Operational Army Reserve

The Army Reserve provides operational capabilities and strategic depth to the Army to meet national defense requirements across the full range of military operations. The Army Reserve participates in a full range of missions that support force generation plans. Units and individuals participate in an established cyclic or periodic cycle of readiness that provides predictability for combatant commands, the Total Force, service members, their families, and employers. In their strategic roles, units and individuals train or are available for missions in accordance with the national defense strategy. This force provides strategic depth and is available to transition to operational roles whenever needed. Accordingly, it is critically important that the Army Reserve provide capabilities and generate a force that is available to support Army needs. Properly sustaining the Army Reserve as an operational force means success in ongoing operations in which the Army Reserve now plays a vital role, as well as in future contingencies in which it will play a critical role.

Mandays to support an Operational Reserve

The Army Reserve was successful in obtaining an approved training strategy to provide trained companies



Army Reserve Soldiers participate in combat readiness training. Increased focus on training and Soldier resilience over recent years has enabled the Army Reserve to effectively support the total force.

and brigade and battalion staffs to combatant commanders upon mobilization.

Homeland Operations

Homeland Defense, Homeland Security and Defense Support of Civil Authorities: These important missions require the unique enabler capabilities resident in the Army Reserve. Today, the Army Reserve provides seven aviation units in support of the Defense Chemical Biological Radiological Nuclear (CBRN) Response Force (DCRF). These units work directly with their active-duty counterparts as the initial Title 10 response force for CBRN or terrorist incidents. The Army Reserve provides an additional 12 units as part of the Command and Control CBRN Response Element.

Responding to Defense Support of Civil Authorities (DSCA) situations, the Army Reserve provides all of the Army Emergency Preparedness Liaison Officer (EPLO) capability. These Soldiers conduct valuable operations at various federal, state and local emergency operations centers during all phases of incident management operations. The Army Reserve provides the potential for additional incident response forces including, but not limited to, the following types of

units: medical aviation, transportation, engineer, communications and civil affairs. These capabilities can be packaged with the appropriate command and staff structure to facilitate assistance to civil authorities. This packaging also provides necessary command and control of Title 10 Department of Defense resources in a defined joint environment. With approval of NDAA 2012 the Army Reserve can provide significant resources to support civil authorities in domestic disasters and emergencies.

The Army Reserve's FY 2013 budget request properly funds the operational reserve to ensure the force structure required for homeland operations. The requirement to maintain a specific portion of our Soldiers on orders to support DCRF mission response time is critical to mission accomplishment and success. National level response goals to save lives and conduct search and rescue operations in the first 72 hours of an incident, requires immediate access to Army Reserve forces for these critical missions. Resourcing to purchase and maintain specialized commercial off the shelf equipment allows interoperability between the Army Reserve forces employed at an incident location with federal, state, and local first responders.

Sustain modern training equipment, facilities, and installations that support rapid mobilization capabilities

Sustaining modern training equipment, facilities and installations is critical to successful mobilization of the Army Reserve within established timelines when needed. Army Reserve Soldiers and units need to train on the same modernized equipment the Army uses in the field as well as access to modern facilities designed and maintained to sustainable standards. Timely deployments of forces with the skills needed for success in 21st-century engagements depends on Congressional support.

Mission Training Complexes

Mission Training Complexes (MTCs) provide the training for Army Reserve leaders and battle staffs in support of mobilization. This is essential to meet Army Force Generation (ARFORGEN) readiness goals and metrics used to evaluate the readiness of the force. The Army Reserve successfully negotiated for upgrading three of our five MTCs and the new construction of one MTC.

Simulations and Simulators

Simulations and Simulators (weapons and systems simulators) programs are critical in supporting an operational force as well as for collective and individual training. Training for the full range of military operations and for contingencies is evaluated using the aim points in ARFORGEN. To ensure the total force is properly trained, the Army Reserve has a simulation requirement and is programmed to maximize funding from the President's Budget.

Electronic Based Distance Learning

The Army is allowed to provide discretionary payments for selected Reserve Soldiers, not in active service or on active duty, who are directed by their commanders to complete Department of the Army approved training requirements by means of electronic-based distributed learning (EBDL).

PROVIDING INDISPENSABLE CAPABILITIES: Prior Service Marine Continues to Serve as an Army Reserve Soldier



After eight years in the Marine Corps, Spc. Luis Estrada joined the Army Reserve's 425th Civil Affairs Battalion. In civilian life, Spc. Estrada is a plumber, a skill that is useful to a civil affairs specialist whose mission includes determining the need for infrastructure projects during peacekeeping operations. "I've been lucky to have that opportunity and I love my job. If we go to a province that needs a well or a sewage line, I have some intel on what needs to be done. And that's where my civilian job really comes in handy." Spc. Estrada enjoys being able to continue serving his country while maintaining a balance with civilian life. "The skills I've learned in the Military and the Army Reserve have helped me a lot in my civilian life, with my marriage and with being a good father. Now I succeed in whatever challenges I face."

Equipment fills for Training Unit Table of Distribution and Allowances

The Army Reserve has Table of Distribution and Allowance (TDA) equipment funding, which is an area of risk within the strategy for training facilities. Modernized pieces of equipment are required to conduct training during various stages of the force generation model. The use of training simulators and equipment loans mitigates equipment shortages.

Transient Training Facilities (Operational Readiness Training Complex) Fort Hunter Liggett

Transient training facilities are critical for requirements for our Army Reserve platforms to support our units as they progress through the ARFORGEN cycle. These facilities provide the barracks, classroom, motor pool and administrative space for units to conduct effective institutional and collective training on our installations. Sufficient resources are included in the Army Reserve's budget to ensure the construction and modernization of transient training facilities for an operational force.

Protect the Force, Physical Security, Management of the Physical Security Program

The Army Reserve faces unique challenges and vulnerabilities when it comes to Physical Security. The Army Reserve span of control includes personnel at over 950 stand-alone facilities across the Continental U.S. (CONUS). Physical security inspectors and antiterrorism assessment specialists in the field mitigate these challenges.

The Army Reserve manages the risk of damage, destruction or loss of personnel, weapons or equipment to criminals or terrorists by having the Intrusion Detection System (IDS)

The IDS systems monitor arms rooms at Army Reserve facilities 24 hours a day. The monitoring program notifies authorities immediately should an arms room at a remote facility be breached. These systems require technology

Soldiers from an Army Reserve medical command participate in a highly interactive advanced combat medic training at Fort Dix, N.J. Supervised by certified trainers, Soldiers train on lifelike mannequins that respond in real-time to soldiers' actions as they interact with the subjects.



upgrades and maintenance because Army Reserve facilities are distinctive as stand-alone facilities in remote parts of the country.

Provisioning for antiterrorism officers at all major subordinate commands enables commanders to protect the force

Antiterrorism assessment specialists are the key component to the Antiterrorism Program. They conduct vulnerability assessments and program reviews of Army Reserve commands and facilities across the nation. Antiterrorism programs detect, deter and defeat threats against Army Reserve personnel, equipment and facilities. The scope of this mission has grown and requires capable individuals to manage and enact commanders' programs. Antiterrorism officers provide the expertise and ability to synchronize command protection-based programs, which further promotes unit readiness.

Law Enforcement

Adequate resources are required for Law Enforcement functions on all five Army Reserve installations: Fort Buchanan, Fort Devens, Fort McCoy, Fort Hunter Liggett and Camp Parks. Law Enforcement focuses on protecting Army Reserve equities, both human and material, from criminal offenders, as well as assisting and serving the community. The resources provide installation commanders a fully trained and responsive cadre of Army civilian police, support the Military Working Dog (MWD) Program at Fort Buchanan, and provide support to missions in the Caribbean and South America. Funding also assures criminal deterrence, protection and safety of Soldiers, Family members and civilians who work, train and live on Army Reserve installations.



The U.S. Army Reserve Command headquarters cased their command's colors at a ceremony on Fort McPherson, Ga., on Friday, June 3, 2011. The ceremony marked the symbolic relocation of the headquarters from Atlanta to Fort Bragg, N.C., as part of the 2005 Base Realignment and Closure initiative.

Services and Infrastructure

Critical Facilities Programs That Sustain An Operational Army Reserve

- MILCON & MILCON Tails
- Facility Sustainment, Restoration and Modernization
- Energy Security and Sustainability
- Army Reserve Communications

Facilities

The Army Reserve has completed its transition from a strategic Reserve to an operational force through reorganization, realignment and closure of some organizations. With this came greater efficiencies and readiness, but also the need for sufficient facilities to meet mission requirements at the least cost, with acceptable quality and quantity, and at the right locations. Therefore, Services and Infrastructure Core Enterprises (SICE) is poised to anticipate and respond appropriately to emerging requirements to provide training platforms, maintenance facilities and enhanced capabilities to meet Army mission requirements.

Today's Army Force Generation (ARFORGEN) is a supply-based rotational model. ARFORGEN builds a structured progression of readiness over time to produce trained, ready and cohesive units. Last year's move to a supply-based model creates a cultural shift in the way we provide services and installation infrastructure at Reserve Centers and training sites. The "Reserve Center" is no longer an administrative facility but an Operations Complex that supports preparation, training, maintenance of equipment and Family support activities crucial to the health, welfare and morale of Soldiers and Families.

In today's economic environment—the nation as well as the Army Reserve—is required to become even more

efficient in the use of our scarce resources. The Army, in concert with the Army Reserve, is developing a Facility Investment Strategy, which focuses on incorporating the major acquisition of units and equipping programs, that serves to advise the Construction Requirements Review Committee and the overall Army Military Construction (MILCON) program prioritization and review process. More importantly, this strategy will ensure our planning is proactive, efficient and capable of supporting long-term mission requirements in both CONUS and OCONUS.

THE ARMY RESERVE FACILITY INVESTMENT STRATEGY INCREASES EFFICIENCY AND REDUCES COST

CORNERSTONES

Construct: Build out critical shortfalls

Sustain: Repair, improve and sustain existing facilities

Dispose: Reduce inventory and cost through an aggressive disposal system

Enhance: Improve existing facilities

MILCON and MILCON Tails

Under Military Construction Army Reserve (MCAR), we have MILCON & MILCON Tails as our number one budget priority. Sufficient MILCON resources support new Organizational Readiness Training Centers (ORTCs) requirements. Older Reserve centers in the Northeast/Midwest areas of the country no longer support 21st-century recruiting markets, now burgeoning in the southern and western parts of the United States. While Base Realignment and Closure (BRAC) facility construction efforts improved 17 percent of our facility portfolio, the average age remains at 40 years, down from an average age of 43 years prior to BRAC. With adequate resources for

MILCON, we can avoid a continuous cascading effect of project implementation setbacks. Procurement and installation of fixtures, furniture and equipment, National Environmental Protection Act requirements, information technology and security equipment are additional costs that must be factored in.

Facility Sustainment, Restoration and Modernization

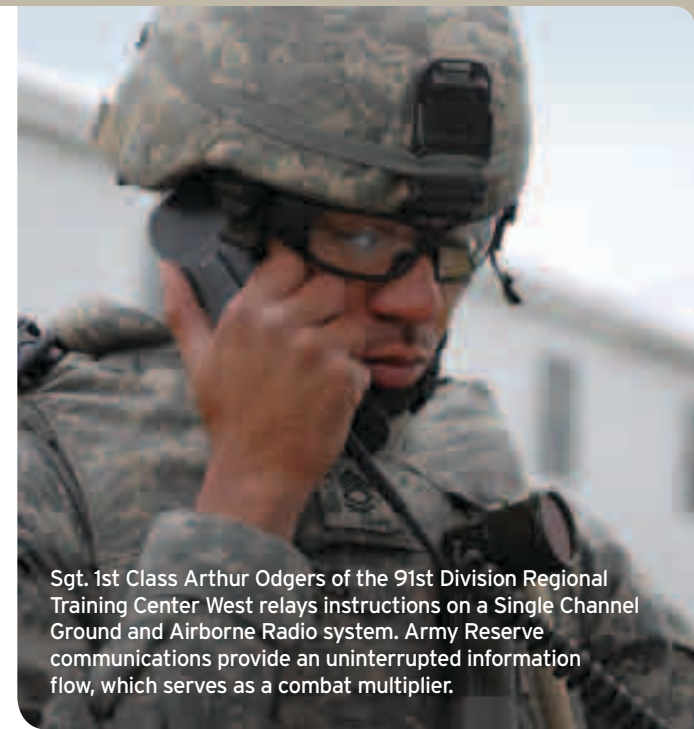
Sustainment, the cornerstone of facilities stewardship, inhibits deterioration, improves building systems quality and prevents sustainment migration. Continued support for sustainment activities helps us achieve the 60 years of average facility service life that supports Army Reserve future operational requirements. Restoration and modernization enhancements are increasingly advantageous for the Army Reserve as we anticipate increased efficiencies in military construction.

Energy Security and Sustainability

The Army Reserve included in its FY 2013 budget request Energy security and sustainability funding to meet the minimum Congressional and federal energy sustainability mandates. This includes energy metering; green house gas emission reductions; energy consumption and security; expanding our use of renewable energy sources; achieving “Net-Zero” in water, waste and energy; and operational energy requirements to enhance the safety of our Soldiers, Family members, and Army Reserve Civilians.

Army Reserve Communications

The Army Reserve Network (ARNet) Management/Security/Defense encompasses three Management Decision Execution Packages (MDEPs): Base Information Management Operations, Defense/Information Assurance, and Long Haul Communications. Army Reserve operations depend on ARNet functionality, agility,



Sgt. 1st Class Arthur Odgers of the 91st Division Regional Training Center West relays instructions on a Single Channel Ground and Airborne Radio system. Army Reserve communications provide an uninterrupted information flow, which serves as a combat multiplier.

reliability and security of critical mission information. ARNET defense denies adversaries and others the opportunity to exploit vulnerabilities. Long Haul Secure Communications are critical for mission command along with mobilization support.

An uninterrupted information flow is a combat multiplier by synchronizing other joint capabilities. Continued funding included in the Army Reserve’s budget request supports the information environment with global access, standard infrastructures and common policies that provide information services from the generating force to the tactical edge. Adequate resourcing allows normalization of ARNet defense, tactics, techniques and procedures. Secure Internet Protocol Router Network (SIPRNet) and Secure-Video Teleconferencing (S-VTC) access for battalion and above are vital for pre-mobilization training and readiness requirements. Continued support for these programs permits secure communications and defends the ARNet from compromise.

Following the 2005 BRAC guidelines, Soldiers from USARC-FORSCOM in Fort McPherson, Ga., recently moved into a new facility at Fort Bragg, N.C. Soldiers from the Office of the Chief, Army Reserve also transitioned into a new facility, now operating out of Fort Belvoir, Va. These and other new facilities and initiatives will result in increased efficiency and cost savings.





Army Reserve Materiel maintains logistical readiness that is essential for executing missions for the Army and nation. The reserve component has achieved a level of readiness unseen in its history, and it is crucial to maintain this momentum.

Materiel

Critical Equipping Programs that Sustain an Operational Army Reserve

- Equipment Refresh/Life Cycle Replacement
- Standard Army Management Information Systems and Logistics Automation Systems
- Second Destination Transportation of Equipment
- Five-Year Reviews of Resource Management Manpower, Training and Hiring Practices

Army Reserve Materiel

The Army Reserve has reached a level of logistics readiness unseen in its history, enhancing its ability to execute assigned missions for the Army and the nation. There are critical areas where this momentum must be maintained—to sustain our current level of readiness and capability—Equipment Refresh/Life Cycle Replacement, Second Destination Transportation and Surface OPTEMPO Tactical Maintenance Shops.

Equipment Refresh/Life Cycle Replacement

The Army Reserve works closely with Software Engineer Center—Lee (SEC-Lee) to ensure that all systems migrating to the Global Combat Support System-Army (GCSS-Army) have the latest technology upgrades. This ensures that Army Reserve logistics information technology systems are replaced by GCSS-Army and are robust enough to operate the new system. GCSS-Army fielding does not have hardware associated with it so it is essential that legacy systems are capable of operating the new software platform. GCSS-Army is an Enterprise Resource Planning (ERP) solution that creates a single, integrated logistics information system across the Army. When finished, the Army will have a single logistics information and management system with an integrated data warehouse across all components.

The system will provide management tools to enable the Army to implement and sustain the Army Force Generation (ARFORGEN) model more efficiently.

Second Destination Transportation

Second Destination Transportation (SDT) is essential to implementing and sustaining ARFORGEN in the Army Reserve. First, it is needed to support the “bridging” strategy of moving equipment from units in Reset and the early years of the ARFORGEN cycle to units in the later years of ARFORGEN. Second, it is needed to execute the Army Reserve’s equipping strategy of reducing fleet management and inventory costs by concentrating equipment where it is needed, with the prospect of later cost savings from reduced transportation costs and more efficient management of equipment and maintenance resources.

Surface Optempo Tactical Maintenance Shops

The appropriate level of resourcing will allow Regional Support Commands to continue contract maintenance labor in their Area Maintenance Support Activities and Equipment Concentration Sites. Contract labor addresses manpower shortages in shops as they are currently manned at only 56 percent of requirements. Additionally, actions

taken under Grow the Army have increased maintenance intensive equipment by over 18 percent. Once the requirements are documented to maintain this increase in equipment, the maintenance structure of the Army Reserve will only be filled to 39 percent of requirements. As the Army continues to field more equipment to the Army Reserve, these shortfalls will continue to grow.

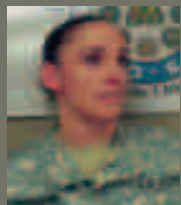
Resource Management

Five-Year Periodic Reviews of Resource Management Manpower, Training and Hiring Policies

Funding for periodic reviews (every five years) and authority within available funding allows the Army Reserve to implement changes in Resource Management Manpower Authorizations, Training, Hiring Policies and Procedures unique to the Army Reserve, execute fiduciary responsibilities, and support the Army Reserve mission. This review includes a comprehensive examination of the distinctive systems/software used by the Army Reserve to conduct its core business processes (the Reserve Level Application System [RLAS], is one primary example) and provides the ability to fund changes necessary due to advances in technology.

PROVIDING INDISPENSABLE CAPABILITIES:

Combat Medic Serving her Community While Serving her Country



Sgt. Laurie Cappadonia is a Combat Medic with the 7207th Medical Support Unit in Rochester, N.Y. As a mobilized Army Reserve Soldier working at the medical simulation training center at Fort Dix, N.J., she teaches life-saving procedures on the battlefield. She was recruited by a Forward Surgical Team because of the medical skills she acquired while working as a paramedic at her civilian job in Rochester, N.Y. “You know you can take high school to another level. You’re still learning because in the Army you can still go to school. You can become whatever you want to in the

Army Reserve. You can serve in the Army Reserve and then go back to being a civilian and focus on your family. You can go on to the next adventure while earning an education that’s paid for by the military.”



Five-year periodic reviews of Resource Management Manpower, Training and Hiring Policies enable the Army Reserve to maintain optimal distribution of human capital and equipment in support of the Total Force.

CONCLUSION: THE FORCE IS IN GOOD HANDS



Army Reserve Soldiers conclude pre-deployment training exercise at Fort Dix, N.J.

The Army Reserve provides trained, cost-effective and ready units, that enable the Total Army Force to meet and sustain global and domestic requirements. As military forces draw down and Overseas Contingency Operations (OCO) funding diminishes, continued use of the Army Reserve in an operational role is contingent upon Congressional support of the FY 2013 base budget request.

The greatest asset the Army Reserve has today is the high quality and devotion to country of our warrior-citizens. The skills they bring to the fight and the leadership they bring back to their jobs and their communities is remarkable. Establishing a Continuum of Service that enables Soldiers to meet the needs of serving their nation, their Families and their civilian careers is paramount. Their dedicated service to the nation should never be hindered by outmoded bureaucratic complexity. We need to think in terms of cultivating a “Soldier for Life” to retain the quality, highly experienced Soldiers needed to sustain the expandable/reversible Army Reserve as an enduring operational force.

With the impending downsizing of Army strength in the coming years, the Army Reserve will focus on retaining mid-grade enlisted and officers in key specialties required by the Army Reserve. We will increase our presence at active component transition points and reach out to Soldiers well before they are due to transition to help them recognize the value of continued service to their nation in the Army Reserve.

We will promote the Army Reserve managed Employer Partnership of the Armed Forces program as a tool for transitioning active component Soldiers, leveraging the program to develop the careers of Soldiers through extensive internship and externship programs with key organizations. A great example of this is the Army Reserve’s partnership with GE Healthcare to provide civilian training and certification of our Army Reserve X-ray technicians. We see this part of the program expanding as we move to share training and resources with our industry partners to our mutual benefit.

We seek continued funding of recruitment, retention and transition incentives to allow us to shape the force with less reliance on cross leveling to

offset our mid-grade strength imbalances. Future recruiting efforts will target incentives to more prior-service military personnel, who bring more experience than first-term Soldiers into the Army Reserve. These experienced Soldiers are critical in filling shortages among mid-level commissioned and noncommissioned officers.

Realization of a five-year supply-based Army Force Generation (ARFORGEN) Cycle means all of our operational units now have an “available force pool” date, which will allow us to build progressive readiness throughout the cycle and tailor our manning, equipping and training strategies, and our Soldier and Family Support programs to best sustain the force throughout deployment cycle.

Why an enduring operational force? Army Reserve capabilities are well suited to support and participate in security cooperation activities and peace operations worldwide. Security cooperation builds relationships that promote specified U.S. interests, develops allied and friendly capabilities for self-defense and coalition operations and provides U.S. forces with peacetime and contingency access. The extensive operational experience and relevant civilian skill-sets resident within the Army Reserve are essential in meeting Combatant Command requirements for international engagement activities that improve infrastructure, security and institutions within foreign nations of strategic interest to the United States.

We take our commitments to our nation, to our Army, and to our Soldiers, Families, and our employer partners seriously. We are effective stewards of our nation’s resources. America’s sons and daughters serve with an unwavering commitment, willingly answering the call to duty in a time of war or national emergency. As we position ourselves as an essential provider of combat support and combat service support to the United States Army, we look to Congress and our fellow citizens for strength and support as our partners in maintaining an enduring operational Army Reserve for the 21st century.

Soldiers from the 340th Army Reserve PSYOP unit make final adjustments to their equipment prior to a combat training exercise on a cold December morning at Fort Dix, N.J.





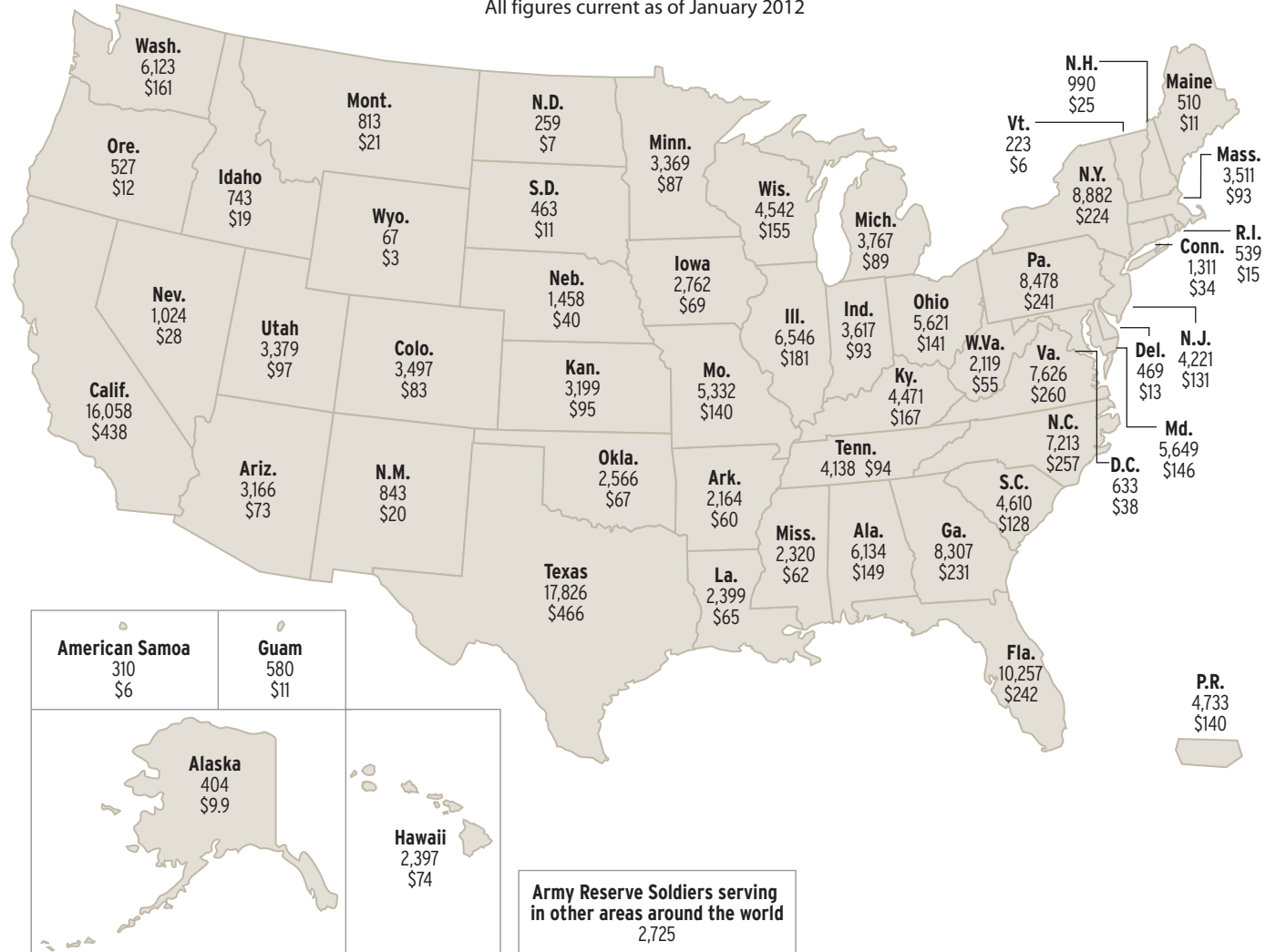
YOUR ARMY RESERVE



ARMY RESERVE SOLDIERS AND ECONOMIC IMPACT BY STATE

Dollars in Millions

All figures current as of January 2012



The United States Army Reserve provides trained units and qualified Soldiers available for active duty in the armed forces in time of war or national emergency, and at such other times as the national security may require. Throughout the United States, the Army Reserve has four Regional Support Commands that provide base support functions, and 13 Operational and Functional Commands available to respond to homeland emergencies and expeditionary missions worldwide.

Economic impact consists of the payroll for Select Reserve Soldiers and Civilian support, Army Reserve military construction (MILCON) projects, leases, utilities, municipal services, engineering services, fire and emergency services, maintenance and repair, minor construction, environmental compliance, environmental conservation, and pollution prevention.

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 M. McHugh
- ★ **Army Chief of Staff:**
General Raymond T. Odierno
- ★ **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, (Operations)**
Major General Jon J. Miller
- ★ **Deputy Chief Army Reserve, Individual Mobilization Augmentee:**
Major General Marcia M. Anderson
- ★ **Deputy Chief Army Reserve/Human Capital Enterprise:**
Brigadier General James V. Young
- ★ **Deputy Commanding General (Support)/Chief of Staff:**
Major General Keith L. Thurgood
- ★ **Director for Resource Management/Materiel Enterprise:**
Mr. Stephen Austin
- ★ **Deputy Chief of Staff, G3/5/7/Force Programs Division/Readiness Enterprise:**
Brigadier General Scott L. Donahue
- ★ **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
- ★ **2011 Authorized End Strength:** 205,000
- ★ **Selective Reserve Strength:** 204,647
- ★ **Accessions Goal for FY 2011:** 19,000
- ★ **Accessions Achieved FY 2011:** 19,608
- ★ **Accessions Goal for FY 2012:** 16,000
- ★ **Reenlistment Goals for FY 2011:** 10,990
- ★ **Reenlistment Goals Achieved for FY 2011:** 11,719
- ★ **Reenlistments Goals for FY 2012:** 13,106
- ★ **Soldiers Deployed around the World:** 19,156
- ★ **Soldiers Mobilized Since September 11, 2011:** 200,148
- ★ **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:	57.9%
Black:	21.9%
Hispanic:	13.4%
Asian:	4.0%
Pacific Islander:	1.0%
Native American:	0.7%
Other:	1.1%

Average Age:

32.1	
Officers:	40.5
Enlisted:	30.3
Warrant:	43.0

Married

45.2%	
Officers:	66.2%
Enlisted:	40.7%
Warrant:	73.3%

Gender

Male:	76.9%
Female:	23.1%



ARMY RESERVE BUDGET FIGURES

Total FY 2012 Enacted Budget:	\$8.8 Billion
Operations and Maintenance:	\$3.3 Billion
Military Personnel:	\$5.2 Billion
Military Construction:	\$281 Million

ARMY RESERVE INSTALLATIONS

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

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.

UNITED STATES ARMY RESERVE



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