

# The United States Army Reserve 2015 Posture Statement

## ***AMERICA'S ARMY RESERVE: A LIFE-SAVING, LIFE-SUSTAINING CITIZEN- SOLDIER FORCE FOR THE NATION***

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The Army Reserve Posture Statement, submitted to Congress each fiscal year, is an unclassified summary of Army Reserve roles, current commitments and accomplishments, challenges and compelling needs. The 2015 Army Reserve Posture Statement also informs Congress of the resources, necessary supplemental funding, and legislative authorities required by the Army Reserve.

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## **Executive Summary**

The United States Army Reserve is the Army's flexible, tailorable, and accessible Warrior-Citizen federal force that provides life-saving and life-sustaining capabilities to the Nation. For more than 14 consecutive years of war, community-based Army Reserve Soldiers have brought skills honed in the civilian sector to contingency and Theater Security Cooperation missions across the globe. Today, as captured in *Army Reserve at a Glance* (<http://www.usar.army.mil/ourstory>), these same Citizen-Soldiers bring enhanced skills and significant economic impact to the regions, states, districts, and communities where they live and work.<sup>1</sup> A communication outreach and resource tool, *Army Reserve at a Glance* informs internal and external audiences of the Army Reserve's history, current roles, missions, programs, and the unique capabilities inherently available in today's Army Reserve.

Organized as the only component of the Army that is also a single command, the Army Reserve is integrated into and directly supports every Army Service Component Command (ASCC) and Combatant Command (CCMD), with a "footprint" that includes 50 states, five territories, the District of Columbia, and more than 30 countries. Our "*Plan, Prepare, Provide*" readiness and force generation model allows us to stay an operational and accessible force. The *Plan* portion of the model includes the regional alignment of Army Reserve Units to ASCCs and CCMDs. Part of this alignment includes the forward-stationing of full-time staffing organized into Army Reserve Engagement Cells (ARECs) and Teams (ARETs). *Prepare* is how the Army Reserve trains its Soldiers, Leaders and Units as part of the Total Force. *Provide* is the actual deployment of dual-use Army Reserve Soldiers, Leaders and Units in support of requirements at home (Defense Support of Civil Authorities) and abroad.

The Army Reserve represents most of the Army's critical military enabling capabilities (medical, logistical, transportation, full-spectrum engineering, civil affairs, legal, and chemical). Our Citizen-Soldiers stay sharp in these technical fields through the conduct of tough, realistic, mission-focused training and their employment in the private sector. The Army Reserve enhances these skills through its Private Public Partnership (P3) program. P3 fosters partnerships with for-profit, not-for-profit, and academic organizations to advance the training of Individuals, Leaders, and Units. In sum, everything we do is focused on improving and sustaining readiness.

The 2015 Army Reserve Posture Statement outlines Army Reserve roles, commitments, accomplishments, challenges, and requirements to Congress. It also informs Congress of the resources and legislative authorities the Army Reserve needs to remain an operational reserve.

### **Our specific concerns, as they appear in the document, include:**

- Maintaining the Army Reserve as an operational force;
- Continuing to implement Army Total Force Policy;
- Finding additional fiscal efficiencies;
- Reducing or eliminating the negative effects imposed by sequestration levels in the Budget Control Act;

- Ensuring Army Reserve end-strength drops no lower than 195,000 Soldiers in 2017;
- Preserve Army Reserve Active Guard and Reserve end-strength;
- Improving Army Reserve readiness;
- Preparing for future challenges (Force 2025 & Beyond, Army Reserve 2025 Vision and Strategy);
- Ensuring equal representation from all three components on the Army Commission;
- Fully funding the Army Reserve to maintain its operational edge;
- Receiving support for training man-days and Operational Tempo (OPTEMPO) budget request;;
- Supporting equipment modernization funding requests for unique enabling capabilities resident in the Army Reserve;
- Supporting the Army Reserve's base procurement budget and sustainment, restoration, modernization (SRM) and base operations (BASOPS) funding;
- Maintaining the Army Reserve Network;
- Support funding request for antiterrorism and physical security efforts;
- Fully implementing the Army Reserve Readiness model;
- Expanding the Private, Public, Partnership program;
- Maximizing the "Soldier for Life" program and the "Continuum of Service" efforts;
- Capitalizing on the redesigned Transition Assistance Program (TAP) to seamlessly and successfully transition Army Reserve Soldiers to civilian life;
- Fully funding medical and dental readiness, suicide prevention, sexual harassment assault and response prevention, and family programs;
- Fully staffing all Army Reserve Engagement Cells and Teams;
- Continually improving Family programs, suicide prevention efforts, and sexual assault prevention programs;
- Strengthening the Army Reserve Ambassador (ARA) program;
- Expanding our Cyber capabilities;
- Focusing on our two critical roles – the operational federal reserve of the Army and a domestic emergency and disaster relief force for the Nation;
- Refining and improving our Defense Support of Civil Authorities and Immediate Response Authority processes and procedures;
- Developing new ways to capitalize on our highly educated force;
- Increasing resiliency within the force;
- Supporting the Army's effort to enable the Joint Force to "*Win in a Complex World*";
- Remaining the life-saving, life-sustaining Citizen-Soldier force for the Nation.

We thank you for this opportunity to testify before Congress. With the continued support of the President, Congress, the Army, and the American people, I am confident the Army Reserve will continue to do its part to help protect and defend the Nation at home and abroad, now and for the foreseeable future.

## **Introduction**

### **Consistent Engagement**

Consistently engaged since September 11, 2001, more than 280,000 Army Reserve Soldiers have mobilized and seamlessly integrated into the Total Army and the Joint Force.<sup>2</sup> A steady need for essential enabling capabilities and civilian skills the Army Reserve provides have resulted in an operational Army Reserve that is fundamental to the continued success of the Total Army and the Joint Force. Today, approximately 16,058 Soldiers serve in direct support of Army Service Component Commands (ASCC) and Combatant Commands (CCMD) across the globe, including nearly 2,600 Soldiers in Afghanistan, 3,000 in the United States, 2,200 in Kuwait, 1,100 in Cuba, 150 in Qatar, and 200 in Djibouti.<sup>3</sup>

### **Purposeful Design**

Purposefully designed to enable forces, the Army Reserve integrated seamlessly into the Total Force, providing trained, ready, and equipped Soldiers as well as cohesive Units to meet the Nation's requirements at home and abroad.<sup>4</sup> In doing so, the Army Reserve fulfilled General Creighton Abrams' vision of a Total Army fighting as one operational force alongside our Joint and international partners with predictable and sustainable capabilities.<sup>5</sup>

### **Proven, Cost-Effective Partner**

Today, the Army Reserve is a combat-tested and integral element of the most decisive and lethal land force in the world today. Whether performing combat missions and contingency operations, or saving lives and protecting property at home, our expeditionary formations continue to offer versatile, available, and effective capabilities to the Nation at reduced cost to the American taxpayer – a win for the Army and the Nation.

### **Fiscal Constraints**

Tight fiscal constraints imposed by sequestration levels in the Budget Control Act would make it difficult, if not impossible, for the Army Reserve to remain ready, responsive, and flexible enough to meet all of its requirements in support of the Nation's security needs.

### **End-Strength Reductions**

The 2015 National Defense Authorization Act (NDAA) sets the Army Reserve end-strength objective (ESO) at 202,000 – a reduction of 3,000 Soldiers from its previous end-strength objective of 205,000.<sup>6</sup> The current Army Reserve end-strength is now 197,830 – a shortage of 4,170 Soldiers.<sup>7</sup> The Army Reserve initiated Operation FULL COURT PRESS on July 11, 2014 to address this problem. Specifically, this initiative aims to increase accessions, reduce controllable Soldier losses (i.e., attrition), implement procedures to proactively expedite resolution of suspension of favorable actions, increase promotion to Sergeant and Staff Sergeant (historically critical rank shortages in the Army Reserve), and improve Soldier sponsorship and Soldier care. While still in its infancy, this effort has already borne fruit in non-prior service enlisted accessions and active component to reserve component enlisted and officer accessions.<sup>8</sup> The Army Reserve continues to seek innovative solutions to meet our current ESO.

In the meantime, the Army Reserve concurs with the Army's positions on strategy, end-strength, and risk. For example, the Army asserts that the "underlying assumptions of our defense strategy" are being tested, and at projected force levels (Total Army end strength of 980,000 Soldiers by FY 2017), "we are already on the edge of our ability to meet the current strategy and our capacity to respond to the unknown is now in question."<sup>9</sup> ESO reductions below those set forth in the President's Budget will decrease operational flexibility and increase risk to unacceptable levels.<sup>10</sup>

Only time will validate or invalidate the Army's assumptions. In the meantime, it is safe to say that the world we face today has become increasingly volatile and dangerously unpredictable. Even as the U.S. winds down its presence in Afghanistan, the Army finds itself returning to Iraq and the broader Middle East to confront emerging challenges. The Islamic State of Iraq and the Levant threatens the security and stability of Iraq, Syria, and the entire Middle East. Continued regional instability, violent extremism, the proliferation of weapons of mass destruction, and other factors foreshadow a complex global security environment.

Given increasing global instability, we strongly agree with the Army's recommendation to not let Army Reserve ESO drop lower than 195,000 Soldiers. If sequestration-level funding is implemented in FY 2016, the Army Reserve ESO will drop to 195,000 Soldiers by FY 2017 before bottoming out at 185,000 Soldiers in FY 2019.<sup>11</sup> Reducing the Army Reserve below 195,000 Soldiers increases risk and threatens our ability to meet our mission – to provide trained, equipped, and ready Soldiers and cohesive units to meet the Nation's requirements, at home and abroad.

Maintaining Army Reserve end-strength at 195,000 Soldiers is crucial for a number of additional reasons. First, as the Army reduces in size, the need for Army Reserve enabling capabilities to support contingency operations will increase. An increased demand for Army Reserve capabilities will challenge our ability to sustain an operational reserve by putting greater strain on existing rotational forces. Second, reductions in uniformed personnel in the Army Reserve degrade our ability to meet the requirements of ASCCs and CCMDs for technical enabling capabilities at a time when the demand for Army Reserve enabling capabilities is increasing. The Army Reserve was initially tasked with providing 14 units consisting of approximately 900 Soldiers to support the first rotation of Operation UNITED ASSISTANCE – the Ebola relief mission in Western Africa.<sup>12</sup> While only two Army Reserve Units and several individual Army Reserve Soldiers (a total of 19 Soldiers) mobilized for OUA, un-forecast requirements like this one exemplify this point. Third, while by no means the solution to resolving critical shortages in the Army Reserve ranks (Sergeant to Sergeant First Class, Captains, and Majors) Army Reserve end-strength reductions eliminate some of the Army Reserve's capacity to absorb Soldiers separated from the active component into its ranks – a loss for all concerned.<sup>13</sup> Allowing an ESO of 185,000 Soldiers to take effect only exacerbates each of these concerns.

In addition to these uniformed end-strength reductions, the Army Reserve must take similar reductions to its Full Time Support (FTS) that consists of our Military Technicians (MILTECHs) and Department of the Army Civilians (DACs) (approximately 11 percent).<sup>14</sup> From FY 2015 to

FY 2016, our civilian FTS personnel will reduce from 11,590 to 10,761 across the board. MILTECHs and DACs play vital roles in the Army Reserve. MILTECHs perform multiple, critically important administrative, training, and logistical functions in Army Reserve units that directly impact readiness.<sup>15</sup> DACs are an “integral part of [the] United States Army and support all facets of the Army mission which frees Soldiers to perform innately military functions.”<sup>16</sup> DACs also “possess critical skills which assure continuity of operations for all components.”<sup>17</sup>

## **Readiness**

Maintaining readiness in the Army Reserve is a unique challenge. The number of Army Reserve Soldiers considered non-deployable is one factor negatively impacting readiness. In FY 2014, the USAR had 44,507 Soldiers considered non-available for reasons outlined in Army Regulation 220-1, Unit Status Reporting (e.g., initial entry training, medical issues, medical non-availability, pending administrative or legal discharge, separation, officer transition, non-participation, or restrictions on the use or possession of weapons and ammunition under the Lautenberg Amendment).<sup>18</sup> 10,575 of these non-available Soldiers were Unsatisfactory Participants (UNSATS).<sup>19</sup> UNSATS, for a variety of reasons, are Soldiers that are not actively participating in Army Reserve Units or activities, as required. To continue providing responsive support to the Army and the Joint Force, the Army Reserve must focus all of its efforts on decreasing the number of non-available Soldiers in its formations.<sup>20</sup> We are doing this in a variety of ways.

For example, the Army Reserve is working hard to recover Unsatisfactory Participants and maintain an UNSAT rate of less than five percent (~10,100 Soldiers based on the FY 2015 NDAA AR ESO of 202,000). To do so, the Army Reserve Personnel Department (G1) developed a system to track UNSATS and update the Deputy Commanding General monthly on the progress of the recovery effort. The tracking system allows Army Reserve senior leaders to monitor major subordinate commands (MSCs) progress and MSC Commanders to gauge their subordinate Commanders progress as well. Additionally, the Army Reserve mandated that all requests for duty in the Individual Ready Reserve (IRR) and involuntary reassignment by a soldier not satisfactorily participating in the Army Reserve must now include a memorandum from an O-5 or above documenting all attempts made to recover the Soldier. The request will not be processed without this additional memorandum. This action ensures the unit has done everything possible to recover the Soldier before they are discharged or transferred to the IRR. While these efforts to improve readiness can be made with no additional resources or additional legislative authorities, improvements to Soldier health, operational activities, and equipment acquisition and modernization do carry a cost. The Army Reserve must be appropriately funded and fully authorized to maintain its operational edge or it could revert to a strategic force.

## **Maintaining End-strength and Readiness**

Maintaining end-strength and readiness are not simple tasks. They are, in fact, extremely complex problems, with many factors at many levels affecting both equations. While the Army Reserve acknowledges its responsibility for maintaining its end-strength objective and ensuring the overall readiness of the Soldiers in its formations, and is taking steps to address both of these issues, sequestration-level funding would compromise our ability to maintain readiness. If

the Army Reserve is not properly resourced at the President's Budget levels, the overall risk could significantly increase and negatively impact our ability to quickly provide needed technical capabilities to the Total Army and the Joint Force.

### **Force 2025 & Beyond**

To prepare for future challenges, the Army Reserve fully supports and seeks to participate in Total Army efforts for balancing force structure and readiness, while modernizing the Total Army as part of Force 2025 and Beyond - a strategic objective of mine. To support the Army's efforts to rebalance and modernize the Total Army, I recently approved a Terms of Reference (TOR) that will guide our participation in Force 2025 and Beyond. This document, along with the Army Operating Concept, will aid in the development of the Army Reserve 2025 Vision and Strategy.

### **National Commission on the Future of the Army**

The 2015 National Defense Authorization Act established the National Commission on the Future of the Army (NCFA).<sup>21</sup> The Commission is charged with two duties. The first duty is to complete a comprehensive study of Army structure, and policy assumptions related to the size and force mixture of the Army.<sup>22</sup> The second duty is to study the transfer of certain aircraft (AH-64 Apache Helicopters) from the Army National Guard to the regular Army.<sup>23</sup> The product of the first duty will enable the Commission to make "an assessment of the size and force mixture of the active component of the Army and the reserve components of the Army ... and make recommendations on the modifications, if any, of the structure of the Army related to current and anticipated mission requirements for the Army at acceptable levels of national risk and in a manner consistent with available resources and anticipated future resources."<sup>24</sup>

To accomplish these duties, the NDAA states that the Commission requires certain expertise.<sup>25</sup> Specifically, it calls for consideration [for membership] to be given to "individuals with expertise in national and international security policy and strategy, military forces capability, force structure design, organization, and employment, and reserve forces policy" when making appointments to the commission.<sup>26</sup> To produce the best result for the Nation every effort must be made to ensure sufficient subject matter expertise from all three components are resident on the NCFA.<sup>27</sup>

We see the Commission as a strategic opportunity to do the following:

- Communicate a winning vision for the future of the Army in the face of complex fiscal constraints and an uncertain global security environment.
- Explain the importance of all three components' capabilities that support the Total Army and Joint Force.
- Outline a way ahead for developing, planning, programming, and resourcing the Army of the future.



## **Significant Army Reserve Challenges and Requirements**

### **Training Requirements**

The Army's decision to increase the duration of their Combat Training Center rotations by 4 days to train Decisive Action tasks places a strain on the Army Reserve's ability to produce ready units.<sup>28</sup> Army Total Force Policy (ATFP) was not a resource decision. Many new training events the Army Reserve is integrating into are longer than the traditional period of Annual Training – 14 days plus 1 day travel. To meet ATFP and Total Army Training Integration (TATI) goals, the Army Reserve must sacrifice readiness in lower-tiered units.

### **Equipping**

Despite gaining some improvements in Army Reserve equipping,<sup>29</sup> budget reductions under sequestration will further widen modernization gaps within unique enabling capabilities that are resident primarily in the Army Reserve.<sup>30</sup>

The Army Reserve provides 92 percent of the bulk petroleum assets to the Joint Force in a non-permissive environment and enables the Army to fulfill duties as the executive agent for theater petroleum distribution. Retaining un-modernized, legacy petroleum platforms without a long-term investment strategy is an example of an "at-risk" capability which potentially widens interoperability gaps between the Army Reserve and the Total Army and Joint Force. This equipment includes: fuel tankers, fuel system supply points, storage, and tactical pipelines, many of which are approaching or exceeding their economic useful life without a bridging strategy for modernization.

The Army Reserve has 45 percent of the Total Army inventory of Echelons Above Brigade bridging assets, including 51 percent of the Army's Assault Bridge capability. The Joint Assault Bridge is projected to replace the Armored Vehicle Launched Bridge, which currently averages 38 years of age, by FY 2027. This is another at-risk capability for interoperability with the Total Army and Joint Force.

The Light Tactical Vehicle fleet is another example of risk to interoperability with the Total Army and Joint Force. The High Mobility Multipurpose Wheeled Vehicle (HMMWV) will remain in the Army Reserve inventory indefinitely without scheduled modernization. The Army Reserve will not start fielding the Joint Light Tactical Vehicle (JLTV) until FY 2022, and Army Reserve Units will not complete fielding the JLTV until FY 2038.<sup>31</sup> The JLTV will close a capability gap between the HMMWV and the Mine Resistant Ambush Protected (MRAP) family of vehicles.<sup>32</sup>

Equipment fielded to these formations must be the most modern to achieve interoperability for critical capabilities supporting the Total Army and Joint Force. The Army Reserve continues to operate with equipment shortfalls, and is the least equipped and modernized Army component. We appreciate the concern Congress has expressed over the fielding and modernization of Army Reserve equipment. If left unchecked, however, program procurement delays and the restructuring of requirements as a result of budget reductions will further widen modernization gaps and impede our interoperability with the Joint Force.

### **Equipment Procurement Funding**

New procurement funding for the Army Reserve represented 4.9 percent of the Army's base procurement budget in FY 2015; however, in FY 2016 it represents less than 3 percent of the Army's base procurement budget. As a result, the Army Reserve consistently trails the Total Army in modernization and equipment on-hand, thus creating compatibility risk.<sup>33</sup> The presence of incompatible equipment in Army Reserve formations reduces the Army Reserve's ability to work shoulder to shoulder with other Army components to provide needed capabilities to the Army and the Nation.

### **Base Realignment and Closure (BRAC)**

The Army Reserve would benefit from another round of Base Realignment and Closure (BRAC). Another BRAC would advance our efforts to consolidate units into new, state-of-the-art facilities that support or improve operational readiness rates, recruiting, and retention.

### **Army Reserve Network**

The Army Reserve Network provides institutional service capabilities for the entire command and hosts nearly every business process required to operate.<sup>34</sup> It provides geographically dispersed leaders timely information to make informed decisions in order to exercise Mission Command of USAR Soldiers and Units dispersed between more than 1,100 Reserve Centers.<sup>35</sup> The Army Reserve Network is reliable, secure, standards based and agile. It provides access to the point of need. The Army Reserve Network is mandated by public law and is responsible for ensuring that the Army Reserve continues to provide enhanced capabilities to support the Total Army and the Joint Force in an era of fiscal uncertainty.

### **Force Protection**

Current funding levels for Antiterrorism and Physical Security increases risk to the Army Reserve Protection Program (ARPP) and may jeopardize the broader Army Reserve mission. The ARPP is designed to protect people, information, property and facilities, in all locations and situations. ARPP policy and standards guide off-installation units and facilities toward improved protection while enhancing efforts to prevent or mitigate threats. It is designed to fill a niche where Army Reserve facilities, personnel, and information are primarily located off the installation and are inextricably linked with the civilian community. Critical Army Reserve Units, representing significant percentages of important capabilities for the Total Army, are more vulnerable from a host of threats because of their location off military installations. Protecting stand-alone units against unpredictable terrorist or criminal attack presents complex challenges. In most cases it requires thoughtful action beyond prescriptive instruction. ARPP Leaders continue to refine policy, procedure, and guidance for subordinate organizations and to develop courses of action for mitigating the detrimental effects of our budget-constrained environment. The Army Reserve is committed to implementing effective measures to deter, detect, prevent, defeat, and mitigate threats, and our leaders strive to identify and provide enhancements in operational procedures or programmatic resourcing to protect the Soldiers, Civilians and Family Members of the Army Reserve. Force Protection funding levels introduce risk for the protection of assets by challenging the Army Reserve's ability to protect its personnel and equipment against criminal, insider, and terrorist threats.

## **Army Reserve Way Ahead – Focus on Improving Readiness**

The Army's role as the most highly trained and professional land force in the world is to defend the United States and its interests at home and abroad by providing expeditionary and decisive land power to the Joint Force and the Combatant Commands (CCMD). It does this through a concept known as *Prevent, Shape and Win*: **Prevent conflict** – with a credible force with sufficient capacity, readiness, and modernization; **Shape the international environment** – to enable friends and contain enemies; and be ready to **Win decisively and dominantly** – so as not to pay the price in American lives.<sup>36</sup>

Recently, the Army published a new operational concept - *Win in a Complex World* - that articulates Army Reserve capabilities that support Total Force requirements. Consistent with United States Government, and Department of Defense (DoD) policy, and Joint Doctrine, it adds three core competencies that the Army Reserve is uniquely postured to support: shaping the security environment, setting the theater, and enabling cyber operations.<sup>37</sup>

To support both concepts, the Army Reserve will do four things: work diligently to improve its readiness posture; remain engaged in operational activities; continue to improve our equipment acquisition and modernization levels; and increase our cyber capabilities.

### **Readiness Posture**

The Army Reserve will focus on improving readiness through four related lines of effort: “Plan, Prepare, Provide,” “Private Public Partnership (P3),” “Continuum of Service,” and continued improvements to the health of the force.

### **Army Reserve Readiness Model: Plan, Prepare, Provide (PPP)**

Our “*Plan, Prepare, Provide*” readiness model allows the Army Reserve to remain an operational force.

“**Plan**” refers to the regional alignment of Army Reserve forces with ASCCs and Geographic CCMDs. Part of this alignment includes the forward positioning of staff organized into Army Reserve Engagement Cells (ARECs) and Teams (ARETs).

“**Prepare**” is how the Army Reserve trains its Soldiers, Leaders, and Units as part of the Total Force. Utilizing a progressive approach, Army Reserve Soldiers and Units participate in individual and leader development events culminating in collective unit training exercises. The result is trained and accessible units ready to meet ASCC and CCMD mission requirements.

“**Provide**” is the actual deployment of Army Reserve Soldiers, Leaders, and Units in support of requirements at home (Defense Support of Civil Authorities) and abroad.

First implemented in support of the U.S. Army Pacific, PPP has proven effective, and is gaining traction elsewhere.<sup>38</sup> It ensures the Army Reserve is able to provide trained and ready forces for ASCCs, CCDMs, and the Total Force when needed across the range of conflict.<sup>39</sup> This is particularly true in the case of Operation United Assistance, the mission to coordinate logistics,

training and engineering support to the U.S. Agency for International Development (USAID) to help contain the spread of the Ebola virus in West Africa, where access to clean water is critical.<sup>40</sup> Although not needed for the US Government response, the Army Reserve was prepared to support this effort by providing significant water treatment and water purification capabilities to the African continent.

### **Private, Public Partnership (P3)**

Private, Public Partnership (P3) is an effort that combines private sector capabilities with U.S. Code Title 10 training and the Army Training Strategy to enhance individual, leader, and unit readiness in the Army Reserve.<sup>41</sup> This collaboration is conducted at little or no cost to the taxpayer. P3 provides the private sector with the highly skilled and educated employees that businesses need to succeed in a competitive marketplace in return for opportunities that enhance the skills of our Soldiers and the operational readiness of the Army Reserve. It does this by merging the best of Army training with civilian professional development to expand the skills and core competencies of Soldiers at the military and civilian level. This includes identifying and coordinating opportunities to support military missions as well as professional and personal development. It then puts those skills to work executing real world missions that not only advance the goals of partner organizations but support the strategic and operational role of the Army Reserve.

For example, Army Reserve Public Affairs Specialists improved their Individual readiness by completing paid internships with the Major League Baseball (MLB) Network. One of the three Soldiers selected for this opportunity later secured full-time employment with Columbia Broadcasting Service (CBS), while another is working for the broadcast industry in his hometown. The third iteration of this successful program is now underway. To enhance individual physical readiness, the Army Reserve partnered with world-renowned fitness trainer Tony Horton to develop targeted training videos to provide comprehensive fitness examples for Soldiers.

To improve Leader readiness, P3 is focused on partnerships with organizations that assist with credentialing, training, and mentoring opportunities that benefit civilian and military professionals.

In an effort to facilitate Unit readiness, P3 is partnering with private and public entities whose goals are to increase the quality of life in partner Nations through support of humanitarian and environmental improvement projects. The Army Reserve will participate in these projects through training missions that directly support ASCC and CCMD requirements. For example, in the Independent State of Samoa, the Army Reserve is working with two not-for-profit organizations – CitiHope and MedShare – to provide medical equipment, supplies and medication for the Faleolo Clinic as well as Army Reserve medical units to help train Samoans on how to use the equipment. The effort will not only operationalize the clinic, originally built by U.S. Pacific Command and increase medical capacity on the island, but strengthen U.S. relations with Samoa and New Zealand.

So, as you can see from just these few examples, P3 not only provides the highly skilled and educated employees business need to succeed in a competitive marketplace; and enhances the readiness of our forces at no additional cost to the taxpayers, but it unites and mobilizes the best of U.S. expertise, resources and ingenuity to address difficult world challenges.

### **Continuum of Service**

The Army Reserve, in coordination with the Army, seeks to preserve the experience resident in the active component by retaining the best of their transitioning pool of Soldiers through the “Continuum of Service” program. While promoting a continuum of service makes good business sense, it also supports the Chief of Staff of the Army’s recent guidance to leverage the unique attributes and responsibilities of each component. These initiatives preserve the operational experience gained from more than fourteen years of war while continuing to prepare Soldiers and Units to meet the future needs of the Nation.

The Army Reserve provides the Nation an opportunity to capitalize on military members who truly are Soldiers for Life. Our Soldiers continue to maintain their military skills while they are part of the fabric of their communities across the Nation. As Soldiers transition from the active Army to the Army Reserve, we provide an opportunity to help them start a civilian career and continue in a part-time military status, allowing the Nation to retain the valuable service of these Soldiers.

In the same vein, as Army Reserve Soldiers move on and off orders, the Army Reserve is taking full advantage of the redesigned Transition Assistance Program (TAP) for those Army Reservists who meet the eligibility criteria (180 continuous days or more on active duty under title 10, U.S. Code).<sup>42</sup> Like their Active Component counterparts, Army Reserve Soldiers must meet the Career Readiness Standards (CRS) prior to release from active duty.<sup>43</sup> Our eligible Reservists are fully engaged in attending and participating in the Transition Goals, Plans, and Success (GPS) curricula - a key element of the redesigned TAP.

### **Health of the Force: Medical/Dental Readiness**

The health of the force is inextricably linked to Soldier readiness. Enhanced medical and dental readiness across the force maintains the overall readiness of Army Reserve Units. Deployable Soldiers are the centerpiece of our formations; the task of ensuring their medical and dental qualifications to deploy is essential to maintaining that readiness. The Army Reserve achieved historically high levels of medical readiness in 2014, but much work remains to be done.<sup>44</sup> While multiple initiatives are responsible for these improvements, we continue to make strides toward reducing the number of medical/dental non-deployable personnel within our ranks through two important initiatives: the Army Reserve Medical Management Center (AR-MMC) and the Army Selected Reserve Dental Readiness System (ASDRS).<sup>45</sup>

The AR-MMC provides case management for Soldiers with medically non-deployable conditions until their condition is resolved or the Soldier reaches their Medical Retention Decision Point (MRDP). If the Soldier reaches their MRDP, the Army Reserve, AR-MMC, and Army Medical Command work together to provide improved processes for those Army Reserve Soldiers

requiring entry into the Integrated Disability Evaluation System (IDES). Providing direct case management for Soldiers with profiles and an improved pre-IDES process has resulted in a nearly 25 percent reduction in the number of permanent profiles in the Army Reserve over the past 12 months.

The ASDRS continues to ensure dental treatment for Soldiers whose dental conditions make them non-deployable. Since ASDRS implementation began in September 2008, dental readiness has increased overall from 50 to 89 percent. Currently, less than five percent of the Army Reserve is non-deployable due to a dental condition.<sup>46</sup> If medical and dental readiness remains fully funded, we are on track to achieve our medical readiness goal of 85 percent in the current budget and program years.

### **Suicide Prevention**

Sadly, other health-related concerns are not as easy to address as medical and dental issues. Many Soldiers continue to face life challenges and need our help. We are committed to providing the best resources and training available to assist our community-based Soldiers, Civilians, and their Families in times of financial, spiritual, physical, or personal stress. We have many programs to support the resilience of Soldiers, but our most pressing concerns are focused on preventing the tragedy of suicide and eradicating the scourge of sexual assault and harassment.<sup>47</sup>

While there is no universal set of factors leading to a suicidal event, the detailed analyses of Army Reserve 15-6 investigations of suicidal events have helped us identify some important trends. For example, many Soldiers who commit suicide are male, single, junior-enlisted Soldiers that have not mobilized, are unemployed, and are suffering from relationship and financial challenges. This effort helped inform the development of five best practices to combat the issue of suicide within our ranks. First, we mandate personal contact with Soldiers and Family members between Battle Assemblies. This is a particular challenge for a geographically dispersed force that requires creative solutions to overcome. Second, we are trying to establish enduring cultural change, systems, and processes that integrate resilience into our Soldiers and Families. Third, we emphasize attention to “newly” assigned Soldiers to ensure their transition is a positive one. Fourth, we promote and advertise local resources (e.g., Fort Family) that help address the issue. Finally, we encourage public, command recognition of Soldiers who intervene and take action to prevent a suicide and help a Soldier or a Family member (e.g., the “Promoting Life” Awards Program).

As we continue to struggle with the tragedy of suicide in our ranks, we are emphasizing vigilance through proactive prevention and intervention training.<sup>48</sup> For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (two-day training) for Gatekeepers; a Leader Guide and Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses.

As a geographically dispersed force, we have less frequent physical contact and limited access to military installation support. Therefore, we have placed 36 Suicide Prevention Program Managers (SPPMS) positions and increased access to counselors and resources across our formations, with an emphasis on reducing the stigma associated with personal, Family, or behavioral health issues. To date, we have hired 26 of these 36 suicide prevention program managers – a good news story.<sup>49</sup>

### **Sexual Harassment and Sexual Assault**

Like suicide prevention, the Army Reserve is committed to preventing, deterring, and responding to Sexual Harassment and Sexual Assault in its ranks. However, both Sexual Harassment and Sexual Assault remain a challenge for the Army Reserve for a number of reasons.

Since FY 2012, the Army has taken a number of steps to reduce Sexual Harassment and Sexual Assault in the Army.<sup>50</sup> To aid in this effort, the Army Reserve established four full-time Special Victim Counsel (SVCs) positions, located at each of the four Regional Support Commands; 52 Troop Program Unit (TPU) SVCs, located at the Army Reserve General Officer Commands (GOCOMs); and 29 SVCs, located within each Legal Operation Detachment.<sup>51</sup>

The Army Reserve also established 50 full-time Sexual Assault Response Coordinator/Victim Advocate (SARC/VA) positions that span the footprint of the Army Reserve.<sup>52</sup> The Army Reserve identified two of these as Active Guard and Reserve positions, and 48 of them as full-time, military technician (MILTECH) positions.<sup>53</sup> Currently, 41 of the 48 MILTECH positions are filled.<sup>54</sup> The Army Reserve is actively working to fill all 50 positions.

The Army Reserve is responsible for five Department of Defense (DoD) Safe Helpline (877-995-5249) phone numbers published on the DoD Safe Helpline web site and other locations.<sup>55</sup> These Helpline services provide additional resources for complainants and victims of sexual assault. The Army Reserve held a SHARP Forum in November of 2014, bringing all Operational, Functional, Training and Support Command (OFTS) SARCs and VAs together to discuss the latest DoD Policies, best practices, as well as provide multiple, hands-on training opportunities. To complement this effort, I will conduct a Senior Leader Forum on SHARP in March of 2015.

In spite of these efforts to combat Sexual Harassment and Sexual Assault, the Army Reserve observed an increase in the reported number of sexual assault cases and sexual harassment complaints over the last three years. In FY 2012, Army Reserve SHARP personnel in the field received 13 formal complaints of Sexual Harassment. In FY 2013, the number of formal complaints documented in the Incident Case Reporting System (ICRS) – the official database of record for Sexual Harassment - increased to 27. In FY 2014, the Army Reserve had 22 formal complaints documented in ICRS. In FY 2012, there were 21 cases of Sexual Assault in the official database of record, the Defense Sexual Assault Information Database (DSAID). In FY 2013, there were 83 cases of Sexual Assault in the DSAID. In FY 2014, there were 119 cases of Sexual Assault in the DSAID.

While the increase in reports is in line with Army goals to increase reporting, there is no way of knowing precisely why the number of reported incidents rose. Some have asserted a positive change in Army culture led to increased reporting. Others have posited that improvements in DoD reporting are responsible for the increase. Regardless of what drove the rise in reporting in the Army Reserve, what we can say with some certainty is that shared access to improved DoD and HQDA automated systems has helped the Army Reserve track and analyze Sexual Harassment complaints and Sexual Assault cases. Our goal is to utilize improved analytics to inform current and future mitigation efforts. Moreover, we have observed a demonstrated positive impact in the force following the adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault. For example, Chief Warrant Officer 5 (CW5) Debra Blankenbaker (7<sup>th</sup> Civil Support Command SARC) received the Army and U.S. Army Europe (USAREUR) 2014 Sexual Assault Prevention Innovation Award for the bystander intervention training she developed. She was recognized with a Meritorious Service Medal from LTG Bromberg, Department of the Army G1, and an Army Reserve Commendation Medal from MG Piatt, the Deputy Commanding General of USAREUR. The 99<sup>th</sup> Regional Support Command created a SHARP quick reference book for SARC/VA personnel, command teams, and civilian supervisors. This book contained victim referral information for almost every community supported by the 99<sup>th</sup> RSC. The 99<sup>th</sup> RSC also established a well-being academy located on Joint Base McGuire-Dix-Lakehurst. The academy provides training courses in SHARP, ASAP, Suicide Prevention, and Resilience. Classes are open to all Soldiers regardless of their geographical location. Finally, the Army Reserve supported the recent CSA SHARP Advisory Panel (16 OCT 14) with three panel members. The panel connected senior leaders and unit-level practitioners to share a common vision; voice Army Reserve concerns; and capture lessons learned to improve SHARP-related activities.

In short, Sexual Harassment and Sexual Assault are incompatible with Army Values. The Army is committed to reducing, and eventually eliminating, sexual assault from the ranks through a comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Campaign Plan that is focused on enhancing prosecution, investigation, victim advocacy, assessment and accountability. Army policy promotes sensitive care and confidential reporting for victims of Sexual Harassment and Sexual Assault, and appropriate accountability for those who commit these crimes. I expect no less in the Army Reserve. I am fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve. After all, the Army Reserve is a large, extended family that consists not only of Soldiers and their Family members but one that extends to all our Civilian employees and the Contractors who work side by side with us. We do not tolerate inappropriate behavior in the Army Family. Rather, Family members take care of one another.

To accomplish that end state, we remain committed to strengthening our ability to track, investigate and hold perpetrators appropriately accountable, while increasing our emphasis on providing help to victims.<sup>56</sup>



### **Army Reserve Family Programs**

Army Reserve Family Programs supports the unique needs of Army Reserve Soldiers and their Families.<sup>57</sup> These include youth development programs and services, 24/7 outreach call centers, and warrior transition. For example, the Fort Family Outreach and Support Center at <http://arfp.org/fortfamily.html> or via the Fort Family phone number at 1-866-345-8248) provides live, relevant, and responsive information to support Army Reserve Soldiers and Families. Fort Family is a single gateway to responsive Family Crisis Assistance, available 24/7, 365 days a year. It provides a unit and community-based solutions that connects people to people. By pinpointing Families in need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier and Family to resources, providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community-based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families close to where they reside. Simply stated, Fort Family via web or phone connects Soldiers and Families with the right service at the right time. Additional funding for Family programs could accelerate all of these efforts.

### **The Army Reserve Ambassador (ARA) Program<sup>58</sup>**

The Army Reserve Ambassador (ARA) program was established in April 1998 to enable private citizens to promote awareness of the Army Reserve and my identified goals and objectives.<sup>59</sup> ARAs develop awareness and advocacy with community leaders and are vitally important bridges to communities across the Nation. ARAs educate the public, community leaders and congressional staff offices about the capabilities and value of the Army Reserve and its Soldiers. They establish open lines of communication within these communities to help establish mutually supporting relationships with community leaders and community organizations. ARAs promote support for Soldiers and their Families during deployments and play an active role in facilitating community support through "welcome home" ceremonies and the Yellow Ribbon Program. Maintaining this invaluable program is critically important to improving the health of the force while strengthening the ties that bind America to its Army.<sup>60</sup>

### **Operational Integrators**

The regional alignment of forces and the development of Army Reserve Engagement Cells (AREC) and Teams (ARET) are two ways the Army Reserve remains engaged in operational activities.<sup>61</sup> Regionally aligned in accordance with Department of the Army policy, Army Reserve Units and Soldiers remain committed to helping the Army engage regionally to "ensure interoperability, build relationships based on common interests, enhance situational awareness, assure partners, and deter adversaries" by providing robust and continuing support to multiple exercises in every CCMD's area of operation.<sup>62</sup> A budget-neutral initiative staffed entirely from within existing Army Reserve structure, ARECs and ARETs help ASCCs and CCMDs integrate Army Reserve capabilities into theater-level plans, exercises, and operational activities.<sup>63</sup> As end-strength is reduced to comply with both constrained budgets and other directives, the AREC/ARET concept will ensure Army Reserve forces are wholly integrated into the Total Force, facilitate the Reception, Staging, Onward Movement, and Integration (RSOI) of USAR Soldiers and Units, and enable the supported command's Title 10 USC responsibilities for contingency operations and Theater Security Cooperation events. They also advance

implementation of the Army Reserve's Regional Alignment of Forces, and provide reach-back capability to theater enabling commands and expertise based in the United States. At the same time, ARECs and ARETs help the ASCCs and CCMDs better understand Army Reserve processes and authorities as they plan Army Reserve forces to support theater operations. The Army Reserve currently has signed AREC memoranda of agreement with U.S. Army Pacific (USARPAC), U.S. Army North (ARNORTH), U.S. Army South (ARSOUTH), and U.S. Army Africa (USARAF). Likewise, the Army Reserve has signed ARET memoranda of agreement with 1st CORPS, U.S. Pacific Command, U.S. Army Japan, Eighth Army, U.S. European Command, U.S. Central Command, U.S. Northern Command, and U.S. Africa Command.<sup>64</sup>

### **Cyber Capabilities**

As new missions arise from emerging threats, the Army Reserve is well positioned to lead in the cyberspace domain. Currently, more than 3,500 Army Reserve Soldiers support cyber operations.<sup>65</sup> As threats and technologies evolve, the civilian skills that Army Reserve Soldiers possess will enable our formations to provide a highly specialized talent pool to meet current needs and develop emerging capabilities. We are committed to building 10 cyber protection teams and an Army Reserve Cyber Training Element that includes an opposing force of more than 800 highly skilled cyber warriors in support of U.S. Cyber Command.<sup>66</sup> This force structure effort is budget neutral, which reflects both a win for the Army and the Nation.

### **Conclusion**

#### **Dual Roles**

The Army Reserve has two critical roles – the operational federal reserve of the Army and a domestic emergency and disaster relief force for the Nation.<sup>67</sup> Flexible and scalable, the Army Reserve tailors its organizations to meet a variety of operational missions and other activities across the Conflict Continuum.<sup>68</sup> In this role, Army Reserve forces are an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies at home and around the globe.

As an operational force, it provides trained, ready, and equipped Soldiers, Leaders, and Units to the Total Army and the Joint Force. For example, Army Reserve intelligence Soldiers provide 86,385 man days of support to Army missions. Multiple, short vignettes exemplify this point. The 368<sup>th</sup> Military Intelligence Battalion (Theater Support) runs the night-shift for the Korean Peninsula, providing all required geospatial intelligence (GEOINT) products to the Army. In FY 2014, the 323<sup>rd</sup> Military Intelligence Battalion (TS) provided approximately 990 man-hours of real world, relevant, actionable intelligence production support to 66<sup>th</sup> Military Intelligence Brigade and the AFRICOM AOR, and the CENTCOM Army Reserve Element completed some 801 man days of all-source analysis in support of (ISO) the J2 Iraqi Fusion Cell. When the 505<sup>th</sup> Military Intelligence Brigade (USAR) is activated and the U.S. Army Reserve Military Intelligence Readiness Command (MIRC), U.S. Army Intelligence and Support Command (INSCOM), and U.S. Army North (ARNORTH) finish defining manpower and funding roles for all components, the Army Reserve will have the intelligence mission for Northern Command's entire homeland defense. The Army Reserve's Expeditionary Sustainment Commands deploy to locations devoid

of infrastructure to facilitate the opening of seaports and airports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas.

The Army Reserve also stands ready to support federal, state, and local authorities for domestic emergency and disaster relief efforts at home.<sup>69</sup> This includes support to Command and Control Chemical, Biological, Radiological, Nuclear Response Element (C2CRE) and Defense Chemical, Biological, Radiological, Nuclear and high-yield Explosives (CBRNE) Response Force (DCRF) missions. Army Reserve medical evacuation helicopters can rapidly transport patients to critical care facilities, and our medium and heavy lift helicopters can deliver life-sustaining supplies, equipment, and construction material into devastated areas. Army Reserve engineer units include search and rescue teams, debris removal capabilities, horizontal (e.g., roads and airfields) and vertical (e.g., buildings and infrastructure) construction as well as bridge construction capabilities. We also have a prime power company which can provide commercial-level electrical power to affected areas.

### **Readiness-Focused**

The Army Reserve's focus as a critical, dual-use force is on maintaining the readiness of its life-saving and life-sustaining capabilities that complement and enable the Total Force. For example, the Army Reserve possesses nearly 20 percent of the Army's organized units, a large portion of its supporting enabling capabilities, and almost a quarter of its mobilization base expansion capability.

### **Fiscally Efficient<sup>70</sup>**

The Army Reserve's 198,000 Soldiers and 8,490 Military Technicians provide nearly 20 percent of the Army's total force for less than six percent of the Total Army budget. We also accomplish our mission with only 13 percent of our component serving as full-time support (FTS) - six percent less than the average across all Services' reserve components. As good stewards of America's resources, the Army Reserve continually seeks innovative and cost effective joint training opportunities. For example, during Innovative Readiness Training exercise Northern Louisiana Care 2014, Army Reserve Soldiers from the 865th Combat Support Hospital partnered with service members from the Navy and active duty Army to set up clinics in Winnsboro, Louisiana.<sup>71</sup> They provided medical, dental and optometry care to residents who did not have regular access to health care.<sup>72</sup> In the first day alone, 201 underserved citizens received medical, behavioral health, dental, and vision services.<sup>73</sup> This real world training in a joint, civilian-military environment improved the command's readiness while helping deliver world class medical care to the people of northeast Louisiana, and represents Army Total Force policy in action.<sup>74</sup>

### **Positive Economic Impact**

In addition to providing the Army and the DoD a high return on investment, the Army Reserve positively impacts America's economy. Each year, as the Army Reserve executes the Army Training Strategy, local Soldiers, DoD employees, private businesses, and civilian contractors and administrative support personnel tangentially benefit from its presence in the states and communities in which it operates. In turn, tens of thousands of new industry, service-related,

small business, and other non-DoD jobs are created as a result of the Army Reserve's presence. Thus, investment in the Army Reserve generates essential military capabilities while also contributing to a positive economic climate for state and local communities.<sup>75</sup>

### **A Component and a Command**

As the only Army component that is also a command, the Army Reserve directly supports every Army Service Component Command (ASCC) and Combatant Command (CCMD) across the globe, with a footprint that extends across all 50 states, five territories, the District of Columbia, and more than 30 countries. Army Reserve Soldiers, Leaders, and Units form a local, state, regional, national and global force with unparalleled technical capabilities.<sup>76</sup> Structured to provide operational capabilities and strategic depth to the Army and the Joint Force, the Army Reserve effectively deploys critical capabilities and forces across the entire range of military operations.

### **Well-educated, Trusted Professionals**

A well-educated force of trusted professionals, the Army Reserve holds 75 percent of the doctorate degrees and half of the master's degrees in the Army. Enhanced by the civilian skills, education, training, and experience of our Citizen-Soldiers, the Army Reserve's doctors and nurses, lawyers, scientists, engineers and information technology specialists, marketing and communications experts, and public safety professionals serve on the leading edge of their fields. When called to serve in uniform, they provide the professional expertise they have developed in their civilian careers to the Army and the Nation.

### **Tailorable, Scalable, and Responsive**

Tailorable, scalable, and responsive, the Army Reserve has the capacity to provide more than 27,000 Soldiers annually, as individuals or units, to satisfy the DoD's operational requirements.<sup>77</sup> CCMD's need many of these Soldiers and Units in the first 45 days of an operation to build crucial theater operating capacity quickly and to sustain the war-fighter. Dispatching Army Reserve Logistics Support Vessels (LSV) to render aid in the Philippines the same day they were requested is a good example of the Army Reserve's accessibility and responsiveness.<sup>78</sup>

### **Critical Capabilities, Civilian Skills, and Professional Expertise**

Providing critical military enabling capabilities, civilian skills, and professional expertise to the Army and the Nation remains an Army Reserve core competency, which greatly assists the Army's effort to enable the Joint Force to "Win in a Complex World."<sup>79</sup> Army Reserve logistics, communication, and intelligence forces provide the "endurance to sustain operations" and the ability to "set the theater" that helps the Joint Force present America's enemies and adversaries with multiple dilemmas and multiple options.<sup>80</sup> Army Reserve Civil Affairs forces help the Army shape the global security environment.<sup>81</sup> Army Reserve Military Information Support Operations (MISO) forces, Theater Information Operations Groups and Soldiers supporting Cyber operations help the Army operate in multiple domains.<sup>82</sup> As we work together to develop the future force, we must carefully consider how we man, train, and equip these critical capabilities,

and best leverage their capabilities to maximize the tenets of endurance, mobility, and simultaneity that they bring to the joint fight.<sup>83</sup>

### **Mission-Focused**

Today, the Army Reserve provides trained, equipped, and ready Soldiers and cohesive Units to meet the Nation's requirements at home and abroad. We are a combat-tested and integral element of the most decisive and lethal land force in the world. We have the most experienced Army Reserve in our Nation's history – one that has been completely integrated into the Total Army and the Joint Force, and remains operationally engaged via deployments and exercises. Never before in the history of our Nation has the Army Reserve been more indispensable to the Total Army and the Joint Force.

### **High Demand, Resilient Force**

This steady demand for Army Reserve capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of our national security architecture that must continue into the future. This is particularly true when we are faced with such a complex and exponentially evolving global security environment compounded by severe fiscal constraints. Given the likelihood that neither of these two conditions will change in the near term, we cannot lose the traction we have made in integrating the Total Force. Nor can the Army lose the sustainment and theater-level capabilities the Joint Force will require and the Army Reserve is structured to provide when the need arises.

### **Life-Saving, Life-Sustaining Force**

In a rapidly changing and increasingly dangerous global environment fraught with fiscal uncertainty, the Army Reserve provides critical skills and depth as the life-saving, life-sustaining Citizen-Soldier force for the Nation. A community-based force, the Army Reserve offers the Nation an effective insurance policy against strategic and operational risk. Whether performing combat missions and contingency operations, or saving lives and protecting property at home, our expeditionary formations continue to offer versatile, available, and effective capabilities to the Nation at reduced costs to the American taxpayer – a win for the Army and the Nation. The Army Reserve is a good return on America's investment – ready now, ready in times of crisis, and ready for whatever threats and challenges the future may hold.

Twice the Citizen - Army Strong!

## ENDNOTES

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<sup>1</sup>Analysis of the 2014 Army Reserve Economic Impact by state was conducted by George Mason University's Center for Regional Analysis using data provided by the U.S. Department of Commerce, Bureau of Economic Analysis.

<sup>2</sup>USARC G-3/5 via HQDA system "MDIS" Mobilization Deployment Information System, 17 October 2014. 280,631 since September 11, 2001. This number includes Soldiers at mobilization and demobilization sites, as well as those with Boots on Ground.

<sup>3</sup>USARC G-3/5, 8 January 2014. 16,058 AR Soldiers were on duty in support of ASCC/CCMDS, to include: 2,596 AR Soldiers in Afghanistan, 2,923 in the United States, 2,138 in Kuwait, 1057 in Cuba, 143 in Qatar, and 174 in Djibouti. Again, this number includes Soldiers at mobilization and demobilization sites, as well as those with Boots on Ground.

<sup>4</sup>Coker, Kathryn Roe, *The Indispensable Force: The Post-Cold War Operational Army Reserve, 1990-2010*, Office of Army Reserve History, United States Army Reserve Command, Fort Bragg, North Carolina, p. 47-55.

<sup>5</sup>Carafano, James Jay. *Total Force Policy and the Abrams Doctrine: Unfulfilled Promise, Uncertain Future*, Foreign Policy Research Institute, February 2005; database available online at: <https://www.fpri.org>. "The Abrams Doctrine is widely interpreted as an expression of General Creighton Abrams' determination to maintain a clear linkage between the employment of the Army and the engagement of public support for military operations. Abrams, according to the doctrine, established this bond by creating a force structure that integrated Reserve and Active Components so closely as to make them inextricable, ensuring after Vietnam that presidents would never be able to again send the Army to war without the Reserves and the commitment of the American people."

<sup>6</sup>2014 National Defense Authorization Act.

<sup>7</sup>G1, Office of the Chief of the Army Reserve, 16 JAN 2015.

<sup>8</sup>Ibid. The AR experienced a net gain of 2,392 Soldiers during FY 2015 (we ended FY 2014 at 195,438).

<sup>9</sup>Final Coordinating Draft (FCD), 2015 Army Posture Statement, Executive Summary, 15 JAN 2015.

<sup>10</sup>Ibid, p.1

<sup>11</sup>*Department of Defense Authorization of Appropriations for FY 2015 and the Future Years Defense Program*, APRIL 8, 2014, U.S. Senate,

Committee on Armed Services, Washington, DC. Opening Statement of Senator Carl Levin, Chairman.

<sup>12</sup>Office, Chief of the Army Reserve (FWD), G-3/5/7.

<sup>13</sup>Caolionn O'Connell, Jennie W. Wenger, Michael L. Hansen, *Measuring and Retaining the U.S. Army's Deployment Experience*, Rand Corporation, 2014, p. 1.

<sup>14</sup>2015 Army Reserve Component Submission to Congress: *An Addendum to the Army Posture Statement*. There is disagreement among the three components how to define FTS. The USAR definition includes AGRs, MILTECHS, DACs and Title XI Soldiers (AC/RC) as part of FTS. Army PA&E and the Army National Guard only include AGRs and MILTECHS. The 11% reduction reflects the USAR method of FTS computation. If the Army and ARNG method were used for FTS (only AGRs and MILTECHS), the Army Reserve's FTS reduction would be 2% (25,251 (16,261 AGRs + 8,990 MILTECHS) – 500 positions = 24,751)." There were no changes to Title XI (76) or AGR (16,261) authorizations in the Army Reserve for FY 15.

<sup>15</sup>U.S. CODE § 10216 - MILITARY TECHNICIANS (DUAL STATUS). A MILTECH "is assigned to a civilian position as a technician in the organizing, administering, instructing, or training of the Selected Reserve or in the maintenance and repair of supplies or equipment issued to the Selected Reserve or the armed forces."

<sup>16</sup>The Official Homepage of United States Army Civilian Personnel. Database available online at: <http://cpol.army.mil>.

<sup>17</sup>Ibid.

<sup>18</sup>2014 Army Reserve Component Submission to Congress, p. 5. "Sections 517 and 521 of the National Defense Authorization Act (NDAA) 1994 require the information presented in this submission. "

<sup>19</sup>G1, USARC, November, 2014. For that reporting period, this equates to 5.98% of the AR's current assigned strength of 176,987.

<sup>20</sup>Carafano, *Total Force Policy and the Abrams Doctrine*, Foreign Policy Research Institute, February 2005; database available online at: <https://www.fpri.org>. "Whether Abrams actually intended to father a

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doctrine or if his efforts created a unique extra-Constitutional constraint on presidential power is open to debate. The Army rooted its force structure policies in the Total Force Concept initiated by Secretary of Defense Melvin Laird. Attempting to address the imbalance between budgets and strategy, Laird saw the Total Force as a means to provide sufficient troops for the nation's security needs without the costly burden of maintaining a large standing-army. Furthermore, while Laird's new defense policies and Abrams' initiatives proved adequate for maintaining a large standing-force, they were never equal to the task of sustaining readiness and modernization and, in fact, implementing the Total Force Concept contributed to chronic unpreparedness in the Army's Reserve Components."

<sup>21</sup> *The Carl Levin and Howard P. 'Buck' McKeon National Defense Authorization Act for Fiscal Year 2015*, TITLE XVII—NATIONAL COMMISSION ON THE FUTURE OF THE ARMY, p. 944, Rules Committee Print 113–58, House Amendment to the Text of S. 1847. Database available online at: <http://armedservices.house.gov>.

<sup>22</sup> *Ibid.*, p. 947-948.

<sup>23</sup> *Ibid.*, p. 950-951.

<sup>24</sup> *Ibid.*, p. 948.

<sup>25</sup> *Ibid.*, p. 946.

<sup>26</sup> *Ibid.*, p. 946-947.

<sup>27</sup> *National Commission on the Structure of the Air Force*, Report to the President and Congress of the United States, January 30, 2014.

<sup>28</sup> *2015 Army Posture Statement Initial Draft*, 25 1300 November 2014, p. 11.

<sup>29</sup> U.S. Army Reserve Command. During FY 2014, the Army Reserve equipment on-hand posture improved from 86 percent in FY 2013 to 87 percent in FY 2014 with equipment considered modern improving from 66 percent in FY 2013 to 76 percent in FY 2014. During FY 2014, we received \$957M in new equipment and divested obsolete equipment valued at \$427M. The equipment on-hand posture for Critical Dual Use items to support Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA) currently stands at 89 percent filled (no change from FY 2013).

<sup>30</sup> *Fiscal Year 2015 National Guard and Reserve Equipment Report (NGRER)*.

<sup>31</sup> *Long-Range Investment Requirements Analysis (LIRA)* illustrated HMMWV fleet modernization. JLTV does not completely replace the HMMWV (only about 60%); there will still be a mix (UAH/MRAP/JLTV).

<sup>32</sup> HQDA G-8, *Army Equipment Program in Support of President's Budget*, May 2014.

<sup>33</sup> Calculated by using the base P-1 and P-1R data across the three components.

<sup>34</sup> *AR 25-1 (Chapter 2, Roles and Responsibilities)* describes the Office, Chief of the Army Reserve responsibilities for the AR network. The AR Net is a separate logical network. This means that it shares or runs on commercial transport. The AR was the first to do this, the NG followed a year later and the AC is currently undergoing transformation to follow suit.

<sup>35</sup> Army Reserve Installation Management Directorate (ARIMD). Although the number changes monthly as new centers are built and old ones are disposed of, the Army Reserve currently has a presence in 1042 centers worldwide. The Army Reserve owns 942 Reserve Centers, and are tenants in 150 more (owned by Army, Army National Guard, US Navy Reserve, US Air Force Reserve, and the US Air Force National Guard). Additionally, the USAR owns three Installations: Fort Buchanan, PR, Fort McCoy, WI, and Fort Hunter Liggett, CA, and two Reserve Forces Training Areas: Camp Parks, CA, and Fort Devens, MA. The USAR does not own Fort Dix, as it is a sub installation of Joint Base McGuire/Dix/Lakehurst and is totally owned by the Air Force.

<sup>36</sup> Army website, article by CSA "Prevent, Shape, Win," December 12, 2011.

<sup>37</sup> TRADOC Pamphlet 525-3-1, *The U.S. Army Operating Concept, Win in a Complex World, 2020-2040*, 7 Oct 2014, p. vi.

<sup>38</sup> General Vincent Brooks, *Regional Alignment of Forces Panel*, AUSA Annual Conference, 15 October 2014.

<sup>39</sup> Joint Publication 3-0, *Joint Operations*, 11 August 2011, p. I-5.

<sup>40</sup> *Dynamics and Control of Ebola Virus Transmission in Montserrado, Liberia a Mathematical Modeling Analysis*, The Lancet Infectious Diseases.

<sup>41</sup> In response to a comparatively high unemployment rate among Army Reserve Soldiers, the Army Reserve established the Employer Partnership Office (EPO) in 2008. The EPO leverages mutually beneficial relationships between civilian and military communities with a focus on developing career and training opportunities for Soldiers, Veterans, and Family members. That success benefits the Total Force

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by serving as the model for the DoD-sponsored Hero 2 Hired program. The EPO evolved into the Private Public Partnership Office, or P3O, which now provides a one-stop clearing house for private sector and non-DoD organizations interested in collaborating in mutually beneficial efforts that strengthen individual, leader, and unit readiness.

<sup>42</sup>TAP provides information and training to ensure these eligible Reservists, returning from active duty to their Reserve Component Units, are prepared for reintegration to civilian life. Opportunities include pursuing additional education, returning to civilian employment, looking for career opportunities in the public or private sector, or starting their own business.

<sup>43</sup>CRS are a set of common and specific activities and associated current deliverables (documentation within the last 12 months) that must be achieved to demonstrate Service members are prepared to transition effectively and pursue their personal goals. For example, they must complete a 12-month post-separation budget or, if they plan on pursuing a degree, they must show a completed application to an institution of higher learning or letter of acceptance.

<sup>44</sup>Surgeon, OCAR. The number of medically non-deployable Soldiers in the Army Reserve decreased from nearly 40,000 (>20% of the force) in March 2012 to approximately 17,000 (<10% of the force) in September 2014. The Army Reserve goal for medical non-deployable Soldiers is < 5% of the force (10,100 of the 202K end strength).

<sup>45</sup>Surgeon, OCAR. Implementing a requirement for annual medical and dental assessments in 2008 improved our ability to adequately determine the medical and dental readiness of the force. Additional initiatives include; Decrease Non-compliance (reduce medical indeterminate), Improve Dental Readiness, Reduce Medical Non-Deployable, Reduce Medical Readiness Turbulence, and Improve Medical Readiness Reporting (Visibility).

<sup>46</sup>Surgeon, OCAR. The Army Reserve goal for dental non-deployable is < 3% of the force (6,060 of the 202K end strength).

<sup>47</sup>G1, United States Army Reserve Command, 13 JAN 15. The Army Reserve averaged 45.66 suicides a year (274 total) from CY 2009 (35) to CY 2014 (40; 35 confirmed, 5 under investigation) - (CY 2010 – 49; CY 2011 – 42; CY 2012 – 50; CY 2013 – 57 and 1 Civilian employee). To date (CY 2015), the Army Reserve has suffered no suicides.

<sup>48</sup>G1, United States Army Reserve Command. For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (two day training) for Gatekeepers; a Leader Guide & Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses.

<sup>49</sup>G1, United States Army Reserve Command. Vacant Positions exist in 10 commands: the 377th Theater Support Command (TSC), 416 Theater Engineer Command (TEC), 310th Expeditionary Sustainment Command (ESC), 79th Sustainment Support Command (SSC), 95th Training Command, 80th Training Command, the 316th Expeditionary Sustainment Command (ESC), the 310th Expeditionary Sustainment Command (ESC), the 88<sup>th</sup> Regional Support Command (RSC), the 1<sup>st</sup> Mission Support Command (MSC), and the 364<sup>th</sup> Expeditionary Sustainment Command (ESC).

<sup>50</sup>In FY 2012, Department of the Army combined these functions and mandated dedicated, full-time personnel to manage the SHARP program through Sexual Assault Response Coordinators (SARCs) and Victim Advocates (VAs). On 6 May 2013, the Secretary of Defense signed a memorandum directing the implementation of the DoD Sexual Assault Prevention and Response (SAPR) Strategic Plan. This memorandum outlined several specific measures for immediate implementation. The first task was "Ensuring Appropriate Command Climate." The Army directed workplace inspections for displayed material in violation of AR 600-20 and noncompliance with promoting an environment of dignity and respect. The workplace was defined as all buildings, areas, facilities where Soldiers, Civilians, and Contractors are required to perform assigned duties, and also include vehicles, vessels and aircraft. On 17 May 2013, the Secretary of Defense signed a memorandum directing a Sexual Assault Prevention and Response Stand-down, specific leader engagement strategies to be followed, and new, required credentialing/screening parameters to be used for SHARP personnel. The Army Reserve successfully completed all of these actions.

<sup>51</sup>SVCs are part of the Army-wide effort to ensure that sexual assault victims are provided responsive and timely support throughout the investigation and judicial proceedings. SVCs have the professional duty to provide advice to their clients and to represent their clients throughout the military justice process. The



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SVC's primary duty is to zealously represent the best interests of their clients as required by the attorney-client relationship even if their client's interests do not align with those of other interested parties, to include the Government of the United States.

<sup>52</sup>Prior to FY 2013, Troop Program Unit military personnel or civilians handled all cases of sexual assault as a part-time, additional/collateral duty.

<sup>53</sup>Deputy Chief, Services and Support Division, US Army Reserve Command. The officer position(MAJOR) is filled; the enlisted position (Master Sergeant (MSG)) is VACANT. The enlisted position will fill o/a FEB 2015, and the Soldier assigned to this position is trained and credentialed.

<sup>54</sup>Human Resources Division, Office of the Chief, Army Reserve. As of 12 JAN 15, 7 positions are pending fill. Of those 7, 2 candidates are waiting on final background check verifications and 3 candidates are still active in the recruitment process.

<sup>55</sup>USARC SHARP remains in constant contact with the DoD Safe Helpline to ensure hotline numbers are updated and each State is linked to a Regional Hotline number.

<sup>56</sup>The USARC SJA is currently tracking 156 sexual assault/sexual contact cases (Article 120 cases) (some are years old, not for recent incidents). This includes: 73 - cases "Under Investigation" (includes CID, civilian authorities, and AR15-6 investigations); 23 - cases under "Civilian Prosecution" (these cases will almost invariably shift to the Administrative Action category as General Officer Memorandum of Reprimands (GOMOR) and Separations); 15 - "UCMJ Actions" (includes ongoing CMs (13) and Article 15s (2)); 45 - "Administrative Actions" (this includes separations and reprimands); 23 separations based on UCMJ or Civil conviction; and 22 GOMORs/separations due to various reasons.

<sup>57</sup>Army Reserve Family Programs; database available online at: <http://arfp.org/programs>.

<sup>58</sup>Army Reserve Ambassador Program. Data available online at: <http://www.usar.army.mil/community/ambassadors>).

<sup>59</sup>Ibid. "Ambassadors are currently appointed by the CAR, via nomination from Regional Support Command/ General Officer commanders. The nominee cannot be an actively-serving member of the National Guard, Ready Reserve (Selected), Individual Ready Reserve, Federal Government or be a Federal elected/ appointed official. Their function is similar to that of Civilian Aides to the Secretary of the Army (CASA), and they carry a protocol status equivalent to a major general. While not all ARAs have military experience, many are retired officers or senior non-commissioned officers who wish to remain engaged in military affairs. They function at the state and local level and voluntarily represent the CAR without salary, wages or other benefits. Each state and territory has at least one ARA. Most beneficial is that they provide "continuity" over the long term; while local Army Reserve team leaders come and go, Ambassadors are vested in the community."

<sup>60</sup>Ibid. For more information visit the Army Reserve Ambassadors Association of the United States website at [www.arambassador.org](http://www.arambassador.org).

Email your Ambassador inquiries to [usarmy.usarc.ocar.mbx.ambassador@mail.mil](mailto:usarmy.usarc.ocar.mbx.ambassador@mail.mil).

<sup>61</sup>OCAR G-3/5/7 (FWD). An Army Reserve Engagement Cell (AREC) is a tailored, forward-deployed Army Reserve planning element (10-17 Soldiers in an Active Guard and Reserve status working under the direction of an Army Reserve General Officer (O-7) in an Individual Mobilization Augmentation status) designed to work in direct support of ASCC's. An Army Reserve Engagement Team (ARET) is a scaled and tailored, forward-deployed AR planning element (4-8 Officers (O4-O5) in an AGR status led by an Army Reserve Colonel (O-6)) designed to work in direct support of each Geographical Combatant Command and Corps.

<sup>62</sup>TRADOC Pamphlet 525-3-1, *The U.S. Army Operating Concept, Win in a Complex World, 2020-2040*, 7 Oct 2014.

<sup>63</sup>OCAR G-3/5/7 (FWD). Implementing the Army Reserve Engagement Cell/Team concept requires the management of bills and bill-payers to change approximately 230 TDA force structure positions throughout HQ USARC and the OFTS commands.

<sup>64</sup>G-3/5/7, USARC. As of 16 DEC 14, 12/19 MOAs are signed, and 77 of 224 positions are assigned, to include: 1 of 6 General Officer positions.

<sup>65</sup>OCAR G-3/5/7 (FWD). These 3,500 Soldiers come from Theater Signal brigade assets that provide defensive cyber operations support to DoDIN. These 3500 positions supporting cyber operations encompass Soldiers assigned to perform a Cyber Security mission set. The 1545 by FY16 represent those assigned to cyber units performing cyber as their primary mission. The rest encompass the Signal Soldiers assigned down to the unit level who perform their cyber security mission in support of the overall

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DoD information network. While not assigned as "cyber" Soldiers, their oversight and defense of the network must comply with the cyber effort in order to enable our layered defense.

<sup>66</sup>OCAR G-3/5/7 (FWD). These 800 Army Reserve Cyber Soldiers are current Army Reserve assets plus TAA 16-20 wedge (ARCOG, Wedge (~400), DISA ARE, & 1st IO Command 'ARE').

<sup>67</sup>*2012 National Defense Authorization Act*. In 2012, Congress provided the Department of Defense with new Reserve Component access authority in 10 U.S. Code § 12304a. This authority cleared the way for the Army Reserve to assist our fellow Americans during domestic emergencies when federal assistance is requested by the Governors through the Federal Emergency Management Agency.

<sup>68</sup>Joint Publication 3-0, *Joint Operations*, 11 August 2011, p. I-5.

<sup>69</sup>The Army Reserve also provides 100 percent of the Army's Emergency Preparedness Liaison Officers (EPLOs) and 33 percent of the DoD EPLOs. EPLOs coordinate military assistance to other federal agencies and state governments. These Army Reserve EPLOs maintain communications between the DoD, federal, state, and local governments, and nongovernmental organizations to coordinate assistance between all parties during emergency response events, serve as subject matter experts on capabilities, limitations, and legal authorities, and track Army Reserve assets in their states and regions.

<sup>70</sup>According to recent studies by RAND, the Reserve Forces Policy Board, the Office of the Secretary of Defense, and the Center for Strategic and International Studies, the cost of an individual drilling Reservist who serves 39 training days per year is about 15 percent of the cost of an Active Component Service member. And a Reserve Component service member on active duty for an entire year costs about 80 to 95 percent as much as an Active Component member, although deployment costs are about the same.

<sup>71</sup>Defense Video & Imagery Distribution System, *Northern Louisiana Care 2014*, <http://www.dvidshub.net>, 8 Jul 2014.

<sup>72</sup>Ibid.

<sup>73</sup>Ibid.

<sup>74</sup>U.S. Army Homepage, *Reservists Assist Underserved U.S. Communities through Innovative Readiness Training*, <http://www.army.mil>. "First authorized in 1993, IRT allows reserve-component Units to hone their wartime readiness through hands-on training, while simultaneously providing quality services to communities throughout the U.S. The Army Reserve's most recent mission took place on Fort Belknap, a geographically isolated Indian Reservation in north-central Montana. There, 33 Soldiers from subordinate units of the West Medical Area Readiness Support Group augmented the Indian Health Services Hospital. Named Operation Walking Shield, the mission began July 21, and concluded Aug. 1. The Army Reserve staff consisted of eight different medical specialties to include lab technicians, dentists, physicians, critical care nurses, behavioral health specialists, optometry technicians and podiatrists. The augmentation of these Army Reserve medical personnel greatly enhanced the Fort Belknap Hospital's own medical staff of seven, enabling the clinic to nearly double the care it provides to the more than 5,000 members of the surrounding tribes. By conclusion of the exercise, the Army Reserve Soldiers treated more than 900 patients."

<sup>75</sup>*U.S. Army Reserve at a Glance*, 2014, p. 8. "\$8,258,105,000 dollars spent; \$18,459,516,579 economic impact; \$5,386,489,000 in non-DoD wages; and 167,006 non-DoD jobs."

<sup>76</sup>A significant portion of the Army's key support units and capabilities such as logistics, medical, engineering, Military Information Support Operations (MISO), and Civil Affairs reside in the Army Reserve.

<sup>77</sup>This figure is an average derived from the rotational units with available force pool dates. The number changes slightly year to year.

<sup>78</sup>Lieutenant General Talley, *Army Reserve Panel*, AUSA Annual Conference, 13 October 2014.

<sup>79</sup>TRADOC Pamphlet 525-3-1, *The U.S. Army Operating Concept, Win in a Complex World, 2020-2040*, 7 Oct 2014, p. iii.

<sup>80</sup>Ibid, p. iii-iv.

<sup>81</sup>Ibid, p. iv.

<sup>82</sup>Ibid.

<sup>83</sup>Ibid, p. 19-20.