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2 **.United States Army Reserve**

3 **An Enduring Operational Army Reserve:**
4 **Providing Indispensable Capabilities to The Total Force**

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6 **2012 Posture Statement**

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19 The United States Army Reserve
20 2012 Posture Statement

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23 Submitted by

24
25 **LIEUTENANT GENERAL JACK C. STULTZ**

26 *Chief, Army Reserve and Commanding General, United States Army Reserve Command*

27
28 And

29
30 **COMMAND SERGEANT MAJOR MICHAEL D. SCHULTZ**

31 *Command Sergeant Major, United States Army Reserve*

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33 To the Committees and Subcommittees of the

34 UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES

35 Second Session, 112th Congress

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37
38 The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions,
39 accomplishments, plans, and programs. The 2012 Army Reserve Posture Statement also addresses the support required
40 by the Army Reserve to continue its transition to an operational force during FY 2013.

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

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

March 2012: Providing Indispensible 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-

76 based ARFORGEN, providing much needed predictability to our Soldiers, their Families and their employers. Today, every
77 Soldier knows his unit's available force pool date and has the expectation that they will be used to support ongoing
78 operations or theater security cooperation missions worldwide.

79
80 Our biggest challenge is manning. We need Congress' support for our FY 2013 budget request for recruitment and
81 retention incentives, and transition incentives for Soldiers leaving the active component during the drawdown, to allow us
82 to shape the force with less reliance on cross-leveling to offset our mid-grade strength imbalances. Our current Full Time
83 Support model remains a strategic reserve legacy. We need the support of Congress for key policy modifications to
84 change personnel support processes. We are currently working with the Army to create additional Full Time Support
85 capability to provide much needed continuity in operational units and generating force units. These policy modifications
86 will allow eligibility for enlistment and reenlistment bonuses, education loan repayment, and other incentives.

87
88 One area where our focus will remain steadfast is our support programs for Soldiers and Family members, especially in
89 remote locations without access to installation-based support. The past decade has taught us a lot about the physical and
90 emotional needs of Soldiers and Families, and we have taken steps to reduce stress on the force. We've implemented a
91 Comprehensive Soldier Fitness program to train our Soldiers, Civilians and Family members to both maximize their
92 potential, and prepare them for the physical and psychological challenges of sustained operations. We have taken a
93 holistic approach to suicide prevention Army-wide, integrating educating the force with efforts to reduce the stigma of
94 seeking behavioral healthcare.

95
96 We are also reaching out and providing resources to geographically dispersed Soldiers and Family members and involving
97 Family members in suicide prevention training. Not only have we established the Fort Family 24-7 hotline for Soldiers and
98 Family members to access services at remote locations, we continue to establish Army Strong Community Centers (ASCC)
99 in remote locations to allow Soldiers, Family Members, retirees and veterans access to installation-like support at remote
100 locations.

101
102 Working together, with the continued support of Congress, we can meet the challenges we face in implementing a
103 Continuum of Service and "Soldier for Life" concept, a sustainable ARFORGEN cycle for the Army Reserve, and
104 demonstrate the positive investment that our nation makes in its Army Reserve. A relatively small investment in the Army
105 Reserve provides security to the homeland and supports the full range of military operations at home and abroad. The
106 value added of the Army Reserve and its critical enabler capabilities is that the Nation pays the full cost for a reserve
107 component Soldier only when he/she is mobilized.

108

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

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

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

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ACHIEVEMENTS

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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 manning 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, OR. 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.

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MATERIEL

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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, Virginia to Gaithersburg, Maryland 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. Executed Operation Clean Sweep to improve the inventory of equipment through the Army Reserve, re-establishing property book control of \$105M of equipment.

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READINESS

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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.

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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 19000 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

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165 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
166 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,
167 and relevant enabling security force for the nation.

168 **SERVICES AND INFRASTRUCTURE**

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

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

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

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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 Citizen-Soldiers; transition the same from the active component during the Army drawdown; sustaining a robust and capable operational Army Reserve
- Provide Citizen-Soldiers and their Families with the best care, support, and services to the best quality of life health and vitality of the All Volunteer Force
- Build and maintain partnerships with industry to facilitate Citizen-Soldier contributions to both a prosperous economy and a skilled, experienced, and capable Army

To advance these priorities the Army Reserve must: Obtain from Congress full support and necessary authorities, in accordance with the Army Reserve FY 2013 budget request

208 **THE PRESIDENT'S BUDGET**

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

- 211 • Continue Army Reserve Internal Transformation to an *Enduring* Operational Force
- 212 • Shape Army Reserve end-strength by recruiting new Soldiers, retaining the best and brightest, and
213 transitioning active component Soldiers into an Operational Army Reserve force
- 214 • Equip units and Soldiers to train and fight in full range of military operations to achieve U.S.
215 objectives and ensure national security
- 216 • Provide quality medical and dental services and support to Soldiers and their Families
- 217 • Sustain quality Army Reserve installations and facilities
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THE POSTURE OF THE ARMY RESERVE TODAY'S READINESS AND STRATEGIC AGENDA

TODAY'S READINESS

The Army Reserve is a trained, experienced, resilient force of Citizen - Soldiers 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 America, are 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 employment, 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.

250 **Access**

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

259

260 **Funding for Operational Reserve**

261

262 As military forces withdraw from Iraq and Afghanistan, and Overseas Contingency Operations (OCO) funding is
263 significantly reduced, continued use of the Army Reserve in an operational role is contingent upon adequate and assured
264 funding in the base budget. With adequate and assured funding, the Army Reserve will **continue** to provide the required
265 enabler capabilities to support the Army's ARFORGEN readiness cycle. Funding in the Base Budget is crucial for the
266 required training events and supporting costs necessary for use of the Army Reserve operational capabilities. Without
267 assured funding in the base budget Army Reserve forces cannot be a full participant in ARFORGEN - thus degrading
268 readiness levels. Over time, the hard-won operational expertise of Army Reserve Soldiers will be lost. The Army Reserve
269 will not be ready for planned or contingency operations at home or abroad. As a result, critical Army Reserve enabler
270 availability as part of the Total Army Force will be limited to use as a strategic Reserve. In today's security environment,
271 the Army and the nation cannot afford anything less than a operational force. Therefore, the Army Reserve will continue to
272 work with the Army to ensure adequate and assured funding in the Army base budget and Program Objective Memoranda
273 for planned use of Army Reserve operational capabilities.

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275

276 **Continuum of Service**

277 Continuum of Service (CoS) is an integrated Human Capital management strategy for the total Army. The future of
278 retaining the extraordinary capabilities and experience of our Soldiers now resides in how well we can implement change in
279 the way we manage our Soldiers in the face of constrained resources. Creating a management strategy that facilitates and
280 supports the transparent movement of individuals between the active and reserve Components, and Civilian Careers is
281 essential to preserving an expansible foundation of talent and experience for the future at least cost.

282
283 The intent of a continuum of service is to not just allow, but to encourage and incentivize Soldiers to continue serving the
284 Army while preserving the Army's investment. We must offer and manage varying levels of participation from the active
285 component to the traditional Reserve or to the Individual Ready Reserve. It is a paradigm shift to manage as one force
286 across the total Army. This will require considerable transformation to the current, rather inflexible, human capital
287 management system in each component. However, this shift will poise us to best meet the impact of anticipated fiscal
288 constraints. CoS provides an efficient and cost-effective solution to retaining the investment and experience of our best
289 Soldiers, building the foundation of expansibility and reversibility into our force in the future.

290
291 There are many aspects to this initiative and it will require perseverance to change each institutional process that creates
292 barriers or separation. This ranges from the creation of an Individual Ready Reserve (IRR) Affiliation Program and Army
293 Transition Process transformation. These forward thinking institutional policy changes will provide an underpinning to the
294 best, most efficient practices in human capital management.

295

296 **INSTITUTIONALIZE ARFORGEN**

297 Army Force Generation (ARFORGEN) is a cyclic process the Army uses to man, equip, and train all units to meet
298 combatant commander requirements. ARFORGEN is designed to focus training, training support, and other limited
299 resources for units in a timely predictable manner as they prepare for operational employment using a common set of
300 standards. Approximately half of Army capabilities are in the Reserve component. This includes the Combat Support and
301 Combat Service Support units of the Army Reserve. The Total Army Force relies upon these Army Reserve enablers to be
302 ready and fully integrated as part of an expeditionary force, within the time frame when they are needed. To the Army
303 Reserve, ARFORGEN goes beyond process and policy adaptation, it includes cultural change both within the Army and the
304 Army Reserve.

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307 **Full Time Support (FTS)**

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309 Full Time Support is an essential element of the Army Reserve's ability to conduct training, personnel and administrative
310 functions and leading Army Reserve units in the operational force. Historically, the Army Reserve has been under
311 resourced in Full Time Support. This has been mitigated by the use of Overseas Contingency Operation funding and
312 leveraging the use of volunteers to bring operating units to required readiness levels. Despite the war time demands
313 placed on our Nation's ground forces throughout the last decade, Full Time Support manning levels in the Army Reserve
314 have remained, on a percentage basis, the lowest among the service branches. To increase readiness of operational units
315 in the future, assets and personnel policy will be shifted to direct support to the operational Army Reserve.

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317 (* Full-time support was compared by totaling all AGR, Military Technicians and other civilian positions.)

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HUMAN CAPITAL

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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

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PERSONNEL MANAGEMENT

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MANNING AN OPERATIONAL ARMY RESERVE

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HEALTH CARE

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MEDICAL NON-READY INITIATIVE

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) system. 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.

346

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

358

359 **MEDICAL AND DENTAL READINESS**

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

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371 **MEDICALLY NOT READY SOLDIERS**

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373 The Army Reserve's fully medically ready status means that over one third of our Soldiers are not medically ready,
374 meaning they cannot deploy to support worldwide missions if needed and are deficient in one of five measures (dental,
375 periodic health assessment, routine adult immunizations, no deployment limiting conditions or medical equipment). Fifteen
376 percent of these Soldiers are available but must complete a periodic health assessment or a dental screening in order to

377 be deemed medically ready, and 11.3 percent have a medical condition that renders them temporarily or permanently non-
378 deployable and either need additional care or are awaiting medical board determination on their ability to continue to serve.
379

380 In 2011, the Army Reserve moved aggressively to reduce the number of medically non-deployable Soldiers. The Army
381 Reserve Surgeon, working with members of the Office of the Surgeon General and the Department of the Army,
382 implemented two initiatives to review medical profiles and prepare Soldiers for medical evaluation boards.
383

384 First, the Medical Management Activity was established on January 3, 2011 to support the rapid evaluation of permanent
385 medical profiles, and improve the identification process of those Soldiers who are not ready through increased use of the
386 Medical Protection System (MEDPROS) and the electronic profile. Since the inception of the Medical Management Activity
387 in 2011, over 6,000 medical profiles have been reviewed, of which 50% were amended and 20% were sent for a MOS
388 administrative retention board, allowing these Soldiers to remain in the Army Reserve. The number of profiles requiring
389 review decreased from 16,758 in January 2011 to 9,913 in Nov 2011. The number of P3 and P4 profiles not requiring a
390 medical evaluation board has steadily increased from 2,065 in January 2011 to 3,298 in November 2011.
391

392 Second, the Reserve Component Soldier Medical Support Center was established January 18, 2011 to review Medical
393 Evaluation Board Packets, and improve the medical boarding process. Since the establishment of the Reserve Component
394 Soldier Medical Support Center in 2011, the Army Reserve has better visibility of Soldiers entering the Medical Evaluation
395 Board process, with over 540 Packets submitted to military treatment facilities.
396

397 **POST DEPLOYMENT HEALTH**

398 Repetitive deployments have significantly increased the strain on the Army Reserve force. To assess post deployment
399 needs and to protect the health and well-being of Soldiers who have redeployed from combat, our Soldiers complete the
400 Post Deployment Health Reassessment.
401

402 The Army Reserve is moving out aggressively to mitigate the effects of persistent conflict and build a strong resilient force.
403 On 4 March 2011, the Army Reserve Psychological Health Program concept plan was approved, and four Directors of
404 Psychological Health began working in 2011 to better meet the behavioral health needs of Army Reserve Soldiers. Our
405 case management program is expected to begin within the Army Reserve this fiscal year as well.
406

407 **FAMILY SUPPORT**

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409 **YELLOW RIBBON REINTEGRATION PROGRAM**

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411 The Army Reserve promotes Soldier and Family resiliency through the Yellow Ribbon Reintegration Program which,
412 proactively reaches out with information, education, services, and referrals through all phases of the deployment cycle to
413 over 22,400 Soldiers and 25,500 Family members. Our ability to provide services and support resources to the Total Army
414 Reserve Family (Soldiers, Family Members, Retiree Recalls, Civilians, and wounded warriors) is challenging due to the
415 Army Reserve geographic dispersion. Yellow Ribbon events, of which there were over 550 in 2011, allow units to build
416 cohesion, morale, and camaraderie. We strive to ensure each Family is healthy while preparing for, during and after a
417 deployment. Attendance at Yellow Ribbon events helps build the networking and communication opportunities for
418 geographically dispersed Families of those deploying Army Reserve Soldiers, and maintains contact between them and
419 their unit rear detachment personnel. We can identify and assist any at-risk Family Members easier through this method of
420 gathering them together during the deployment. Yellow Ribbon events also provide a platform to demonstrate the energy,
421 enthusiasm, and impact of local, regional, and national community and businesses leaders' support of our commands and
422 individual Soldiers who deploy.

423

424 **MANPOWER FOR FAMILY PROGRAMS MISSION REQUIREMENTS**

425

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

433

434 **STRATEGIC COMMUNICATION OUTREACH TO SOLDIERS AND FAMILIES**

435

436 An important family programs function is disseminating information and timely alerts about programs and services available
437 24/7, closest to where Soldiers and Families reside. The overarching family programs communication strategy employs a
438 "top-down/internal-to-external" model, which deploys clearly articulated, aligned messages to the appropriate audiences

439 through multiple delivery systems and events. This strategy includes a suitable mechanism for measuring program
440 efficiency, while gaining a heightened awareness of customers' needs through feedback via surveys, one-on-one
441 exchanges, and social media. The endstate is a consistent method of determining success in delivering the services that
442 mean the most to Soldiers and Families.

443 **FAMILY AND SOLDIER SUPPORT THRU RESPONSIVE AND RELEVANT SERVICES**

444
445 Family programs is synchronizing its requirements for staffing,
446 resourcing, and training with the Army Force Generation (ARFORGEN)
447 model. Programs focus on the command/unit and Family partnerships
448 to support Soldiers' readiness and mitigate risk. The intent is to
449 proactively establish a collaborative readiness pattern focused on
450 geographically dispersed Soldier and Family programs support,
451 training, and services to ensure Families are resilient and prepared to
452 meet the challenges of an operational force.

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456 **SPIRITUAL CARE**

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458 Strong Bonds provides relationship skills training for married couples,
459 families, and single Soldiers. The various events empower Soldiers to
460 more fully connect with their loved ones. It is a holistic, preventive program committed to the restoration and preservation
461 of Army families, even those near crisis. Strong Bonds is an Army program led by Army Chaplains. More than 90% of
462 those who have attended the program rate it positively. As a direct result, Soldier and Family readiness, resiliency, and
463 retention increases. Availability of Strong Bonds programs is a required part of deployment cycle support plan for Soldiers
464 and Families. Currently OMAR funding in the President's Budget, will provide for training materials and sites, and travel
465 costs for Soldiers and Family members. The Strong Bonds events are continually being updated to meet the needs of our
466 Soldiers and Families throughout the ARFORGEN cycle. These programs and events are critical to Soldier and Family
467 readiness during and long after current deployments.

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 Citizen-Soldiers 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.

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470 **THE EMPLOYER PARTNERSHIP OF THE ARMED FORCES**

471

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

475

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

481

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

485

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

490

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

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Continuum of Service Two Page Spread

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Continuum of Service Two Page Spread

510 **READINESS**

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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

513 **SUSTAIN AN OPERATIONAL ARMY RESERVE**

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

523 **MANDAYS TO SUPPORT AN OPERATIONAL RESERVE**

524
525 The Army Reserve was successful in obtaining an approved training strategy to provide trained companies and brigade
526 and battalion staffs to combatant commanders upon mobilization.

527 **HOMELAND OPERATIONS**

528
529 Homeland Defense, Homeland Security and Defense Support of Civil Authorities: This important mission requires the
530 unique enabler capabilities resident in the Army Reserve. Today, the Army Reserve provides seven Aviation units in

531 support of the Defense Chemical Biological Radiological Nuclear (CBRN) Response Force (DCRF). These units work
532 directly with their Active Duty counterparts as the initial Title 10 response force for CBRN or terrorist incidents. The Army
533 Reserve provides an additional 12 units as part of the Command and Control CBRN Response Element.
534

535 Responding to Defense Support of Civil Authorities (DSCA) situations, the Army Reserve provides all of the Army
536 Emergency Preparedness Liaison Officer (EPLO) capability. These Soldiers conduct valuable operations at various
537 federal, state, and local emergency operations centers during all phases of incident management operations. The Army
538 Reserve provides the potential for additional incident response forces including, but not limited to, the following types of
539 units: medical aviation, transportation, engineer, communications, and civil affairs. These capabilities can be packaged
540 with the appropriate command and staff structure to facilitate assistance to civil authorities. This packaging also provides
541 necessary command and control of Title 10 Department of Defense resources in a defined joint environment. With the
542 approval of NDAA 2012 the Army Reserve can provide significant resources to support civil authorities in domestic
543 disasters and emergencies.
544

545 The Army Reserve's FY 2013 budget request properly funds the operational reserve to ensure the force structure required
546 for homeland operations. The requirement to maintain a specific portion of our Soldiers on orders to support DCRF
547 mission response time is critical to mission accomplishment and success. National level response goals to save lives and
548 conduct search and rescue operations in the first 72 hours of an incident, requires immediate access to Army Reserve
549 forces for these critical missions. Resourcing to purchase and maintain specialized commercial off the shelf equipment
550 allows interoperability between the Army Reserve forces employed at an incident location with federal, state, and local first
551 responders.
552

553 **SUSTAIN MODERN TRAINING EQUIPMENT, FACILITIES, AND INSTALLATIONS THAT SUPPORT RAPID**
554 **MOBILIZATION CAPABILITIES**

555
556 Sustaining modern training equipment, facilities, and installations is critical to successful mobilization of the Army Reserve
557 within established timelines when needed. Army Reserve Soldiers and units need to train on the same modernized
558 equipment the Army uses in the field as well as access to modern facilities designed and maintained to sustainable
559 standards. Timely deployments of forces with the skills needed for success in 21st Century engagements depends on
560 Congressional support.

561
562 **MISSION TRAINING COMPLEXES**

563
564 Mission Training Complexes (MTCs) provide the training for Army Reserve leaders and battle staffs in support of
565 mobilization. This is essential to meet Army Force Generation (ARFORGEN) readiness goals and metrics used to evaluate
566 the readiness of the force. The Army Reserve successfully negotiated for upgrading three of our five MTCs and the new
567 construction of one MTC.

568
569 **SIMULATIONS AND SIMULATORS**

570
571 Simulations and Simulators (weapons and systems simulators) programs are critical in supporting an operational force as
572 well as collective and individual training. Training for the full range of military operations and for contingencies is evaluated
573 using the aim points in ARFORGEN. To ensure the total force is properly trained, the Army Reserve has a simulation
574 requirement and is programmed to maximize funding from the President Budget.

575
576 **ELECTRONIC BASED DISTANCE LEARNING**

577
578 The Army is allowed to provide discretionary payments for selected Reserve Soldiers, not in active service or on active
579 duty, who are directed by their commanders to complete Department of the Army approved training requirements by means
580 of electronic-based distributed learning (EBDL).

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583

584 **EQUIPMENT FILLS FOR TRAINING UNIT TABLE OF DISTRIBUTION AND ALLOWANCES**

585 The Army Reserve has TABLE OF DISTRIBUTION AND ALLOWANCE (TDA) equipment funding which is an area of risk
586 within the strategy for training facilities. Modernized pieces of equipment are required to conduct training during various
587 stages of the force generation model. The use of training simulators and equipment loans mitigate equipment shortages.
588

589 **TRANSIENT TRAINING FACILITIES (OPERATIONAL READINESS TRAINING COMPLEX) FORT HUNTER LIGGET**

590
591 Transient training facilities are critical for requirements for our Army Reserve platforms to support our units as they
592 progress through the ARFORGEN cycle. These facilities provide the barracks, classroom, motor pool, and administrative
593 space for units to conduct effective institutional and collective training on our installations. Sufficient resources are
594 included in the Army Reserve's budget to ensure the construction and modernization of transient training facilities for an
595 operational force.
596

597

598 **PROTECT THE FORCE, PHYSICAL SECURITY, MANAGEMENT OF THE PHYSICAL SECURITY**
599 **PROGRAM**

600

601 The Army Reserve faces unique challenges and vulnerabilities when it comes to Physical Security. The Army Reserve
602 span of control includes personnel at over 950 stand-alone facilities across the Continental U.S. (CONUS). Physical
603 security inspectors and antiterrorism assessment specialists in the field mitigate these challenges.
604

605 **THE ARMY RESERVE MANAGES THE RISK OF DAMAGE, DESTRUCTION, OR LOSS OF PERSONNEL, WEAPONS, OR**
606 **EQUIPMENT TO CRIMINALS OR TERRORISTS BY HAVING THE INTRUSION DETECTION SYSTEM (IDS)**
607

608 The IDS systems monitor arms rooms at Army Reserve facilities 24 hours a day. The monitoring program notifies
609 authorities immediately should an arms room at a remote facility be breached. These systems require technology
610 upgrades and maintenance because Army Reserve facilities are distinctive as stand-alone facilities in remote parts of the
611 country.
612

613 **PROVISIONING FOR ANTITERRORISM OFFICERS AT ALL MAJOR SUBORDINATE COMMANDS ENABLES COMMANDERS**
614 **TO PROTECT THE FORCE**
615

616 Antiterrorism assessment specialists are the key component to the Antiterrorism Program. They conduct vulnerability
617 assessments and program reviews of Army Reserve commands and facilities across the nation. Antiterrorism programs
618 detect, deter, and defeat threats against Army Reserve personnel, equipment, and facilities. The scope of this mission has
619 grown and requires capable individuals to manage and enact commanders' programs. Antiterrorism Officers provide the
620 expertise and ability to synchronize command protection-based programs, which further promotes unit readiness.
621

622 **LAW ENFORCEMENT**
623

624 Adequate resources are required for Law Enforcement functions on all five Army Reserve installations: Fort Buchanan, Fort
625 Devens, Fort McCoy, Fort Hunter Liggett, and Camp Parks. Law Enforcement focuses on protecting Army Reserve
626 equities, both human and material, from criminal offenders, as well as assisting and serving the community. The resources
627 provide installation commanders a fully trained and responsive cadre of Army civilian police, support the Military Working
628 Dog (MWD) Program at Fort Buchanan, and provide support to missions in the Caribbean and South America. Funding
629 also assures criminal deterrence, protection and safety of Soldiers, Family Members and civilians who work, train and live
630 on Army Reserve installations
631
632

633 **SERVICES AND INFRASTRUCTURE**

634

635

CRITICAL **FACILITIES** PROGRAMS THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

636

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

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Facilities

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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 Enterprise (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.

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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.

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661

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

662 prioritization and review process. More importantly, this strategy will ensure our planning is proactive, efficient, and
663 capable of supporting long-term mission requirements in both CONUS and OCONUS.

664
665

666 **MILCON AND MILCON TAILS**

667

668 Under Military Construction Army Reserve (MCAR), we have MILCON & MILCON Tails as our number one budget priority.
669 Sufficient MILCON resources support new Organizational Readiness Training Centers (ORTCs) requirements. Older
670 Reserve centers in the Northeast/Midwest areas of the country no longer support 21st Century recruiting markets, now
671 burgeoning in the southern and western parts of the United States. While Base Realignment and Closure (BRAC) facility
672 construction efforts improved 17 percent of our facility portfolio, the average age remains at 40 years, down from an
673 average age of 43 years prior to BRAC. With adequate resources for MILCON,
674 we can avoid a continuous cascading effect of project implementation setbacks.
675 Procurement and installation of fixtures, furniture and equipment, National
676 Environmental Protection Act requirements, Information Technology and security
677 equipment are additional costs that must be factored-in.

678

679 **FACILITY SUSTAINMENT, RESTORATION AND MODERNIZATION**

680

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

688

689 **ENERGY SECURITY AND SUSTAINABILITY**

690

691 The Army Reserve included in its FY 2013 budget request Energy Security and
692 Sustainability funding to meet the minimum Congressional and federal energy
693 sustainability mandates. This includes energy metering; green house gas

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**

694 emission reductions; energy consumption and security; expanding our use of renewable energy sources; achieving “Net-
695 Zero” in water, waste and energy; and operational energy requirements to enhance the safety of our Soldiers, Family
696 members, and Army Reserve Civilians.
697

698 **ARMY RESERVE COMMUNICATIONS**

699
700 The Army Reserve Network (ARNet) Management/Security/Defense encompasses three Management Decision Execution
701 Packages (MDEPs): Base Information Management Operations, Defense/Information Assurance, and Long Haul
702 Communications. Army Reserve operations depend on ARNet functionality, agility, reliability, and security of critical
703 mission information. ARNET defense denies adversaries and others the opportunity to exploit vulnerabilities. Long Haul
704 Secure Communications are critical for mission command along with mobilization support.
705

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

713

714 MATERIEL

715 CRITICAL EQUIPPING PROGRAMS THAT SUSTAIN AN OPERATIONAL ARMY RESERVE

- 716 Equipment Refresh/Life Cycle Replacement
- 717 Standard Army Management Information Systems and Logistics Automation Systems
- 718 Second Destination Transportation of Equipment
- 719 Five Year Reviews of Resource Management Manpower, Training and Hiring Practices
- 720

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722

723 ARMY RESERVE MATERIEL

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

729

730 EQUIPMENT REFRESH/LIFE CYCLE REPLACEMENT

731

732 The Army Reserve works closely with Software Engineer Center – Lee (SEC-Lee) to ensure that all systems migrating to
733 the Global Combat Support System-Army (GCSS-Army) have the latest technology upgrades. This ensures that Army
734 Reserve logistics Information Technology systems are replaced by GCSS-Army are robust enough to operate the new
735 system. GCSS-Army fielding does not have hardware associated with it so it is essential that legacy systems are capable
736 of operating the new software platform. GCSS-Army is an Enterprise Resource Planning (ERP) solution that creates a
737 single, integrated logistics information system across the Army. When finished, the Army will have a single logistics
738 information and management system with an integrated data warehouse across all components. The system will provide
739 management tools to enable the Army to implement and sustain the Army Force Generation (ARFORGEN) model more
740 efficiently.

741

742 SECOND DESTINATION TRANSPORTATION

743

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

750

751 **SURFACE OPTEMPO TACTICAL MAINTENANCE SHOPS**

752

753 The appropriate level of resourcing will allow Regional Support Commands to continue contract maintenance labor in their
754 Area Maintenance Support Activities and Equipment Concentration Sites. Contract labor addresses manpower shortages
755 in shops as they are currently manned at only 56 percent of requirements. Additionally, actions taken under Grow the
756 Army have increased maintenance intensive equipment by over 18 percent. Once the requirements are documented to
757 maintain this increase in equipment, the maintenance structure of the Army Reserve will only be filled to 39 percent of
758 requirements. As the Army continues to field more equipment to the Army Reserve these shortfalls will continue to grow.

759

760 **RESOURCE MANAGEMENT**

761

762

763 **FIVE YEAR PERIODIC REVIEWS OF RESOURCE MANAGEMENT MANPOWER, TRAINING AND HIRING POLICIES**

764

765 Funding for Periodic Reviews (every five years) and Authority within Available Funding allows the Army Reserve to
766 implement changes in Resource Management Manpower Authorizations, Training , and Hiring Policies and Procedures
767 unique to the Army Reserve, Execute Fiduciary Responsibilities, and Support the Army Reserve mission. This review
768 includes a comprehensive examination of the distinctive systems/software used by the Army Reserve to conduct its core
769 business processes (the Reserve Level Application System – RLAS, is one primary example) and provides the ability to
770 fund changes necessary due to advances in technology.

771

772 Conclusion

773

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

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

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

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

793 We seek continued funding of recruitment, retention , and transition incentives to allow us to shape the force with less reliance
794 on cross leveling to offset our mid-grade strength imbalances. Future recruiting efforts will target incentives to more prior-service
795 military personnel, who bring more experience than first-term Soldiers into the Army Reserve. These experienced Soldiers are
796 critical in filling shortages among mid-level commissioned and noncommissioned officers.

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

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

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

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