

The 2016 Posture of the  
United States Army Reserve  
A Global Operational Reserve Force

Submitted by

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UNTIL RELEASED BY THE  
HOUSE APPROPRIATIONS COMMITTEE

Title 10 USC specifies the Chief of Army Reserve shall submit to the Secretary of Defense, through the Secretary of the Army, an annual report on the state of the Army Reserve and the ability of the Army Reserve to meet its missions.

The report shall be prepared in conjunction with the Chief of Staff of the Army and may be submitted in classified and unclassified versions.

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## **Executive Summary**

### **The State of the Army Reserve**

The United States Army Reserve is a global operational reserve force, providing operational capability and strategic depth to the Total Army and the Joint Force in support of the National Defense Strategy and Army commitments worldwide. The Army Reserve comprises 20 percent of the Army's organized units, nearly half the Army's total maneuver support, and a quarter of its mobilization base expansion capability.

Globally engaged for more than 14 consecutive years of war, the Army Reserve has been, and continues to be, an essential element of the Total Army and the Joint Force, meeting high operational tempo demands, operating and generating forces as required, and providing predictable capabilities to global Combatant Commands.

Manned, trained and equipped to enable operational forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units, as well as critical enabling capabilities found nowhere else in the Army or the Joint Force. Since 2001, more than 310,000 Army Reserve Soldiers have been mobilized and deployed across the globe, to include every major combat zone.

### **The Current and Future Global Security Environment**

Looking ahead, the United States and its allies face a complex and dynamic global security environment with enemies that are adaptive and growing in numbers, lethality, and the ability to threaten vital U.S. strategic interests around the world. Meeting the defense and security demands of today and tomorrow will require continued access to, and reliance upon, the skills, capabilities, and experience of an operational Army Reserve.

The advantages of a ready and operational Army Reserve are many: A Federal operational Army Reserve force saves the Army money; reduces the demand for Active Army capabilities; helps mitigate current Army capability shortfalls, and allows the Active Component to maximize time at home between deployments. It provides the depth and scalability needed to meet current and anticipated requirements of the Combatant Commands; achieves a cost-efficient balance between the Active Army and the Army Reserve, using the strengths and capabilities of each to full advantage; and provides a sufficient base of trained, equipped and ready Soldiers, leaders and units from which the Active Component can draw when needed. Most importantly, a ready and operational Army Reserve provides the critical enabling capabilities combat forces rely on to initiate, sustain and win prolonged operations. If those capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

### **Readiness, Resourcing Our Future Force, Taking Care of Soldiers**

Readiness is the Army Reserve's number one priority. To win in the complex world of today and tomorrow, we must be ready for the threats and challenges of the present and the future.

For the past four years, the Army Reserve has been building readiness and preparing for the future primarily through its *Plan, Prepare, Provide* readiness model. The “Plan” portion of the model regionally aligns Army Reserve Engagement Cells and Teams to support Army Corps, Army Service Component Commands, and Combatant Commands as they seek to prevent conflict across the globe. The “Prepare” portion delivers the military and civilian-acquired skills the Army needs to shape activities and events. “Provide” delivers the combat ready Soldiers, leaders, and units the Army needs to dominate adversaries and win decisively.

Our greatest concern is resources. The current demand for Army Reserve forces is about 25,000 operational troops annually. To generate that number, at least one third of all Army Reserve forces must be sufficiently manned, trained and equipped to meet operational requirements. Without the resources requested in the FY 2017 President’s budget to bring those forces to the required level of readiness, the Army Reserve cannot remain an operational reserve.

Other important areas of concern flow from resourcing and readiness – to include modernization and the first principles of readiness: Manning, Training and Equipping. Full Time Support is the foundational enabler that sustains readiness and allows Soldiers and units to be rapidly deployable. Training must be integrated among all three components of the Army to ensure interoperability of our forces. The Army Reserve has taken risk in equipping and modernizing our force, and the FY 2017 President’s budget represents the minimum acceptable level of funding which still enables the Army Reserve to respond to emerging global security threats. Finally, our most important resource – our Soldiers and their Families – must be supported with the best possible care, programs and services to ensure their individual physical and mental readiness and well-being.

All of these challenges can be met by relatively simple solutions: maintaining Army Reserve Full Time Support at authorized levels, continued implementation of the Army Total Force Policy, integrating training for all three components, breaking down barriers to continuum of service, and sustaining the federal operational Army Reserve.

## **Serving the Army and the Nation**

The Army Reserve is the dedicated Federal reserve of the Army. It exists to serve the Army and the Nation, and has always accomplished its mission. Through two World Wars, a Cold War, Korea, Vietnam, the Persian Gulf War, the Global War on Terror, and countless other crises, operations and emergencies, the Warrior Citizens of the Army Reserve have never failed to answer the Nation’s call – and we remain ready for what comes next.

Today’s Army Reserve is the most battle-tested and experienced in our Nation’s history. Whether performing combat, contingency and security cooperation missions abroad, or saving lives and protecting property at home, the Army Reserve will continue to offer versatile, available and effective capabilities to the Army and the Nation at reduced cost to the American taxpayer.

Ready now, ready in times of crisis, and ready for whatever threats and challenges lie ahead, the United States Army Reserve is America’s life-saving, life-sustaining Federal Reserve force.

## INTRODUCTION

Today's operational Army Reserve provides the operational capability and strategic depth the Army needs to support and defend U.S. interests across the globe.

Since September 11, 2001, more than 310,000 Army Reserve Citizen Soldiers have mobilized in support of Total Army and Joint Force requirements.<sup>1</sup> Today, 41,373 Army Reserve Soldiers, or 20.8 percent of current Army Reserve end strength of 198,552<sup>2</sup> are serving at home and abroad – 17,398 in direct support of Army Service Component Commands (ASCC) and Combatant Commands (CCMD),<sup>3</sup> and 23,975 performing training support missions.<sup>4</sup>

When sustained unified land operations are required, the Army integrates and synchronizes all of America's military services, but it can do so only with the support of the Army Reserve which provides most of the Army's critical technical enablers. These include Petroleum Pipeline and Terminal Operations, Rail Units, Biological Identification Detachments, Broadcast Operation Detachments, Civil Affairs, Theater Engineer Commands, Medical Logistics, and others crucial to opening and sustaining major operations.

The 2016 Army Reserve Posture Statement outlines specific ways to meet mission requirements without placing undue stress on the force. Chief among them are full implementation of Army Total Force Policy, which will ensure distribution of Army resources among all three components based on size, mission, and requirements; integrated training for all three components to ensure the interoperability of our forces; funding for equipment and modernization to ensure compatibility and the ability to respond to emerging global security threats; and programs and services to support the physical and mental readiness of Soldiers and Families.

Working together, I know we can accomplish these goals, and with the continued strong support of Congress, the Army Reserve will continue to protect and defend the Nation at home and abroad, now and for the foreseeable future.

## **A Global Operational Reserve Force**

Today's United States Army Reserve is the Army's sole flexible, tailorable and accessible Federal Reserve force under Federal control. Manned, trained, and equipped to enable combat forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units with the critical enabling capabilities America's combat units rely upon to sustain prolonged operations and win decisively and dominantly.

Ranging in scope from theater-level capabilities vital to major operations to high-demand career fields difficult to retain on active duty, these capabilities add the operational flexibility and strategic depth essential to the Army's ability to prevent and shape events across the full range of operations in which our Nation is, and will continue to be, engaged.

Globally engaged for more than 14 consecutive years of war, the Army Reserve is an integral and essential element of the Total Army and the Joint Force, meeting high operational tempo demands; operating and generating forces to support the National Military Strategy and U.S. commitments worldwide; and providing predictable capabilities to global combatant commands.

As the only Army component that is also a command, the Army Reserve is organized under a single officer who has both staff responsibilities to the Department of the Army as the Chief of Army Reserve and command authority over most USAR Soldiers as the Commander, U.S. Army Reserve Command. Because the Chief of the Army Reserve is dual-hatted as Commander, U.S. Army Reserve Command, there is a great deal of unity of effort within the Army Reserve. This structure allows the Army Reserve to integrate into, and directly support, every Army Service Component Command and Combatant Command across the globe with a footprint that extends across all 50 States and the District of Columbia, six Territories, and more than 30 countries.

Since 2001, more than 310,000 Army Reserve Soldiers have been mobilized and deployed across the globe, to include every major combat zone. During this time, steady demand for Army Reserve capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of our national security architecture and an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies, to include Theater Security Cooperation, overseas disaster response, Homeland Defense, and Defense Support of Civil Authorities.

## **Current and Future Global Security Environment**

The United States and its allies face a complex and dynamic global security environment with enemies that are adaptive and growing in numbers, lethality, and the ability to threaten vital U.S. strategic interests around the world. Meeting the defense and security demands of today and tomorrow will require continued access to, and reliance upon, the skills, capabilities, and experience of an operational Army Reserve.

The advantages of a ready and operational Army Reserve are many. When deployed to support operational contingencies and theater cooperation missions, a federal operational Army Reserve force saves the Army money. It reduces the demand for Active Army capabilities, helps mitigate current Army capability shortfalls, and allows the Active Component to maximize time at home between deployments. A ready and operational Army Reserve provides the depth and scalability the Army needs to meet current and anticipated requirements of the Combatant Commands. It

achieves a cost-efficient balance between the utilization of Active Army and Army Reserve forces, applying the strengths and capabilities of each to full advantage, and it provides a sufficient base of trained, equipped and ready Soldiers, leaders and units from which the Active Component can draw when needed. Most importantly, a ready and operational Army Reserve provides the critical enabling capabilities combat forces rely on to initiate, sustain and win prolonged operations. If those capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

## **Readiness, Resourcing the Future Force, Taking Care of Soldiers**

Readiness is the Army Reserve's number one priority. To win in the complex world of today and tomorrow, we must be ready for the threats and challenges of the present and the future.

The Army Reserve's greatest concern is resources. The current demand for Army Reserve forces is about 25,000 operational troops annually. To generate that number, at least one third of all Army Reserve forces must maintain prescribed levels of readiness for manning, equipping and training to meet operational requirements. Without the resources requested in the FY 2017 President's budget to man, train and equip those forces, the Army Reserve cannot remain an operational reserve.

Full Time Support is a foundational enabler that sustains readiness and allows Soldiers and units to be rapidly deployable. Training must be integrated among all three Army components to ensure interoperability of our forces. The Army Reserve has taken risk in equipping and modernizing our force, which may affect our ability to respond to emerging global security threats. Finally, our most important resource – our Soldiers, and their families – must be supported with the best possible care, programs and services to ensure their individual physical and mental readiness and well-being.

All of these challenges can be met by relatively simple solutions, including implementing Army Total Force Policy, integrated training for all three components, and sustaining the operational Army Reserve.

### Plan, Prepare and Provide

Plan, Prepare and Provide is the readiness model of the Army Reserve. Under this model, the Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements in support of Unified Land Operations.

The “*Plan*” portion of the readiness model regionally aligns Army Reserve units to Army Service Component Commands (ASCC) and Combatant Commands (CCMD). Army Reserve Engagement Cells (ARECs), Army Reserve Engagement Teams (ARETs),<sup>5</sup> and direct staff planning support provide reach-back capability to assist ASCCs and CCMDs with accessing capability found in Army Reserve forces. “*Prepare*” involves training, assessing and certifying Soldiers, leaders and units for contingent and combat missions. “*Provide*” is the act of deploying those trained and ready Army Reserve Soldiers and units in support of planned or unforeseen ASCC or CCMD mission requirements under the auspices of Army Total Force Policy (ATFP).

Army Reserve Engagement Cells (ARECs) are technical and tactical experts who provide direct staff planning support to Army Service Component Commands and Field Armies. Army Reserve Engagement Teams (ARETs) are smaller elements that help integrate Army Reserve capabilities into Combatant Command- and Corps-level plans across war-fighting functions. Together they address long-term opportunities for the Army Reserve to support Combatant Commanders, facilitate unit and individual training, and provide a reach-back conduit to CONUS-based capabilities.

Army Reserve Engagement Cells and Teams also support the Army's *Regionally Aligned Forces* concept for providing Combatant Commanders with versatile, tailored, responsive and consistently available military capabilities for planned and emerging missions across the globe. Currently, 14,438 Army Reserve Soldiers are supporting the Combatant Commands in missions that include combat support operations in Afghanistan, Civil Affairs missions in the Horn of Africa, deterrence operations missions in Kuwait, military police operations at Guantanamo Bay Cuba, and medical support operations at facilities in Honduras.<sup>6</sup>

Under *Plan, Prepare and Provide*, the Army Reserve delivers continuous and substantial support to the Combatant Commands, working seamlessly with Active Component and Army National Guard personnel, as well as members of the Air Force, the Navy, the Marine Corps, and Allied militaries.

### Private Public Partnerships

Another way the Army Reserve promotes readiness is through its Private Public Partnership program (P3). This program was created to accomplish two objectives: 1) Help Soldiers find employment or advance their careers in the private sector; and 2) Enhance the individual and operational readiness of our forces at a time when global challenges are increasing and budgets are shrinking. The two goals go hand-in-hand.

Most Army Reserve Soldiers are traditional Reservists, which means they maintain full time jobs in the private sector. Those jobs encompass more than 148 different career fields that correspond to core military capabilities, including medical, legal, aviation, transportation, chemical, civil affairs, logistics, quartermaster, signal, military intelligence, firefighters and military police.

The Private Public Partnership program merges the best of Army training with civilian professional development and Title 10 training to enhance the skills and competencies of Soldiers and leaders at both the civilian and military levels, and advance the operational readiness of our forces – at little or no cost to the taxpayer.

Using an innovative mix of support initiatives, P3 provides mind/body/spirit programs to enhance individual readiness, job-specific credentialing to enhance leader readiness; and private sector partnering and training to enhance unit readiness to meet specific global needs. The program benefits Soldiers by enhancing their civilian skills and experience. It benefits employers by providing the highly skilled and motivated employees needed to improve the productivity, capability, and resident expertise of their businesses and organizations, and; it

benefits the Army Reserve because those enhanced skills and capabilities will improve the operational readiness of our forces.

### Manning: Army Reserve Full-Time Support (FTS) and Personnel Challenges

Today, more than 50 percent of the Army resides in the Reserve Components. Overseas Contingency Operations, Homeland Defense deployments and Domestic response missions are significant undertakings that require Soldiers and units to be ready with little or no notice.

The key enabler that allows Army Reserve Citizen Soldiers to be rapidly deployable and sustains unit readiness is the Full Time Support (FTS) program. There are two objectives of FTS. The first is to improve Reserve Component readiness and mobilization/deployment planning and preparation by performing the foundational activities required to support readiness. Full Time Support provides individual and unit support for day-to-day administration, personnel, medical, training, recruiting, mobilization, and other functions required to sustain an Operational Reserve. The second objective is to provide Active Guard and Reserve (AGR) personnel to Army organizations in support of Reserve Component missions.<sup>7</sup>

Roughly 25 percent of Army Reserve AGR personnel support the Joint Staff, Combatant Commands, Headquarters Department of the Army (HQDA) and major Army Commands. Thus, the FTS program is a critical resource that enables the Total Army and Joint Force to exercise Mission Command.

The need to fully resource the Army Reserve FTS program is well-documented in multiple sources, including a 2009 Government Accountability Office (GAO) report, and a 2011 U.S. Army Audit Agency report, which found that Army Reserve commands did not have sufficient FTS to perform their missions.<sup>8</sup> While FTS exemplifies Army Total Force Policy, active Army participation through Title XI<sup>9</sup> is below the level established in current law.

### Army Total Force Policy

Army Total Force Policy (ATFP) allows the Army to take a holistic approach to adjusting processes and procedures to better manage Active and Reserve Components as a Total Force. More specifically, it allows the Army to organize, man, train, sustain, and equip the Total Army as one integrated force across all Army components, and ensures uniformity in training and readiness oversight.

A primary tenet of the Army Total Force Policy and DoDD 1200.17, Managing the Reserve Components as an Operational Force, is the integration of Active Component (AC) and Reserve Component (RC) organizations to the greatest extent practicable. This includes the use of cross-component assignments – AC to RC and RC to AC – and the One Army School System (OASS). The One Army School System is the best way to maintain Army-wide individual readiness and it ensures consistent standards across all components. OASS standardizes Army individual education regardless of component and saves resources by offering geographical convenience.

The Army Reserve supports Army Total Force Policy in numerous ways, including multi-component units, Continuum of Service, and the One Army School System (OASS). Multi-component units promote informal leader development, share training opportunities, develop staff functionality, and communicate lessons learned. The OASS ensures Soldiers are able to attend Professional Military Education training, regardless of component, on time and to standard.

Maintaining the right mix of forces and professional personnel with experience and relevant skills is essential to the Army Reserve's ability to provide operational and strategic depth to the Army and the Total Force. Although the Army Reserve is fully integrated into ATFP planning efforts, additional changes to processes and procedures are needed to progress toward full implementation of Army Total Force Policy.

### Training

To maintain the operational readiness gained over the past 14 years, the Army Reserve's collective training strategy will require consistent funding. While our Combat Support Training Program is designed to meet Combatant Commander requirements; some Army Reserve units will require additional training days due to the complexity of their particular missions. To date, the Army Reserve has managed to fund training for critical units, but additional resources will be required in the future to support increased readiness standards and demand.

Another negative impact on current and future readiness is the Army's significant backlog of Professional Military Education and Military Occupational Specialty Qualification training. Increased funding and implementation of the Select Train Educate Promote Policy in FY16 should reduce backlogs in the Army's non-commissioned officer education and Professional Military Education systems, although expanding course lengths, course complexity, and other enrollment issues create challenges for Citizen-Soldier participation.

### Equipping and Modernization

As with training, equipping requires sustained and predictable funding to maintain a fully operational Army Reserve. Sequestration has adversely impacted critical Army Reserve capabilities leading to a 60 percent reduction in new procurement funding over the last five years. Although the Army Reserve represents nearly 20 percent of the Total Army, it received less than 3.5 percent of the Total Army's FY 2016 equipment procurement budget. Funding constraints further risk widening compatibility gaps, which jeopardize the Army Reserve's ability to support the Joint Force.

Resourcing constraints stemming from sequestration forces the Army Reserve to retain older equipment longer to compensate for delayed and cancelled procurements of enabler programs. This risks compatibility among Army formations and within supported units, and degrades capabilities needed to respond to emerging global security threats.

Risk is particularly acute for the Army Reserve in Mission Command Systems such as the Army Battle Command System, Command Post of the Future, Blue Force Tracker and others, as 90 percent of these systems are incompatible with those of the Joint Force.

Despite funding constraints, Army Reserve Equipment On Hand slightly improved through the redistribution of existing legacy equipment to offset deferring investments in technologically compatible systems not funded in the base equipping budget.

Using funds provided in the National Guard and Reserve Equipment Account (NGREA), the Army Reserve is postured to procure Critical Dual Use (CDU) items in support of Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA).

Sequestration's negative resourcing trends and adverse effects can be reversed by supporting the budget's dedicated and sustained funding for preserving an operational Army Reserve that is compatible with, and fully integrated into, the Total Army and Joint Force.

### Employment of the Operational Army Reserve

The National Defense Authorization Act of 2012 expanded the ability of the Army Reserve to assist in domestic emergencies. Section 12304a of title 10 U.S. Code allows the Army Reserve to provide life-saving, life-sustaining capabilities for Defense Support of Civil Authorities (DSCA) for up to 120 days in response to a Governor's request. These expanded authorities are a perfect fit with the Army Reserve's immediately-accessible capabilities that support an expeditionary Army and Joint Force. Army Reserve civilian-enhanced military skills and technical capabilities are present in more than 1,100 communities across the Nation.

In addition, the Army Reserve is well postured to provide critical and complementary response capabilities in support of civil authorities under Immediate Response Authority. A large portion of the Army's medical, engineer, and logistical capabilities reside within the Army Reserve.<sup>10</sup> The Army Reserve provides 100 percent of the Army's Emergency Preparedness Liaison Officers (EPLOs). These EPLOs integrate DOD life-saving capabilities with other federal agencies, state and local governments, and nongovernmental organizations during disaster responses within the Homeland. The Army Reserve is also fully integrated into the standing Department of Defense task force postured for rapid deployment to provide federal support for specific Civil Defense missions involving a Chemical, Biological, Radiological and Nuclear (CRBN) event.

The use of section 12304b authority helps the Army meet global requirements, enables predictable access to the Reserve Components, supports Army Total Force Policy, and maintains an operational reserve force.<sup>11</sup> The critical enabling capabilities resident in the Army Reserve must be maximized to provide the most effective support to the Nation at home and abroad. Fully funding the President's Budget request for 12304b reserve component activations will improve the USAR's ability to support Army and Joint force requirements and improve Army Reserve readiness while preserving that of the Regular Army.

### Taking Care of Soldiers and Families

Without a doubt, the first and most essential element of readiness is people – Soldiers and Families – and that is where the collective strength of the Army and the Army Reserve resides.

Army Reserve Family Programs provide a host of services to Soldiers, Family members, command teams and Civilians throughout the geographically dispersed Army Reserve community.<sup>12</sup> Available 24 hours a day via phone or email, the Fort Family Outreach and Support Center provides a clear path to command and community resources, with comprehensive and confidential information, assistance, and referrals for every aspect of military life.<sup>13</sup> The Army Reserve Volunteer Program promotes and strengthens volunteerism by uniting community volunteer efforts, enhancing volunteer career mobility, and establishing volunteer partnerships. Our Survivor Outreach Services Program maintains a Family's connection with the Army Family in times of loss, regardless of the fallen member's duty status or component. Child and Youth Services helps geographically dispersed Soldiers and Families find affordable childcare and youth supervision options within local communities. Army Family Team Building is a readiness training program to educate Army Families about military life.

The military readiness within Army Reserve commands depends upon the readiness and resiliency of our Army Reserve Soldiers and Families. Army Reserve Family Programs helps make that possible for the 254,297 Army Reserve Family Members (89,265 spouses, 145,086 dependents under eighteen years of age, and 19,946 dependents nineteen years and older) in the force today.<sup>14</sup>

### Suicide Prevention

The Army Reserve has devoted much time, energy and effort to preventing suicide in our ranks,<sup>15</sup> and preventing suicide remains a top priority of the Army Reserve.<sup>16</sup> We are committed to providing the best resources and training available to assist our community-based Soldiers, Civilians, and Families in times of financial, spiritual, physical, or personal stress.<sup>17</sup> The Army Reserve will continue to emphasize proactive prevention and intervention training already in use throughout the Army Reserve,<sup>18</sup> Working together, we can and will mitigate the risk to our formations to the best of our collective ability.

### Sexual Harassment and Assault Prevention

The Army is committed to reducing, and eventually eliminating, sexual assault within the ranks through a comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Campaign Plan that is focused on prevention, enhancing prosecution, investigation, victim advocacy, assessment and accountability. As an integral part of the Total Army, the Army Reserve remains committed to preventing, deterring, and responding to Sexual Harassment and Sexual Assault in its ranks via a multifaceted approach.<sup>19</sup> Our adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault has had a demonstrated positive impact in the force.<sup>20</sup> We are fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve.

## **Other Issues**

### Medical and Dental Readiness

The Army Reserve has made significant improvements in medical and dental readiness through multiple initiatives.<sup>21</sup> These improvements have resulted in an overall increase in dental readiness from 50 to 86 percent. Currently, less than six percent of the Army Reserve are non-deployable due to a dental condition.<sup>22</sup> The Army Reserve has leveraged information technology systems which improve visibility of unit medical readiness, facilitate reporting, and simplify processes for commanders to manage unit readiness and the ability of Soldiers to deploy. Medical and dental readiness must remain fully funded to maintain an operational reserve, capable of consistently providing access to its key enablers.

### Army Reserve Network

Army Reserve Network—the Army Reserve’s information technology infrastructure—supports geographically dispersed Army Reserve Soldiers, leaders, and units in making timely, informed decisions, and it supports organizational agility, lethality and sustainability. To accomplish this, the Army Reserve Network must be a secure, standard-based, reliable and adaptable environment that provides access at the point of need to the tactical edge. Maintaining our technological advantage, however, is a constant challenge in an enduring operational Army Reserve. By improving and maintaining an Army Reserve Network that is agile and rapidly leverages advances in technology, the Army Reserve will have opportunities to provide enhanced capabilities that will benefit the Total Army and the Joint Force.

### Military Construction, Army Reserve (MCAR)

Military Construction, Army Reserve (MCAR) funding supports Army Reserve readiness and provides for replacement of failing or failed facilities. At current funding levels, Army Reserve facility inventory is on a 200-year replacement cycle. If the current fiscal environment continues in the out years, facility shortfalls will impact the Army Reserve’s ability to recruit and retain quality Soldiers.

### Base Operations Support (BOS)

Base Operations Support (BOS) funding provides information technology, communications, logistics, life, health and safety services, range and facility maintenance, civilian salaries, and force protection and environmental stewardship. Accordingly, BOS supports components critical to building readiness in the Army Reserve.

### Army Reserve Cyber Capabilities

The Army Reserve committed more than 800 Soldiers directly, and 3,500 Soldiers indirectly, to support cyberspace operations.<sup>23</sup> As threats and technologies evolve, the civilian skills that Army Reserve Soldiers possess will continue to enable our formations to provide a highly specialized talent pool to meet current needs and develop emerging capabilities.<sup>24</sup>

Today, the Army Reserve is committed to building 10 cyber protection teams, an Army Reserve Cyber Training Element with advanced research and opposing force teams, and to providing highly skilled cyber warriors to the 1st Information Operations Command, the Defense Information Systems Agency, and the United States Army Cyber Command headquarters – a commitment of more than 800 Citizen Soldiers in support of cyberspace operations.<sup>25</sup> This force structure effort is budget neutral, which benefits both the Army and the Nation.

As the Army continues to develop its cyber needs, the Army Reserve will continue to grow its cyber force through the Total Army Analysis process. We will also continue to collaborate with all Cyber Mission Force partners to develop new and innovative training strategies, to include public and private partnerships with academia, industry and government, to lessen the length of time needed for training future cyber warriors by leveraging civilian-acquired education and work experience.

#### Fiscally Efficient and Cost Effective

The Army Reserve is an efficient and cost effective reserve force, providing 20 percent of the Army's total force for less than six percent of the Army's budget. Most of the technical capabilities the Army needs but can't afford to retain on active duty are resident in the Army Reserve, which means their skills are kept sharp at little or no cost to the Department of Defense. The Army Reserve has the lowest amount of headquarters overhead (less than 1 percent) and accomplishes its mission with only 14 percent of the component serving as full time support – six percent less than the average across all Service reserve components.

#### Sustaining the Operational Army Reserve

The benefits of an operational Army Reserve are clear: A federal operational Army Reserve saves money by providing predictability for the proper forecasting of resources to meet the training, sustaining, manning and equipping thresholds required to provide a steady flow of tailorable capabilities to the Joint Force. It helps the Army mitigate current capability shortfalls, and provides expert capability and invaluable experience indispensable to both current and future conflicts.

Using the Army Reserve in security cooperation missions reduces the demand for active Army capabilities. It allows the Active Component to maximize time at home between deployments; provides the Army Reserve with the opportunity to employ and refine its multi-functional skills; and because the Army Reserve is not full time force, the Army saves money by utilizing it in an established cyclic manner that provides predictability for the Combatant Commands, the Army, and Soldiers, as well as their Families and employers.

Most importantly, an operational Army Reserve entirely under Federal control provides quick access to trained and ready forces and the critical enabling capabilities Total Army and Joint Force combat forces rely on to sustain prolonged operations. If the Army Reserve's enabling capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

The policies to maintain an operational Army Reserve are already in place. Chief among them is Army Total Force Policy which calls for the Service Secretaries of all the Military Departments to man, train and equip their Active and Reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. Full implementation of Army Total Force Policy is key, and that includes Total Army Training and the One Army School System, which ensures that Soldiers are able to attend Professional Military Education training on time and to standard. Next in importance is maintaining requested FTS resourcing levels.

An operational and sufficiently-resourced Army Reserve is the best way to fulfill both current and anticipated mission requirements consistent with available and estimated future resources. It provides depth and scalability to meet current and anticipated requirements of the Combatant Commands, and achieves a cost-efficient balance between the Active Component and the Army Reserve using the strengths and capabilities of each to full advantage. It ensures capacity needed to support homeland missions, and provides a sufficient base of trained, equipped and ready forces from which the Active Component can draw when needed; helps the Army better manage strategic and operational risk, and maintains the invaluable expertise and experience gained since September 11, 2001.

Today's Army Reserve is the most battle-tested and experienced in our Nation's history. As the dedicated Federal reserve of the Army, the Army Reserve exists to serve the Army and the Nation, and has never failed to accomplish its mission. Ready now, ready in times of crisis, and ready for whatever threats and challenges lie ahead, the United States Army Reserve is America's life-saving, life-sustaining Federal reserve force.

## ENDNOTES

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<sup>1</sup> G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS.

<sup>2</sup> As of October 14, 2015, from G1, USARC.

<sup>3</sup> G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS. 2,960 Soldiers are working in the Continental United States (CONUS), while 14,438 Soldiers are deployed abroad and in support of the Army Service Component Commands, including nearly 780 Soldiers in Afghanistan, 3,650 in the United States, 2,200 in Kuwait, 940 in Cuba, 309 in Qatar, and 200 in Djibouti.

<sup>4</sup> USARC G-3/5 via HQDA system “MDIS” Mobilization Deployment Information System o/a 19 May 2015.

<sup>5</sup> The Army Reserve (USAR) established Army Reserve Engagement Cells (ARECs) and smaller Army Reserve Engagement Teams (ARETs) at Army Service Component Commands (ASCCs) at both Army Corps-level commands and Geographic Combatant Commands (GCCs) to facilitate access to USAR Regionally Aligned Forces (RAF).

<sup>6</sup> G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS. 2,960 Soldiers are working in the Continental United States (CONUS), while 14,438 Soldiers are deployed abroad and in support of the Army Service Component Commands, including nearly 780 Soldiers in Afghanistan, 3,650 in the United States, 2,200 in Kuwait, 940 in Cuba, 309 in Qatar, and 200 in Djibouti.

<sup>7</sup> AR 135–2, Army National Guard and Army Reserve Full-Time Support, 1 June 1990, Page 5.

<sup>8</sup> *Inspector General of the United States Department of Defense Semi-Annual Report to the Congress*, October 1, 2011 – March 31, 2012, p.66. GAO report number GAO-09-898, September 17, 2009.  
<http://www.governmentattic.org/11docs/AAA-2012AnnualPerfReport.pdf>.

<sup>9</sup> Title XI is the term commonly used to refer to active component advisers assigned to units of the selected reserve. Section 414(c)(1) of the National Defense Authorization Act for Fiscal Years 1992 and 1993 established the Program for Active Component Support of Reserves. 10 U.S.C. 12001 Note requires assignment of not less than 3,500 active component personnel to serve as advisers under the program.

<sup>10</sup> By 2017 nearly 55 percent of all Army operational medical forces will reside within the Army Reserve. Our Expeditionary Sustainment Commands (ESCs) and Army Reserve elements from the Surface Deployment and Distribution Command deploy to locations devoid of infrastructure to open seaports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas. A significant portion of the Army’s full spectrum engineer capability resides within the Army Reserve, with many of these capabilities almost exclusively or predominately within the Army Reserve. Army Reserve medical evacuation helicopters can rapidly transport patients to critical care facilities. Our fixed and rotary wing aircrafts rapidly deliver life-sustaining supplies, equipment, and construction material into devastated areas.

<sup>11</sup> From October 2014 through September 2015, the Army processed mobilizations under 12304b authority for 1,656 Soldiers from 269 units to support preplanned missions for five U.S. Combatant Commands. These missions took place in nine countries: Liberia (14), Egypt (445), Germany (9), Kosovo (490), the United States (511), Belize (1), Dominican Republic (12), Honduras (171) and Peru (3). The missions included Air Defense; CBRNE; Counterterrorism Partnerships; Peace Keeping; Stability Operations; and Theater Security Cooperation support.

<sup>12</sup> Army Reserve Family Programs; database available online at: <http://arfp.org/programs>.

<sup>13</sup> The Fort Family Outreach and Support Center at <http://arfp.org/fortfamily.html> or via the Fort Family phone number at 1-866-345-8248 provides live, relevant, and responsive information to support Army Reserve Soldiers and Families. Available 24 hours a day, seven days a week, and 365 days a year, it provides unit and community-based solutions that connects people to people. Assistance is provided during times of crisis as well as routine

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assistance for other immediate needs to help maintain Soldier and Family readiness and resiliency. By pinpointing Families in need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier and Family to resources, providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community-based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families close to their residence. Simply stated, Fort Family via web or phone connects Soldiers and Families with the right service at the right time.

<sup>14</sup> 2015 Demographics – Office of the Secretary of Defense, Defense Manpower Data Center.

<sup>15</sup> G1, United States Army Reserve Command. For example, we placed 36 Suicide Prevention Program Managers (SPPMS) term positions and increased access to counselors and resources across our formations, with an emphasis on reducing the stigma associated with personal, Family, or behavioral health issues. To date, we have hired 31 of these 36 suicide prevention program managers - a good news story. Vacant Positions exist in five commands: the 316th Expeditionary Sustainment Command (ESC), 4th Expeditionary Sustainment Command (ESC), 364th Expeditionary Sustainment Command, 94th Training Command, and Military Intelligence Readiness Command (MIRC).

<sup>16</sup> G1, United States Army Reserve Command, 13 JAN 15. In Calendar Year 2014, the Army Reserve realized a 30% decrease of Army Reserve Soldier suicides from Calendar Year 2013. In Calendar Year 2015, however, year to date Soldier Suicides exceeded YTD Soldier suicides of all preceding Calendar Years. While there is no universal set of factors leading to a suicidal event, the detailed analyses of Army Reserve 15-6 investigations of suicidal events continue to identify the same stressors. For example, many Soldiers who died by suicide are male, single, junior-enlisted Soldiers that have never deployed, are unemployed, and are suffering from relationship and financial, and substance abuse challenges. We continue to face the same complex challenges of any geographically dispersed force in combating this problem, which is we lack frequent physical contact with our Soldiers and have limited access to military installation support. We also recognize that many Soldiers continue to face life challenges and need our help.

<sup>17</sup> For example, the United States Army Reserve developed five best practices to combat the issue of suicide within our ranks. First, we mandated personal contact with Soldiers and Family members between Battle Assemblies. This is a particular challenge for a geographically dispersed force that requires creative solutions to overcome. Second, we tried to establish enduring cultural change, systems, and processes that integrate resilience into our Soldiers and Families. Third, we emphasized attention to “newly” assigned Soldiers to ensure their transition is a positive one. Fourth, we promoted and advertised local resources (e.g., Fort Family) that help address the issue. Finally, we encouraged public, command recognition of Soldiers who intervened and took action to prevent a suicide and help a Soldier or a Family member (e.g., the “Promoting Life” Awards Program). G1, United States Army Reserve Command.

<sup>18</sup> For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (two-day training) for Gatekeepers; a Leader Guide and Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses. G1, United States Army Reserve Command.

<sup>19</sup> The Army Reserve established four full-time Special Victim Counsel (SVCs) positions, located at each of the four Regional Support Commands; 42 Troop Program Unit (TPU) SVCs, located at the Army Reserve General Officer Commands (GOCOMs); and 27 SVCs, located within each Legal Operation Detachment. The Army Reserve also established 50 full-time Sexual Assault Response Coordinator/Victim Advocate (SARC/VA) positions that span the footprint of the Army Reserve. Although 43 of the 50 SARC/VA positions are currently filled, they are staffed with personnel in a MILTECH and AGR status. Previously, the Army Reserve maintained five hotlines listed on the Department of Defense (DoD) Safe Helpline website, which were accessible for referral through the Helpline operators. To improve responsiveness, accessibility and breadth of resources, the Army Reserve consolidated all hotlines under the Fort Family Outreach and Support Center. The Army Reserve routinely participates in and hosts forums and panels at all levels of command in the Army. This includes meetings with the HQDA SHARP Program Office and the SHARP Academy to improve Army Reserve participation in policy formulation, training, and future

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developments. The Army Reserve also utilizes improved analytics to inform current and future mitigation efforts. Finally, our adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault demonstrated a positive impact in the force. We are fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve.

<sup>20</sup> We are making great strides in improving our training capabilities across the Army Reserve. In fact, we were able to provide Army Central Command (ARCENT) with a trainer to teach an eighty-hour SHARP course in Afghanistan. The Army Reserve has the flexibility to augment the Army because we identified 12 Command SARC to cross train as instructors through the SHARP Academy. We also now have the capability to run 26 of our own 80-hour training courses this fiscal year (FY) compared to only three in the last fiscal year. A deeper bench of Army Reserve SARC instructors allows us to provide more reserve component specific examples and information to students while simultaneously alleviating strain on active component school seat quotas. While there is always more work to be done to prevent Sexual Harassment and Sexual Assault, we remain laser-focused on doing everything possible to reduce, and eventually eliminate, sexual assault from the ranks.

<sup>21</sup> Improvements through multiple initiatives, including the Army Reserve Medical Management Center (AR-MMC), the Army Selected Reserve Dental Readiness System (ASDRS), and by leveraging improvements in medical and dental readiness tracking and reporting systems. Surgeon, OCAR. The AR-MMC provides case management for Soldiers with medically non-deployable conditions until their condition is resolved or the Soldier reaches their Medical Retention Decision Point (MRDP). If the Soldier reaches their MRDP, the Army Reserve, AR-MMC, and Army Medical Command work together to provide improved processes for those Army Reserve Soldiers requiring entry into the Integrated Disability Evaluation System (IDES). The ASDRS continues to ensure dental treatment for Soldiers whose dental conditions make them non-deployable. Implementing a requirement for annual medical and dental assessments in 2008 improved our ability to adequately determine the medical and dental readiness of the force. Additional initiatives include; Decrease Non-compliance (reduce medical indeterminate), Improve Dental Readiness, Reduce Medical Non-Deployable, Reduce Medical Readiness Turbulence, and Improve Medical Readiness Reporting (Visibility).

<sup>22</sup> Surgeon, OCAR. The Army Reserve goal for dental non-deployable is less than 3 percent of the force (5,940 of the 198K end strength).

<sup>23</sup> OCAR G-3/5/7 (FWD). These 3,500 Soldiers come from signal units that provide defensive cyber operations support to DoDIN. These 3,500 positions supporting signal cyber operations encompass Soldiers assigned to perform a Cyber Security mission set. The 1545 by FY 2016 represent those assigned to cyber units performing cyber as their primary mission. The rest encompass the Signal Soldiers assigned down to the unit level who perform their cyber security mission in support of the overall DoD information network. While not assigned as "cyber" Soldiers, their oversight and defense of the network must comply with the cyber effort in order to enable our layered defense.

<sup>24</sup> Staff Sergeant Lydia Seaborn, the first female Cyber Soldier in the U.S. Army Reserve, best exemplifies this point. In a year of ground-breaking achievements for women in the military, Staff Sergeant Seaborn recently became the first Army Reserve female graduate from the 25D Cyber Network Defender military occupational specialty course at Fort Gordon, GA. SSG Seaborn's achievement was only intensified by the fact that she also became the first female Distinguished Honor Graduate and the first Troop Program Unit (TPU) Army Reserve Soldier to graduate the active duty Army MOS producing school. SSG Seaborn, a Florida native who currently works at the Library of Congress as a Security Advisor, personifies the utility gained in both the private and public sectors from Army Reserve Citizen-Soldiers. In her Civilian career, SSG Seaborn "provides oversight for the Library's Continuous Monitoring Program, and serves as the liaison for all annual audits. In her Reserve capacity, SSG Seaborn has been a "system administrator, a domain admin, an Information System Security Officer, an Intrusion Detection analyst, an Organizational Inspection Program Auditor, and most recently, ...a Forensic Analyst with a small dabble in ...Malware training." The unit she serves in now "supports an ongoing initiative that provides security and network monitoring, incident response and forensic analysis in the field to various middle-eastern countries to include Kuwait and Afghanistan ... Every year there is a deployment rotation and our Soldiers go overseas to provide Cyber security expertise that is needed."

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<sup>25</sup> OCAR G-3/5/7 (FWD). These 800 Army Reserve Cyber Soldiers are current Army Reserve assets plus TAA 16-20 wedge (ARCOG, Wedge (~four hundred), DISA ARE, and 1st IO Command 'ARE'). One Hundred Eight of these Soldiers will serve in the Army Reserve Cyber Training Element. Four Hundred Sixty-Nine of these Soldiers will serve in the Army Reserve Cyber Operations Group.