

UNITED STATES ARMY RESERVE



2007 POSTURE STATEMENT

Army Reserve: An Operational Force



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A Statement on the Posture of the United States Army Reserve 2007

by

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

Presented to

The Committees and Subcommittees of the

UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES

1st Session, 110th Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans and programs.

The 2007 Army Reserve Posture Statement is designed to reinforce the Congressional testimony presented by the Chief, Army Reserve that addresses the resources and support required by the Army Reserve to accomplish its mission as an operational force during Fiscal Year 2008.

The Army Reserve Posture Statement serves a broad audience as a basic reference on the state of the Army Reserve.

This document is available on the Army Reserve Web site at:

www.armyreserve.army.mil



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PURPOSE AND ORGANIZATION OF THE 2007 ARMY RESERVE POSTURE STATEMENT

The 2007 Army Reserve Posture Statement describes how the Army Reserve continues to transform from a strategic reserve to an operational force, meeting today's challenges as it better prepares for future uncertainties. Focusing on the Army Reserve skill-rich Warrior Citizens, equipment and resources needed to support The Army Plan, the Posture Statement provides the context to examine Army Reserve initiatives, accomplishments and compelling needs. The Posture Statement begins with a look at a few of the more than 166,000 Warrior Citizens who have mobilized in support of the Global War on Terror. Then, the Posture Statement discusses Army Reserve initiatives in the following strategies: leading change; providing trained and ready units; equipping the Force; and Warrior Citizens sustaining the All-Volunteer Force. The Posture Statement concludes with a discussion on managing risk to underscore the Army Reserve's compelling needs.

All figures throughout the 2007 Army Reserve Posture Statement are current through 22 February unless otherwise noted.

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MESSAGE FROM THE CHIEF, ARMY RESERVE

The Army Reserve of the 21st Century is a force facing the challenges of transforming from a strategic reserve to an operational, expeditionary, and domestic force—a transformation that is being done at an unprecedented pace. As never before, the Army Reserve is an integral part of the world's best Army. Demand for the authorized 205,000 Army Reserve Soldiers attests to that integration. Today more than 20,000 Army Reserve Soldiers are forward-deployed in Iraq, Afghanistan and 18 other countries. An additional 7,000 Army Reserve Soldiers are mobilized and are serving here in the U.S. In the more than five years since September 11th, more than 166,000 Army Reserve Soldiers, including 71 general officers who either mobilized or deployed in support of the Global War on Terror, have answered the call to mobilize in defense of our Nation.

As a strategic reserve, our Warrior Citizens served one weekend a month and two weeks every summer. Due to the demands of this new century, and our transformation to an operational force, we are asking more of our Soldiers as we prepare them for the challenges they will face both overseas and domestically in this new, continuous state of mobilization. Our commitment to readiness is driving how we train, support, and retain our Warrior Citizens.

As Chief of the Army Reserve, my mission is to build and sustain our operational force into a flexible, responsive and dynamic organization that is fully manned, trained, and equipped to support our Army and our Nation. To accomplish that, we must provide our Soldiers, their families, and their employers with predictability and stability—to know when they can count on being home, mobilized, or deployed. Our goal is to mobilize Soldiers no more than once in a five-year time frame. We must also ensure the Army Reserve has the right equipment to sustain operations, the manpower to support our operations, and the resources to facilitate our operations.

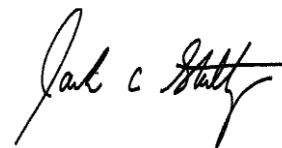
The recent decisions by the Secretary of Defense to ensure access to all components of the force require significant changes that affect the Army Reserve—the duration of deployment of our Warrior Citizens and the cohesiveness of deploying units. Our Soldiers will now mobilize as cohesive units for one year only, rather than eighteen months. This new policy is designed to support the total forces with recurrent, predictable access to Army Reserve units to meet the sustained global demand for Army forces. The benefits of deploying Soldiers who have trained

together cannot be overstated, even though the short-term effect is that some Soldiers, who may have previously deployed with other units, will now deploy again earlier than expected.

The Army Reserve receives resources from Congress through the President and the Secretary of Defense. Those resources historically allowed the Army Reserve to train as a peacetime strategic reserve, with some degree of risk, not as an operational force that supports the Global War on Terror and domestic requirements. Although a surge in contingency operations funding has prepared Army Reserve Soldiers and units for deployment, the discrepancy between past resourcing and operational demands has taken a toll. We will work with the Office of the Secretary of Defense to ensure that the Army Reserve forces required to meet the national security strategy are fully manned, trained and equipped to combat current and future persistent adversaries in the Global War on Terror, provide Homeland Defense, and combat proliferation of Weapons of Mass Destruction.

To prepare for future uncertainties while implementing new policy changes and sustaining the current operational tempo, the Army Reserve needs continued support and leadership from Congress to provide full, timely and sustained funding; modernized equipment for training and deployment; and support to sustain our Warrior Citizens and their families. The resources allocated to the Army Reserve in the Fiscal Year 2008 budget, and in supplemental appropriations, are essential for the Army Reserve to continue its mission of providing trained and ready skill-rich Soldiers to protect the freedoms and values of American taxpayers.

The bright, talented men and women of the Army Reserve are part of the foundation of this century's "greatest generation" of Americans. It is an honor to serve with the men and women of the Army Reserve.



Lt. Gen. Jack C. Stultz
Chief, Army Reserve



ARMY RESERVE WARRIOR CITIZENS

The Army Reserve is a community-based institution with a one hundred year history of supporting the security needs of the Nation. The Army Reserve is serving our Army and our Nation at war.

Currently deployed in Iraq, Afghanistan and 18 other countries, the Army Reserve has transformed from a strategic reserve to an operational force of skill-rich Warrior Citizens. Army Reserve Soldiers' skills and backgrounds reflect the diversity of America.

Seventy-seven percent are men; 23 percent are women. They are black (23 percent), white (59 percent) and Hispanic (12 percent). They are young (46 percent are aged 17–29) and they are mature (46 percent are aged 30–49). When mobilized and deployed, they are enlisted Soldiers (81 percent), officers (18 percent) and warrant officers (1 percent).

But, when not serving in uniform, they are doctors, lawyers, mechanics, homemakers, accountants, teachers, supply clerks, elected officials and journalists, to name a few of the civilian occupations represented in the Army Reserve. Army Reserve Soldiers are your neighbors; they are the parents of your children's friends, their teachers and their coaches. They are employees and employers in our towns and communities around the Nation.

Army Reserve Soldiers are Warrior Citizens with their "boots on the ground" overseas and across the U.S. They can lead a platoon, organize a social function, run a campaign, or chair a business meeting. They have *all* answered the call to serve our Nation.

Here are some of their stories.

Dr. Frank J. Miskena is a colonel in the 308th Civil Affairs Brigade of the Army Reserve. A veterinarian who is fluent in three languages, he has deployed to Albania, Kuwait and Iraq where he was assigned to the Coalition Provisional Authority. There, he became known as the "Voice of Baghdad," following Iraq's liberation. Coalition forces looked to him for help communicating curfews and information to the Iraqi

people. He spoke their language and he understands the price of freedom.



"It is my duty to give back to the country that gave me freedom. I serve with honor in the Army Reserve." (Colonel Miskena meets with a wounded Iraqi citizen.)

Colonel Miskena was born in Baghdad. He earned his veterinary degree in Iraq and was drafted into the Iraqi Army, where he served for two years. In 1977 he came to America, where five years later he became a U.S. citizen. Colonel Miskena shows allegiance to one flag—the Stars and Stripes. He is the highest-ranking Iraqi-American in the U.S. military.

First Sergeant Karen Henderson is a 20-year veteran of the Army Reserve. She always knew she could be called on to deploy.

As a civilian, Karen Henderson is a consultant to one of the world's largest providers of management and technology services. Her civilian-earned skills came into play when she deployed to Iraq with the 80th Division. There, she was assigned to the Iraqi Director General of Communications, part of the Ministry of Defense, where she worked with Iraqis and the U.S. military to evaluate communications needs for the Iraqi military throughout the country.



"The training I received in the Army Reserve was outstanding. For three months, I trained for situations like this. When I needed to use these skills, I didn't have time to think. My training kicked into play." (First Sergeant Henderson with an Iraqi employee of the Ministry of Defense.)

First Sergeant Henderson is typical of Army Reserve Soldiers. She brought a unique set of civilian-earned skills to her unit. But she also acquired skills during training, after she was mobilized. She became combat-lifesaver certified, a skill she used when an insurgent attacked the convoy in which she was riding. As the combat medic on the scene, First Sergeant Henderson treated coalition forces, the Iraqi driver and the insurgent while her unit secured the scene.

Martin K. Richburg likes people. His strong work ethic and easy-going demeanor are traits he brought to the 142nd Maintenance Company, where Staff Sergeant Richburg serves as a heavy-vehicle mechanic. In his civilian job, he is the supply clerk for the district court of a large city. But unlike many Warrior Citizens who have skills that are shared by their civilian and military careers, Staff Sergeant Richburg's two careers do not share common skill-sets. So when his call-up letter arrived, he looked forward to the intensive training he would receive prior to deployment. He knew that training would help him identify potentially dangerous situations.

When his unit was posted to an Iraqi base to provide logistics, maintenance and Soldier training to Iraqi Soldiers, some of the Iraqi Soldiers welcomed the training and guidance they received from the Americans; others did not. On the morning of March 27, 2006, 47 Iraqi Soldiers and civilians were attacked as they entered the base to work. Thirty died. So later that day, while American Soldiers were inside an Internet café on the

Iraqi base, Staff Sergeant Richburg waited on guard outside for a computer terminal to become available.

His Army Reserve training taught him to observe people, their movements, and things that looked out of place. Outside the Internet café, something unusual caught his eye. He saw a man with a large blue bag peer into the café, then enter and leave the café several times. When he dragged a chair to the café's air conditioning unit, left the bag on the air conditioner, and ran, Staff Sergeant Richburg instinctively acted. He chased down the man and learned the blue bag contained a bomb that was timed to detonate while the Americans were inside the café.

Staff Sergeant Richburg ran back to the café, ordered everyone out and took cover. When the bomb exploded, no one was killed, but the café's interior and several small buildings were damaged. Staff Sergeant Richburg's actions saved the lives of 12 American Soldiers and five Iraqi citizens.



"I knew I could come into a situation in Iraq where my training would save my life. So I never relaxed, I was alert at all times. Iraq was the real thing; it wasn't an exercise or a game. If I had let down my guard, I might not have come back alive." (Staff Sergeant Richburg in front of the Internet café used by American Soldiers.)

Kristen King is a college student who is scheduled to graduate in May 2008, 18 months after her classmates, with a degree in broadcast journalism. While researching a way to help defray her tuition costs, she learned about the Army Reserve's education benefits and the valuable hands-on broadcast experience she could get in the Army Reserve. When she deployed to Iraq, Specialist King learned skills that would set her resume apart from other young graduates.



"I discovered who I was and what I could contribute to our mission. The Army Reserve prepared me for everything that lies ahead in my life; to adapt to changes. The skills I learned in Iraq will be with me throughout my professional career." (Specialist King on assignment in Al-Hillah, Iraq.)

For the first eight months of her tour, Specialist King was assigned to a television unit where she was an anchor, reporter, and one of two videographers assigned to Saddam Hussein's trial. During the final four months of her tour, Specialist King hosted "Country Convoy," a four-hour country music program that aired on 107.7 FM Freedom Radio, the only American-run radio station in Baghdad. Her Army Reserve broadcast experience exceeded her expectations—it was unlike anything she could ever learn in a classroom.

In 2005, Specialist King was honored as the Army Reserve Broadcast Journalist of the Year. Now back at school, she talks about her Army Reserve experience with high school and college students. Specialist King did not just bring civilian-acquired skills to the Army Reserve; she brought enthusiasm and a desire to serve. She is now a Warrior Citizen who can apply her Army Reserve-acquired skills to her civilian broadcasting career.

Chief Warrant Officer Bob Louck is a Warrior Citizen who retired from the military in 1985. After September 11th, the former instructor pilot turned pastry truck driver wanted to return to active duty. As a 57-year-old Vietnam War veteran, he thought the Army Reserve could use his skills and volunteered for retiree recall. He was right, and soon found himself at aircraft qualification school with instructors half his age.

As a member of Company B, 7th Battalion, 158th Regiment, he was scheduled to deploy to Afghanistan to support coalition operations

against Taliban fighters. But when an earthquake devastated remote mountain villages in Pakistan, the unit was called up to fly medicine, food and shelters to earthquake survivors in the region. After several months of supporting relief efforts, his unit conducted a phased deployment to Afghanistan to assume their original mission.

Hostile environments are nothing new to Bob. Whether the enemy is the Taliban or the Viet Cong, Chief Warrant Officer Louck, who last flew a Chinook in 1970, knows that age is not a liability. With 1,000 hours of Chinook flight experience, this 20-year military retiree is an example of the skill-rich Warrior Citizens that make the Army Reserve "Army Strong."



"It was the experience of a lifetime. I had never been on a humanitarian mission. Some of the villagers really believed Americans were evil. I can only hope that our relief missions helped to change some minds; especially the young people who are recruited by the Taliban." (Chief Warrant Officer Louck on a humanitarian mission in Pakistan.)

These are only a few Army Reserve Soldiers' stories; thousands of others have similar stories to tell. All are evidence that Army Reserve Soldiers possess a broad range of civilian-acquired skills to complement their traditional military training and military training to complement their civilian careers. They are Warrior Citizens who have answered our Nation's call to service.

In support of the Global War on Terror, 136 Warrior Citizens have sacrificed their lives during Operation Enduring Freedom and Operation Iraqi Freedom. Additionally, two Warrior Citizens, Staff Sergeant Keith "Matt" Maupin and Specialist Ahmed K. Altaie are currently listed as missing and captured.

The Warrior Citizens of the United States Army Reserve will never leave a fallen comrade.

STRATEGIC OVERVIEW

Today's security environment is volatile, complex and uncertain. The dynamics of that environment often require the option of a rapid military response. Therefore, today's Army Reserve units must be prepared and ready to respond rapidly to our Nation's and our Army's needs.

World and national conditions that present a variety of emerging challenges to our national security interests include:

- ▶ Global War on Terror
- ▶ Homeland Defense
- ▶ Protracted war
- ▶ Nuclear proliferation
- ▶ Global terrorists and their networks
- ▶ Insurgencies
- ▶ Natural disasters
- ▶ Failed and failing states
- ▶ Rogue states
- ▶ Adversarial nations and leaders
- ▶ Ethnic and sectarian conflicts
- ▶ Regional instability
- ▶ Ad hoc coalitions
- ▶ Globalization
- ▶ Narco-trafficking
- ▶ Disaster response/relief
- ▶ Disease
- ▶ Budget pressures
- ▶ Treaty obligations
- ▶ Propensity for military service
- ▶ Environmental degradation
- ▶ Cyber network attacks
- ▶ Public focus
- ▶ Declining manufacturing base
- ▶ National will





Within such an environment, the Army Reserve has evolved from a strategic reserve to an operational force of skill-rich Warrior Citizens that provides unique capabilities to complement Army and National Guard partners. The Army Reserve must also complete transformation into a more lethal, agile and modular force. Today's operational tempo does not allow time for extended post-mobilization training. Army Reserve Soldiers and units are expected to be trained and ready when our Nation calls. To meet those realities, the Army Reserve is making the most dramatic changes to its structure, training and readiness since World War II. This transformation is being accomplished while Army Reserve Soldiers and units are engaged in operations at home and in Iraq, Afghanistan and 18 other countries around the globe.

ESSENTIAL FUNCTIONS OF ARMY RESERVE TRANSFORMATION

- Reengineer the mobilization process to simplify, streamline and automate procedures that are currently time sensitive, paper-based, multi-layered and occasionally repetitive.

Why? To respond quickly to domestic and combatant commanders' needs.

- Transform Army Reserve command and control structure to focus functional and operational commands on training, leader development, unit readiness and shorter mobilization timelines for units within their functional scope of expertise.

Why? To focus on the Army Reserve's core mission of providing trained and ready Soldiers and units when needed.

- Restructure units into a flexible and adaptable modular force that meets anticipated mission requirements. Divest

structure that is not able to deploy, is habitually unready, or is too costly to modernize.

Why? To deliver maximum value and utility for the resources expended.

- Improve Human Resources staff, technologies, and business practices to assist commanders and leaders at all levels to recruit, develop, train, and care for Army Reserve Soldiers, families, civilians and contractors.

Why? To support and sustain an all-volunteer force and ensure it is trained and ready when called.

- Implement the Army Force Generation model, realizing that may take up to five years to attain, to create stability and predictability for Army Reserve forces so a Soldier will deploy only one year out of every five. Create additional depth in high demand capabilities.

Why? To provide stability and predictability to Soldiers, families and employers while simultaneously supporting the Global War on Terror, major combat operations, domestic operations and contingencies such as natural disasters.

- Improve individual support to combatant commanders by increasing the number of trained and ready Soldiers in critical military occupational specialties available for individual augmentation.

Why? To meet the Army's demand for individual capabilities without cannibalizing existing units for those skills and threatening unit readiness.

- Build mutual support between the Army Reserve and employers and communities.

Why? Combine/leverage civilian-acquired skills with leadership, maturity and experience gained in the military.



LEADING CHANGE AND SHAPING THE FORCE

ACCOMPLISHMENTS

Some of the most significant organizational changes during Fiscal Year 2006 include the accomplishments listed below:

- ★ Activated two theater signal commands and three expeditionary support commands, one of which will deploy in support of Operation Iraqi Freedom during 2007.
- ★ Initiated actions to inactivate 10 Regional Readiness Commands and activate four Regional Readiness Sustainment Commands to reduce overhead structure and focus on supporting Army Reserve units on a regional basis.
- ★ Applied the Army Force Generation (ARFORGEN) model to how Army Reserve units are scheduled and resourced for deployment. In FY2006, approximately 77 percent of the Army Reserve's mobilized units were from the ARFORGEN model.
- ★ Aligned 80 percent of Army Reserve forces, to include 58 modular combat support/combat service support brigades and 8 civil affairs brigades into ARFORGEN.
- ★ Completed the realignment of command and control of the U.S. Army Civil Affairs and Psychological Operations forces from the Army's Special Operations Command to the U.S. Army Reserve Command to improve Civil Affairs/Psychological Operations support to conventional forces.
- ★ Completed the realignment of the U.S. Army Reserve Command—as a Direct Reporting Unit to the Department of the Army—as part of the Army's efforts to more effectively administer and support its operating forces.
- ★ Initiated actions to restructure Army Reserve training support divisions and institutional training divisions to support the Army's individual and collective training requirements.
- ★ Advanced plans to close or realign 176 Army Reserve facilities under BRAC, a higher percentage of real property closures and realignments than any other component of any service, and to build 125 new Armed Forces Reserve Centers to support Army Reserve units and Soldiers more effectively.
- ★ Completed three Lean Six Sigma business projects with future cost savings and cost avoidance estimated at \$47 million over the next seven years.



Transforming to meet today's demand for Army Reserve forces has led to the development of a host of strategic initiatives in support of major objectives. Some are complete, while others are still in progress. The prioritization of the Army Reserve transformation efforts will result in a complementary, operational force that is ready to support America's global and domestic commitments. The Army Reserve's strategic initiatives, when fully implemented, will accomplish the following:

- ▶ Provide the joint force and combatant commanders with ready combat support and combat service support units made up of skill-rich Warrior Citizens.
- ▶ Increase the number of Army Reserve Soldiers in deployable units.
- ▶ Reduce the time needed from mobilization to deployment.
- ▶ Provide predictability to the Army in terms of the capabilities available in the Army Reserve.
- ▶ Provide predictability to Army Reserve Soldiers, families and employers regarding deployments—allowing them to better prepare and plan for mobilization periods.
- ▶ Ensure more focused and efficient administrative management of Army Reserve forces, and increase unit and Soldier readiness.
- ▶ Provide improved facilities and more effective training to Army Reserve Soldiers.
- ▶ Streamline the command and control of Army Reserve forces.
- ▶ Increase the number of Soldiers in specialties needed to support the long war.
- ▶ Improve Army Reserve business, resourcing and acquisition processes.
- ▶ Provide better citizens to America's communities and better employees to America's employers.

The Army Force Generation Model: Predictability Through Focused, Efficient Management

The Army Reserve's wide-ranging transformation is focused on providing needed capabilities to combatant commanders as they fight the long war. As the Army Reserve continues

to transform, it is implementing a system that will establish predictability, not only to those commanders, but also to Army Reserve Soldiers, their families and their employers. That system is called the Army Force Generation (ARFORGEN) model.



ARFORGEN is an Army-wide readiness model to support expeditionary deployment on a rotational basis. ARFORGEN consists of the structured progression of training, resourcing and unit readiness over time, resulting in recurring periods of availability of trained, ready, cohesive units that are prepared for an operational deployment, in support of civil authorities or combatant commander requirements. ARFORGEN is a model driven by operational requirements that facilitates assured, predictable access to the Army's active and reserve forces for future missions. That model task-organizes forces into expeditionary force packages, and manages them to progressively higher levels of capability and readiness through sequential force pools. Those pools train to corresponding metrics that ultimately provide a tailored force capability to



Increasing the Operational Force

The Army Reserve continues to improve force structure to meet the demands of current and future operations. Reorganizing command and control structure resulted in more deployable command posts, functional commands and sustainment commands that are streamlined and more efficient than former command and control organizations. Those reorganized units are tailored to provide increased combat support and combat service support to the Army expeditionary force packages. In total, the Army Reserve converted 78 units with 5,076 spaces of “non-deploying” structure during FY2006 to deployable organizations. Additional reorganizations in FY2007 are expected to yield even larger numbers of operational forces. The reorganization process has been carefully managed to maintain a high capacity of quality training support services with no diminished training capability.

meet an Army requirement. Packaging forces in a predictable deployment cycle, against specific requirements, will improve unit readiness as units progress through the system. Additionally, it will eliminate the old, tiered resourcing system, which included units resourced insufficiently that were never ready for deployment. The ARFORGEN strategy ensures that deploying units will be fully-trained—as cohesive units—on the most modern equipment.

When implemented fully, ARFORGEN will add a rotational depth of ready units to the force and spread the operational demand for Army Reserve forces over a manageable time period.

The Army Reserve is adjusting its Trainees, Transients, Holdees and Students (TTHS) account from 20,500 to 12,000. These additional spaces, 8,500 Soldiers, will be converted to operational force structure, by right-sizing the TTHS account, and will be used in support of domestic and overseas missions.

Recent decisions to reduce and streamline the training structure and to shift Soldiers from non-deployable units into a deployable force structure resulted in a more efficient training



base without diminishing training capacity or capability. As a result, 5,000 personnel billets have been reconfigured into the deployable force pool.

Ready Response Reserve Units

A key operational initiative for the Army Reserve is the development of the Ready Response Reserve Units (R3Us). This initiative capitalizes on Reserve Component (RC) Soldiers who are willing to volunteer to serve on part-time active duty, that is, more than the 39 days per year, but less than 365 days per year. The Army Reserve seeks to leverage these volunteers and match them against the need to fill short-notice requirements for combatant commanders and against other known requirements with R3Us. Additionally, the ARFORGEN model may identify other high-demand, low-density RC units, which may be required to rotate faster through the “Reset, Ready and Available” pools to support combatant commander and/or domestic requirements. Units matching those requirements are potential R3U candidates. Those R3Us will serve for more than the traditional 39 days per year or may be used repetitively as voluntary units in accordance with current laws and Department of the Army policy. Units that participate as R3Us may not only be short-notice deploying units but may also be used to improve the readiness of Army units and Soldiers for deployment. A test of the R3U concept has been proposed for Fiscal Years 2008 and 2009. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) and the Army Reserve have identified three categories of units to test in the pilot program. The three categories include: Early Entry Operations, Known Surge Operations, and Sustainment Operations. As the lead for the test, the Army Reserve will develop processes and gather “lessons learned” that will improve the readiness of the entire Army.

Improved Facilities and Training Support: Realignment and Closure

Base Realignment and Closure (BRAC) 2005 will realize significant cost efficiencies to the Army Reserve and improve the support the Army Reserve will be able to provide its Soldiers. BRAC will require the Army Reserve to create joint or multi-functional installations and improve readiness of current installations and facilities. It will provide the Army Reserve the opportunity to station forces in modern, state-of-the-art facilities and to redesign many Cold War facilities that no longer reflect current requirements. Under BRAC, the Army Reserve will close or realign 176 of its current facilities. That

represents a higher percentage of real property closures than any other component of any service. In turn, Army Reserve units will move from those older facilities into 125 new Armed Forces Reserve Centers (AFRCs), many of which will be shared with at least one other reserve component, enhancing joint relationships and facility use. That construction will eliminate duplication of facilities where different components of the Armed Forces are in the same areas.

The new AFRCs will have high-tech, distance-learning and video-teleconferencing capabilities as well as fitness centers, family readiness centers and enhanced maintenance and equipment storage facilities. Those dramatic changes, closely coordinated among Army Reserve planners and the BRAC agencies, were synchronized with the Army Reserve’s efforts to reshape its structure and grow war fighting forces. The Army Reserve needs support from the President’s budget to ensure that base operations support and sustainment, restoration, and modernization for Army Reserve facilities remain funded to ensure force readiness.

Streamline Command and Control

The restructuring of the Army Reserve’s command and control creates a more functionally-aligned force. These efforts were supported by BRAC. The Army Reserve reduced the number of administrative commands and increased the number of operational commands while maintaining the same number of general officer billets, in order to improve support for the Army. Seventy-one of the Army Reserve’s 143 general officers have been mobilized or deployed to support the Army since September 11, 2001.



Ten regional readiness commands will be replaced by four more efficient regional readiness sustainment commands (RRSCs). Those RRSCs, which will be fully operational by the end of FY2009, will provide base operations, personnel, and administrative support to Army Reserve units and Soldiers within their geographic regions.

Two signal commands were converted to theater signal commands in 2006. One of those commands relocated to Hawaii to provide support to U.S. Army Pacific Command on a full-time basis. Additionally, three expeditionary sustainment commands were activated to support the Army's modular logistics concepts. The commands were activated from older structures that were designed for Cold War engagements.

Another expeditionary sustainment command and a theater aviation command will activate during FY2007. The Army Reserve training structure, which supports all Army components, is also restructuring to support the growth of more operational forces.

Increasing Civil Affairs and Psychological Operations Assets

Given the global population and urbanization trends, the importance of preparing and maintaining trained and ready civil affairs units has become increasingly evident. As the Army Reserve continues to support military operations in the long war, it is essential that Army Reserve forces are knowledgeable about the culture and customs of the people they will encounter. To address this and the numerous challenges of civil-military operations, the military uses Civil Affairs (CA) units that are focused on those operations.



Today, more than 96 percent of all CA forces are in the U.S. Army and 93 percent of those forces are in the Army Reserve. The knowledge, skills, abilities and maturity required to operate effectively in the civil environment, particularly in areas such as city management, banking, and public health administration, overwhelmingly reside in the Army Reserve and are maintained by Army Reserve Warrior Citizens. Army Reserve CA units and Soldiers are trained and ready to deploy anywhere they are needed to plan, coordinate and execute civil-military operations. Those Soldiers set the conditions for transition to follow-on civilian government agencies, international organizations, nongovernmental organizations and private sector contractors.

In the area of psychological operations (PSYOP), the Army Reserve also provides key capabilities to the operational environment of this century. PSYOP forces help reinforce foreign attitudes and behavior favorable to our Nation's goals. More than 63 percent of the Army's total PSYOP force resides in the Army Reserve.

To meet the needs of the 21st century battlefield, over the next six years, the Army Reserve will add 904 CA Soldiers and 1,228 PSYOP Soldiers. The most significant growth will be the addition of 48 new CA companies and 10 new PSYOP companies. That will add critical skill sets at the tactical level required by the conventional force to understand, interact, and influence foreign populations and institutions.

To assist the Army Reserve's efforts to create and sustain trained and ready CA and PSYOP Forces, the Office of the Secretary of Defense approved the transfer of Army Reserve CA and PSYOP forces from U.S. Army Special Operations Command to the U.S. Army Reserve Command (USARC) last year. That move will integrate Army Reserve CA and PSYOP



forces into the conventional force, providing the conventional force commanders dedicated CA and PSYOP forces consistent with the Army Force Generation model.

Improving Business Practices

A permanent Business Process Improvement/Lean Six Sigma (BPI/LSS) office was established in April 2006 at the U.S. Army Reserve Command (USARC). LSS is a business process improvement methodology that focuses on speed, efficiency, precision and accuracy. Three BPI/LSS projects were completed in FY2006 with cost savings estimated at \$47 million over the next seven years.

LSS recognizes the unique skills and certifications Army Reserve Soldiers bring to the Force that are not normally found within the active components. For example, the Army Reserve has identified several Army Reserve Soldiers who are qualified as Lean Six Sigma master black belts (MBB), black belts (BB), and green belts (GB). Those Soldiers obtained LSS certification through their civilian occupations, typically investing over 200 hours in classroom instruction for the MBB, 144 classroom hours for the BB and 64 classroom hours for the GB in addition to completing projects.

By optimizing the civilian-acquired skills of our Soldiers, in combination with contractor support, the Army Reserve estimates obtaining full integration of best business practices by January 2009. The cost will be approximately \$4 million, which is about 73 percent less than the cost of relying exclusively on contractors. As LSS is employed throughout the Army Reserve, other commands are recognizing the

value associated with using Army Reserve Soldiers and are asking for assistance. The Army Reserve will continue to assist wherever possible.

COMPELLING NEEDS FOR LEADING CHANGE AND SHAPING THE FORCE

- ★ Support the President's FY2008 budget which includes resources for a myriad of Army Reserve initiatives associated with the Army Force Generation model to include training, equipping and facility requirements during the "ready" phase of ARFORGEN.
- ★ Support the FY2008 Budget request for resources for the Army Reserve to continue implementing BRAC-legislated projects to close installations, construct Armed Forces Reserve Centers and fund 13 Army Reserve Military Construction projects. Full, timely and predictable funding will enable the Army Reserve to institute necessary force structure changes.
- ★ Accelerate momentum established in modernization of the Army Reserve with the implementation of Ready Response Reserve Units, increased annual training requirements and upgraded facilities to train and support Soldiers.



PROVIDING TRAINED AND READY UNITS

ACCOMPLISHMENTS

Since 9/11:

- ★ The Army Reserve had mobilized more than 166,000 Soldiers; more than 42,000 Soldiers have served on multiple deployments.
- ★ Ninety-eight percent of Army Reserve units have provided mobilized Soldiers or have deployed in support of the Global War on Terror.

Fiscal Year 2006:

- ★ Expanded rotational force management in support of ARFORGEN and aligned with the Army Campaign Plan.
- ★ Mobilized 24,303 Warrior Citizens and deployed 13,240 Army Reserve Soldiers.
- ★ Developed and executed plans to help prepare for the 2006 hurricane season. Those efforts involved regional readiness commands and units in 15 states and required that 1,996 separate items of equipment be prepositioned on the eastern seaboard and the Gulf Coast.
- ★ Army Reserve mobile training teams developed and executed a program of instruction (POI) to train Afghan National Army noncommissioned officers (NCOs). The course blended Afghan culture and needs with material and standards of the U.S. Army Drill Sergeants School.
- ★ Army Reserve Soldiers also continued to support the training of Iraqi Security Forces.
- ★ Implemented the defense readiness reporting system (DRRS) that gives senior leaders knowledge of Army Reserve capabilities to support future combatant commander requirements.
- ★ Successfully integrated the Army Reserve Training Strategy (ARTS) into the ARFORGEN training model.
- ★ In 2006, the Army Reserve conducted Patriot Warrior and River Warrior exercises which included two eight-day field training events to challenge units' collective responsiveness under stressful, contemporary operating environment conditions. The exercises included Joint and Coalition Forces.
- ★ Two thousand Army Reserve Soldiers sharpened their technical skills in tactical environments through functional exercises.
- ★ Sixty-one thousand Army Reserve Soldiers completed 70,000 training courses provided through the Army Reserve Virtual University.

During the 20th century, Army Reserve recruiters sought men and women willing to give up one weekend a month and two weeks every summer in return for college tuition, an interesting part-time job and an opportunity to serve their country. In return, the Nation got the strategic reserve it needed during the Cold War era. That was last century.

This century, the Army Reserve is engaged in operations across the globe as an integral part of the world's greatest Army. Army Reserve units must be prepared and available to deploy with a full complement of trained and equipped Soldiers when the Nation calls. The recent decisions by the Secretary of Defense will facilitate the deployment of trained and equipped Army Reserve units as whole cohesive units.



Operations

At the end of FY2006, more than 35,000 Army Reserve Soldiers were serving on active duty. Approximately 25,000 Army Reserve Soldiers served overseas, in Iraq, Afghanistan and 18 other countries, while another 10,000 Army Reserve Soldiers supported homeland defense missions at training centers, mobilization sites, and medical centers in the continental United States.

The Army Reserve is an integral part of the Army. Army Reserve Soldiers provide 88 unique skill sets and bring value-added experience and maturity to the joint force with their civilian-acquired capabilities. The Army Reserve force of Warrior Citizens includes surgeons, fire chiefs, teachers, city planners, waterworks directors, and police officers who have skills acquired in their civilian careers that aren't resident in the active Army. The wars in Iraq and Afghanistan have demonstrated the Nation's need for the critical capabilities of the Army Reserve Warrior Citizens.

Combined, Joint Operations

From supporting all military branches (running truck convoys of food, ammunition, fuel and other items) to conducting combat operations, responding to ambushes, and directly engaging the enemy, the Army Reserve has been an integral element of U.S. military and coalition operations.

In FY2006, Army Reserve Soldiers continued to train Afghan Security Forces. While the 95th Division (Institutional Training) from Oklahoma City, Okla., administered the Afghan Drill Sergeant School, the 98th Division (IT) of Rochester, N.Y.

(which had previously supported the creation and training of Iraqi Security Forces), augmented forces standing up the Afghan National Military Academy (NMA). Additionally, more than 900 Soldiers from the 108th Division (IT) in Charlotte, N.C., are supporting the training and creation of Iraqi Security Forces throughout Iraq.

Domestic Operations

The Army Reserve is the Title 10 first responder to support civil authorities during a domestic emergency. Lessons learned from Hurricane Katrina relief efforts prompted the Army to ask the Army Reserve to support state and local responders during the 2006 hurricane season. In March 2006, the Army Reserve developed regional and state Hurricane Task Forces to prepare equipment and personnel for hurricane support operations required within their regions. Task Force South supported Mississippi, Alabama, Georgia and Florida. Task Force North supported Tennessee and North and South Carolina. Each task force was headed by a brigadier general and operated out of the 81st Regional Readiness Command (RRC) in Birmingham, Ala. The 90th RRC, in North Little Rock, Ark., stood up state task forces for Louisiana and Texas.

More than 1,996 separate items of Army Reserve equipment were pre-positioned along the eastern seaboard and Gulf Coast. By July 2006, the equipment and units involved in the contingency planning operations provided added capabilities to local authorities in the event of a hurricane. The Army Reserve task forces coordinated with U.S. Army North (the Army's component of U.S. Northern Command), and state and local authorities for support operations. Separate plans



were developed for support to U.S. territories in the Pacific and Caribbean areas.

The Army Reserve remains committed to supporting those contingencies as the federal first responder, and has elected to keep most of the pre-positioned equipment in place for the 2007 hurricane season.

As demonstrated by the Army Reserve's support to Hurricane Katrina recovery operations (where the Army Reserve provided all of the CH-47 aircraft support, two truck companies and over 90 vehicles), the relevant and critical capabilities provided by the Army Reserve will be needed for future homeland defense and security missions. Resident within the Army Reserve structure are skilled medical professionals, hazardous material reconnaissance teams, casualty extraction, mass casualty decontamination, engineer units, aviation units and water purification units that will provide key capabilities support to both expeditionary Joint Force and National Guard partners in the United States.

Army Reserve Soldiers who deploy for civil support missions frequently do so while in a training status. In the case of Hurricane Katrina, Army Reserve support for relief efforts was possible because training funds were still available for Army Reserve Soldiers. Access to Title 10 first responders in the future cannot depend on availability of training days or training funds. Therefore, changes should be made to permit the mobilization of Army Reserve capabilities in support of domestic operations.

Army Reserve Training Strategy

To meet the demands of an operational and expeditionary force, Army Reserve units must be trained and ready prior to mobilization as cohesive units. The Army Reserve is transitioning to a train-alert-deploy training model. That training model represents an essential element of the ARFORGEN process; implementing ARFORGEN requires a fundamental change to the Army's strategy of how to prioritize limited resources.

Historically, Army Reserve units trained during two-day monthly battle assemblies and a 14-day annual training event. In support of ARFORGEN, the Army Reserve's five-year training cycle calls for an increase in unit annual training requirements in the third and fourth years. Those additional training requirements will allow units approaching their mobilization phase to conduct pre-mobilization training and participate in collective training events such as national training center exercises.

The Army Reserve Training Strategy (ARTS) establishes the fundamental concepts of the train-alert-deploy model for Army



Reserve Soldiers. It includes progressive training and readiness cycles, priorities for resources, managed readiness levels, and predictable training as dictated by the ARFORGEN model. As units advance through a series of cumulative and progressively complex training events, each training phase improves the level of unit readiness. When ARFORGEN is fully matured, units in years one to three (*reset/train*) will reconstitute and train on basic mission-essential task list (METL) tasks. While some Soldiers complete professional education and individual training, units complete collective training in squad-to-company-level training in local areas and functional exercises. Units complete the *reset/train* phase of ARFORGEN with a Warrior Exercise — a multi-functional, multi-echelon event that improves unit proficiency.

In the fourth year (*ready*) immediately before mobilization or deployment into a theater of operations, training focuses on collective war fighting skills and theater specific mission tasks, and accounts for approximately one-third of the total 92 training days per Soldier mandated by the five-year ARFORGEN model. Upon successful completion of a combat training center (CTC), or a comparable event and the validation of their combat skills, the unit will move into year five (*available*).

Warrior Exercises (WAREX)

Warrior Exercises produce competent, confident, adaptive Soldiers, leaders and units that are trained and ready to fight. Focusing on collective war fighting skills, these eight-day, continuous operation field training exercises replicate the process of mobilization, deployment and employment in theater.

Exercises ensure Soldiers can conduct combat support and combat service support operations in a contemporary operating environment. The training is battle-focused and incorporates basic skills and lessons learned from combat zones to enhance battle drill training.

The demanding, collective training of the Warrior exercises provides unit leaders with additional training and prepares Soldiers for combat training center exercises or comparable events and subsequent deployment for contingency-expeditionary force and domestic operations.

Functional Exercises

In FY2006 the Army Reserve conducted 16 functional exercises to sharpen Soldiers' skills in a tactical environment. Functional



exercises are branch specific and are held in the second year (*reset/train*) of the Army Reserve Training Strategy.

For example, Golden Medic 2006, the U.S. Army Reserve's largest medical command and control exercise, drew 2,000 Soldiers from units throughout the country, to Camp Parks in Dublin, Calif., and to Fort Gordon in Augusta, Ga. Soldiers established and administered a makeshift medical complex equipped with facilities resident in a U.S. hospital, (ventilators, X-ray machines, dental equipment, a pharmacy, a laboratory and a triage wing). Golden Medic also tested the ability of Army Reserve units to evacuate casualties from the battlefield to a hospital outside the region, and to practice the skills they need to treat injuries sustained in battlefield conditions, such as blast injuries and severed limbs. The exercises prepared Army Reserve Soldiers for handling large numbers of patients, which is something that most medical professionals do not experience in a civilian



hospital setting.

The training Army Reserve field medics receive today, coupled with advances in aero-medical evacuation systems and enroute support care, has increased casualty survival rates tremendously. With today's military medical care system, there is a 97 percent survival rate for casualties that are evacuated from the battlefield to the theater hospital. Army Reserve Soldiers, who make up 50 percent of the Army's medical capacity, are ready and answering their call to duty.

Combat Support Training Centers

After BRAC implementation, the Army Reserve will establish combat support training centers (CSTCs) at Fort Hunter Liggett, Calif., and at Fort Dix, N.J. Those centers will enhance training in the following ways:

- ▶ Provide training and maneuver space for technical and field training in austere environments.
- ▶ Allow more rigorous and realistic weapons qualification.
- ▶ Enhance Army Reserve collective training capabilities.
- ▶ Support the Army Reserve's Warrior Exercise program.

Both centers will support joint, multi-component, interagency, and convoy training up to brigade level at Fort Hunter Liggett and up to battalion level at Fort Dix.

When the combat support training centers achieve their full operational capability, units in ARFORGEN's fourth year (*ready*) will validate their collective mission tasks in combat training center-like rotations. They will help command, plan, prepare, supervise, and execute simulation-supported unit pre-mobilization collective training. The CSTCs will provide predictable access to state-of-the-art training centers that focus



on the deployment, training, and redeployment experience for Army Reserve units.

The Army Reserve Leadership Development Campaign Plan

Updated and executed in 2006, the Army Reserve Leadership Development Campaign established requirements and integrated programs unique to the Army Reserve. Two significant components are listed below:

► **The Senior Leader Training Program**

The Senior Leader Training Program develops the intellectual and strategic thinking skills that senior leaders need to implement change in the Army Reserve. The program focuses on general officer and colonel-level leaders with seminars that address organizational change, Army transformation and ethics-based leadership.

► **The Pre-Command Courses**

The Army Reserve Brigade and Battalion Pre-Command Course was upgraded to enhance training that prepares field grade commanders and command sergeants major to lead Army Reserve Soldiers.

In addition to a company pre-command course for commanders, Army Reserve company command teams (commanders, first sergeants, and unit administrators) participate in new company team leader development courses to better prepare them for the challenges of leadership at the company level, which is critical to success.

Phased Mobilization

Phased mobilization minimizes unit personnel reassignments, enhances Soldier medical and dental readiness, improves unit leadership and enhances individual skills and unit collective training before deployments.

Under the phased mobilization concept, selected Soldiers and leaders mobilize in intervals before their unit's mobilization to perform Soldier leader training, Soldier skill training and unit collective training. Phased mobilization allows selected Soldiers and leaders to receive individual training according to a planned and phased schedule, to ensure they are fully-trained and mission-ready prior to deployment.

Army Reserve Virtual University

To enable commanders to spend more time with Soldiers for mission-essential training, the Army Reserve Virtual University (VU) began operating in June 2003. Since then, the VU has exceeded 155,000 student enrollments.

The VU hosts web-based training, provides valuable user tools, and has real-time reporting features that are essential to commanders. The VU is available anytime and anywhere Soldiers, civilian employees and family members have Internet access. The site is accessible to anyone with an Army Knowledge Online (AKO) system username and password. It offers 24/7/365 customer service.

As of November 2006, the VU offered 49 Internet-based courses, many of which meet the Army Reserve's mandatory course requirements, including: Information Assurance Awareness, Subversion and Espionage Directed against the



Army, and Substance Abuse. It also offers course discussion threads, chat rooms, electronic libraries, collaborative learning environments (CLEs) in the continental United States and overseas theaters of operation, individual downloadable transcripts, and custom portals for each major command. The CLE provides every major subordinate command staff with a video conferencing capability that is accessible at home, school, or place of work. No special teleconferencing facilities are required.

The VU is also a place where Soldiers, civilians and family members can enhance their personal or professional knowledge about the Army Reserve. The VU is an effective and efficient vehicle for providing family readiness information and training to Army Reserve families that are geographically dispersed and located far from units and installations. Included in the online VU package is a Family Readiness Library and two Family Readiness courses within the catalog.

CALL TO DUTY[™]

BOOTS ON THE GROUND



COMPELLING NEEDS FOR PROVIDING TRAINED AND READY UNITS

- ★ Support the President's FY2008 budget initiatives for Reserve Personnel, Army (RPA) funding levels to support Army Force Generation model phased training requirements that include:
 - ▶ Equipment training.
 - ▶ Improved collective training.
 - ▶ Warrior Exercises.
 - ▶ Leader education.
- ★ Support the President's FY2008 budget initiatives for Operations and Maintenance, Army Reserve (OMAR) funding levels:
 - ▶ To establish combat support training centers at Army Reserve primary installations.
 - ▶ To increase emphasis and additional operating tempo for warrior task and drill training; skill reclassification training, convoy live fire training, and additional support.
 - ▶ To provide training equipment sets to support Army Reserve Training Centers.
 - ▶ To dedicate equipment training sets at centralized locations and training equipment sets for schools and deployable units.



ARMY RESERVE CAPABILITIES THAT SUPPORT JOINT, COMBINED AND INTERAGENCY OPERATIONS

Many of the skills unique to Army Reserve Soldiers complement joint, expeditionary and domestic operations. Examples of Army Reserve capabilities that support national objectives include:

Countering Terrorism

- ▶ Highly specialized counterterrorism support to Special Operations Command (SOCOM), the U.S. Department of State's Office of the Coordinator for Counterterrorism, and other government agencies.
- ▶ Units and Soldiers for combatant commands to execute their regional war on terror (RWOT) plans.

Defending the Homeland

- ▶ Critical capabilities to commands with significant domestic response responsibilities: U.S. Northern Command (USNORTHCOM); U.S. Joint Forces Command (USJFCOM); Joint Task Force-Civil Support (JTF-CS); Joint Forces Command's (JFCOM) Standing Joint Task Force Headquarters; and U.S. Army North (ARNORTH).
- ▶ Twenty-six Army Reserve chemical companies with specialized military and civilian response equipment that can perform mass casualty decontamination and chemical, biological, radiological and nuclear (CBRN) and hazardous materials (HAZMAT) responder operations.
- ▶ Much of the Army's combat and combat service support capability to include medical, chemical, transportation, logistics, and civil affairs capabilities, all of which are available for homeland defense missions.
- ▶ Aviation, Transportation, and Logistics capabilities to include 1,996 pre-positioned pieces of fully mission-capable equipment with identified crews to provide rapid domestic disaster response for the 2006 hurricane season using programmed funding. Most of those assets will remain in place for future domestic response operations.
- ▶ One hundred and ninety four emergency preparedness liaison officers (EPLOs) who are embedded in all 10 FEMA regions to support federal and state emergency managers for domestic response operations.
- ▶ Support to NORTHCOM's Consequence Management Response Forces 1-3, which includes chemical, quartermaster, and medical-type units.

Shaping Choices of Countries at Crossroads

- ▶ Units and Soldiers to allow geographic and functional combatant commanders to execute their theater security cooperation plans (TSCP) to build partner capacity in exercises such as Nuevos Horizontes in Guatemala and Cobra Gold in Thailand.

Preventing Acquisition of Weapons of Mass Destruction (WMD) by State and Non-State Actors

- ▶ Direct support to the 20th Support Command in its lead Department of Defense role as the primary responder for CBRN consequence management operations. These capabilities are available for use in the prevention of acquisition of WMD.
- ▶ Chemical units that provide unique capabilities to detect, identify, and mitigate selected WMD in support of non-proliferation activities.

While the challenges the Army Reserve faces will evolve, Soldiers with "boots on the ground" will remain vital to our Nation's solutions.

EQUIPPING THE FORCE

ACCOMPLISHMENTS

Since 9/11:

- ★ Cross-leveled more than 300,000 items of equipment (65,000 transactions) among Army Reserve units to support on-going operations.
- ★ Developed and fielded cutting-edge logistics information management programs to improve situational awareness and support decision-making.
- ★ Developed and implemented innovative and cost-effective methods to improve logistics readiness by centralizing equipment and using centrally managed databases to manage and track equipment.

Fiscal Year 2006:

- ★ Developed and began implementation of a logistics program that directly supports the Army Force Generation (ARFORGEN) model.
- ★ Reduced the backlog of equipment, redeployed from Iraq and Afghanistan, for inspection, repair, and/or overhaul from 14,000 items to less than 1,500.
- ★ Achieved a maintenance readiness level of 91 percent for reportable equipment on hand as fully mission-capable.
- ★ Provided Rapid Fielding Initiative equipment to 62,000 Army Reserve Soldiers.
- ★ Integrated 7,014 pieces of equipment transferred from the Active Component to the Army Reserve.
- ★ Inducted 5,337 major end items and 30,725 items for calibration into depot maintenance.
- ★ Identified \$742 million of Army Reserve stay-behind equipment retained in Iraq for replacement (such as HMMWVs, Trucks, Material Handling Equipment and communications equipment).
- ★ Retired 6,800 M16A1 rifles from Army Reserve units in preparation for M16A2, M16A4, and M4 rifle replacement fielding.

Meeting future obligations will require the Army Reserve to do much more than focus on managing current resources. The continued high pace of operations will require additional expenditures to reset the force in addition to the costs associated with modernization and modular conversions.

The Army Reserve and the Modular Force Logistics Concept

The Modular Force Logistics Concept (MFLC) is the Army's redesign of logistics business rules, processes, and procedures to support the modular force. The MFLC seeks to integrate logistics operations, vertically and horizontally, to provide the speed and flexibility needed to deploy and sustain the Modular Force in training and combat. Vertical integration streamlines logistical support to the warfighter. The 143rd Transportation Command (TRANSCOM) based in Orlando, Fla., is transitioning to become an Expeditionary Sustainment Command. It will then be able to employ the concept of logistical integration for easier coordination between units. Horizontal integration consolidates material management centers (MMCs) and movement control centers (MCCs) into logistics headquarters support operations; logistics at the operational level are then focused on theater and brigade combat team support.

As the Army Reserve adapts to those changes and procedures, concepts such as the Army Reserve Equipping and Fleet Management Strategy (AREFMS) are evolving to integrate and complement MFLC.

The Army Reserve and GCSS – A/T and SALE

Central to the implementation of the MFLC is the development of Enterprise Resources Planning (ERP) software, which will provide the Army with a holistic, fully integrated logistics data warehouse and accompanying management and decision making tools. The current concept is to build on the development of a Global Combat Support System—Army/Tactical (GCSS-A/T) and a national level system, which

will be replaced and integrated at a future date into one enterprise—the Single Army Logistics Enterprise (SALE). The Army Reserve is a full partner with the Army and defense industry leaders in the development of GCSS-A/T and SALE, providing a team to adapt current Army Reserve business rules, processes and procedures to the “best commercial” practices embedded in the ERP.

Until the new software is completed and fielded, the Army Reserve will continue to use and refine its bridging solution, the Logistics Data Warehouse (LOGDAT). LOGDAT integrates data from Army Reserve unit and command-level logistics systems at the national level. In a single warehouse, Army Reserve commanders, staffs and managers can access the data, review unit readiness and develop and implement management decisions.

Equipping Units in the ARFORGEN Cycle



As previously stated, the Army Reserve, as a full participant in the ARFORGEN model, is no longer a strategic reserve but an operational force. The Army Reserve must train under the same conditions and standards as their Active Duty counterparts, including training with the same types of equipment they are expected to operate on the battlefield. To accomplish the training necessary for units to flow through the model, the most modern equipment must be made available to Army Reserve units as they move through the pre-mobilization and deployment phases of ARFORGEN.

The Army Reserve has developed a strategy to optimize the use of its available equipment, based on the training requirements of units, as they move through the ARFORGEN cycles. Army Reserve unit equipment will be housed at respective unit home stations, collective training sites and individual training





sites. That provides equipment for individual training as well as small unit training at home stations. The unit's collective training will be accomplished at the collective training sites and will be evaluated at the unit level. The Army Reserve can meet a single large contingency and continue to operate a rotational readiness model under ARFORGEN. Although military support to civil authorities (MSCA) activities do provide a collective training benefit, if there are repeated or significant domestic contingencies, such as repeated or long-lasting hurricane responses or additional foreign contingencies, collective unit training cycles at collective training sites *could* be delayed or canceled.



The Army Reserve requires a steady flow of procurement to reach equipment and modernization goals. If the right equipment is unavailable when needed, mission accomplishment and the survivability, safety and morale of Army Reserve Soldiers are jeopardized.

COMPELLING NEEDS FOR EQUIPPING THE FORCE

Procurement of equipment to support the Global War on Terror (GWOT) and the Modular Force

- ★ The modernization of light-medium trucks (75 percent are not Modular Force compatible or deployable and are not integral to training and operational efficiency).
- ★ The modernization of medium line-haul tractors (50 percent do not support single-fleet policy and are not integral to training and operational efficiency).
- ★ Medical equipment.
- ★ Night vision systems.
- ★ Chemical/biological/radiological detection/alarm systems.
- ★ Modular Force equipment needed to support designated individual and collective training locations, including unit level collective training in a field environment.
- ★ Communications and automation equipment.

Sustainment

- ★ Support Army Reserve participation in the development and fielding of GCSS-A/T and SALE.
- ★ Support initiatives to ensure depot maintenance funding at 90 percent or better.
- ★ Support recapitalization of tactical truck inventory.
- ★ Endorse retention of Army Reserve tactical maintenance contract labor to reduce mobilization and training equipment backlogs.



WARRIOR CITIZENS SUSTAINING THE ALL-VOLUNTEER FORCE

ACCOMPLISHMENTS

- ★ In FY2006, The Army Reserve achieved over 100 percent of its goal for the reenlistment of first-term Soldiers; the first time that has been accomplished since 2002.
- ★ The Army Reserve continues to retain its career Soldiers, reaching 103 percent of the 2006 re-enlistment goal.
- ★ Despite the continued high operational tempo, the Army Reserve realized 95 percent of its overall recruiting mission, including the U.S. Army Recruiting Command, Human Resource Command-Alexandria, Va., and Retention-Transition Division missions.
- ★ The Army Reserve is tailoring its incentives program to the ARFORGEN model in order to realize maximum results.
- ★ In FY2006, the Army Reserve began three BRAC military construction projects and 13 conventional military construction projects that will directly enhance quality of life for more than 4,800 Soldiers in seven states.
- ★ Since its launch (in early FY2006), The Army Reserve Family Programs web portal (www.arfp.org) has recorded more than one million visitors.
- ★ The Army Reserve continues to recognize Soldiers' sacrifices via the Army Reserve Welcome Home Warrior Citizen Program. Of the 70,366 awards delivered (since the program's inception in 2004), 62,359 awards have been presented during ceremonies.
- ★ The Army Reserve's mobilization/deployment assistants made 79,913 successful telephone contacts, received 12,444 incoming emails, sent 57,027 outgoing emails, and recorded 18,982 in-person contacts in an effort to keep Army Reserve Soldiers and their families up to date on the latest deployment information.
- ★ The Army Reserve developed the Army Reserve Employer Relations (ARER) program, tailored to build relationships with civilian employers of Army Reserve Soldiers.

“Honor is never off duty” is now the Army Reserve touchstone. The Soldier's Creed and the Warrior Ethos are the bedrock of the United States Army Reserve. Warrior Citizens now entering the Army Reserve understand that mobilizations and deployments are not “possibilities”—they are “probabilities.”

Fully appreciative of today's realities, the Army Reserve no longer focuses solely on pay and benefits as an incentive to serve. The Army Reserve reinforces Army Values and embraces the Soldier's Creed. While pay and other incentives are still important, today's focus is now on pride in service to community and to the Nation.

The Army Reserve also continues to ensure that the best quality of care for Army Reserve Soldiers and their families is provided and constantly works to improve the quality-of-life for Soldiers and their families. Army Reserve leadership manages Soldiers through accession and assignment, reassignment, training, and retraining or reclassification. Additionally, the Army Reserve manages relocation to conform to the ARFORGEN model.

Recruiting

The success of bringing new Soldiers into the Army Reserve ranks reflects the patriotism of this century's "greatest generation." The U.S. Army Recruiting Command recruited 25,378 new Soldiers into the Army Reserve in FY2006; an increase of 6,000 new Soldier recruits from FY2005 – a 95 percent achievement of the Army Reserve's FY2006 recruiting goal. In FY2007, the Army Reserve remains committed to garnering 100 percent of the needed Army Reserve Soldiers.

Key to meeting that goal is ensuring that filling Active Guard/Reserve recruiter positions are a top priority. Those recruiters are essential to ensure the Army Reserve supports the ARFORGEN model. Incentives are also tailored to ensure the right Soldier skills are brought into the Army Reserve's ranks for emerging missions.

Additionally, the plan ensures the maximum return on the Army Reserve's investment as part of Lean Six Sigma. The Army Reserve realizes the market is very competitive for potential recruits and tailors incentives to attract not only the right skills, but the best candidates to join the Army Reserve ranks.

Selected Reserve Incentive Program

One of the most publicized new programs in the Army Reserve is the referral bonus. The program originally offered Soldiers who referred applicants who complete their initial military training a \$1,000 bonus. This bonus was later increased to \$2,000 and made available to Active and Reserve component retirees.



Recruitment and Reenlistment

In addition to the bonus, a host of incentives tailored to attract specific audiences (listed below) are now being offered.

- ▶ Non-Prior Service Enlistment Bonus (6 yrs./up to \$20,000).
- ▶ Prior Service Enlistment Bonus (3 yrs./\$7,500 or 6 yrs./\$15,000).
- ▶ Reenlistment Bonus for up to 20 years service (3 yrs./\$7,500 or 6 yrs./\$15,000).
- ▶ Army Civilian Acquired Skills Program (3 or 6 yrs./up to \$20,000).
- ▶ Officer/Warrant Officer Accession Bonus (3 yrs./up to \$10,000).
- ▶ Officer/Warrant Officer Affiliation Bonus (3 yrs./up to \$10,000); given when an officer/warrant officer chooses to serve the remainder of their obligation in a troop-program unit, as opposed to going to the Individual Ready Reserve.
- ▶ Enlisted Affiliation Bonus (3 or 6 yrs./up to \$20,000).

The 103 percent reenlistment rate for FY2006 highlights the success of Army Reserve incentive programs. The programs initiated by the Army Reserve during the current operations highlight the Army Reserve's dedication to taking care of not only Soldiers, but also their families and employers. Army Reserve career counselors who are geographically dispersed, including 11 in theater, exceeded their annual reenlistment mission by more than 500 reenlistments. This enables the Army Reserve to continue to meet the needs of America's expeditionary Army.

FY2006 accomplishments highlight the Army Reserve's steady retention success in recent years. The Army Reserve reduced attrition from 24.7 percent in 2001 to 22.3 percent in 2006; expanding the reenlistment window to 12 months





with incentives, coupled with continued funding, made this success possible.

Retention Initiatives

The Army Reserve places a priority on retaining Warrior Citizens after their mandatory service obligation (MSO) is fulfilled. The value these mature, trained and ready, skill-rich Soldiers bring to the total force cannot be overlooked. Resources to fund programs targeted to recruit and retain Soldiers are vital for the Army Reserve to support the total force. Some incentives to retain Army Reserve leadership and fully staff high priority ARFORGEN units are listed below:

- ▶ The Secretary of Defense has authorized Command Responsibility Pay (CRP) bonuses for officers serving in positions of special responsibility. The number of officers eligible for bonuses is capped within each officer grade.
- ▶ ARFORGEN designated unit pay. This is a key incentive to promote retention and stability. Included in the 2006 National Defense Authorization Act, this program allows payment for non-obligated Soldiers, in designated critical skills and units, such as Soldiers who belong to ARFORGEN units targeted for deployment, and who make a service commitment to the Army Reserve. The program will likely reduce the need to cross-level Soldiers by increasing volunteerism and retention in high priority Army Reserve units.
- ▶ The Army Reserve is pursuing a Critical Skill Retention Bonus for Soldiers assigned to high priority units. This bonus will be geared toward O-3 and below for Officers, E-7 and below for Enlisted, and W-3 and below for Warrant Officers with critical skills and experience that the Army Reserve must maintain for the war fight.

Mobilization Within the Army Reserve— Reflecting the Cultural Change

The number of Army Reserve Soldiers who mobilized and then volunteered for further deployments reflect the experience and patriotism of today's Warrior Citizens.

- ▶ More than 166,000 Army Reserve Soldiers have mobilized since September 11, 2001.
- ▶ More than 42,000 Army Reserve Soldiers have mobilized more than once since September 11, 2001 (as of 31 December 2006).

Full Time Support

Today's demand for the Army Reserve to meet operational requirements quickly with fully-trained Soldiers and units on an enduring basis highlights the increased importance of Army Reserve full-time support (FTS) personnel. The Active Guard and Reserve (AGR) Soldiers, Department of the Army Civilian Employees and Army Reserve Military Technicians play a crucial role in preparing Army Reserve units for war.

Full-time support personnel serve in a variety of positions throughout the Army Reserve. Operations personnel plan the training that will move the unit through the cycles of ARFORGEN. Human resources personnel direct the life-cycle management of unit personnel to ensure the right Warrior Citizen is in the right place at the right time. Human resources personnel coordinate with unit training personnel to ensure personnel are scheduled for, and attend, military schooling for career competency, progression and enhancement.

The DoD average FTS manning level in FY2005—the last year data was available—was 21 percent of end strength, while the projected FY2007 manning level for the Army Reserve is 11.7 percent, the lowest of any component of any service. As the Army Reserve transforms to an operational force and the demands for Army Reserve Soldiers increase, FTS requirements must be re-evaluated to ensure continued unit mobilization readiness.

The Army is developing new full-time support requirements; utilizing the requirements methodology validated by the U.S. Army Manpower Analysis Agency (USAMAA) in FY2006. The Army Reserve is currently applying that methodology to its ARFORGEN force structure requirements to ensure it has the personnel necessary to carry out the day-to-day workload for mobilization readiness. The Army Reserve will work with

the Office of the Secretary of Defense to ensure that this “re-validation” will allow the Army Reserve to determine the right balance of full-time support personnel for an operational force.

Quality of Life and Well Being of Soldiers and Family Members

Quality of life issues directly affect the retention of Soldiers in the Army Reserve. The Army Reserve recruits Soldiers and retains their families.

General Peter Pace, Chairman of the Joint Chiefs of Staff, has said, *“Taking care of our people is fundamental to the ethos of the American Armed Forces. Our men and women in uniform are our most precious resource. We must continue to ensure their welfare and that of the families who support them.”*

Family Programs

Support to family programs remains a top Army Reserve priority, especially during this time of unprecedented deployments for Army Reserve Warrior Citizens. Full funding of programs such as the following, are crucial to the Army Reserve’s retention goals and to sustaining the All-Volunteer Force.



- ▶ Children’s programs have been initiated that realize the unique pressures children of reserve component military members face, especially when their parents deploy.
- ▶ A highlight of FY2006 activities included expansion of Operation Purple Camps. These camps represent a joint effort between the National Military Family Association, the Department of Defense, the National Guard Bureau and local camp providers to help children of deployed Army Reserve Soldiers deal with deployment-related separation issues in a summer camp environment.

Health Benefits

Few programs reflect care for Soldiers more directly than health care plans. It is crucial that support for those programs continue.

- ▶ Army Reserve Soldiers who are on active duty for less than 30 days are covered for any injury, illness, or disease incurred or aggravated in the line of duty. That includes travel to and from the Soldier’s duty station.
- ▶ After 30 consecutive days of active duty service, Soldiers and family members are entitled to comprehensive health care coverage. Dental coverage is also available to Army Reserve Soldiers and family members regardless of their mobilization status.
- ▶ For Army Reserve families, health care benefits begin 90 days prior to the effective date of the Soldier’s mobilization orders (early TRICARE). The Soldier’s location and selection of a primary care provider determines any possible deductibles and/or co-payment.



- ▶ A demobilized Army Reserve Soldier (and his/her family) is eligible for up to 180 days of transitional health care, called Transitional Assistance Medical Program (TAMP). TRICARE coverage ends when they return to their previous employer based health coverage.
- ▶ TRICARE Reserve Select has been fully implemented and is a premium based health insurance program that offers all members of the Selected Reserve an opportunity to purchase comprehensive health coverage similar to TRICARE Standard and TRICARE Extra. It is a three-tiered system of eligibility and cost shares, which also allows those benefits to be purchased by non-deployed Reserve Soldiers.
- ▶ Reserve Soldiers who are eligible for TAMP transition benefits may receive dental care at military dental facilities on a space-available basis only. Family members are not eligible for dental care at these facilities. Civilian dental care is not a covered benefit for sponsors or family members under the TAMP program. Reserve members and their families may, however, receive dental care by enrolling in the premium based TRICARE Dental Program (TDP).



Congress has supported and the Reserve community has received numerous expanded health benefits over the last year. These programs provide for TRICARE coverage options and provide additional benefits for those being activated in support of a contingency operation. DoD is evaluating the expanded healthcare programs and their impact on readiness and retention of Army Reserve Soldiers.

Well-Being Advisory Council

The new Well-Being Advisory Council (WBAC) reflects the additional support being provided to ensure the proper care for Army Reserve Warrior Citizens and their families. The WBAC is responsible to the Chief, Army Reserve for providing strategic oversight for a holistic, well-being process. Plans are under way to hold the first WBAC meeting during the second quarter of FY2007.

Child and Youth Services (CYS)

CYS programs are initiatives designed to reduce the conflict between parental responsibilities and Soldier mission requirements. When Army Reserve Soldiers are mobilized, their families and children become part of the military community. These Army Reserve families often do not live near a military installation and may not live in a community with a significant military population. Army Reserve Soldiers' families do not transfer to a military installation when the Soldier mobilizes. The transition from community lifestyle to military lifestyle often happens without the benefit of experiences and support systems available to Active Army families who often reside on Army installations. The Army Reserve recognizes the strain that mobilization puts on the Warrior Citizen family, and now has a Child and Youth Services Directorate to provide services that support the readiness and well-being of families, including those families that are geographically dispersed. Programs designed to assist Warrior Citizen families include:

- ▶ Operation Military Child Care (OMCC). OMCC is a program that “buys down” the cost of child care for military families. Families of Soldiers who are mobilized or deployed in support of the Global War on Terror receive help locating state-licensed or regulated child care services in their communities at reduced rates.
- ▶ Operation Child Care (OCC). OCC is a nationwide voluntary community based initiative that accesses local child care providers who donate their services to military families. The initiative provides short-term “respite and reunion care” for children of service members returning from Operation Iraqi Freedom and Operation Enduring Freedom for their two-week R&R leave.
- ▶ Operation Military Kids (OMK). OMK focuses on the children of “suddenly military” Army Reserve and National Guard personnel who are being mobilized in increasing numbers for extended assignments.
- ▶ Operation Proud Partners. The goal of this program is to enhance the quality of selected Boys and Girls Clubs

of America located in the civilian community. This organization will provide services to military youth who do not live on a military installation.

- ▶ Army Teen Panel (ATP). The Army Reserve has two seats on the ATP. The ATP was started in 1995 to help young people communicate concerns to the Army's senior leadership. The ATP promotes youth and adult partnerships.
- ▶ Educator Training. The Military Child Education Coalition (MCEC) has designed training for educators. The ongoing, nationwide training focuses on the issues that Army Reserve and National Guard youth face when a parent is mobilized and deployed.

Among other activities, CYS will host a Youth Leadership Education and Development (YLEAD) conference in Tacoma, Wash., in FY2007. This conference will empower youth to become community leaders locally and within the Army Reserve through involvement, action planning, and leadership programs.

Education Benefits

Education benefits clearly enhance the development of Army Reserve Soldiers and retention activities. During FY2006, Tuition Assistance was used by 19,088 Army Reserve Soldiers and degrees were earned by 1,021 participants; clear evidence of the desire of Army Reserve Soldiers to further their education. An additional advantage the Army Reserve brings to our Nation is the induction of college students. While some college students, or prospective college students, may be reluctant to join the ranks of the active component military, many have enlisted in the Army Reserve. The benefits they gain toward their college tuition complement the military's desire to retain a high-quality pool of knowledgeable Soldiers.

Army Reserve Voluntary Education Services is a Department of Defense-mandated commanders' program that promotes lifelong opportunities for Selected Reserve Soldiers through voluntary education services that enhance recruiting, retention and readiness of Army Reserve Soldiers.

Some major educational programs are detailed below:

- ▶ The Montgomery GI Bill now has a pilot program allowing Active Army Soldiers in critical skills who reenlist, to transfer up to 18 months of their Montgomery GI Bill benefits to their spouses. This benefit is not yet available to Reserve Component Soldiers.

- ▶ The Reserve Educational Assistance Program (REAP) is an educational assistance program paying benefits to Soldiers in the Selected Reserve and to Individual Ready Reserve members who have been ordered to active duty. The allowance is a percentage of the Montgomery GI Bill active duty rate based upon the number of continuous days served on active duty.
- ▶ The Army/American Council on Education Registry Transcript System (AARTS) is a program which translates military job experience and education into college credits. The AARTS staff fills more than 2,000 transcript requests a week. Requests are processed and mailed within three business days to academic institutions, Soldiers, education counselors, and employers worldwide. AARTS transcripts are available free of charge to qualified members of the Army Reserve.

Welcome Home Warrior Citizen Award Program

The proper reception for Army Reserve Soldiers returning from deployments lets them know, in a direct manner, the Nation's appreciation for their sacrifices. The Welcome Home Warrior Citizen Award Program was created to publicly recognize the sacrifices that Army Reserve Soldiers have made in the long war. As indicated previously, of 70,366 awards delivered (since the program's inception in FY2004), 62,359 have been presented to Army Reserve Soldiers during ceremonies. The program has been expanded to include recognition items for family members and employers.





Support to Wounded Soldiers

The Army Wounded Warrior Program (AW2) assists disabled Soldiers who suffered severe injuries on or after September 11, 2001, and who have been awarded (or are likely to receive) an Army disability rating of at least 30 percent. Assistance is provided from initial casualty notification through the Soldier's assimilation into civilian community services (for up to five years after medical retirement). AW2 facilitates the linkage between the Army and organizations that stand ready to assist those Soldiers and their families, such as the U.S. Department of Veterans Affairs.

Assistance includes:

- ▶ Funding travel for family members to the Soldiers bedside (via Invitational Travel Orders).
- ▶ Resolving pay issues.
- ▶ Providing options for remaining on active duty.
- ▶ Assisting Soldiers with the tools to navigate the medical evaluation board and physical evaluation board process through information and assistance.

Some of the Soldiers in the AW2 program may be in the process of medical retirements, pending other dispositions such as being extended on active duty, or enrollment in the Community Based Healthcare Initiative. The program allows selected reserve component Soldiers to return to their homes and receive medical care in their community based on each Soldier's medical needs.

More Efficient Promotion Management

To continue efforts to keep experienced Soldiers in Army Reserve ranks, promotion policies have been updated. Recent,

important changes to provide equity and increased quality to the Army Reserve's promotion policies include:

- ▶ Acceleration of promotion consideration to captain for the various competitive categories. This accelerated consideration will result in first lieutenants being considered for captain 12 months earlier than with previous boards.
- ▶ In 2007, minimum time-in-grade for lieutenant colonels before consideration for promotion increased by one year. This will allow for a greater variety of assignments, military schooling, and command time. The change should also slightly increase the overall selection rate to colonel.
- ▶ A new regulation allows enlisted Soldiers to request waivers to requirements for military schools for promotion consideration. The waivers can be requested for reasons such as deployment, operational requirements, or lack of school seats.

Enhanced Care for Professional Development

As the Army Reserve transforms, regional personnel service centers (RPSCs) are being structured to provide modernized life-cycle management services. Those centers will address issues pertaining to Soldiers' career requirements (including schools and assignments) as they progress in rank or until they retire or separate. The RPSC will actively manage Soldiers' careers even when they transfer into another civilian job—the RPSCs will find another Army Reserve unit for the Soldier to join.

Army Reserve Employer Relations

When Army Reserve Soldiers return from deployment, the experience, confidence, and leadership skills they earned on the battlefield give them a deeper appreciation for their civilian careers and opportunities in America. When Warrior Citizens return to work, employers get better employees who have renewed energy, broader perspectives, a desire for more responsibility, and are creative problem solvers.



Forging relationships with civilian employers is fundamentally important to the success of the Army Reserve's mission. Without civilian employer support it would be difficult, at best, to sustain a creditable force of Warrior Citizens; the Army Reserve shares the workforce of the civilian business community. In an effort to build positive and enduring relationships with civilian employers of Army Reserve Soldiers, Army Reserve Employer Relations (ARER) was established in 2005.

Building positive relationships with civilian employers enhances Soldier readiness and positively impacts retention. In FY2006, the Army Reserve began to focus on enhancing employer support through a systemic blending of four major objectives: mitigation, mediation, employer outreach and awareness, and Soldier-employer relations.



In FY2007, the ARER will implement, monitor, and participate in the National Committee for Employer Support of the Guard and Reserve's (ESGR) "Pinnacle Advance" campaign. Additionally, the ARER will promote and sponsor the "Patriot Partner," "Freedom Team Salute," and other ESGR recognition awards. The "Patriot Partner" program is the first official Army Reserve-specific recognition for employers—acknowledging employer sacrifices and support of Army Reserve Soldiers. The ARER will coordinate and sponsor "Meeting with the Boss" and "Boss Lift" for 5-Star employers and Army Reserve senior leaders. The Chief of the Army Reserve will engage employers in various forums to explore better ways for both the Army Reserve and businesses to work together to support Warrior Citizens. In FY2007, the ARER will build organizational structure, identify funding resources, and develop and implement an AKO e-mail account for the program.



COMPELLING NEEDS FOR SUSTAINING THE ALL-VOLUNTEER FORCE

- ★ Support initiatives in the President's FY2008 budget that fill FTS positions in priority ARFORGEN units and provide the support necessary for an operational force.
- ★ Support the President's proposal to strengthen the military with an increase in Army Reserve end strength to 206,000 in FY2013.
- ★ Support full funding for requests in the President's FY2008 budget to provide incentives to recruit and retain Army Reserve Soldiers. These incentives allow the Army Reserve to fulfill the manning requirements of ARFORGEN and to promote retention and stability for ARFORGEN units targeted for deployment.
- ★ Continued support for educational assistance benefits for Soldiers and families.
- ★ Fully fund initiatives designed to sustain the propensity for Army Reserve Soldiers to serve, and employers to support, hire and retain Warrior Citizens.
- ★ Fully fund the Command Responsibility Pay (CRP) program to increase retention of officers serving in positions of responsibility.
- ★ Support ARER program initiatives for the "Patriot Partner" program.
- ★ Support incentives to retain Soldiers who want to extend their AGR active duty commitment beyond 20 years of Active Federal Service.

MANAGING RISK

Ongoing operations at home and abroad have dramatically changed the way Army Reserve Soldiers think about and view themselves and the Army Reserve as an institution. The paradigm has changed. Mobilization is not merely a possibility; it is a likelihood that is identified and incorporated into a specified timeline.

Concurrent with Army Reserve Warrior Citizens answering the call to serve, is the urgent need to accelerate the procedural and administrative changes needed to support training, equipping, manning, and mobilization. The Army Reserve strategy directly supports the Army Plan of transforming in response to the challenges and demands of this century, as detailed in previous chapters. Those profound structural changes, occurring while the Army Reserve is simultaneously providing Soldiers and units for operations throughout the world, create an environment with many risks. Much has been done to mitigate those risks, yet more needs to be done. The Army Reserve must balance demands with operational and organizational resources. To further mitigate risk while building the Army Reserve into a flexible, responsive and dynamic organization that is well-equipped to support the Future Force, the Army Reserve requires legislative support.



The Army Reserve's FY2008 legislative priorities:

PRIORITY: Obtain Full Funding to Sustain the Army Reserve's Global Commitments



Support for full, timely, and predictable funding of the President's FY2008 Budget request is essential for the Army Reserve to provide Soldiers and units to combat traditional, irregular, catastrophic and disruptive threats; provide adequately for Soldiers, families and Army Civilians; accelerate key aspects of Army Reserve transformation and maintain the momentum of vital modernization programs and stationing initiatives. **Failure to provide sustained resources jeopardizes the ability of the Army Reserve to respond when the Nation calls.**

PRIORITY: Recruit and Retain Warrior Citizens to Sustain the Long War

Invest in the Army Reserve. Support the Army Reserve's goals for attracting and retaining high-quality, skill-rich Warrior Citizens. Sustained funding will enable the expansion of the Army Reserve's operational, deployable force pool. **Failure to invest in recruitment could jeopardize the All-Volunteer Force.**

PRIORITY: Transform the Army Reserve to Sustain the Army Force Generation Model

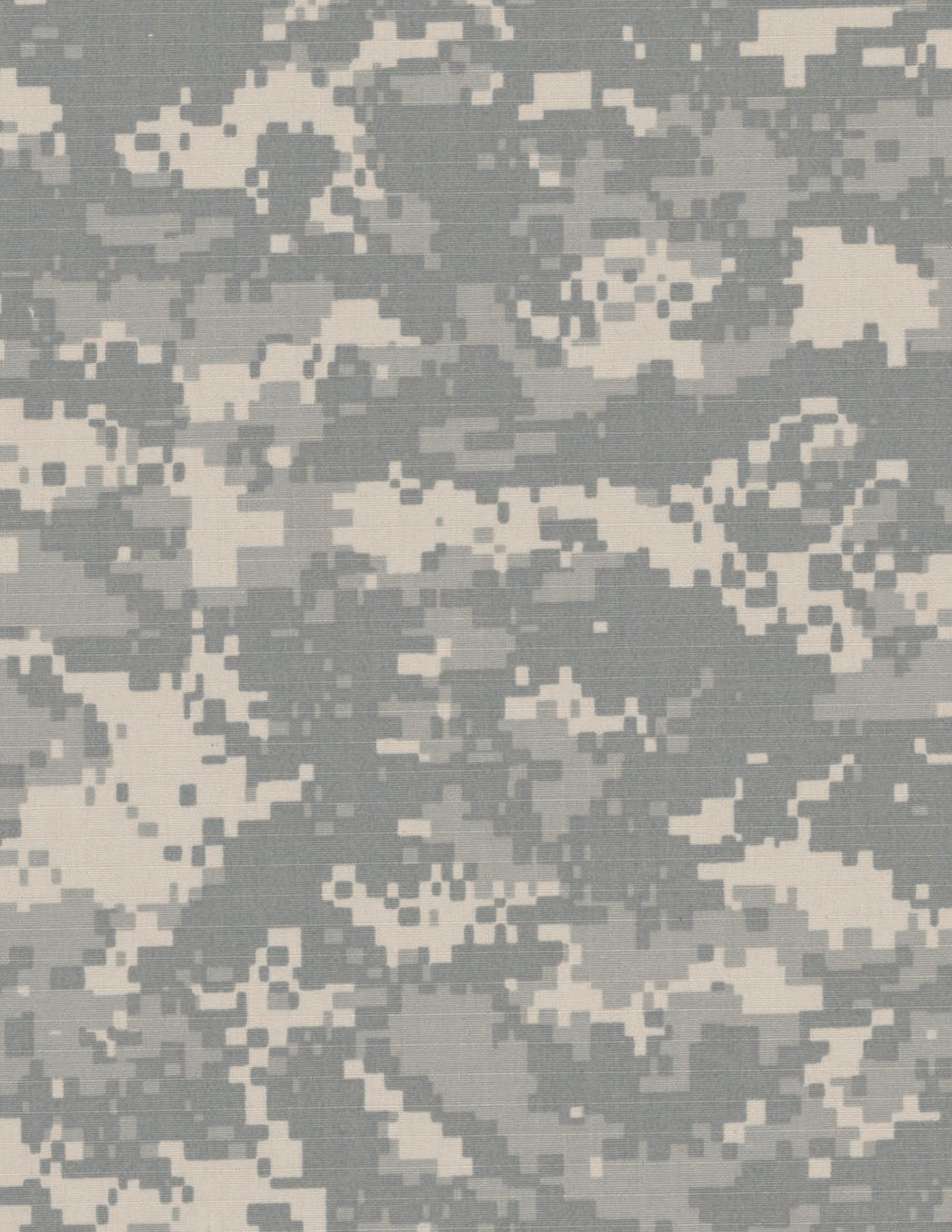
By increasing the depth and breadth of its overall capacity, Army Reserve transformation is improving the Army Reserve's ability to execute and support protracted operational requirements. Sustained resources to continue this transformation will improve the readiness of non-deployed Army Reserve forces, reduce stress on Army Reserve Soldiers, their families and employers and improve the readiness of Army Reserve equipment and facilities. **Failure to support Army Reserve transformation puts the ARFORGEN model at risk and compromises the Army's ability to develop relevant capabilities, in sufficient quantities to respond to current and future operations.**

PRIORITY: Reset the Total Force

Today's Army Reserve must be prepared and available to optimize all its capabilities – both human and materiel – whenever the Nation calls. The requirement to reset Army Reserve units requires a sustained, predictable commitment of funds for several years beyond major deployments in support of the Global War on Terror. **Failure to provide full resources would jeopardize the Army Reserve's ability to operate in a steady state of readiness and to execute projected operational deployments.**

PRIORITY: Improve Wartime Authorities and Resources

Earlier this year, the Secretary of Defense initiated actions to change policies and authorities on how reserve and active units are managed and deployed. While these actions will improve the Army Reserve's ability to execute ARFORGEN, changes will take time. Although the policies will facilitate the deployment of assured, predictable access to whole cohesive Army Reserve units, the effectiveness of the Army Reserve depends on a national commitment to Army Reserve Soldiers. The Army Reserve must ensure the readiness of our current force and our future force with resources that are full, timely, and predictable. Expanded authorities are needed to meet operational requirements for commanders currently fighting the long war. Additionally, failure to sufficiently fund the Army Reserve jeopardizes the current pace of operations and the implementation of changes necessary to prepare and protect Army Reserve Soldiers. **Failure to fully fund Army Reserve readiness, in manpower and equipment, puts America at risk in the future.**



The Soldier's Creed

I am an American Soldier.

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

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

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

I am an expert and I am a professional.

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

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

I am an American Soldier.

Army Reserve: An Operational Force



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