



81st Regional Support Command

2011 Unit Historical Report

1 January 2011 to 31 December 2011

Compiled by Dr. John A. Boyd

PREFACE

This Annual Historical Summary presents the mission, organization, training, and experiences of historical importance in which members of the 81st RSC participated during the 2011 calendar year. This document is intended to reflect the achievements and accomplishments of both commands and to serve as a permanent source document for other commands, historical centers, and member reserve soldiers.

The command's primary staff and special staff headquarters furnish information and executive insights. This is derived from their observations, journals, orders, reports, and press activities. Due to space constraints, all source documents referenced are not presented in full text but are available upon request.

This Annual Historical Summary is published in accordance with Army Regulation 870-5, dated 21 September 2007 and USARC Circular 870-94-1, dated 1 August 1994.

81st Regional Support Command
1525 Marion Ave.
Ft Jackson, South Carolina

James P. Eggleton
Chief of Staff

Wildcats Never Quit!



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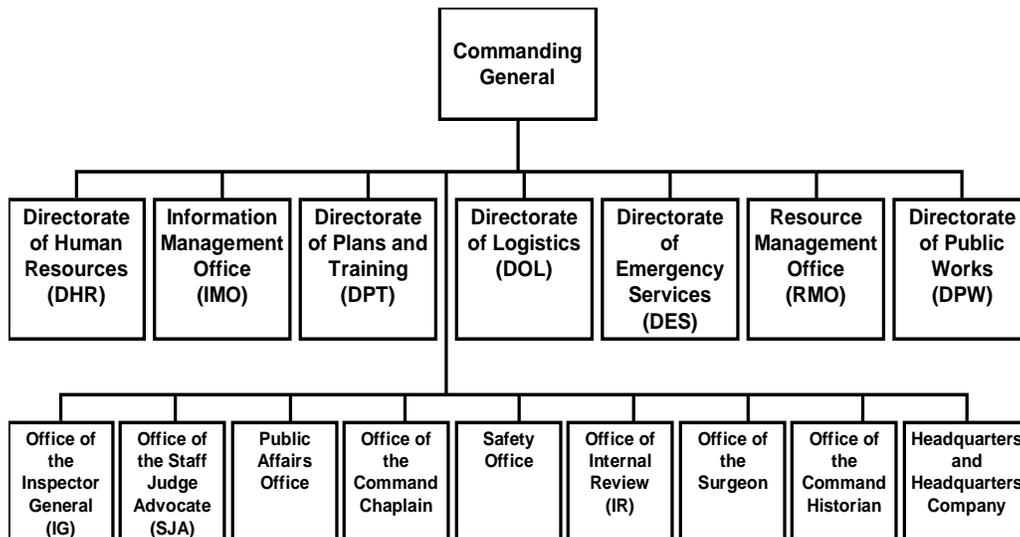
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COMMAND GROUP

2011
Command Executive Summary



81st Regional Support
Command Structure



The 81st Regional Support Command (RSC) is an Army Reserve (AR) major subordinate command headquartered at Fort Jackson, South Carolina. It is one of four RSCs providing Essential Customer Care to supported commands throughout the Continental United States (CONUS) and Puerto Rico. The 81st RSC area of responsibility (AOR) consists of nine southeastern states: Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee and Puerto Rico.

Within our AOR there are 43 supported General Officer Commanders dispersed throughout the 10 OFTS Commands: one three-star General Officer Command; 9 two-star Commands; 14 one-star Commands and 18 supported General Officer (GO) commands outside the AOR. A total of 30 Area Maintenance Support Activity (AMSA), eight Equipment Concentration Sites (ECS), six Branch Maintenance Activities (BMA), three Army Bands, plus 497 units and 53,928 Soldiers receive essential services from the 81st RSC and mission command.

The main product offerings of the 81st RSC are Essential Services through customer service in the areas of Human Capital, Materiel, Readiness, and Services and Infrastructure. We provide services to the Soldiers, Families, Civilians and units within our AOR. The delivery mechanisms used to provide these products are: effective programs, community engagement, partnering, enhancing materiel and Soldier readiness, and providing facilities and services. Without our support through providing these essential services, the commander's would not be able to complete their mission successfully.

Vision and Mission

The 81st RSC was re-activated in the fall of 2008 resulting from Base Realignment and Closure (BRAC) to provide BASOPS to OFTS Commands and now we are focused on Essential Customer Care. As the first RSC to begin operations, part of the strategic review was for our key leaders and staff to meet and develop our initial mission, vision, and goals. In December 2011 the new Commanding General (CG) MG Gil Beck and staff revised the mission, vision and values.

Products/ Services	Delivery Mechanism
Human Capital	HR Services & life-cycle management Well-being services Manage casualty assistance & funeral honors Workforce development Improve awareness with Government and communities
Material	Maintain unit equipment and training Reduce time equipment in maintenance Property Accountability and management Repair Equipment Fielding
Readiness	Soldiers Manage unit stationing actions Optimize facility utilization Accurate reporting of resources and services
Services & Infrastructure	Acquire, construct, and operate facilities Sustain facilities Establish and maintain environmental management system C4IM BASOPS services for supported units IAW USARC G6 Provide Protection Capabilities Distribute and manage OMAR and RPA funds

Our Mission : The 81st RSC provides essential services and customer care to Soldiers, Civilians, and their Families in the Southeast Region and Puerto Rico, enabling supported commanders and leaders to maximize resources and meet global requirements.

Our Vision : “Be the best Regional Support Command – in the eyes of our supported Commanders and Leaders- committed to excellence, living the individual Army Values, and

focused on Wildcat Pride. In addition to the Army Values, our Organizational Values are embodied in the Wildcat “PRIDE”:

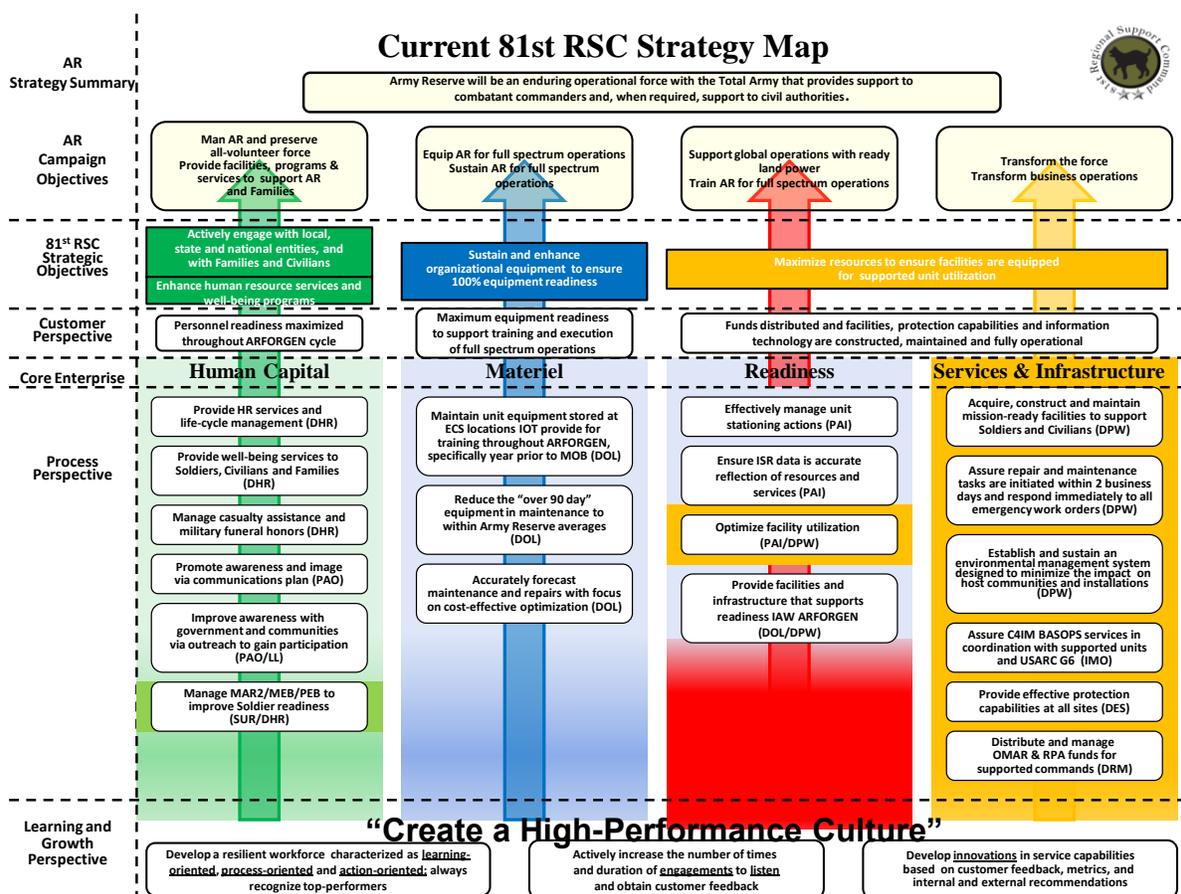
Partnering – We support an operational Army Reserve by being a trusted partner with our supported commands, leaders, Soldiers, Families, and communities.

Responsive- We are a team of professionals who respond quickly and efficiently, communicate clearly, and are empowered to take action.

Innovative- As an adaptive team, we seek continuous improvement in our customer service processes and capabilities.

Dedicated Stewardship- We are responsible stewards of human, environmental, logistical and fiscal resources.

Excellence – Excellence is our standard.



Core Organizational Values:

PARTNERING: We support an Army at War by being a trusted partner with our customer units and Soldiers. We are committed to **their success**.

PROFESSIONAL: We are a team of professionals who work collaboratively, communicate clearly, and are empowered to take action.

INNOVATIVE: We seek continuous improvement in our customer service processes and capabilities, and we quickly adapt to change.

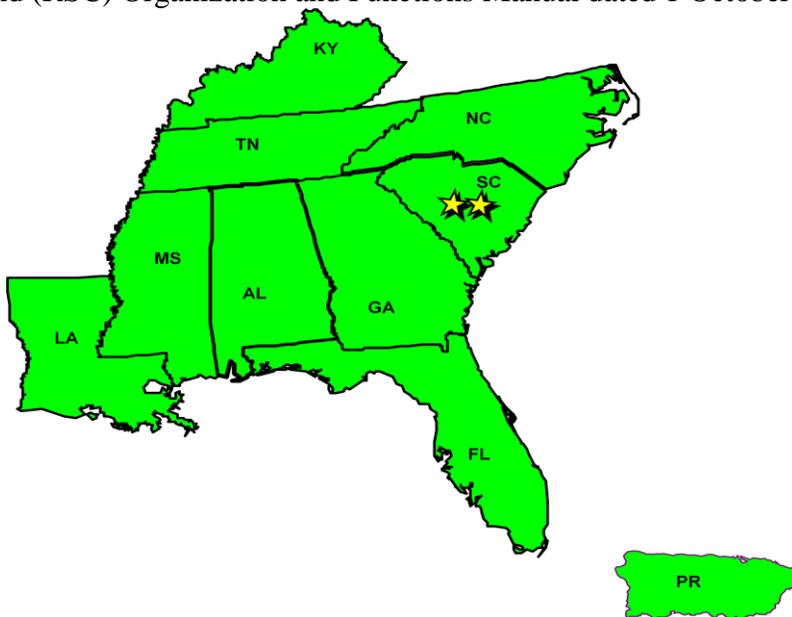
STEWARDSHIP: We are responsible stewards of human, environmental, and fiscal resources.

ENGAGED: We engage with civilian communities, Soldiers' families, government policy makers, and our customers, among others, to improve our levels of support and our external relationships.

Strategic Goals:

- 1. In partnership with supported commands, sustain and enhance human resource services and wellbeing programs to facilitate personnel and unit readiness.*
- 2. In support of ARFORGEN, sustain and enhance organizational equipment readiness for our supported commands to ensure units have 100% equipment readiness in the year prior to mobilization.*
- 3. Maximize all available resources to ensure that facilities in our area of responsibility are available, equipped, and resourced for supported unit utilization; and all discrepancies are managed and responded to within 48 hours of problem identification.*
- 4. Proactively engage with local, state, and national entities and with Soldiers, Army Families, and Army Civilians to promote our mission, vision, and core values, thereby fostering a positive Army Reserve image.*

In 2010 there had been concern about “mission creep” but as the responsibilities of the RSC normalized in 2011 the 81st RSC assumed command and control of three bands and provided oversight for a detachment providing Soldier Readiness Process (SRP) operations and Army reserve chaplains while in the Chaplain’s School and/or awaiting assignment following graduation. There was still a degree of confusion as to how the RSC – lacking actual C2 – could compel supported commands to meet deadlines and provide needed information for quality BASOPS support. To address these and other lingering concerns the 81st RSC was the leading proponent in developing and staffing the USAR Regulation 10-1, Army Reserve Regional Support Command (RSC) Organization and Functions Manual dated 1 October 2010.



81st RSC Area of Responsibility

The 81st RSC currently manages and maintains 307 facility sites consisting of 631 buildings totaling 8,405,287 covered square feet and 1,546 acres in real estate. The major technologies and equipment, as well as customers' equipment is maintained in the AMSAa and ECSs run and managed by the 81st RSC.

Senior Commands with Headquarters in SE				
HQ State	O6	O7	O8	State Total
AL	1	5		6
FL	2	2	1	5
GA	8	2	2	12
KY	1	3	1	5
LA	2		1	3
MS			1	1
NC	3		2	5
PR	2	1		3
SC	5	1	1	7
TN	1	1		2
Grand Total	25	15	9	49

Primary Customer Base

One of the critical issues in 2011 was the hiring and manning of HQs and staff positions. The forecasts or predictions of budget cuts has not helped. However, in 2011 – civilian job advertisements and hirings have slowly improved capacity. Although CPAC was having difficulty processing 81st RSC new hires, by the end of 2011 a normal in-bound and out-bound flow of employees, AGRs and TPUs was in place. In some cases it would take 90-120 days for a hired employee to be processed and arrive at the 81st RSC, but the organization was no longer in danger of being seriously short-staffed to the point where it would adversely affect mission accomplishment.

Category	Auth / Asgn
TDA Workforce	
Military Workforce	
Active Guard/Reserve (AGR)	36 / 34
Troop Program Unit (TPU)	165 / 181
Civilian Workforce	
Department of Army Civilian (DAC) (HQ)	107 / 100
Dual Status Military Technicians (DSMT) (Hq)	94 / 100
Dual Status Military Technicians (AMSA/ECS)	825 / 814
Total TDA Workforce	1227 / 1229
Mobilized	9
Contractors	118 / 68
Total Paid Workforce	1345 / 1306
Volunteers – Family Readiness	42
Total Workforce	1348

Snapshot Status of the 81st RSC 2011

In addition the 81st RSC had built a diverse and educated workforce. The headquarters reflected the demographics of the Columbia South Carolina area while the workforce as a whole reflected greater diversity than the USAR at large by 2011.

Workforce Diversity			
Gender (Military & Civilian)			
Comparison	Female		Male
81st RSC	48%		52%
US Army Reserve	45%		55%
Race (Military & Civilian)			
Comparison	White	Black	Other (Native American, Hispanic, Asian)
81st RSC	52%	40%	8%
US Army Reserve	55%	35%	10%
Jobs			
RSC HQ Supervisory/Management			45
RSC HQ Administrative/Professional			170
AMSA/ECS – Supervisory/Administrative			135
AMSA/ECS – Laborer (WG/WS/WL)			679

Workforce Diversity

Workforce Educational Levels (TDA Workforce)		
High School	689	63.7%
College w/o Degree	62	5.7%
Associate Degree	44	3.7%
Bachelor Degree	165	15.2%
Masters Degree	115	10.6%
Post Masters/Professional/Doctorate	7	0.6%
Total	1082	

Educational Levels (TDA Workforce)

As the educational chart indicates, the 81st RSC did well in building a competent and educated workforce by 2011. Out of over more than 1,350 employees fewer than 300 lacked a high school or other civilian degree. And of the 300, most had received a military education which served them well in AMSA maintenance and other work-related skills.

II

Director of Human Resources (DHR)

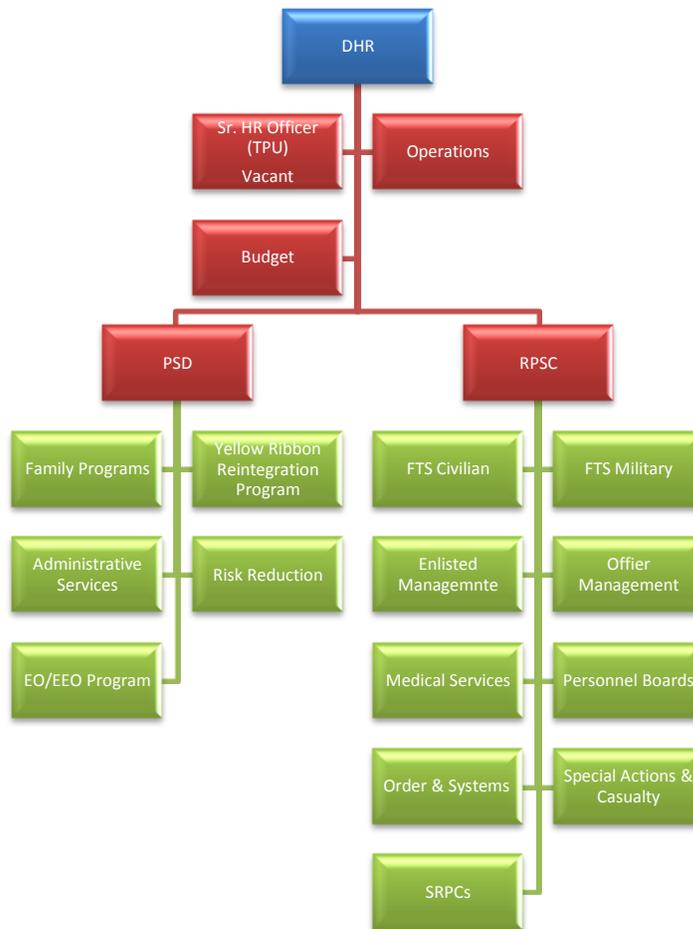
EXECUTIVE SUMMARY:

2011 was the year of new beginnings and firsts. Both Divisions; PSD and RPSC continued to work diligently to cultivate a Human Resource community of excellence through superior customer service, cooperative and respectful working relationships, technical innovation, and community involvement. During this period there were several changes in leadership positions to include; Director, both Division Chiefs and several of the Branch Chiefs. We conducted the first electronic Senior Enlisted Promotion Board for the Army Reserve. Also, in addition to current staffing, 10 Soldiers were mobilized to support our Medical Board Processing mission. The DHR also gained ownership of the Soldier Readiness Processing Centers. We lead many community initiatives and coordinated many activities in recognition for ethnic observances. The DHR leadership has worked together closely to strengthen its core values, execute the vision and accomplish the mission of supporting Soldiers, Civilians, and Family members within the 81st Regional Support Command area of operation.

MISSION/ORGANIZATION:

The Director of Human Resources (DHR) mission is to provide and facilitate premier human resources and wellbeing services for our customers in partnership with supported commands to enhance Army Reserve Readiness. DHR exercises primary staff responsibility for personnel, plans, policies, and administration of the Army Reserve full-time support and specific Active Component personnel management programs. The directorate coordinates the commands morale and welfare, equal opportunity, and human relations programs; develops and oversees strength management programs; coordinates activities with retention personnel; as well as develop the personnel annex for contingency plans.

DHR has two divisions, thirteen branches, 12 SRPC Hubs and 13 SRPC satellites. The Human Resources organizational charts are established as follows:



EDUCATION SUPPORT SERVICES

I. EXECUTIVE SUMMARY: 2011 was a smooth and successful year for Army Reserve Tuition Assistance (TA) program. Education Services Personnel were fully trained on the online TA program (Go Army Ed (GAE)). Outstanding customer service was provided to all Soldiers pursuing their off-duty education goals. There were 6,136 Tuition Assistance contracts approved for approximately \$4.5M. Also, 6,015 GAE Help Desk cases were resolved for Soldiers.

II. MISSION/ORGANIZATION. Provide Education Services in support of Reserve, Active and National Guard Soldiers.

The 81st RSC Education Services Office is staffed with 1 DAC and 8 contract personnel.

III. SIGNIFICANT EVENTS: The ESS fully supported the Yellow Ribbon Program providing individual education counseling to more than 300 Soldiers, spouses and dependants. The ESS supported the 81st RSC Pre-retirement Seminars providing information to over 350 Soldiers and spouses. The Reserve ESS positions were approved for upgrade by USARC G-1, however no action has occurred.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: NA

V. LESSONS LEARNED. None.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 621-5 Army Continuing Education System (ACES), dated 11 Jul 2006 and Rapid Action Revision dated 6 Sep 2009.

ADMINISTRATIVE SUPPORT SERVICES

I. EXECUTIVE SUMMARY: During CY11, the Administrative Support Services Branch performed 35 postal inspections and one records management inspection. This was the first year to incorporate the AG Bands into the records management inspection cycle.

II. MISSION/ORGANIZATION:

Provide mail and distribution support and services. Also, provide mission support to HQs 81st RSC staff and three AG Bands in the areas of freedom of Information Act/Privacy Act, Management Information Control System, Publication, Forms, Correspondence, and Files Management programs. Provide expertise through inspections in the above areas to O&F Commands when requested.

The Administrative Services Branch consists of One GS-12, Supervisor Services Support Specialist, Two GS-11, Services Support Specialist, and one GS-09, Services Support Specialist.

III. SIGNIFICANT EVENTS:

The Administrative Services Support Branch conducted 35 out of 35 postal inspections and received three FOIA/PA requests. The branch conducted four 81st RSC postal workshops. During this calendar, year four command publications were produced

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: N/A

V. LESSON LEARNED: Additional training is required in records management for the staff, HQ 81st RSC.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 25-30	The Army Publishing Program
AR 25-50	Preparing and Managing Correspondence
AR 25-59	Office Symbols
AR 25-51	Official Mail and Distribution Management w/USARC Suppl 1
AR 25-55	The Department of the Army Freedom of Information Act
AR 25-400-2	The Army Records Information Management System
AR 335-15	Management Information Control System
AR 340-21	The Army Privacy Program

YELLOW RIBBON REINTEGRATION PROGRAM (YRRP)

I. EXECUTIVE SUMMARY:

The entire YRRP is in direct support of contingency operations. The program is intended to provide homecoming and reintegration training and resources to Reserve Soldiers and their families to help cope with the stresses of deployment and re-deployment.

II. MISSION/ORGANIZATION:

Provide YRRP support to customers in the nine state area providing quality-of-life programs and services in support of Soldiers, Sailors, Airmen, Marines and their Family members.

The YRRP Branch consists of One GS-12, Supervisor, One GS-11, Human Resource Specialist, and one GS-09, Human Resource Specialist.

III. SIGNIFICANT EVENTS:

The YRRP branch conducted 11 events during the year, servicing over 3471 Army reserve Soldiers and 1728 Family members. However, no-shows for attendees resulted in a loss to the government of over \$200,000. This issue is being heavily reviewed.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: Reintegrate the returning U.S. Army Reserve Soldiers and their Families after deployment.

V. LESSON LEARNED:

a. Based on the feedback received from attendees, we continue to make each event more productive and better than the one before. The increase of 40 vendors has still not been enough and will most likely be increased for the next FY.

b. A primary lesson learned was contracts can be broken down to separate the child care from the lodging requirements. If these two services are combined in the contract, most hotels will not bid on the contract. This results in having 3rd party event planners being awarded the contract.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

Operation Order 08-102, Yellow Ribbon Reintegration Program.

ORDERS BRANCH

I. EXECUTIVE SUMMARY: 2011 continued to be a challenging and rewarding year. Challenges included two mobilized employees returning and then another employee being mobilized. All of these changes included retraining to ensure all were able to process order requests and other tasks with accuracy and efficiency. Returning employees completed iPERMS and systems management training to ensure proficiency in our area. The rewarding parts included continuing our high accuracy rate of over 97% with 14,395 orders published. Our current ICE rating is 97% due to our effort to provide excellent customer service.

II. MISSION/ORGANIZATION: Publish various types of Military Orders for our customers in partnership with other Branch's of the 81st RSC to enhance Army Reserve readiness.

There is one GS-12, Branch Chief, three GS-09, Human Resource Specialists, and one GS-07, Human Resource Specialist.

III. SIGNIFICANT EVENTS:

a. Personnel Orders. A total of 14,395 orders were published during FY 2011. Average processing time was two days, with no allowances for weekends or non-duty days. USARC guidance allows 72 hours.

b. iPERMS. All orders published by the 81st RSC are permed the next business day. In addition, we receive documents such as LOD packets, Non-selection Memos, and manual orders which we ensure are permed daily.

c. System Support. Orders Branch personnel have accepted the additional duty of systems support due to either the absence of personnel dedicated to this responsibility or short staffed in the respective area. Team members function as iPERMS Master POC, IWS Master POC and LOD Administrators which assists and manages these programs/systems for the Directorate of Human Resources. Two team members grant access to eMILPO for SRPC and units under the 81st C2 and administer the Blank and Invalids Report. Additionally, the Branch Chief has access to PERNET to assist commands with correcting data pertaining to revoked/amended orders or failed data transactions.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: N/A

V. LESSON LEARNED:

Foreign Language Proficiency Bonus requirements change regularly. We created a notebook which includes the current regulation and all the ALARACT and MILPER messages which affect this area. We also keep in contact with customers and USARC Finance when there are any questions or concerns.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 11-6, Army Foreign Language Program
AR 37-104-04, Military pay and Allowances Policy
AR 135-32, Retention in an Active Status after Qualification for Retirement Pay
AR 135-91, Service Obligations, Methods of Fulfillment, Participation Requirements and Enforcement Procedures
AR 135-175, Separation of Officers
AR 135-180, Qualifying Service for Retired Pay Nonregular Service
AR 135-200, Active Duty for Missions, Projects, and Training for Reserve Component Soldiers
AR 135-205, Enlisted Personnel Management
AR 135-381, Incapacitation of Reserve Component Soldiers
AR 140-10, Assignments, Attachments, Details, and Transfers
AR 140-185, Training and Retirement Points Credit and Unit Level Strength
AR 600-8-105, Military Orders
AR 600-8, Military personnel Management
AR 600-8-19, Enlisted Promotions and Reductions
AR 614-200, Enlisted Assignments and Utilization Management
DA Pam 611-21, Military Occupational Classification and Structure
USAR Pam 600-5, Personnel Actions Guide for Army Reserve Units (with changes 1 & 2)
USARC Reg 600-2, U.S. Army Reserve Personnel Systems, Personnel Accounting, and Commander's Guide to Personnel and Unit Database Management

OFFICER MANAGEMENT BRANCH

I. EXECUTIVE SUMMARY:

The 81st RSC Officer Branch was delegated the authority by the Chief, Army Reserves, to issue and distribute mandatory selection board notification memoranda to Army Reserve TPU Officers assigned within the SE region of support. The branch developed an organized process that ensures a timely notification to all Officers while meeting the Army Reserve's end strength and eligibility requirements for retention.

II. MISSION/ORGANIZATION:

Provide military Human Resource (HR) life cycle services and support to over 7,000 Officers assigned within the 81st RSC region.

III. SIGNIFICANT EVENTS:

a. Boards. Implemented a step-by-step process utilizing Microsoft Office Word mail merge to properly generate board notification memoranda to include congratulatory, first time non-select, two-time non-select, and SELCON correspondence that provides notification to supported Major Support Commands as well as the individual officer. All notifications with the exception of congratulatory are then uploaded to the Soldier's permanent HRC record that ensures a tracking for the Army Reserve Command and Soldier. Upon receipt of the Army Promotion List (APL),

Soldiers who are 2X non-select or SELECON have the commission service date verified and the SM mandatory removal date is adjusted in RLAS.

b. Process Development. Officer Management Branch converted to a Microsoft Access Database that enables tracking and identifying life cycle personnel actions. The database has provided the section with multiple user access simultaneously thereby ensuring we meet our 48 to 72 hours turn around for action processing.

c. Personnel Actions. A total of 2,438 requests were received and processed during CY 2011. Average processing time was 4.336 days, with no allowances for weekends or non-duty days.

d. System Support. Officer Management Branch personnel have accepted the additional duty of systems support due to either the absence of personnel dedicated to this responsibility or short staffed in the perceptive area. The section provides an iPERMS and IWS Master POC, an ADPAAS Command Representative, and assistance with LODs for the Directorate of Human Resources. Additionally, each member of the team has access to PERNET that enables them to assist the command with correcting data pertaining to revoked/amended orders or failed data transactions; 388 requests have been processed within CY 2011.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: N/A

V. LESSON LEARNED:

a. Personal Actions. The utilization of the final publication for USARC Pam 600-5 uncovered that there were more revisions required.

b. Boards. Since certain actions or processes have been delegated from HRC or USARC such as Army Promotion List notifications, awarding Area of Concentration (AOC), Branch Transfers, or Skill Identifiers it has been found that the Soldiers records are incorrect or missing proper documentation. Notification memorandums have not been published advising the Soldiers that they have been not selected for promotion or identified for selected continuation and the Mandatory Removal Date either has not been adjusted accordingly or done so incorrectly. Memorandums that award initial or reclassification of an AOC or Skill Identifiers for a Soldier or granting Branch Transfers have not been processed however the Soldiers records have been adjusted.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 135-91, Service Obligations, Methods of Fulfillment, Participation Requirements and Enforcement Procedures

AR 135-100, Appointment of Commissioned and Warrant Officers of the Army

AR 135-155, Promotion of Commissioned Officers and Warrant Officers Other than General Officers

AR 135-175, Separation of Officers

AR 135-180, Qualifying Service for Retired Pay Non-regular Service

AR 140-10, Assignments, Attachments, Details and Transfers

AR 140-185, Training and Retirement Points Credit and Unit Level Strength
AR 600-3, The Army Personnel Development System
AR 600-8-24, Officer Transfer and Discharges
AR 600-8-29, Officer Promotions
AR 623-3 Evaluation Reporting System
DA Pam 600-3, Commissioned Officer Professional Development and Career Management
DA Pam 623-3, Evaluation Reporting System
USARC Reg 140-5, Colonel and Lieutenant Colonel Command Assignment Selection Program
USAR Pam 600-5, Personnel Actions Guide for Army Reserve Units (with changes
1 & 2)

EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY

I. EXECUTIVE SUMMARY: During the CY11 the Equal Opportunity/Equal Employment Opportunity Branch was unable to provide Ethnic Observances. The military position remains vacant, however the EO office for Fort Jackson took on any complaints or grievances for the 81st RSC.

II. MISSION/ORGANIZATION: To create and sustain a positive working environment for all customers in the southeastern states and Puerto Rico by eliminating discriminatory behaviors and practices that undermines our core organizational values and hinders mission readiness. We accomplish this by promoting human dignity through education in equality, diversity, and cultural competency.

Human Resource Specialist (GS-09), EEO trained Counselor. The TPU EO position is vacant.

III. SIGNIFICANT EVENTS: A partnership was established with Fort McCoy's EEO Office to provide continual support and training for our workforce. EEO Training was conducted for the workforce. A FY12 budget was requested and received.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: *N/A*

V. LESSON LEARNED: Training is an important part to a successful program and the need for a trained EO Representative will enhance this team.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 600-20 Army Command Policy
TC 26-6 Commander's Equal Opportunity Handbook
DA Pam 600-15 Extremist Activities dated 1 Jun 00
www.deomi.org

BOARD BRANCH

I. EXECUTIVE SUMMARY: 2011 was an exciting year for the Boards Branch. The first Automated Senior Promotion Board was conducted in August 2011. The automated process

allowed the 81st to conduct the promotion board utilizing various Human Resources Integrated Systems (HRIS), which reduced the amount of paper normally submitted with a promotion packet.

II. MISSION/ORGANIZATION: (1) Provide superior responsive customer service support processing all required board actions within or better than the established standards, (2) Develop an exemplary & innovative team of subject matter experts for centralized board administration and management, (3) Develop lasting partnerships with supported staff sections/branches, commands and units.

III. SIGNIFICANT EVENTS:

In August 2011, the first Automated Senior Promotion Board convened.

- a. Conducted weekly MAR2 panel, which resulted in the adjudication of 414 packets.
- b. Conducted two Senior Enlisted Promotion Boards, held in February and August 2011, which resulted in 1,717 Soldiers being recommended for promotion.
- c. Conducted two Junior Enlisted Promotion Board.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: *N/A*

V. LESSON LEARNED:

- a. Utilizing the automation systems requires synchronization from AR G1 and the RSCs.
- b. The data query which was developed to verify promotion eligibility requires someone who knows how the automated systems works, as this will ensure all eligible Soldiers are identified.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 600-8-19, Enlisted Promotions and Reductions
AR 40-501, Standard of Medical Fitness
DA PAM 611-21, Military Occupational Classification and Structure
AR 600-60, Physical Performance Evaluation System
SEPB Aug 10- AAR, PPT Status brief
MMRB-Internal MMRB Log

ENLISTED MANAGEMENT BRANCH

I. EXECUTIVE SUMMARY:

During CY 2011 the Enlisted Management Branch assisted the Boards Branch with conducting the first ever TPU Electronic Senior Enlisted Promotion board. The Enlisted Management Branch also developed internal business processes for all functional tasks, and identified metrics to measure success and foster process improvement. The EMB created, updated and maintained a multi-user database to better track actions being processed from all supported commands, this enabled the Enlisted Management Branch to have 100% accountability of all actions received and processed. The branch developed and upgraded the current senior promotion database which is used for both monthly slating and the Semi-Annual Senior Enlisted Board, which enhanced the accuracy of the board and slating process. The branch also developed the current database being used for Junior Promotions which virtually didn't exist previously.

II. MISSION/ORGANIZATION:

The Enlisted Management Branch provides SSN-level life cycle personnel management support to over 57,000 geographically dispersed Soldiers. The Enlisted Management Branch also provides guidance and is basically the subject matter expert for all TPU enlisted personnel processes, procedures and policy.

The branch has one GS-12, Branch Chief, two GS-11, Human Resource Specialists, two GS-09, Human Resource Specialists, one GS-07, Human Resource Specialist, and one AGR MSG Senior Human Resources NCO.

III. SIGNIFICANT EVENTS:

a. Processed 4,823 Discharges/Separations, 4,126 Transfers, and 3,745 Reclassification actions.

b. Published 1495 promotion orders - 24 to the rank of Sergeant Major, 112 to Master Sergeant, and 259 to Sergeant First Class, 465 Staff Sergeant, and 635 to Sergeant.

c. Provided input and recommendation to the new Senior Enlisted Promotion web based application currently being programmed and staff at USARC to enhance the Senior Promotion Board, vacancy submission and monthly slating.

d. Provided input and recommendations to update 3 of USAR 600-5, currently being staffed at USARC for implementation.

e. Provided Board support for 2 Senior Enlisted Promotion boards to include the first ever electronic board. Also provided support for 4 quarterly Junior Enlisted Promotion boards.

f. Upgraded and modified the scoring database for the electronic board to be used as a standard throughout the other RSC's and all future boards.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: NA

V. LESSION LEARNED:

In upgrading the current promotion databases the branch enhanced their ability to accurately process and publish promotion orders.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 11-6, Army Foreign Language Program
AR 140-10, Assignments, Attachments, Details, and Transfers
AR 135-178, Enlisted Administrative Separations
AR 600-8-19, Enlisted Promotions and Reductions
USARC 600-5, Personnel Actions Guide for Army Reserve Units

FAMILY PROGRAMS -

I. EXECUTIVE SUMMARY: Family Programs provides education, training, awareness, outreach, information and referrals to Army Reserve Soldiers, Families, Civilians and Retirees. Family Programs is connecting Soldiers and Families with the right resources at the right time in their local community where they live and work.

II. MISSION/ORGANIZATION: The mission of Family Programs is to provide relevant and responsive quality-of-life programs and services in support of Army Reserve Soldiers, Families, DA Civilians and Retirees.

The Family Programs branch is comprised of two full time DA civilians, one military technician, two Child, Youth and School Services (CYSS) Specialist, two Recovery Care Coordinators (RCC) and two Survivor Outreach Services (SOS) Coordinator/Financial Counselor who are contracted thru USARC Family Programs.

III. SIGNIFICANT EVENTS:

a. Mrs Jane Caughman represented Survivors at the Department of the Army, Army Family Action Plan Conference in Washington, DC, January, 2011.

b. Family Programs Director (FPD) participated in the RSC FPD working group meeting hosted by 63rd RSC, March 2011.

c. Provided training to the new Coordinator at the Army Strong Community Center (ASCC) in Brevard, NC, March 2011.

- d. "Month of the Military Child", April 2011, 81st RSC sergeant major, CSM James Wills, read Dr. Seuss books to children ages four to nine who were in attendance at the Yellow Ribbon Reintegration Program event. CSM Wills presented each child with a certificate of appreciation for their service to our country.
- e. Partnered with Richland County Recreation Department for the 42nd Cottontail Festival and Egg Hunt at Sesquicentennial Park on Two Notch Rd, Columbia, SC, April 2011.
- f. Family Programs Director briefed AR Family Programs initiatives, CYSS, SOS, Volunteerism and Family Readiness at the South Carolina Reserve Officer's Association (ROA) annual meeting held at the Officer's Club, FJSC, April 2011.
- g. A "Hero Packs" project was conducted April 2011, by 81st CYSS at the Rosewood Elementary School's Club Edventure educating our children in the community about the Army Reserve. This service learning project with children emphasizes the sacrifices our military members and their families make when our nation is at war.
- h. 81st CYSS co-hosted with Fort Jackson the Community Fun Fair in observance of "Month of the Military Child" by recognizing children and youth of military families, April 2011.
- i. CYSS hosted the Spring Break Camp at EdVenture Center, Columbia, SC in April 2011. Ten children of AR Soldiers attended the 3-day camp at no-cost to their families.
- j. Kinder-Ready Day Camp 2011, July 2011, partnered and co-hosted with 335th Signal Command Child, Youth and School Services and Boys and Girls Clubs of the Midlands. Fifty AR children, 4-5 years attended the day camp to prepare them and get them ready for Kindergarten.
- k. CSM Wills conducted a "Flag Etiquette" activity for our youth and children in attendance at the monthly YRRP event, July 2011, in recognition of our nation's birthday.
- l. Family Programs Director was selected to represent Army Reserve at the Military Child Education Coalition Conference, July 2011 in Louisville, KY.
- m. 81st CYSS staff attends AR Enrichment Camp at Camp Hanes, King, NC. Eighty-seven AR children/youth attend weeklong camp, July 2011.
- n. Survivor Outreach Services (SOS) co-hosted with Fort Jackson SOS the "Run for the Fallen" 5K walk/run event, August 2011. Fourteen Hundred participated in the run/walk exceeding the four hundred expected.
- o. Participated in the Red Ribbon Week 5K walk/run by providing an information booth about Family Programs to participants, October 2011.

p. Survivor Outreach Services co-hosted with Fort Jackson ACS and South Carolina National Guard the Holiday Gathering for survivors of Fallen Soldiers at the Officer's club, December 2011.

q. Conducted a service learning project for our children who attended YRRP in December 2011. Christmas cards were decorated and mailed to the White House to be used as decorations from military children.

r. Briefed Family Programs activities to include CYSS at five units in 2011, i.e., , 208th, 207th, 414th, 1182nd and 1189th,—reaching out to units in our local area to spread the word about opportunities for our children and youth of AR Soldiers.

s. Family Programs team members assisted with 11 Yellow Ribbon Reintegration Program (YRRP) Post Deployment Events 5, 6 and 7 for Soldiers and Families during calendar year 2011. The reintegration and reunion events provided information, resources and referrals to Soldiers and Families so they may reconnect and smoothly establish the “new normal” after returning from deployment.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: Briefed Family Programs/Readiness at 81st RSC SRPs during the calendar year and at units in our region requesting support for Soldiers and Families. Attended pre and post deployment Yellow Ribbon Reintegration Program events and provided resource and referral to Soldiers and Family members experiencing deployment, separation from loved ones, and reintegration and reunion issues. Provided assistance to survivors of fallen Soldiers and wounded, ill and injured Soldiers of the Army Reserve. Provided support to Families by keeping them informed about child and youth services in the region. Provided various levels of support to O/F/T/S Commands located in the 81st region.

V. LESSONS LEARNED: Family Programs Director roles and responsibilities continue to evolve under the transformation of the Regional Support Command. New programs/initiatives are added to the roles and responsibilities annually.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES: Located in the Family Programs office, Room 109H.

HEALTH SERVICES

I. EXECUTIVE SUMMARY:

The Health Services Branch performed 91 Medical Evaluation Board's (MEB) and 92 Physical Evaluation Board's (PEB). There are 11 Soldiers in the Health Service Branch that help support the mission.

II. MISSION/ORGANIZATION:

To provide assistance to all Soldiers in the Southeast region for the medically non-ready (MNR) process.

There is one GS-012, Branch Chief, two GS-011 Human Resource Specialists , two GS-09 Human Resource Specialists, two GS 07 and 11 Soldiers,.

III. SIGNIFICANT EVENTS:

The Election of Option changed drastically in order to clarify and explain the board options. There was also one updated operation that was added during this year. The 15 years retirement option for Soldiers for Non-Duty related injuries/illness.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: N/A

V. LESSION LEARNED:

The AR-MMA receive the Soldiers' profile from the 81st RSC , contact the Soldier to see if they have been treated for the injury/illness and then notifying the 81st RSC Health Services Branch that the Soldier still requires a medical board. The RC-SMSC receives the completed MEB (medical evaluation board) packet to review then the medical personnel complete a narrative summary prior to sending the packet to the local MTF (military treatment facility) for processing. By completing the summary they help to MTF's prepare for the military physicians. Both programs assist the Health Services Branch efficiently process the packets

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

USARC Operation Order 11-011, MNR Process Improvement.

FULL TIME SUPPORT MILITARY BRANCH

I. EXECUTIVE SUMMARY: During CY 2011 the FTS Military branch took the lead in coordinating and initiating workgroups with HRC, USARC and the three Regional Support Commands in developing the draft and revisions of USARC Pam 600-5, Personnel Actions Guide for Army Reserve Units. One GS-09, Services Support Specialist was deployed to Kwuait during the CY.

II. MISSION/ORGANIZATION: Provide administrative and personnel support to customers in the nine state areas, including Puerto Rico, by providing personnel management support to AC/RC and AGR Soldiers assigned within the 81st BASOPS region.

This branch consists of one GS-12, Supervisor Human Resources Specialist, one GS-11, Human Resources Specialist. one AGR Warrant Officer, Human Resources Technician and one Master Sergeant, Senior Human Resource Specialist.

III. SIGNIFICANT EVENTS: Completed over 1,410 personnel and administrative actions for AC/RC and AGR Soldiers. Completed over 148 AGR junior promotions actions, was the key leader in developing USARC Pam 600-5. Developed and maintains the 81st RSC Interactive Customer Evaluation Program (ICE) which received over 2485 customer comments with a 96% satisfaction rate in CY 11.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES: N/A

V. LESSON LEARNED:

1. In order for this section to successfully meet its' mission, commands within the BASOPS region must adhere to the procedural guidance of AR 600-5.
2. If new accessions updated their ERB and DA 1506 during in-processing at their units, it would eliminate many administrative issues during reenlistment and promotion.
3. FTS military branch needs to develop an ongoing invitational program, inviting MSCs to visit and to visit MSCs as requested.
4. Continue relationships with MSCs and units by providing current resources and guidance to enhance their administrative processes.
5. RLAS is not the records keeping system for AGR Soldiers, inputting data in RLAS does not update the Soldiers' AGRMIS record. Units must ensure that changes in RLAS are also update in AGRMIS.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

AR 11-6	Army Foreign Language Program
AR 27-10	Military Justice
AR 37-104-3	Military Pay and Allowances Policy
AR 55-46	Travel Overseas
AR 135-18	The Active Guard (AGR) Program
AR 135-32	Retention In An Active Status After Qualification for Retired Pay
AR 135-155	Promotion of Commissioned Officers and Warrant Officers Other Than General Officers
AR 135-175	Separations of Officers
AR 135-178	Enlisted Administrative Separations
AR 135-180	Qualifying Service For Retired Pay Non-Regular Service
AR 140-10	Assignments, Attachments, Details and Transfers
AR 140-30	Active Duty in Support of the United States Army Reserve (USAR and Active Guard Reserve (AGR)
Management Program	
AR 140-111	U.S. Army Reserve Reenlistment Program
AR 140-185	Training and Retirement Points Credits and Unit Level Strength
AR 350-2	Opposing Force (OPFOR) Program

AR 380-5	Department of the Army Information Security Program
AR 380-67	Personnel Security Program
AR 525-13	Antiterrorism
AR 600-8	Military Personnel Management
AR 600-8-2	Suspension of Favorable Personnel Actions (FLAGS)
AR 600-8-8	The Total Army Sponsorship Program
AR 600-8-10	Leaves and passes
AR 600-8-11	Reassignment
AR 600-8-19	Enlisted Promotions and Reductions
AR 600-8-22	Military Awards
AR 600-8-24	Officers Transfers and Discharges
AR 600-8-104	Military Personnel Information Management/Records
AR 600-8-105	Military Orders
AR 600-20	Army Command policy
AR 601-280	Army Retention Program
AR 608-75	Exceptional Family member Program
AR 611-1	Military Occupational Classification Structure Development and Implementation
AR 614-100	Officer Assignment Policies, Details and Transfers
AR 614-200	Enlisted Assignments and Utilization Management
AR 630-10	Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings
AR 635-200	Active Duty Enlisted Administrative Separations
DA PAM 600-8	Management and Administrative Procedures
DA PAM 611-21	Military Occupational Classification and Structure
DODI7280.3	Foreign Language Proficiency Bonus (FLPB)
DOD DIRECTIVE 4500.54.G	DOD Foreign Clearance Program (FCP)
HQDA Personnel Policy Guidance (PPG)	
Unit Authorizations Document (MTOE/TDA)	
TCS ORDERS	
TITLE 10 USC 1405, 14505, 14506	
TRADOC REG 350-18	The Army School System
TRADOC REG 350-19	Army Sustainable Range Program
USARC PAM 600-5	Personnel Actions Guide for Army Reserve Units

III

DIRECTORATE OF EMERGENCY SERVICES (DES)

Executive Summary

The DES provides security and antiterrorism for the USAR Centers, AMSAs and ESC's within the 81th RSC's nine state footprint and Puerto Rico. During calendar year 2011 the DES continued to establish policies and procedures necessary to function as a viable staff section at the 81th RSC. Positions remained vacant throughout the year due to the positions being frozen by the USARC while they sorted out duties, responsibilities and manning levels between the RSC's and the Operational, Functional Support, and Training (OFS&T) Commands. In defining the functions of the Directorate, the DES made great strides in nationwide standardization and strategic initiatives for the security of the U.S. Army Reserve. During 2011, design reviews and charettes for the massive number BRAC (2005 law) construction projects consumed a significant portion of the available manpower. A combination of the personnel shortages, establishment of policies and procedures, BRAC construction, and strategic initiatives created significant challenges for the DES. Significant initiatives are highlighted here:

- Establish a Base Operations organization capable of achieving the Directorate mission.
- Provide fiscal planning and financial accounting support within the Directorate, and improve procedures internal to the DES.
- Provide Physical Security oversight and planning support, for construction, project development, USARC site selection and support for the RSC DPW.
- Provide Intrusion Detection Systems (IDS) maintenance and support for all Army Reserve centers in the in the 81st RSC AOR. Serve as the single point of coordination for IDS operations, maintenance, repair, and replacements.
- Provide quality Personnel, Information, Physical and Industrial Security support throughout the nine Southeastern states and Puerto Rico, referencing the Island Wide Concept plan.
- Provide written guidance and written approval to include Physical Security and Antiterrorism Plans to the 81st RSC Center Commanders. This will include the 3 Bands and the ECS/AMSA supervisors under the 81st RSC command and control.
- Continue professional development for all DES employees to increase knowledge in the rapidly changing world of access control and other security technologies.

Mission and Organization

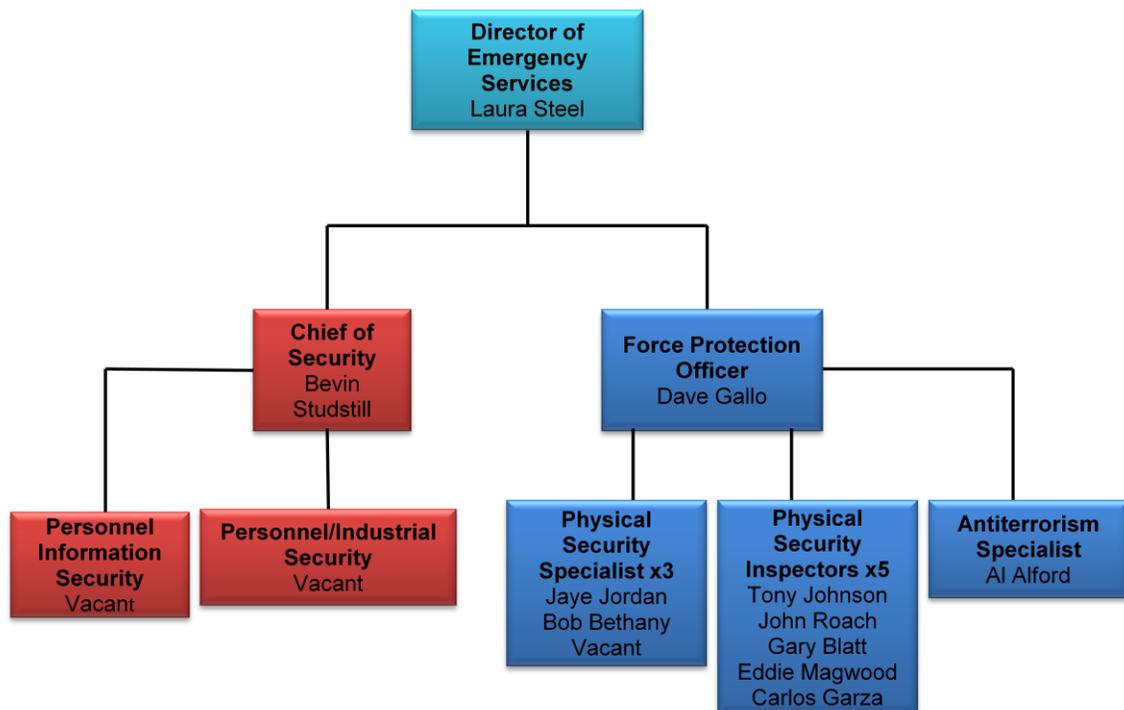
Mission

Provide staff advice and technical consultation for the Commanding General and RSC staff in the planning, organizing, directing, and evaluating all force protection and physical security oversight, training, and inspection to facilities, units and supported commands.

- Provide guidance for establishing and implementing plans, policies, and procedures for conducting Antiterrorism activities and crisis management and response at all command levels.

- Ensure the incorporation of Antiterrorism principles into all training and exercise operations orders.
- Direct the conduct of physical security and antiterrorism training as required.
- Establish and maintain liaison with other military services, Federal and civilian agencies to ensure cooperation on matters of mutual concern.
- Manage the Force Protection/Physical Security and Personnel Security budgets for the Command

THE 81st RSC DES ORGANIZATION IN 2011



Organization

Under the Director, the DES is organized into a three-man Security Program Management Branch and a ten-man Force Protection Branch.

The Security Management Branch is responsible for the personnel and information security for the RSC headquarters, subordinate units, and industrial (contracts and contractors) security oversight for the 9-state southeastern region of the United States and Puerto Rico. This responsibility encompasses the Soldiers in three Army Bands and over 1,000 civilian employees at forty Area Support Maintenance Activities (AMSAs) and twenty five Equipment Concentration Sites (ECS).

The Force Protection Branch is responsible with the management of physical security and antiterrorism programs for 275 US Army Reserve facilities located throughout the 9 state 81st RSC geographical area of operation plus assisting the 1st MSC with projects in Puerto Rico with guidance from the USARC Island Wide Concept Plan. The branch gained five Physical Security Inspectors during CY11.

➤ **Force Protection Branch: (as of 31 December 2011)**

- | | |
|--------------------------------|-------------------|
| ➤ Force Protection Officer | Mr. David Gallo |
| ➤ Security Specialist Physical | Mr. Jaye Jordan |
| ➤ Security Specialist Physical | Mr. Bob Bethany |
| ➤ Antiterrorism Specialist | Mr. Al Alford |
| ➤ Physical Security Inspector | Mr. Tony Johnson |
| ➤ Physical Security Inspector | Mr. John Roach |
| ➤ Physical Security Inspector | Mr. Gary Blatt |
| ➤ Physical Security Inspector | Mr. Eddie Magwood |
| ➤ Physical Security Inspector | Mr. Carlos Garza |

➤ **Security Program Management Branch:**

- | | |
|--|---------------------|
| ➤ Chief of Security (Personnel/Information/Industrial) | Mr. Bevin Studstill |
| ➤ Security Specialist (Personnel /Information) | Vacant |
| ➤ Security Specialist (Personnel/Industrial) | Vacant |

2011 DES Significant Events and Operations:

Significant Events

- 15-18 February 2011, the DES attended and participated in the 377th TSC Force Protection Working Group in Timberwolves Conference Center, Fort Snelling, Minnesota.
- 29 November-2 December 2011 USARC Antiterrorism Assessment Team conducted an Antiterrorism Staff Assistance Visit on the Antiterrorism Program.
- CY11 DES attended numerous Fort Jackson Force Protection Working Group in Fort Jackson.
- CY11 DES participated in several USARC Physical Security Officer (PSO) Training Courses.
- CY11 DES participated in several Yellow Ribbons events.
- CY11 DES attended and participated in numerous BRAC Roundtables and Red Zone meetings.
- CY11 DES conducted numerous Site Visits to centers, AMSAs and ECS's in the 81st RSC footprint.
- CY11 DES participated in numerous Site Selections for future new built centers in the 81st RSC footprint.
- Quarterly DES attends South Carolina Joint Terrorist Task Force (JTTF) Working Group.
- DES frequently visits South Carolina Fusion Center and attended InfraGard conferences.

Operations

- The Physical Security program demanded continued emphasis for the DES during CY11. The 81st RSC DES focused on low inspection pass rates. The 81st RSC inspection pass rate for the Center Physical Security Inspections in CY11 was 48%. This office continued to emphasize the strengthening of internal controls and physical security of AA&E. The root cause of the continued amount of failed inspections was directly related to failing to follow established procedures, not structural (i.e., cost) related.
- The top 5 deficiencies in FY10 for the 81st PS Physical Security Program:
 1. Key Control
 2. Plans and SOP not being approved by next higher
 3. IDS not being tested monthly
 4. Inventories not adequate
 5. 7281 not filled out completely.
- **BUDGET:** During CY11, DES received 1 million in funding. The DES was involved in major and minor force protection/physical security equipment improvements projects at USAR facilities located in the 81st RSC Geographical Area of Operation. Expenditures focused on Site Improvements (keyless access control systems, intrusion detection systems), Fencing (barriers, bollards), Security Lighting, Barrier/Bollards and Physical Security Management (PSO Training Course).
- **PROJECTS:** The DES has been actively engaged in numerous projects within the 81st RSC HQ to include Army Community of Excellence (ACOE), DPW support in Grow The Army (GTA), Base Realignment and Closure Act (BRAC), Installation Status Report and the conversion to GFEBS in the DES operating systems. The DES has supported the DPW on Arms Vault design, security and certification.

Reference Files

- Appendix G (Inspection Checklist) to USARC Pam 190-1 (Physical Security)
- Commanding General's Memorandum to USARC G-3/5/7 Requesting delegation of Physical Security Inspections and Inspectors
- AR 525-13 Antiterrorism

IV

DIRECTORATE OF LOGISTICS

I. EXECUTIVE SUMMARY

The 81st Regional Support Command was activated in April 2008 at Fort Jackson, South Carolina. Upon arrival at Fort Jackson, the 81st Regional Readiness Command (RRC) operated Directorate of Logistics (DOL) functions and tasks from the RRC headquarters that was located in Birmingham, Alabama. The G4 provided maintenance, supply, transportation and services to Army Reserve Detachments and Units located in nine South Eastern States and Puerto Rico.

II. MISSION / ORANGIZATION

The 81st DOL provides oversight of logistical policies, processes, procedures, and business rules for the Commander, RSC. Development and recommendations to the Commander any internal logistic policies, processes, procedures and business rules consistent with the Army and AR logistics policies, processes, procedures and business rules, required to execute the RSC missions and functions are also established. Providing BASOPS Maintenance, Supply, Food Service and Transportation Support for Army Reserve Soldiers, Civilians, and Families in the nine-state area (Alabama, Louisiana, Mississippi, Tennessee, Kentucky, North Carolina, South Carolina, Florida, Georgia, and Puerto Rico is also a mission that is accomplished.

The DOL's organization consists of a Property Book Accountability Team, Transportation, Computer Automation, Budget, Maintenance, and Food Service. We currently support 30 Area Maintenance Support Activities (AMSA), 7 Equipment Concentration Sites (ECS), and 261 Reserve Facilities. The total staff supported by DOL is 876 personnel.

III. SIGNIFICANT EVENTS/ OPERATIONS

Transportation

The Transportation section manages 322 vehicles over the 9 state region and also managed tactical fuel cards for all ECS and AMSA locations within the 81st RSC. As part of the Federal Motor Vehicle Registration System program, all GSA leased NTV tags were replaced. Also, NTV tags were issued for on and off post use to the 37 Area Maintenance Support Activities and Equipment Concentration Sites. Additionally, all 76 Tactical fuel cards were replaced.

In 2011 the Transportation & Services hosted two-two day regional level Container Control Officer (CCO) Training and Container Inspection Familiarization quarterly Workshop were also conducted. Workshops provided attendees with insight to new and/or updated policy and procedures on maintenance, inspection, procurement, accountability, inventory, reporting, etc. The workshops also provided a forum for container managers to ask questions, share container management successes and to discuss/ resolve issues.

Supply

The DOL Supply provides support to three Army Bands, 37 AMSA and ECS shops, and approximately 261 Facilities located throughout the southeast including Puerto Rico. The DOL staff executed approximately 3030 asset adjustments totaling \$20, 435,152.68 from January to December of 2011. They also completed 1155 lateral transfers totaling \$19,742,766. A challenge occurred when it was time to complete a Life Cycle Replacement of old the instruments for

Army Bands totaling approximately \$150,000.00. The process was very tedious, but it was expedited in a timely fashion with a successful completion. All the Logistics Management Specialists (LMS) provided on the spot training to approximately 35 Supply POC's on unit level PBUSE. The Equipment Redistribution Site was relocated from Fort Gillem GA to Fort Jackson SC without complication. AMSA 166 was recognized by DA Level as finalist in the Supply Excellence Award for the Army Chief of Staff Program. For the calendar year of 2011 90% of the facility inventories were completed and our goal was met.

LMSs provided assistance to the 81st RSC HHC by coordinating weapons, OCIE, transportation, MRE's and range control. Additionally, they turned in excess automation equipment estimated at approximately \$2 million dollars over 1500 items.

Food Service

Food Service has accomplished the following task during the year of 2011.

1. 120 requests for facilities kitchen equipment repairs made in the amount of \$205k.
2. 51 requests for replacement of kitchen equipment purchased and installed in the amount of \$94k.
3. Replaced old facility kitchen equipment and installed new kitchen equipment in 15 facilities within 81st Region totaling to \$750k.
4. Installed new office furniture or relocated cubicle workstations at 23 facilities. The new furniture and installation cost, and relocate with installed of cubicles workstations was \$205k.
5. Removed office furniture from 15 BRAC facilities. Old broken furniture was turned in to DRMO. The reusable furniture was redistributing to other facilities.

Maintenance

During 2011 ECS 151 continued to grow to its present density of approximately 1600 pieces of stored and 800 pieces of NEFF equipment. ECS 151 also continued to develop more streamlined methods of performing its New Equipment Fielding Facility (NEFF) mission. As the 81st RSC's NEFF equipment site we successfully fielded 995 pieces of new equipment representing a total cost of \$80,255,369.00. During this timeframe 513 pieces of equipment was shipped out on 379 different CBLs. We also hosted ten New Equipment Training (NET) training classes were conducted with a total of 96 students trained. All of this was accomplished safely with no injuries to personnel or damage to equipment.

These successes were remarkable due to the fact that ECS 151 does not have dedicated NEFF facilities and often used shop bay space in coordination with the fielding teams to accomplish the mission. Also during 2011 our ECS Manager was deployed leaving one Supervisor to ensure mission success. This speaks to the professionalism and dedication of the employees of ECS 151 that rallied to accomplish the mission in often less than ideal conditions.

Base Realignment and Closure (BRAC) affected one of our shops. ECS 43 was mandated to move to Fort Benning, GA by 15 September and the deadline was met. Another move that transpired was AMSA 154 in Tuscaloosa. Their old building suffered massive damages due to a tornado. ASMA 150 in Memphis, TN assisted with the retrieval of the units' damaged equipment and they repaired and returned it to the owning unit.

Budget

The Directorate of Logistics Budget Section with input from Logistics, Maintenance, Supply and Services and Band sections, formulates spend plans and manages a 32 Million dollar budget. The budget section currently serves as Government Purchase Card Program Managers for the 81st RSC which consists of 53 billing officials and 73 card holders. The budget section currently manages the Defense Travel System (DTS) and Citibank travel program for DOL HQ, AMSA, and ECS, supporting 800 DTS travelers, 400 government travel card holders in those sections. 2011 was a very busy time as not only did our budget analyst program and execute funds in the legacy system of STANFINS using the Resources Management Tool (RMT) and IMCOM ONLINE (IOL) programs, but also trained and deployed an entirely new financial management system called the General Funds Enterprise Business System (GFEBs). After online and onsite training in GFEBs, the system was deployed on 1 April 2011, and funds were programmed and executed in two financial systems for the remainder of FY11. GFEBs was the only system of use at the beginning of FY12 and the Legacy systems will be phased completely out over the course of the next 5 years. A new GS-09 Budget Analyst was hired in July of 2011 which now populates the section with a total of two full time Budget Analysts and one contractor personnel. Many challenges were faced by the budget section with the implementation of GFEBs, as with deployment of any new system. The system is extremely complex, but once the budget personnel become more familiar obtain a higher level of proficiency with the system, this system will provide the Army with an audit ready system capable of helping Army receive successful independent audit and financial statement.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES

Transportation

Wartime Support Activities is not supported within Transportation.

Supply

Wartime Support Activities is not supported within Supply.

Food Service

Wartime Support Activities is not supported within Food Service.

Maintenance

Wartime Support Activities is not supported within Maintenance.

Budget

Wartime Support Activities is not supported within Budget.

V. LESSONS LEARNED

Transportation

There a no significant lessons to note.

Supply

There a no significant lessons to note.

Food Service

There a no significant lessons to note.

Maintenance

There are no significant lessons to note.

Budget

There are no significant lessons to note.

SOURCES DOCUMENTATION AND REGULATIONS

Food Service Support

AR 25-400 -2 - The Army Records Information Management System (ARIMS).
AR 30-5 - Food Cost and Feeding Strength Summary.
AR 30-5 - The Army Food Program.
DA Pam 30-22 - SOP for the Army Food Program.
AR 40-25 - Nutrition Standards and Education.

Maintenance

AR 750-1 - Army Materiel Maintenance Policy
DA PAM 750-1 - Leader's Unit Maintenance Handbook
USARC 750-1 - Army Materiel Maintenance Policy
DA PAM 750-8 - The Army Maintenance Management Systems (TAMMS)

Supply

AR 735-5 - Property Accountability.
AR 710-1 - Centralized Inventory Management.
AR 710-2-Property Policy and Information.
AR 710-3 - Inventory Management and Transaction.
AR 15-6 - Investigation Officer Procedures.

Transportation

AR 58-1 - Management, Acquisitions, Use of motor vehicles.
AR 55-355 - Traffic Management Regulations.
81st RSC Reg. 58-1 - Management of Motor Vehicles.
DFSH 4280.1 - Government vehicle operator's guide.

V

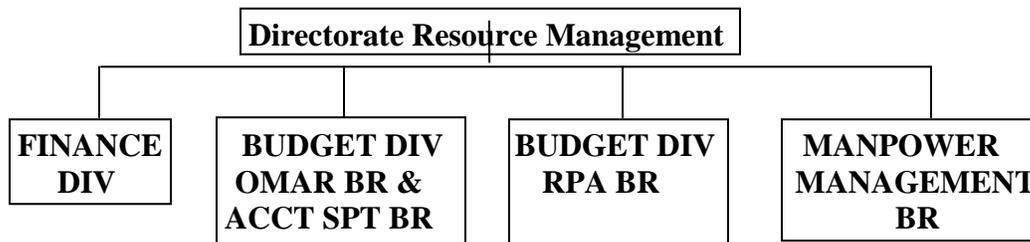
DIRECTORATE of RESOURCE MANAGEMENT (DRM)

I. Executive Summary

The Directorate of Resource Management's overall objectives and accomplishments for calendar year 2011 were to continue to direct Regional Support Command (RSC) programming, budgeting, financial execution, pay support and management functions for the 81st RSC Headquarters and ten Army Reserve Operational and Functional (O&F) commands, and administer the United States Army Reserve (USAR) pay program for all units within the RSC boundaries during peacetime and mobilization, while supporting Overseas Contingency Operations (OCO).

II. Mission and Organization

The mission of the Directorate of Resource Management is to serve as the Regional Support Command's (RSC) principle staff office for overall management of the RSC's financial resources and manpower management actions.



a. Directorate Resource Management.

- (1) Mr. Paul J. Roseboro, Director of Resource Management (DRM), GS-14.
- (2) Mr. John P. Brown, Management Services Specialist, GS-09.

b. Finance Division.

- (1) Evalena Lewis, Financial Systems Officer, MAJ/0-4.
- (2) Marvin Washington, Financial Operations Chief, MSG/E-8.
- (3) Vacant, Finance NCO, SFC/E-7.
- (4) Nathan Luther, Finance NCO, SSG/E-6.
- (5) Vacant, Finance NCO, SSG/E-6 (On TDA/Not Authorized).
- (6) Mr. Reinaldo Rivera, Financial Admin Specialist, GS-11 (Mobilized).

(7) Ms. Mary Williams, Financial Admin Specialist, GS-09.

(8) Vacant, Financial Admin Spec, GS-09.

(9) Vacant, Financial Admin Specialist, GS-09 (On TDA/Not Authorized).

c. Budget Division/OMAR Branch and Accounting Support Branch.

(1) Ms. Margaret Stokes-Brown, Supervisory Budget Analyst, GS-13.

(2) Dayan Infantas, Budget NCO, SFC/E-7.

(3) Mr. Steven Seyfried, Budget Analyst, GS-11.

(4) Ms. Leslie Solomon, Accountant, GS-11.

(5) Mr. Larry Stantley (Mobilized), Ms. Deborah Lagasse, Budget Analyst, GS-11.

(6) Ms. Melanie Peachey, Accountant, GS-11.

(7) Ms. Barbara NeSmith, Financial Management Specialist, GS-11.

(8) Ms. Ae Cha Chong, Budget Analyst, GS-09.

(9) Ms. Christina Wright, Financial Management Specialist, GS-09.

(10) Vacant, Budget Analyst, GS-09.

(11) Mr. Issac Cooke, Budget Technician, GS-07 (Temp).

(12) Vacant, Budget Technician, GS-07 (Will be bill payer for GS-07 to GS-12 position upgrade).

d. Budget Division/RPA Branch.

(1) Ms. Virneta Harwood, Supervisory Budget Analyst, GS-12.

(2) Shanta Hunter, Budget NCO, SSG/E-6.

(3) Mr. James Preston, Budget Analyst, GS-11.

- (4) Ms. Tamike Kyles (Mobilized), Ms. Pamela Kinloch, Budget Analyst, GS-11.
- (5) Vacant, Budget Analyst, GS-09.
- (6) Vacant, Budget Analyst, GS-09.
- (7) Ms. Darlene Pettinelle, Budget Technician, GS-07.
- (8) Vacant, Budget Technician, GS-07.
- e. Manpower Management Branch.
 - (1) Mr. Mike Maynard, Supervisory Management Analyst, GS-13.
 - (2) Mr. Richard Provencher, Management Analyst, GS-12.
 - (3) Ms. Carol Chavis, Management Analyst, GS-11.
 - (4) Vacant, Management Analyst, GS-11, (On TDA/Not Authorized).

III. Significant Events/Operations

- a. Currently, of the 23 Department of the Army civilians (DACs) assigned, 3 are mobilized.
- b. The Manpower Management Branch orchestrated a USARC mandated Manpower Data Survey beginning 1 October, 2011 and continuing through September 2012.
- c. During FY11, DRM implemented the new General Funds Enterprise Business System (GFEBS) on 1 April 2011.
- d. Under GFEBS, OMAR funding was consolidated into four accounts as shown in paragraph IIIf(1). RPA funding was not waived into GFEBS and remained in the legacy systems with their funding remaining in the same two accounts as shown in Paragraph IIIf(2).
- e. Advanced the use of Wide Area Work Flow within the region. This program allows for the electronic submission of contract receiving reports and invoices by vendors to Defense Finance and Accounting Services (DFAS) for payment.
- f. Resource Management completed all required annual Joint Reviews as directed by the USARC.
- g. Budget Operations.
 - (1) The FY11 OMAR total was: (\$ 260,507,000).

Appropriation	Amount (\$M)
OMAR	255.0
BRAC	3.8
OMA	1.0
OMD	.7

Total OMAR/IMA/OMA \$260.5

(2) The FY10 RPA totals were: (\$ 454,866,574).

Command	Amount (\$M)
81st RSC (2424)	302.1
377th TSC (2454)	152.8

Total RPA 454.9

h. Other Budget Operations.

(1) Overseas Contingency Operations (OCO), funding totaled \$23,317,835.

(2) Soldier Readiness Processing (SRP). A total of \$578,985 in OMAR funds were spent on SRP during FY11. An average of 450 soldiers were processed through SRP each month.

(3) The Finance Division supported the USARC sponsored Reserve Pay Refresher Training Workshops. These workshops, which numbered eight during the fiscal year, were focused on training Unit Administrators (UAs) throughout the country. Each of the four RSCs hosted two, and supported each workshop by providing two instructors.

IV. Unique Wartime Support Activities

a. The Finance Division supported the SRP processing of over 5,000 Soldiers throughout the 81st area of operations.

b. The Finance Division also provided support for 12 Yellow Ribbon Program events.

V. Lessons Learned

a. A challenge during CY 11 was coordinating multi-faceted administrative actions between the 44 81st RSC HQs work centers for the Manpower Survey.

b. Also a challenge during CY11 was, and continues to be, acclimation to the new GFEBs

financial system environment.

VI. Source Documentation and Reference Files

a. USARC Pamphlet 37-1, Defense Joint Military Pay System – Reserve Component (DJMS-RC) Procedures Manual, dated 1 April 2007.

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b. USAR Pamphlet 37-1, Supplemental Guidance, RADARS and ADARS.

c. USAR Regulation 37-2, Government Travel Charge Card Program, dated 1 August 2005.

d. 81st RRC Pamphlet 37-2, Government Travel Charge Card Program, dated 1 May 2006.

e. DoD 7000.14R, Financial Management Regulation dated 5 March 2011.

f. DFAS Regulation 37-1, Finance and Accounting Policy Implementation, dated 11 July 2008.

g. USAR Regulation 10-1, Army Reserve Regional Support Command (RSC) Organization and Functions Manual dated 1 October 2010.

h. Monthly execution reports and Funding Allowance Documents (FAD).

i. Federal Acquisition Streamlining Act of 1994 (FASA), Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS) and the Army Federal Acquisition Regulation Supplement (AFARS).

VI

DIRECTORATE OF PUBLIC WORKS

Mission: To Provide Facility Support for Army Reserve Soldiers, Civilians, and Families within the SE CONUS



Vision: To Be the Premier RSC DPW supporting our customers with first-class solutions/services integrating innovation, technology, and value



Significant Events

2011 GFEBS Implementation:

During 2011 the Directorate of Public Works transitioned into the General Fund Enterprise Business System (GFEBS), which is an enterprise system that includes financial capabilities to meet the requirements of the Chief Financial Officers Act of 1990.

Prior to GFEBS, the facilities Engineer community of the US Army Reserve used several systems for business operations such as Integrated Facilities System (IFS), Installation Status Report (ISR), the Engineer Base Operations Support System (ENBOSS) suite of programs like Resource Information System, Engineer Reserve (RISER) for our Work Orders and payment of our Utility service bills or the Project Documentation (ProjDoc) for Military Construction programming documentation, etc. Under the GFEBS fielding, 1 APRIL 2011 some of these legacy systems went away. Our staff was diligent in taking computer based training (CBT) courses in anticipation of learning how the system works and what we had to do to our current business practices to continue the support to the Soldiers and Units in our nine Southeastern states. Instructor Led Trainings (ILT) started on or about January 2011 guided by the 81st RSC GFEBS Training Coordinator MSG Marvin Washington. We hired a contractor, Mr. Don Holman to figure out how to integrate USAR-specific resource management functions and he helped the 81st RSC lead the way in the USAR in GFEBS integration. Unfortunately, due to the complexity of GFEBS and it not being designed for the USAR, it will take at least another year of diligent work to make it fully usable to the USAR.

Compliance with the Base Realignment and Closure Act of 1995 (BRAC):

During 2011 the 81st RSC Directorate of Public Works complied with the Base Realignment and Closure Act of 1995 (BRAC) ending 15 September 2011. This RSC DPW completed 11 BRAC projects and disposed of 19 facilities which were no longer needed, generating 58 stationing actions related to a BRAC/GTA or relocation and an outcome of 11 military constructions (MILCON) for a total value of \$ 102 million dollars.

The following communities had BRAC MILCON projects that were completed during this year: Kingsport, TN; Montgomery, AL; Baton Rouge, AL; Fort Campbell, KY; Bossier City, LA; Chattanooga, TN; Wilmington, NC; Tuscaloosa, AL; Fort Knox, KY; Fort Benning, GA; Mobile, AL; and Pelham Range, AL. The DPW concluded BRAC with a celebration for the entire Directorate and some of the Field Staff at a Lake on Fort Jackson.

Military Construction (non- BRAC)

The following communities had MILCON projects designed and/or began construction during 2011: Knightdale, NC; Statham, GA; Fort Jackson Standard Army Retail Supply System/New Equipment Fielding Facility; Fort Gordon RTS-MED classroom; Warner Robins, GA; Sanford, FL; Tallahassee, FL; Lake Park, FL; and Millington, TN Tactical Equipment Maintenance Facility. In addition to these construction projects, we also disposed of the Opp, Alabama Reserve Center due to it being vacant for over two years with no interest from any OFTS Command.

81st RSC DPW SharePoint Creation:

In February 2011, the 81st RSC DPW SharePoint site was initially created for the DPW to act as a smarter alternative to document storage, management, and security as well as a centralized location for 81st RSC facility research and data. Immediately after the site was created, all DPW personnel began uploading their files from the ARNET to their designated Division document libraries in SharePoint as well as referencing the site for information such as facility photos, location, and points of contact. Other additions to Phase 1 of the SharePoint site included the creation of a DPW Out-of-Office calendar, DPW Events Calendar, DPW division pages, and links to heavily used sites of interest to DPW personnel. After the word began to spread about the DPW SharePoint site's usefulness, it was decided that the site should be available for use to anyone, whether they are located in the 81st RSC or beyond.

With the opening of Phase 2, the site became a high demand, especially with the addition of the Customer Support System (CSS) application, which was added to the SharePoint site in September 2011. CSS, designed to take the place of a call center, is a web-based system located on the 81st RSC SharePoint Portal that allows both DPW staff and any customer of the 81st RSC facilities to input, respond to, and monitor the status of facility issues at one central location in real time. Anyone working within the 81st RSC Region can submit a request/work order in CSS to start the process. The request is routed to the CSS Call Center, who then assigns it to the appropriate directorate for further processing. The system will track the approval and execution process during the life cycle of the request and finally, generate a service ticket. With the storage of this information, CSS is also used for historical and reporting purposes.

With 303 total users, and many more to come, it is safe to say that the creation of the SharePoint site supports the 81st RSC's Mission and envelops the Core Values in order to be consistent with the Army Reserve's needs. The picture below is a snapshot of the Facility Site under SharePoint at the end of 2011.

TN014 (47726) -- NASHVILLE - CPL WILLIAM F. LYELL AFRC

Facility Image



Center Commander

Last Name	First Name	Primary Phone	Alternate Phone	E-Mail Address
Baldwin	Danny	615-810-2815		danny.baldwin@usar.army.mil

Facility Coordinator

Last Name	First Name	Primary Phone	Alternate Phone	Email Address
Lieby	Jeff	615-354-6001		jeffrey.lieby@usar.army.mil

RFOS

Last Name	First Name	Primary Phone	Alternate Phone	Email Address
Sanchez	Oscar	205-795-1571		oscar.o.sanchez1@usar.army.mil

AFOS

Last Name	First Name	Primary Phone	Alternate Phone	Email Address
Mathews	Jason	615-630-8461		jason.mathews5@usar.army.mil

AFES

Last Name	First Name	Primary Phone	Alternate Phone	Email Address
Welch	Kristie			

Headquarters Documents

Facility Overview

Notes

Facility Location

FAC NO.	Street	City	State	Zip	Phone	Co
00001	160 WHITE BRIDGERD	NASHVILLE	Tennessee	37209	502454812	
00015	160 WHITE BRIDGERD	NASHVILLE	Tennessee	37209		
00016	160 WHITE BRIDGERD	NASHVILLE	Tennessee	37209		
00019	160 WHITE BRIDGERD	NASHVILLE	Tennessee	37209		
00020	160 WHITE BRIDGERD	NASHVILLE	Tennessee	37209		

Building Information

FAC NO	Area	Unit of Measure	Functional Areas	Real Estate	Actual C
00001	68583	Sq.Ft	AFRC (MB)	FEE	1940
00015	14.48	Sq.Ft	Land	FEE	1980
00016	7394	Sq.Ft	USARC (AB)	FEE	1980
00019	18088	Sq.Ft	AFRC (AB)	FEE	1960
00020	918	Sq.Ft	OMS (AB)	FEE	1980

Facility Other Information

FAC NO	ATFP Compliant	ISR Status	Utili
00001			
00015			
00016			
00019			
00020			

New Director for the 81st RSC DPW:

In May 2011, COL Patrick O. Briley reported as the new Director for the 81st RSC DPW. COL Briley was previously the Chief of Operations for the Army Reserve Division in the Office of the Assistant Chief of Staff for Installation Management (ACSIM) at the Pentagon until May 2011. Prior to that, he was the XO to LTG Wilson and LTG Lynch at ACSIM in the Pentagon.

Environmental Division Restructure:

This Division is composed of Programs Branch and the Compliance & Training Branch. The Programs Branch provides the following functions from the headquarters: Pest Control Program Oversight; Conservation; Partner with ITAM; Environmental Restoration; Compliance Programs such as NEPA, CERCLA, SHIPO and RCRA; Pollution Prevention Program; Environmental Audits; Natural Resources Management & Cultural Resources Management; Training Programs – Planning & Oversight; Law & Regulation Implementation; EMS; Project

Design Review; and Program Management (MDEPs). The Compliance & Training Branch provides field level support to the following functions: Environmental Restoration; Compliance Programs; Pollution Prevention Program; Environmental Audits; Natural Resources Management & Cultural Resources Management – Execution; Training Programs – Execution; Law & Regulation Implementation; and Hazmat / Hazardous Waste Management.

Manpower Survey – The DPW, as well as all Directorates within the 81st RSC, began a manpower survey in October 2011 to validate staffing requirements. All personnel in every status, including field personnel, were required to fill out daily manpower sheets indicating the specific tasks they were working on in increments down to 15 minutes. Although tedious, this was required to document the lack of manpower currently on hand against the overwhelming mission the DPW is responsible for. This survey ended the last day of March 2012.

Center Commander Appointment memorandums The Facility Plans and Engineering Division prepared memorandums appointing the senior Soldier in each facility within our AO as Center Commander. These memorandums were signed by the CG and distributed as well as placed on SharePoint. This mission also included the consolidation of all Center Commanders and Facility Coordinators and their POC information into one file which was distributed to the RSC to use as needed. This document is updated monthly and was placed on SharePoint.

Hurricane Damage to Morehead City Reserve Center. In late August 2011, Hurricane Irene made landfall around Morehead City, North Carolina. A good portion of the sea wall failed as well as several piers. Additionally, one of the piers lost the columns that support it and was just hanging and was indeed a safety issue. Several more there had eroded down to almost nothing, and were deemed unsafe to use. The DPW had the Charleston District, Corps of Engineers, do an assessment on repair of the site. The assessment had the total cost at \$20M to get to the original scope with \$5M to repair what was damaged by the hurricane. The hurricane did not do all the damage, it only made it worse and caused the sea wall to fall into the water and made the piers unstable.

Tornado Destruction of Tuscaloosa USARC and AMSA. A tornado traveled through Tuscaloosa, Alabama on 27 April and destroyed the US Army Reserve Center and the adjoin AMSA. The facilities were on the disposal list and the units were scheduled to move to the new Tuscaloosa AFRC later in the calendar year. The site was damaged so badly that it was uninhabitable and missions had to be moved to other locations. The MILCON project was rushed and the units and the AMSA moved in a bit early.

Real Property Planning Board (RPPB) and Project Review Board (PRB) – A RPPB and PRB was conducted in Philadelphia and Fort Jackson during 2011 in coordination with the 99th RSC. This allowed the OFTS commands to send representatives to one site and coordinate with

both RSCs, thus saving valuable TDY funds as well as time. The RPPBs focused on future MILCON projects in the out years beginning with 2018 and several OFTS commands solicited potential projects for the DPW to consider as standalone projects or projects with the Army National Guard. Additionally, the PRB in Philadelphia was the debut of the Work Order Priority List (WOPL) which was a listing of all work orders that are above the GPC limit of \$2500 that required contract action to be executed. The Fort Jackson RPPB and PRB were later in September and there was great attendance and acceptance of the WOPL and its revised list. The RPPB focused on the upcoming Construction Requirements and Review Committee which was held in November at Fort Belvoir.

Monthly SITREPs – In July, the DPW began sending out weekly BRAC updates to the OFTS Commands and this report morphed into a monthly SITREP after the BRAC officially closed in September. The monthly report started with only the DPW information on MILCON, project award, leases and disposals, and environmental issues and DES information was added in December.

AC Installation Visits – From June to December, DPW leadership visited and established rapport with the Garrison Commanders and DPWs at Fort Bragg, Fort Knox, Fort Jackson, Fort Gordon, and Fort Buchanan. Additionally, meetings were held with the South Carolina, Georgia, and Alabama Army National Guard concerning future joint projects and stationing actions. Meetings were also held with the United States Navy in Florida and Mississippi and Maxwell Air Force Base, Alabama in relation to BASOPS and BOS for Army Reserve units.

VII

Information Management Office

1. Executive Summary

The 81st Regional Support Command (RSC) is the headquarters for the Army Reserve Base Operations Support (BASEOPS) for nine Southeastern states and Puerto Rico. In total, the 81st RSC provides support for approximately 57,000 soldiers and the 300 facilities they serve in. In CY 11, the Information Management Office (IMO) staff concentrated its efforts supporting requirements for the Global War on Terror (GWOT), BRAC changes, Army Transformation, and its remaining C2. The Information Management Office continued to upgrade networks, e-mail capabilities, software and hardware support for computers, telephone, and innovative multifunctional copy, network print, and common access card (CAC) to scan and CAC to facsimile capabilities.

2. Mission

The IMO, 81st RSC has the mission to exercise program responsibility for the administration of the Information Mission Area (IMA) objectives, policies, programs, plans and projects in the disciplines of network infrastructure, copiers, telecommunications, audio visual, and secure communications. The IMO ensures effective integration of IMA functions within the scope of the commander's guidance and higher headquarters information systems and architecture. The IMO staff constantly monitors the status of automation, visual information technology, communications, systems growth and cost factors, network traffic changes, etc. impacting on the IMA. The IMO staff determines current and future IMA needs, analyzing systems and requirements which may have command and/or Army-wide application. IMO furnishes counsel and technical advice to the commander and staff on matters relating to problematic or novel aspects of BASEOPS programs as well as C2 issues. IMO staff also plans for the attainment of goals, objectives and work to be accomplished, establishing standards and priorities. The IMO staff also collaborates in developing information operation management plans and ensures the efficient use of automation, communication, and visual information resources. The IMO staff exercises responsibility for the internal control management of the directorate.

3. Significant Events

a. The 81st RSC IMO continued to meet the challenge approved by Base Realignment and Closure (BRAC) decisions and Army Transformation. The IM Office participated in over 10 BRAC projects in the region in CY11, in support of this effort.

b. Ensured the placement of 1056 newly leased copiers, printers, scanners, and fax devices (MFDs) in over 310 facilities in the region.

c. Supported the regional automated NCO Senior Board at the 81st RSC HQ.

d. Supported several high visibility installation and directorate audio and visual requirements in 6 venues in the Headquarters building.

e. Regional Network and telephone communications continue to be a large part of the IMO staff's mission.

f. IMO lifecycle replacement of computers for the staff/ECS/AMSAs, Army Bands, the Soldier Readiness Processing Team, and the Soldier Readiness Processing Centers in CY 11-12 is progressing as scheduled to ensure the command has the automation tools needed to complete the missions.

g. Preparing to support the USARC roll out of Microsoft operating system Windows 7, to the region in CY12.

h. Developed the statement of work and provided the contracting officer's oversight of the Army Reserves first optical local area network in Decatur, GA.

i. Coordinated with DA, USARC, and with the other RSCs to implement the Installation Services Requirements to validate funding and proper levels of support.

VIII

INSPECTOR GENERAL'S OFFICE

I. Executive Summary.

The Command Inspector General (IG) is a personal staff officer, responsible for advising the 81st Regional Support Command (RSC) Commanding General on the overall welfare, and state of discipline of the command. The IG is a confidential advisor to the commander. The IG monitors the effectiveness of IG functions (teaching and training, inspections, investigations, and assistance) within the command and informs the commander of their effectiveness. The IG provides assistance on an area basis to commanders, Soldiers, Family members, civilian employees, retirees, and others who seek help with problems related to the U.S. Army and provides input into the electronic Inspector General Action Request System (IGARS) database to support trend analysis.

II. MISSION/FUNCTIONS/ORGANIZATION.

a. Mission: The 81st Regional Support Command (RSC) Inspector General (IG) provides assistance on an area basis, conducts investigations, assists with and performs inspections, and teaches and trains our customers within the nine southeastern states and Puerto Rico.

b. Vision: The IG is an extension of the eyes, ears, voice and conscience of the Commander, providing exceptional IG support throughout the Region, and recognized as a role model for other IGs to emulate.

c. IG Core Values: Partnering, Responsive, Innovative, Dedicated and Excellence.

(1) Partnering—Build strong relationships with Command IGs in the Region by demonstrating in word and deed our commitment to their success.

(2) Responsive—Our goal for assistance inquiry resolution is 40 days or less. We have the expertise to resolve requests for assistance quickly and correctly.

(3) Innovative—Take advantage of new opportunities and venues to engage with members of the Command and our customers.

(4) Dedicated—Strive to find the solution whatever that may be and provide a personal notification for each case upon completion.

(5) Excellence—Inculcate the IG Motto of “Right and Forward” into every IG action and activity. We are the subject matter experts in personnel, medical and finance actions. We are able to find the “right” more efficiently and better enable functional and operational commands to perform the inspection function.

d. Functions: The 81st RSC Office of Inspector General (OIG) serves the command and commanders by executing the four IG functions; Teaching and Training, Inspections, Assistance, and Investigations. The goal is to enhance the command's discipline, readiness, and operational war fighting capability of supported operational and functional commands, and to seek out systemic issues that affect this command, supported commands, and the Army.

(1) Teaching and Training. Teaching and training is an embedded part of the other IG functions of inspecting, assisting, and investigating. IGs assist commanders in setting standards of appearance and behavior, and pass on lessons learned to enable others to benefit from past experiences.

(2) Inspections. The IG inspections function is the process of conducting IG inspections, developing and implementing IG inspection programs, and participating in the Organizational Inspection Program (OIP). The IG advises commanders and their staffs on Army inspection policy. IGs can conduct three types of inspections; general, special, and follow-up. Inspections that focus on organizations or units and are comprehensive in nature are considered general inspections. General inspections tend to be compliance-oriented and assume that the established standards against which the IG measures the organization are correct as written. Inspections that focus on functional systems (that is, systemic issues) are special inspections. The preferred focus for IG inspections is the special inspection since command and staff inspections are usually focused on organizations. Special IG inspections of systemic issues do not assume that the established standards are correct; instead, IGs consider the possibility that the system may be outdated or that written standards or policies are incorrect.

(3) Assistance. IGs provide assistance to complainants concerning issues related to Army matters. IGs provide assistance on an area basis so that anyone can go to the nearest IG office to request help or information. IGs provide assistance to correct injustices (real or perceived). IGs provide the Soldier with an alternative to the chain of command is unable to solve the problem. IGs enhance combat readiness and war fighting capability by maintaining the Soldier's morale and focus.

(4) Investigations. The IG investigations function is comprised of the following fact-finding methodologies:

a. The IG investigation is a fact-finding examination into allegations, issues, or adverse conditions to provide the investigation directing authority a sound basis for decisions and actions. IG investigations normally address allegations of wrongdoing by an individual and are authorized by a written directive. Sworn and recorded testimony is required.

b. The IG investigative inquiry is a fact-finding process followed by IGs to gather information needed to address allegations of impropriety against an individual, and can accomplish the same objectives as an investigation, but does not require a directive from the directing authority.

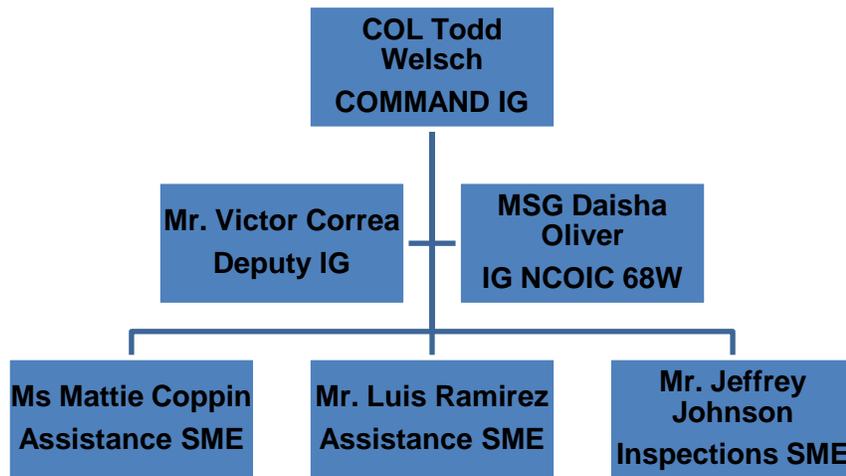
c. Organization. The 81st RSC OIG is organized into one directorate which conducts all three IG functions: Assistance, Investigations, and Inspections.

(1) The 81st RSC is authorized four AGRs (COL/LTC/MAJ/MSG), 7 Department of the Army Civilians and no TPU Soldiers. Soldier strength as of 30 January 2012 was four assigned (COL/LTC/MAJ/MSG):

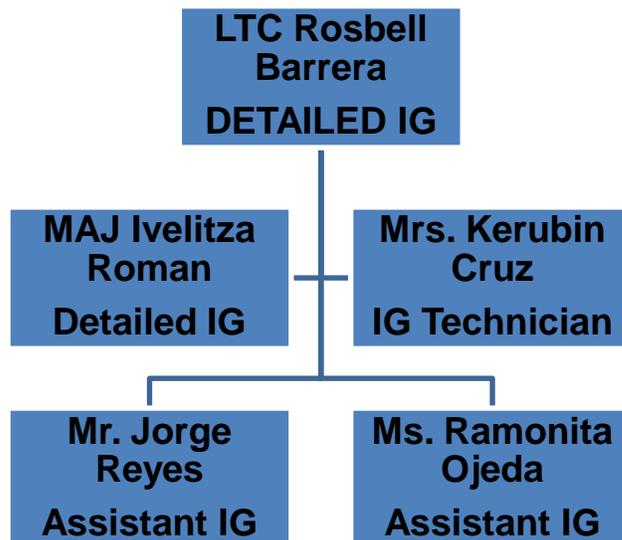
Category	Assigned	Authorized	Assigned vs. Authorized
AGR	4	4	100%
TPU	0	0	0%
CIVILIANS	7	7	100%
Total	11	11	100%

(2) The organization chart below depicts the 81st RSC OIG structure and manning as of 30 January 2012 at the headquarters, Fort Jackson, South Carolina.

OFFICE OF THE IG
(As of 30 January 2012)



(3) Effective 1 April 2010, the 81st RSC IG assumed authority over the Army Reserve IG Office located on Fort Buchanan, Puerto Rico. With the transfer of authority of this IG office from the Installation Management Command/Ft. Buchanan Garrison to the 81st RSC IG Office is now able to support O&F Command subordinate units located in Puerto Rico based on the below organization chart.



III. SIGNIFICANT EVENTS AND OPERATIONS.

a. Assistance Inquiries: Below is a list of IG assistance cases closed during FY 2011 by category:

CATEGORY	NUMBER OF ASSISTANCE CASES	PERCENTAGE OF OVERALL CASES
Personnel Management-Military	70	38%
Finance and Accounting	51	28%
Personal Conduct	17	08%
Health Care	18	10%
Command/Management	18	10%
Supply Management/Control	1	1%
Legal	1	1%
Transportation	1	1%
Personnel Management-Civilian	1	1%
Operations	1	1%
Community/Installation Support	1	1%
Inspect/Audits/Assist/Invest	1	1%
Total	181	100%

b. Investigations: Below is a list of investigations conducted during FY 2011.

CATEGORY	NUMBER OF INVESTIGATIONS CASES	PERCENTAGE OF OVERALL CASES
Personal Conduct	3	100%

c. Facility Inspections: On 27 July 2010, the 81st RSC Commanding General, MG William Gerety directed his Inspector General to assess the effectiveness of Base Operations Support (BASOPS) provided to the U.S. Army Reserve Centers and Armed Forces Reserve Centers located within the 81st RSC Area of Responsibility (AOR). This directive was updated on 27 October 2011 by the succeeding Commanding General, MG Gill P. Beck. The assessment focused on the following objectives:

(1) Assess the Centers within our region to determine the level to which they are available, equipped and resourced for supported unit utilization.

(2) Assess the support provided by the RSC staff to designated Facility and Environmental Coordinators assigned within our region.

(3) Assess the effectiveness of the 81st RSC internal staff coordination processes related to the BASOPS support mission.

Based on guidance from the Commanding General and coordination with the Directorate of Public Works (DPW) leadership, the IG team visited Army Reserve and Joint Centers located in Tennessee, Florida, and Louisiana, along with Area Maintenance Support Activities (AMSA) and Equipment Concentration Sites (ECS). The results of these inspections were briefed to the commanding general and resulted in taskings routed and tracked by the EOC.

e. Special Inspections: On 4 April 2011, the 81st Regional Support Command (RSC) Commanding General directed his Inspector General (IG) to conduct a quick look inspection on

Time and Attendance policies and procedures within the 81st RSC. The goal of this assessment was to ensure the attendance (i.e., presence or absence) of employees is accurately recorded and reported in order to compute pay, leave, and allowances within the 81st RSC. The inspection was conducted 2-14 June 2011 and disseminated per SOP.

f. Puerto Rico: Effective 31 March 2010, the Command and Control of the Fort Buchanan Garrison Inspector General Office transferred from Installation Management Command (IMCOM) to the 81st RSC in accordance with (IAW) (Decision Point 91 of the Army Campaign Plan. The 81st RSC Inspector General conducted a Staff Assistance visit (SAV) to the Fort Buchanan IG office IAW AR 201-, Inspector General Activities and Procedures, paragraph 5-8, on 14 September 2011. The SAV was conducted in one day. The office had recently re-located. The SAV team conducted a review of assistance cases and Investigations, Inspection processes; administrative processes and case file management. The SAV team also used the results from the previous 81st RSC SAV conducted 3-4 May 2010 and the United States Army Reserve Command (USARC) IG's SAV (conducted 18-20 March 2008), to determine if recommended corrective actions had been implemented pursuant the USARC SAV.

g. Organizational Inspection Program (OIP): The 81st RSC OIP was signed into effect on 08 November 2011. Ms Janice Haigler, DPT Director was appointed as the OIP coordinator.

h. Personnel Losses/Gains/Deployments. 2011 saw no changes in personnel in Puerto Rico but experienced a significant rotation of personnel at Fort Jackson.

1. Command Inspector General (CIG). The position left vacant by the departure of COL Mary-Kate Leahy who moved on to become the USARC CIG was filled in May 2011 by COL Todd Welsch. COL Welsch was previously an IG with 84th Training Command, 311th ESC, and was an Instructor at The Army Inspector General School.

2. Deputy Command Inspector General (DCIG). In June of 2011, Mr. Ron Johnson, DCIG, departed to join COL Leahy as DCIG of USARC. Mr. Johnson was replaced by Mr. Victor M. Correa on 5 Dec 2011. Mr. Correa was a previous IG with the 81st RRC at Fort Jackson from 1996-1998. He had served at USARC, OCAR, SSI and Department of the Army Pentagon where he received the Purple Heart and Soldier's Medal for actions during the 9/11 attack on the Pentagon.

3. Inspector General Non Commissioned Officer in Charge (NCOIC) On 17 Aug 2011 IG NCOIC MSG Green departed for his new assignment in logistics operations in Maryland. He subsequently moved into quarters with his son on For Meade, MD. His replacement was MSG Daisha Oliver who arrived on 25 May 2011 after graduation from TIGS. Her husband is assigned to Moncrief Army Hospital on Fort Jackson. MSG Oliver was previously assigned to Fort Gordon, GA and was commuting daily. MSG Oliver is a 68W and serves as SME for all issues medical.

4. Assistant IG (AIG). The one remaining AIG vacancy was filled by Ms Mattie Coppin who came to us on 18 Jul 2011 after a mobilization tour with USARC IG. She subsequently attended the one-week IG refresher course from 22-26 August 2011. Ms Coppin is

also a SGM with the 75th MCTD at Houston Texas. She boasts a wide range of IG experience focusing on the assistance mission.

V. ACTIVITIES LESSONS LEARNED / AARs.

a. Section SOP requires synopsis be completed prior to submission for peer review. Synopsis is to be in accordance with the format found in the A&I guide and clearly explain the background, assistance provided and final outcome.

VI SOURCE DOCUMENTATION AND REFERENCE FILES. Source Documentation and Reference Files include case notes files and Inspector General Network case summaries for assistance and inquiries/investigations. Inspection reports and results document the findings and recommendations of inspections. All IG records are property of the Secretary of the Army and dissemination is prohibited except as authorized by Army Regulation 20-1. IG records also contain information that may be exempt from mandatory disclosure under the FOIA and exemption 5 of the act applies in these cases.

IX

OFFICE OF THE SURGEON

- **EXECUTIVE SUMMARY:**

During the past year (CY 2011) the Surgeon's office coordinated the medical support for the 81st RSC and its subordinate units, improved the processes to monitor and manage profiles, medical evaluations, medical boards, and continued the OCAR sponsored Reserve Health Readiness Program. The Logistics Health Incorporated Program is the organization that provides the support to meet the Reserve Component (RC) medical and dental readiness requirements of Title 10, U.S. Code, Department of Defense policy, and Army Regulations. The Surgeons Office was introduced to several new medical processes to include recruiting, training and building a Case Management team of five nurses (66H) and five enlisted staff containing the following MOS: 68W, 68G and 42A. The purpose of this team is to provide nursing Case Management to soldiers to assist them in reaching an optimal level of care where they can return to duty or proceed forward to a medical board to determine fitness for retention in the Army Reserve.

- **MISSION/ORGANIZATION**

The mission for the RSC Surgeons office is to provide Base Operations support for nine states and Puerto Rico for an approximate total of 53,800 soldiers. The Surgeon's Office also supports units training for wartime missions, and ensures individual medical readiness for seamless mobilization. The 81st Regional Support Command Surgeon's Office coordinates Pre-mobilization medical support to enhance medical readiness and deployability of individuals and units for their wartime mission. Additionally, the RSC provides technical health care guidance and direction for individual medical readiness, force medical protection, and promote the overall wellness of Soldiers across the 81st RSC nine state regions and Puerto Rico. Medical support is provided for Post Deployment Health Reassessment (PDHRA) for reset units upon mobilization. In July 2011, new profiling processes were implemented by the USARC and OCAR Surgeons Office. These new changes included the development of a thorough process of Nurse case management for Soldiers with Temporary and 1st Signature Permanent Profiles that were found to have a three or four in their PULHES from their Periodic Health Assessment.

In Jan 2011, the Surgeons Office continued our 2010 mission goals that were developed to align with our Commanding Generals vision and guidance.

Mission

Provide Medical services that lead, promote, sustain, and enhance Soldier Health. Deliver Leading Edge Health Services to our Warriors and Military Families to Optimize Outcomes.

Vision

A professional Surgeon's Office that consistently achieves performance excellence, fosters innovation, builds knowledge and capabilities ensuring organizational credibility and sustainability.

Goals

Cultivate a Surgeons Office Community of Excellence through

- Superior Customer Service with a Portfolio of Expertise
- Cooperative, Respectful Work Relationships
- Maximize Value in Health Services as a Base OPS mission
- Balanced Technical Innovation with Standardization
- Meaningful Professional Development
- Living The Army Values
- Optimize Communication and Knowledge Management

Staffing

- The Surgeon's Office is currently staffed by two Full time AGR staff members at Ft Jackson, SC. which consists of an Administrative Nurse and Chief Medical NCO and two full time Health Readiness Coordinators.
- Additional staff includes (3) Army Reserve TPU Physicians, (1) Logistical Officer who is currently mobilized and 1 Plans Officer and 10 Mobilized Reservists supporting the Medical Non Ready Program for the Army Reserve. The Medical Non Ready Program was created to provide additional staffing to the Surgeons Office and Health Services Branch of the Regional Support Commands. The Surgeons office has one E-4 soldier that holds the 68 G MOS Patient Administration and one Behavioral Health Technician. Three other soldiers hold the MOS of 68 W. Five military nurses perform case management services to soldiers who have a medically non ready profile and are unable to deploy. The primary duties of the enlisted soldiers are updating MEDPROS, typing Surgeons memos, filing, logging data on a board log, case management and creating cases in the Medical Non Ready Tracker. On a daily basis the Surgeons Office receives multiple requests for temporary or permanent profiles on soldiers outside of processing over 53,800 Periodic Health Assessments on a yearly basis. The Health Readiness Coordinators process Incapacitation packets for INCAP boards with an average of 30 active cases per month.

Customer Satisfaction.

- The Surgeons Office actively participates in the ICE program where our customers can complete an online survey or hard copy card. Our current level of customer satisfaction as measured in percentages is 98%.

SIGNIFICANT EVENTS AND OPERATIONS

During CY 2011, the Surgeon and members of the staff participated in the deployment and mobilization of soldiers for stateside and theatre operations. The Medical Soldier Readiness Processing (SRP) Team was mobilized specifically to reduce Soldiers from being REFRAAD under the 25-Day PPG REFRAAD Rule. Soldiers identified during SRP as having physical, vision and dental deficiencies are inputted into the Automated Voucher System (AVS). Additionally, clinical staff tracked permanent, expired, temporary medical profiles, and Class 3 and 4 Dental deficits of Soldiers. Soldiers determined to be medically unfit are immediately recommended to G1 Health Services Branch for

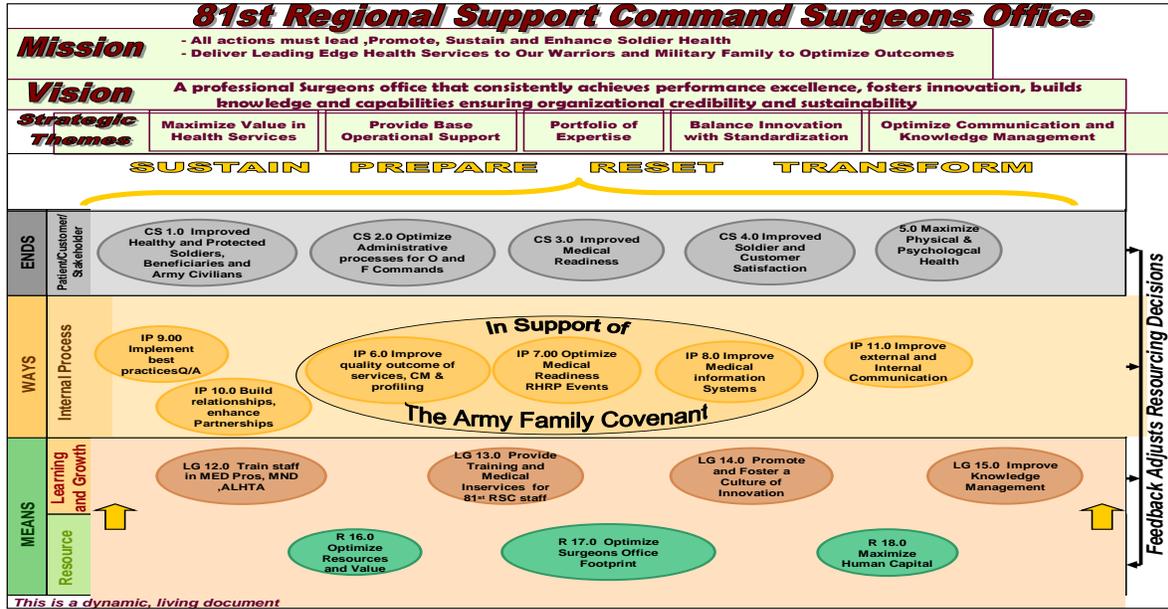
possible board action (e.g., MMRB, MEB or PEB). The Surgeon's Office reviews and processes Non-Duty Physical Evaluation Boards (NDPEB), MOS Medical Retention Board (MMRB) and Medical Evaluation Boards packets (MEB). The Command Surgeon and the Full time AGR Nurse implemented a robust Case Management program for profile validation and taking soldiers to their Medical Retention Determination Point (MRDP). A Soldier with medical issues that has reached MRDP will either be returned to Duty or must undergo a Medical Retention Board. The Surgeons Office performs a battle hand off with the G1 Health Services Branch with a validated P-3 P-4 profile. Their mission is to develop a complete Board packet for the Military Treatment Facilities (MTF) who then processes the soldier for retention and or separation from the Army.

Director of Psychological Health

- Per OPORD 09-11 Regional Directors of Psychological Health were established at each Regional Support Command for the purpose of developing and implementing a comprehensive, operational psychological health system through the Army Reserve (AR) force. Their mission included establishing a psychological well being program and to leverage existing community resources to provide robust access to care for AR soldiers and their families. Due to mission changes associated with the Periodic Health Assessment (PHA), the DPH is responsible for providing behavioral; health support and assistance to the Operational and Functional (O& F) commands and their subordinate units. The PHA Behavioral Health referrals range from twenty to forty per month.
- The Surgeons Office has initiated the Army Medicine Strategy Map to ensure a delivery of Leading Edge Health Services is provided to our soldiers and military families. A Strategy Map and Balanced Score Card approach was developed where 18 strategic objectives were identified. The Strategy Map is a fluid document and the strategic objectives can be modified to ensure mission success. During 2011 the Surgeons Office played an active role in the Strategic Planning process and the development of 81st RSC Strategy Map with the Headquarters. A diagram of the 81st RSC Strategy Map is shown below and contains Four Lines of Effort. These Lines of Efforts are Human Capital, Material, Readiness, and Services and infrastructure with four key Strategic objectives.



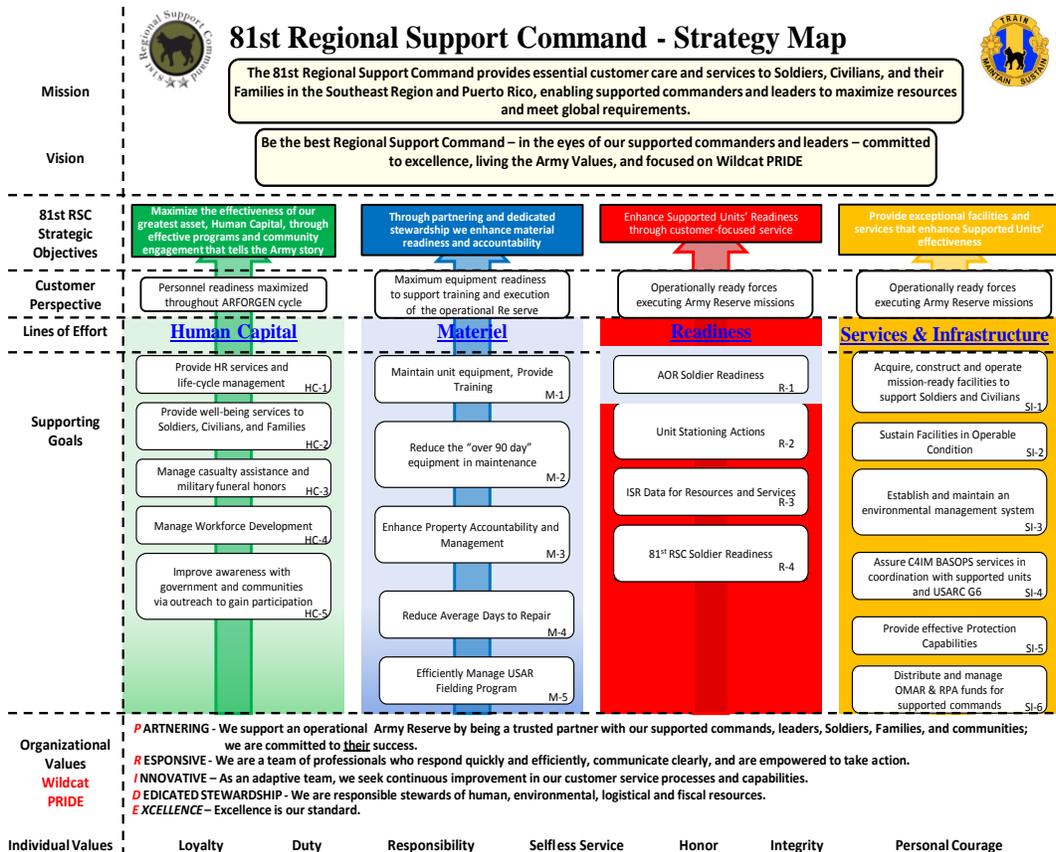
FOR OFFICIAL USE ONLY Surgeons Strategy Map



81st Regional Support Command

4 Jan 2010

6

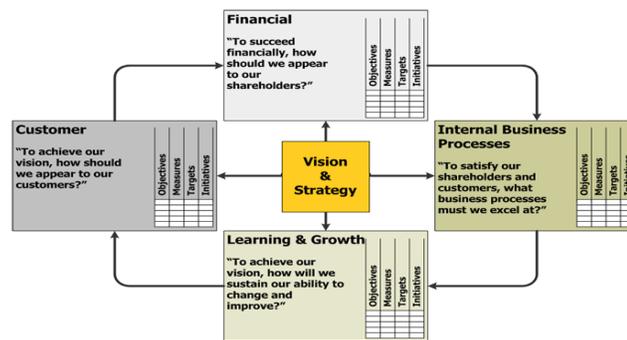


The Balanced Score Card Methodology

- The Balanced Score Card Approach is defined by the following four areas:
- Financial, Internal Business Processes, Learning and Growth and the Customer. This initiative is a new approach to enable us to better serve our external and internal customers. This process improvement methodology was introduced to the Surgeons Office by the Fulltime AGR Nurse. During 2011, The Full time AGR Nurse supported the USARC Headquarters by participating in two Lean Six Sigma projects. These Projects included the management of Medical Boards with AGR Soldiers and a Medical Profiling Project.



FOR OFFICIAL USE ONLY Balanced Scorecard



Army Communities of Excellence (ACOE)

- The Surgeons Office has been an active Contributor to Army Communities of Excellence Program. The Full time AGR Nurse has completed the APIC Course, Writers course and Examiners Course. The Surgeons Office has also developed their SWOT Diagram which is displayed below. Additionally, the Surgeons Office developed Action Plans to meet Strategic objectives of the 81st RSC Command that pertain to Medical Readiness, and Medical Board Processes. The SWOT Diagram identifies the Internal Strengths, Weaknesses and External Opportunities and Threats. This is reevaluated on a quarterly basis and updated.

Surgeons SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Timely medical profiling processes • Licensed and Credentialed physicians, nurses and medics with wealth of knowledge and expertise on staff • Strong working relationship with RSC Surgeons Offices and O and F Commands • Cohesive team effort • Strategy Map Balanced Score card, Functional Action plans • Established policies, regulations and MODS applications for managing medical processes 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Annual PHA mission 53,800 soldiers • Staff authorizations not compatible to or supports potential workload • Processes that create duplication • Uniformity discrepancy between RSC Surgeons Office practices
<p>Opportunities</p> <ul style="list-style-type: none"> • Improved communications with O and F CMDS • Increased USARC and AR Surgeon involvement • Internal process improvement program • ACOE Participant 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of resources and functioning equipment • Minimum quality section time during B/A • Decreased medical readiness of units • Inadequate Full time staff for mission • Limited funding for Behavioral Health Support team.

Surgeon Action Plans

- **Action Plan #1: Manage and meet DOD Regulatory requirements for Medical Readiness of the 81st RSC and three Army Bands.**
- **Objective:** Maintain quarterly medical readiness percentages of the 81st RSC HHC and Bands > 90 %. Provide detailed action plan of medical readiness Course of Actions to exceed DODS standards by 8% by Aug 2011
- **Action Plan #2: Complete monthly workload of profile adjudications of P-3 P-4 profiles**
- **Objective:** Process current workload of over 350 plus P-3 P-4 Medical profiles monthly and maintain E Profile que under 30 per day. Maintain tracking log identifying profile type and number of board processes generated.
- **Action Plan #3 Provide Case Management of over 53,800 Periodic Health Assessments and all medical processes in an nine state region and Puerto Rico.**
- **Objective:** Provide resolution of case management issues of a potential 53,800 Periodic Health Assessments and other medical processes. Maintain monthly spreadsheet of type and # of total medical actions processed. Separate data into histogram chart for monitoring staffing requirements, and workload .

POST Deployment Health Reassessment (PDHRA)

In 2011, the Post Deployment Health Reassessment (PDHRA) program fell under new staffing guidelines with one Coordinator being assigned in the Surgeons Office at the 81st RSC with the rank of Captain or below. The PDHRA was directed by the Assistant Secretary of Defense for Health Affairs for all Soldiers deployed to a combat zone to facilitate a smooth post deployment transition for each Soldier.

LESSONS LEARNED:

Old medical process and systems used by the Army Reserve Medical department are being replaced with new technology. New HRC Profiling processes and Medical Operational Data Systems (MODS) programs have replaced old processes and procedures. E profile, a new MODS application allows Soldiers profiles to be created and stored by physicians and ancillary staff. Training was provided by the USARC Surgeons Office for the medical and nursing staff.

Additionally, the Armed Forces Health Longitudinal Technology Application (AHLTA) program has been established at the 81st Surgeons Office. This program is used by Military Treatment Facilities (MTF) and Troop Medical Clinics (TMC) in the Regular Army for documenting medical care. This database serves as an electronic storage repository for medical records and is role restricted. This will enable the 81st RSC Surgeons Office to view soldier's complete medical records which will benefit Medical Board, Line of duties (LOD) and profiling processes. The Human Readiness Record is another MODS application where medical records will be available for viewing. During the latter part of 2010, General Franks Task force had completed a one year study that identified the issues associated with over 15,000 non medical populations of Soldiers in the Reserve Component. The results of the task force were the establishment of two programs at ARMEDCOM known as the Medical Management Agency and the Soldier Support Medical Center. The overarching goals of these programs are to return as many soldiers possible to duty. These programs have evolved and work each Regional Support Command to manage the Medical Non Ready population of Soldiers. Various meetings, conferences and teleconferences have been conducted to establish business practices, and revise profiling processes that support Army Reserve Soldiers and their medical issues.

SOURCE DOCUMENTATION AND REFERENCE FILES

- AR 40-501, Standards of Medical Fitness
- AR 600-8-101, Personnel Processing (In-Out, Soldier Readiness, Mobilization and Deployment Processing)
- Surgeon Battle Update Brief Slides

X

OFFICE OF THE CHAPLAIN

I. RSC Operations

1. EXECUTIVE SUMMARY

The Chaplain's Office provided support to commanders, staff, Soldiers, Unit Ministry Teams (UMTs), Families, and Civilians of the 81st Regional Support Command (RSC), Ft. Jackson, SC. During Calendar Year (CY) 2011 religious support was provided by the following manner:

- Offering worship services
- Offering Strong Bonds Events: Marriage Enrichment Retreats; Single Soldier Retreats, and Family Retreats.
- Counseling sessions for the Soldiers, Families, and Civilians
- Supporting the Family Readiness Programs
- Supporting the Soldier Readiness Processing
- Supporting the Commander's Master Religious Program (CMRP)
- Providing Suicide Intervention Classes
- Providing support to the Chaplaincy Annual Sustainment Training (CAST)
- Support of Army Reserve Yellow Ribbon Reintegration Events

The Chaplain Office provides religious support to the 81st RSC to Soldiers and Civilians during the week. Coverage is provided during regular scheduled Battle Assemblies and Annual Training. Support is also provided for Family Readiness, Yellow Ribbon and Senior Leaders War Councils.

In CY 2011 the Staff Chaplain Office performed seven Marriage Enrichment Retreats with 200 couples attending, six Single Life Enrichment Retreats with 106 in attendance and two Family Enrichment Retreats with 73 Families in attendance. This was also the second year that the RSCs provided logistical and orders support to the Operational, Functional, Training and Supporting Commands in holding their own Strong Bonds events. We provided support to 127 couples, and 68 singles attending Strong Bonds events sponsored by the OFTS Commands in our AOR. Marriage Enrichment Retreats assist couples in communications skills using the Prevention and Relationship Enhancement Program (PREP) and Marriage Lasting Intimacy through Nurturing, Knowledge, and Skills (LINKS) material. The Single Life Enrichment Retreat provides classes which help single Soldiers with relationship issues using the Pre-martial Interpersonal Choices and Knowledge (PICK) material.

All 81st RSC Staff UMTs attended the Region IV FY 11 Chaplaincy Annual Sustainment Training (CAST) held 13-16 June 2011 in Orlando, FL. This office served as liaison between RSC, Operational and Functional Command, Active Component and National Guard UMTs in

conjunction with the Installation Chaplain Offices at Fort Benning, Joint Forces Headquarters Mississippi National Guard, First Army, USARC and FORSCOM. A total of 409 Unit Ministry Team members attended the event; 214 being from the Army Reserves, 67 from the Army National Guard, and 98 from the Regular Army.

The 81st RSC Command Chaplain's office was the Action Office for CH (BG) Eugene Woolridge's retirement as the Assistant Chief of Chaplains for Readiness and Mobilization. The retirement took place on August 11, 2011 here at the 81st RSC Headquarters at Ft. Jackson, SC.

2. MISSION/ORGANIZATION

The Command Chaplain serves as a Special Staff Officer and advises the Commander and Staff on matters of religion, morals, and morale. The mission of this office is to provide base operations (BASOPS) Religious Support for Army Reserve Soldiers, Civilians, and Families in the nine state Southeastern United States region. The Command Chaplain's office is the Army Reserve's primary provider of Life Cycle Management for the Army Reserve chaplains, chaplain candidates, and chaplain assistants within the region.

Goals are as follows:

- Provide Religious Base Operation support to the Army Reserve units within the region.
- Provide Life Cycle Management of Unit Ministry Teams and Chaplain Candidates within the region.
- Ensure supported Soldiers are given maximum opportunity to achieve spiritual fitness.
- Provide Soldier and Family Support through Strong Bonds and Yellow Ribbon Reintegration Program.

81st RSC
W8MY01
Fort Jackson, SC

O-6 Command Chaplain (TPU)
CH (COL) James G. Winter

O-5 Deputy Command Chaplain (AGR)
CH (LTC) Richard Savage, till 4 December 2011
CH (LTC) Gregory Long, from 7 December 2011

O-4 Training and Family Life Chaplain (AGR)
CH (MAJ) Ikechukwu Eweama, till 8 August 2011
CH (MAJ) Kendall Hubbs, from 30 August 2011

O-4 Family Life Chaplain (TPU)
CH (MAJ) Terri L. Jones

E-8 Chaplain Asst NCOIC (AGR)
MSG Ruthie Cain

E-7 Senior Chaplain Asst (AGR)
SFC Dennis Rutledge,
till 2 February 2011
SFC Robert Shepherd,
From 6 January 2011

E-6 Chaplain Asst NCO (AGR)
SSG Jeremy Glasco
E-6 Chaplain Asst NCO (TPU)
Vacant

3. SIGNIFICANT EVENTS/OPERATIONS

The Region IV Chaplaincy Annual Sustainment Training was held 13 to 16 June 2011 in Orlando, FL at the Rosen Centre Resort with 409 attendees from all three Army components. The participation was more than expected from the Reserve Component with 214 attendees from the USAR, 67 from the National Guard and 98 from the Active Component. We also had one Civilian, one Retiree and four Vendors. The topic was "Spiritual Leadership: Living Our Call, Loving Our Soldiers." With the Chaplain Candidates from the Army Reserves being put into the Select Reserves there were several Chaplain Candidates attending this year.

In CY 2011 the Staff Chaplain Office performed seven Marriage Enrichment Retreats with 200 couples attending, six Single Life Enrichment Retreats with 106 in attendance and two Family Enrichment Retreats with 73 Families in attendance. This was also the second year that the RSCs provided logistical and orders support to the Operational, Functional, Training and Supporting Commands in holding their own Strong Bonds events. We provided support to 127 couples, and 68 singles attending Strong Bonds events sponsored by the OFTS Commands in our AOR. The support included doing orders for those attending and providing contracting or logistical support to the O&F Command. This support was provided to the US Army Civil Affairs and Psychological Operations Command, 335th Signal Command (Theater), 3rd Medical Deployment Support Command, and 108th Training Command (Initial Entry Training). Marriage Enrichment Retreats assist couples in communications skills using the Prevention and Relationship Enhancement Program (PREP) and Marriage Lasting Intimacy through Nurturing, Knowledge, and Skills (LINKS) material. The Single Life Enrichment Retreat provides classes which help single Soldiers with relationship issues using the Pre-martial Interpersonal Choices and Knowledge (PICK) material.

We had two (2) people mobilized for the support of Strong Bonds during the year. We had CH (COL) James Winter, our Command Chaplain, on ADOS RC orders from January until April of this year to support the program. We also had 1LT Albert Johnson on orders during the entire year to support the program. First Lieutenant Johnson is a Finance Officer who is a TPU in the Resource Management Directorate but was a big help to us in paying TPU orders and working Finance Issues as they came up during the year.

During this year the GFEBs finance system came on line and was a major transition for the Command Chaplain's office and the Command. Because of the switch we had to use DTS exclusively for travel by all of our participants in Strong Bonds. This had an effect on our attendance, we suspect, because there were Operational, Functional, Training and Supporting Commands there were not on it and we couldn't provide for Soldier and Family travel without their being in DTS.

The Strong Bonds support provided during this CY is a decrease of 38% for couples and a decrease of 61% for singles compared to CY 10 for the 81st RSC events and a decrease of 52% for couples at the OFTS Command events. This is with a staff that consists of 2 AGR Chaplains and 3 AGR Chaplain Assistants and 1 mobilized Finance Officer. The decrease we suspect is due to our having gone to using the Defense Travel System for travel instead of RLAS orders and ITOs through RLAS. Soldiers and Commands are not use to using DTS at this time.

This was the second year that the Army Reserves started assigning Chaplain Candidates in the Select Reserves and it was the mission of the RSC to find units and to place them into units in the region. During the 2 years that Chaplain Candidates have been in the Select Reserve over 164 Chaplain Candidates were assigned to units in the 81st RSC AOR. Since the program of putting Chaplain Candidates into the Select Reserve there have been 17 Chaplain Candidates who have reappointed as US Army Reserve Chaplains, 3 have reappointed as Regular Army Chaplains, and 1 has reappointed as a National Guard Chaplain. Eighteen Chaplain Candidates have been discharged from the program.

CH (MAJ) Terri Jones coordinated support for our Yellow Ribbon Reintegration Program this year. The 81st RSC worked Event 5, 6, and 7 for the AOR (this is the 30, 60 and 90 day post deployment respectively). CH Jones recruited up to four briefers a month to teach five classes, counsel and advertise the Strong Bonds program. These volunteers came from AR-MEDCOM, 377th TSC, MIRC, 143d ESC and the 81st RSC and their downtrace elements. In addition, CH Jones revised the curriculum, adding audio visual, updating information and creating a more effective learning environment for returning Soldiers and families.

The 81st RSC Command Chaplain's office was the Action Office for CH (BG) Eugene Woolridge's retirement as the Assistant Chief of Chaplains for Readiness and Mobilization. The retirement took place on August 11, 2011 here at the 81st RSC Headquarters at Ft. Jackson, SC. The retirement was presided over by CH (MG) Donald Rutherford, the Chief of Chaplains. The 208th Army Band provided the music for the event.

It was a year of transition with the UMTs who make up our office. SFC Dennis Rutledge PCS'd to the 335th Signal Command (Theater) and SFC Robert Shepherd PCD'd from the Garrison Chaplain's Office at Ft. McCoy, WI to the 81st RSC to replace SFC Rutledge.

CH (MAJ) Ikechukwu Eweama PCS'd to the Chaplain Recruiting Team at Ft. Meade, MD. CH (MAJ) Kendall Hubbs was hired to take CH (MAJ) Eweama's place as the Training and Family Life Chaplain. CH (MAJ) Hubbs arrived here at the 81st RSC on 30 August.

SGT Chris Niewiadomski came off orders for the SRP team and was mobilized with the 535th MP BN in support of Operation Enduring Freedom. He was replaced by SSG Clisha Jones who reported in on 18 November 2011.

CH (LTC) Richard Savage PCS'd to the US Army Reserve Command at Ft. Bragg, NC in December. CH Savage was replaced by CH (LTC) Gregory Long who reported to the 81st RSC on 7 December 2011.

4. UNIQUE WARTIME SUPPORT ACTIVITIES

Support to mobilization Soldiers during Soldier Readiness Processing (SRP) was performed by CH (LTC) Vernon Smith, SGT Chris Niewiadomski and SSG Clisha Jones.

5. LESSONS LEARNED

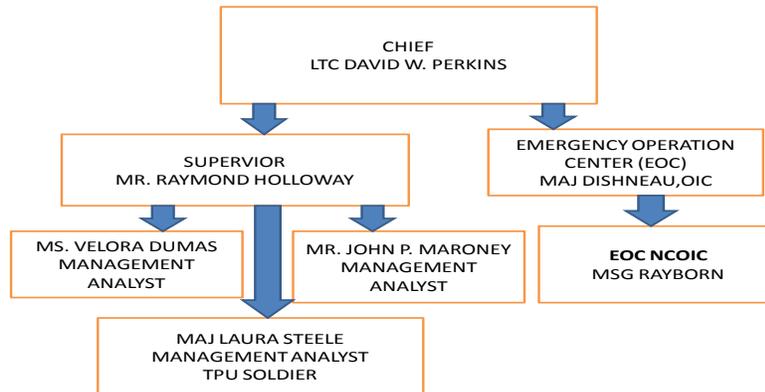
Working with the Operational, Functional, Training and Supporting Commands in areas of Life Cycle Management and Strong Bonds presented challenges as the details and procedures are worked out on how these missions are to be accomplished.

6. SOURCE DOCUMENTATION AND REFERENCES

A copy of the Region IV CAST After Action Report, Monthly Chapel Service Bulletins, MER After Action Reports, and SLER After Action Reports are available in the Staff Chaplain's Office with our file copy of this summary.

XI

PLANS, ANALYSIS AND INTEGRATION



I. EXECUTIVE SUMMARY:

Provide strategic support in order to achieve performance improvements, optimize resources, provide decision support and realize efficiencies. Management Analysis services includes strategic planning, requirements development, performance management systems and organizational structures analysis to provide quality and innovation support.

II. MISSION/ORGANIZATION:

MISSION: Provide staff advice and technical recommendation to the Commanding General and Regional Support Command (RSC) staff in the planning, organizing, directing and evaluation all stationing actions and emergency operation center.

1. In conjunction with RSC DPW assist in preparation of land use requirement studies, environmental impact statements and analysis of alternatives required for proposed major units actions and land acquisition and/or disposal requirements.
2. In conjunction with RSC DPW review, coordinate and validate intermediate and long-range stationing plans and other management studies for stationing and training of units.
3. Maintain and publish the RSC Troop List for all units stationed with RSC AO.
4. Participate in Army Performance Improvement Criteria (APIC) and Army Communities of Excellence (ACOE) programs as directed.
5. Serve as Assessable Unit Manager for RSC PAI Management Control Process.

PAI GOALS:

1. Provide Base Operations Support (BASOPS) to supporting organization within our area of operations (AOR).
2. Provide input into the planning phase for construction, project development, USARC site selection and support for the RSC DPW.
3. Continue professional development for all PAI employees to increase knowledge in the changing requirements of stationing.
4. Provide effective planning and coordination with the RSC HQs and improve procedures internal to PAI.

III. SIGNIFICATIVE EVENTS/OPERATIONS:

1. In conjunction with DPW and the other major staff directorates, the Defense Base Closure and Realignment Act of 1990 was completed in September 2011. These base closures resulted in approximately fifteen (15) new facilities in the AOR.
2. Approximately 80 activations, relocations, emergency, temporary and split stationing action during calendar year 2011.
3. Assumed the lead on the re-write of USAR 500-10 for the Army Reserve.
4. Overall responsible for the completion for of the Installation Status Report (ISR). The mission requires the accurate reporting of over \$75 million dollars in Base Operations Support (BASOP) funding for fiscal year 2011.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES:

1. To support the Army's goal in building a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies, at a sustainable tempo for our All-Volunteer Force.
2. Maintaining the balance of requirements with affordability while fully engaged in a war.
3. Balancing the operating and generating force across the program while experience tremendous challenges of change.

V. LESSONS LEARNED

1. We are still processing actions after units have relocated.

2. In order to achieve the overall goal of the Army Reserve, we must continue to maintain a strong working with our Sister Services and our Communities.

VI. SOURCE DOCUMENTATION AND REFERENCE FILES:

The major source documentation which prescribes the mission and responsibilities is Memorandum of Instructions, dated 1 September 2010 which applies to all Army Reserve Units; Operational, Functional and Training (OF&T) Commands; Regional Support Commands (RSC); Direct Reporting Units (DRU); and Headquarters, US Army Reserve Command (USARC).

EMERGENCY OPERATION CENTER

I. MISSION/ORGANIZATION:

MISSION: To serve as the Command's central processing center for all vital communication both internal and external. Receive and distribute information to all appropriate directorates section which includes tracking for completion all vital communication and tasking from higher headquarters and the RSC Command Group.

1. Receive, track and distribute CCIR and SIR message.
2. In the event of a natural or man-made emergency or disaster, we coordinate emergency management activities with the RSC directorates and sections.

GOALS:

1. Provide timely communication and distribution of appropriate information from higher headquarters and within the 81st RSC to ensure the meeting of all suspense's.
2. Receive and distribute emergency information maintaining timely communication throughout the Command's Area of Operation (AO).

II. SIGNIFICANT EVENTS

On 27 April 2011 Category VI Tornado hit AMSA 154 Tuscaloosa, AL at approximately 1700, totally destroying the facility. Fortunately the new facility was only 30 days from occupancy and sustained minimum damages. The Soldiers and remaining equipment was relocated to surrounding facility for temporary storage.

17 May 2011 Due to it proximity to the River, the Greenville, MS USARC, FACID MS 002 prepared for flooding of the Mississippi River. An Abatement measures were installed. A berm and a pump was also installed around the facility with the capability of pumping 60 gallons a minute for approximately 30 days.

III. LESSON LEARNED:

1. It is still imperative for a command of this size maintain an EOC.
2. Effective communication between directorates/sections is essential to success.
3. The task tracking mechanisms that we use are cumbersome and labor intensive. This has lead to the development of a new mechanism to improve overall efficiency and use-ability. This product is scheduled to be completely operational in 2012.

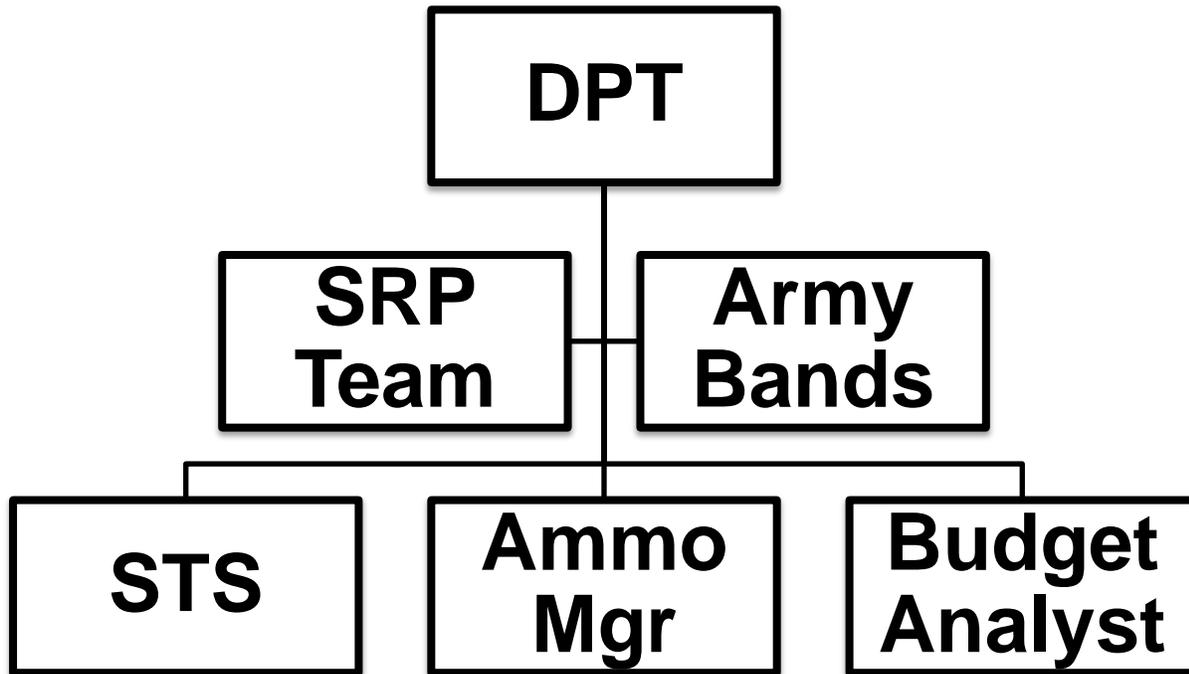
XII

Directorate of Plans and Training

I. Executive Summary: For Calendar Year (CY) 2011 the Directorate of Plans and Training (DPT) continued its primary mission of training management and support, along with the role of an operations section, since the Regional Support Command (RSC) organizational structure had not assigned that function to any other section. In that capacity DPT had the responsibility for validating the Unit Status Report (USR) for HHC and for the three subordinate Army bands and for monitoring other readiness indicators, for writing and staffing internal operations orders, and for supervising the Soldier Readiness Processing (SRP) team. DPT also maintained full command and control for the Army Bands for the RSC. DPT is the 81st RSC's primary interface with the United States Army Reserve Command (USARC) G3/5/7, operational and functional (O&F) command G3s/S3s within the region, the Fort Jackson Directorate of Plans, Training, Mobilization, and Security (DPTMS), and the other RSC DPTs.

II. Mission/Organization: DPT's mission is to provide individual and collective training management, operations expertise, SRP team oversight, and training support to the RSC headquarters, three subordinate Army bands (100th, 208th, and 313th), and other supported units within the nine-state Southeast region (including Puerto Rico). DPT maintains full command and control of the bands; the DPT rates the band commanders and the 81st Deputy Commanding General is their Senior Rater. DPT continued to have only three military technician full-time employees (job titles from the Table of Distribution and Allowances (TDA)) – the Supervisor of Plans, Training, and Security (the DPT; the security mission falls to the Director of Emergency Services (DES)), the Staff Training Specialist (Mrs. Marlene Crum), and the Training Ammunition Manager (Mr. Roy Hall). The Budget Analyst position continues to be required, but not authorized. There are no TPU members of DPT, other than those in the bands. Mr. Hall continues to be the primary back-up to DES for building access and physical security, as one of

his many additional duties.



III. Significant Events/Operations:

A. Training Management/Support. As a direct-reporting major subordinate command (MSC) to USARC, the DPT interfaces directly with the USARC G3/5/7 for both collective and individual training. DPT also works closely with the RSC Directorate of Public Works (DPW) in the Real Property Management Board process to ensure that all supported units have adequate access to required training facilities.

(1) DPT continued to participate in weekly teleconferences and Defense Connect On-Line (DCO) sessions with USARC G33 and G37. These sessions alternated on a weekly basis between a G37 review of pre- and post-mobilization training (PPMT) status for mobilizing units and a G33 operational update. The RSC's primary role in the PPMT process continued to be assisting mobilizing units with ensuring that their equipment and personnel readiness were in concert with their road-to-war plans. The last regularly-scheduled PPMT teleconference was in mid-October. In concert with the Army Reserve Operational Update (AROU), the bi-weekly G33 synchronization update from MSCs and direct-reporting units (DRUs) continued as a cyclic review of a variety of readiness statistics (medical, administrative, education, and safety/physical security). The RSC also reported on both Yellow Ribbon and Strong Bonds event attendance, with a primary focus on identifying no-show issues.

(2) From March to July, Ms. Haigler served as the RSC's primary trainer for the repeal of Don't Ask, Don't Tell. Following the completion of the training, the RSC submitted quarterly updates to USARC indicating no issues with implementation of the repeal.

(3) Mrs. Crum attended the USARC G37 Collective Training Opportunity Workshop (CTOW), 28-30 April, in Atlanta, GA in order to work with the USARC band manager to identify training opportunities for the three subordinate Army bands for FY12. USARC combined the Collective Training Scheduling Workshop (CTSW) with the Fall sourcing

conferences, and in the spirit of fiscal responsibility, Mrs. Crum was able to work off-line with the USARC and FORSCOM band managers to lock in the bands' collective annual training events for FY12 and to tentatively identify opportunities for FY13.

(4) Along with the rest of the RSC, DPT participated in the Manpower Data Call for the last three months of 2011 and on into 2012. This involved weekly reporting by each individual of time spent performing identified functions and major tasks. Unlike in 2010, the functions of the Emergency Operations Center (EOC) were included with DPT's manpower data, to align with the operations and functions manual.

B. Operations. As a direct-reporting MSC to USARC, the DPT also interfaces directly with the USARC G3/5/7 for operational matters and is the command's subject matter expert on Army Force Generation (ARFORGEN) and the Army Reserve's transition to supply-based ARFORGEN. DPT continued to maintain the command calendar to track items of command interest and to brief this calendar at both the Chief of Staff's and the Commanding General's operational updates. Ms. Haigler was also appointed as the command's Organizational Inspection Program coordinator.

(1) In January DPT resumed attending weekly IPRs to plan the first Wildcat Holiday Gala, which had been originally scheduled for November 2010, but was postponed until 12 February 2011 due to low attendance. DPT's responsibilities included providing a band combo for musical entertainment, assisting with script development, and publishing and OPORD. DPT identified the 208th Army Band as the musical support element. Throughout the course of the IPRs, DPT and the SGS determined that an OPORD was not required.

(2) Throughout January and February, DPT worked with the rest of the staff to complete the re-write of the Operations and Functions manual (10-1). DPT worked with the other RSCs to reach consensus on Chapter 6 of this manual in order to deliver a comprehensive account of the Directorate's functions.

(3) In February DPT also joined the rest of the RSC headquarters in preparing the RSC's Army Community of Excellence (ACOE) packet as the Support Team Leader over Category 2 (Strategic Planning), Category 4 (Measure, Analysis, and Knowledge), and Category 6 (Operational Focus).

(4) On 11-12 February the 81st RSC conducted its second internal BFRR, combined with a Yearly Training Brief, for the subordinate Army Bands. The RSC DCG received these briefings and decided that these BFRRs would only focus on the Bands, and not on the RSC HHC.

(5) USARC hosted a RESET conference 24-25 February, and Ms. Haigler attended as the 81st RSC representative. The concept planned for quarterly conferences hosted on a regional basis by the RSCs, to review the progress of units in the region as they progressed through the Reset Phase of the ARFORGEN cycle. Due to budget constraints and the duplication of this conference with other conferences, the RESET conferences transitioned to quarterly conference calls in August 2011 (prior to the quarter in which 81st was scheduled to host the conference).

(6) After helping to develop the ARFORGEN Readiness Review (AR2) in 2010, Ms. Haigler represented the 81st RSC at the AR2 proof-of-concept 15-16 April. The 335th Signal Command (Theater) was the first unit to brief the USARC DCG(O) in this format, and this proof-of-concept showed the need for additional fidelity on the topics that the Commanders briefed. The Command Sergeants Majors' portion of the AR2, primarily the metrics from the old BFRRs, needed very little adjustment.

(7) On 20 April members of DPT joined the remainder of the 81st staff for an extensive outside workday to improve the condition and appearance of the grounds surrounding the headquarters.

(8) In June DPT began planning for the 81st RSC change of command ceremony from MG Gerety to MG Beck and published the OPORD on 12 July. The change of command ceremony itself took place on 19 August. Specific DPT responsibilities for the change of command included coordination for the salute battery, ordering the ammunition for the salute, development of the script for the ceremony, and supervision of the ceremony rehearsals. DPT also participated with the rest of the staff in the Staff Transition Briefs on 20 August.

(9) On 10 June DPT participated with other Directorates in a meeting with MG Gina Farrissee, Commander of Human Resources Command, and her deputy, BG(P) Marcia Anderson. This engagement was part of the RSC's customer focus effort and had minimal impact on DPT, aside from educating both generals on the functions of DPT.

(10) In September the Chief of Staff conducted a meeting with Plans, Analysis, and Integration (PAI) and DPT to assign responsibility for the re-write of USARC Regulation 500-1 (Disaster Operations). The 81st was the lead for this project among the other RSCs, and as such was responsible for soliciting, collecting, and collating the re-written chapters. As DPT and PAI were in the process of collecting the re-written chapters and preparing for dissemination to the other RSCs and the USARC staff, USARC G3-Homeland Operations took over as the lead agency for the 500-1 re-write. As of the end of the year, the regulation was still in DRAFT.

(11) On 21-22 October Mr. Hall represented DPT at the command's second Strategic Planning Offsite conference. At this meeting, he was instrumental in developing the command's readiness enterprise lines of effort.

C. SRP Team Supervision. Throughout 2011 DPT continued to provide supervision and oversight for the 81st RSC's Level II SRP Team. The SRP team relocated their operations from the Spence Reserve Center (Building 13000) to Bldg 2179, upon completion of the renovations to that building. In addition to the Level II SRP mission, the SRP team had the collateral mission of conducting Individual Ready Reserve (IRR) musters in the 81st RSC region, in conjunction with Human Resources Command (HRC) and USARC. In 2011 the SRP Team conducted 36 separate Level II SRP events, supporting over 4200 deploying Soldiers. The team also conducted five (5) IRR Musters in Orlando, FL in January, in Nashville, TN in February, in Bay Pines, FL in March, in Atlanta in June, and in Fayetteville in July. These musters processed over 800 Individual Warriors. The SRP Team also sent representatives to all of USARC's quarterly Joint Assessment Conferences (JACs) with First Army and to USARC's Notification of Sourcing (NOS+60) conferences to schedule Level II SRP events with deploying units and to assist those units with placing the SRPs in the appropriate place in their road-to-war plans.

D. Band C2. DPT continued administrative and operational control of the subordinate Army Bands throughout 2011. DPT continued the process of staffing mission requests through the Staff Judge Advocate for legal supportability and through the PAO for publicity and favorable media coverage of performances. The three Army Bands assigned to the DPT performed a total of 96 performances during 2011. The 100th Army Band performed 35, 208th performed 33, and the 313th performed 28. The Bands were involved in such high visibility missions as the Opening of the Kentucky State Senate, the 9/11 First Responders Remembrance Memorial, and Mardi Gras in Mobile, AL.

IV. Unique Wartime Support Activities: SRP Level II support to mobilizing units comprised the vast majority of DPT support to overseas contingency operations in 2011, in addition to the RSC's involvement in deploying units' road-to-war plans for equipment issues.

V. Lessons Learned: DPT maintained the same three significant lessons learned during 2011.

A. A military organization requires an operations section. If DPT is that section, the RSC should identify that in the operations and functions manual and staff the DPT accordingly.

B. As long as the OFTS commands in the 81st region manage their own ammunition, the RSC ammunition management mission does not require a dedicated individual.

C. Operational control and mentoring of the subordinate Army bands does require a dedicated individual. Managing training, performance approvals, readiness reporting, equipment readiness, facility issues, etc. is a full-time job. Currently, these duties comprise the majority of Mr Hall's assignments. In addition, DPT has had one Soldier from the 208th Army Band on recurring ADT orders to assist with Band management, primarily in the areas of physical security, supply accountability, and contracting.

VI. Source Documentation and Reference Files:

A. USARC Regulation 10-1 (Organization & Functions Manual), 01 Mar 11.

B. 0411 Full-Time Support (FTS) TDA, 15 Oct 11.

C. USARC OPORD 11-094 (Army Reserve ARFORGEN Readiness Review (AR2) Program), 06 Sep 11.

D. USARC OPORD 11-052 (Collective Training Opportunities Workshop), 25 Mar 11.

E. 81st RSC OPORD 11-008 (81st RSC Change of Command), 07 Jul 11.

F. AR 525-29 (Army Force Generation), 14 Mar 11.

G. USARC Quarterly Joint Assessment Conference (JAC) OPOARDS and USARC OPORD 10-126 (FY12 Notification of Sourcing (NOS)+60 Conference), 17 Jun 10; FRAGO 1 to OPORD 10-126, 08 Jul 10; FRAGO 2 to OPORD 10-126, 31 Aug 10.

H. USARC Memorandum, SUBJECT: Army Reserve Command Training Guidance, FY 2011-2014, 25 Jun 10, and 81st RSC Memorandum, SUBJECT: 81st Regional Support Command Training Guidance for Fiscal Year (FY) 2011-2014, 01 Sep 10.

I. USARC OPORD 10-130 (AR RESET Management Process), 29 Sep 10.

J. USARC Memorandum, SUBJECT: Manpower Study – Request for Full Time Support (FTS) Data Call Packet, 11 Jul 11.

K. USARC OPLAN 500-01 (Disaster Operations), 29 Oct 08.

L. 81st RSC BFRR/YTB OPORD, 01 Nov 09.

M. USARC OPORD 08-159 (Army Reserve SRP Level 2 Responsibilities), with FRAGO 001 (Change 1), FRAGO 002 (Personnel, Medical and Dental Readiness), and FRAGO 003 (Rescind O&F Level 2 Responsibilities).

XIII

Safety & Occupational Health

I. EXECUTIVE SUMMARY. The current staffing in the 81st RSC Safety Office is one GS-13 Safety & Occupational Health Manager and one GS-12 Safety & Occupational Health Specialist, and three GS-11 Safety and Occupational Health Specialists. The vision of the 81st RSC Safety Office is of highly trained professionals sustaining a safe and healthful environment. The primary duties and responsibilities of the 81st RSC Safety Office include: Planning, organizing, directing and evaluating the safety and occupational health program; serving as primary staff advisor on all accident prevention matters, reporting and investigation of accidents and mishaps within the command; conducting analysis of trends and other statistical data to identify specific safety problems and develop effective countermeasures; providing counsel to staff, additional duty safety personnel, and unit leaders on accident prevention and compliance with safety and occupational health laws and standards; assisting unit commanders in implementing and maintaining an effective unit safety program; and maintaining liaison and coordination with USARC and other Federal, State and local safety and occupational health officials.

II. MISSION/ORGANIZATION.

a. The mission of the 81st RSC Safety Office includes:

(1). Ensure a safe and healthful work environment through a system of inspections, information collection, and thorough follow-up action.

(2). Provide accurate and timely safety, occupational health and composite risk management information consulting service.

(3). Conduct accident/incident investigation and analysis, identify trends, develop countermeasures and publish lessons learned.

(4). Develop, provide and manage safety and composite risk management education, training, and promotion programs.

(5). Integrate composite risk management processes into training and operations.

b. **ORGANIZATION.**

		<u>Authorized</u>	<u>Filled</u>
(1) Safety & Occupational Health Manager	GS-018-13	1	1
(2) Safety & Occupational Health Specialist	GS-018-12	1	1
(3) Safety & Occupational Health Specialist	GS-018-11	3	3

c. **COMMAND SAFETY COUNCIL AND RADIATION SAFETY COMMITTEE.** A Command Safety Council and Radiation Safety Committee steers the 81st RSC Safety Program. The council is chaired by the Commanding General and includes participation by primary staff chiefs and the 81st RSC Surgeon. The council meets semiannually.

III. SIGNIFICANT EVENTS/OPERATIONS.

a. During CY 11 the Safety Office provided more than 40 inspections/evaluations of units, AMSAs, and ECS. We completed a program to conduct a Standard Army Safety and Occupational Health Inspection (SASOHI) of every facility in the Southeast region during FY2011 and conducted 203 SASOHIs in CY11 in furtherance of that objective. We were the only RSC to complete this task. We also conducted 36 2-5 day staff assistance visits to 81st RSC maintenance facilities in an effort to reduce accidents in our highest accident risk area.

b. In CY11 the Safety Office continued a program motorcycle safety training by offering to pay tuition costs to any Soldier who enrolled in a Motorcycle Safety Foundation training course. Enrollments have rapidly expanded as we advertised with pamphlets and emails to all our supported commands. In FY11 we provided training to 133 riders at a cost of more than \$27K.

c. The 81st RSC continued the implementation of an Automatic External Defibrillators (AED) program as a commitment to the health and well being of Soldiers, civilian employees, and visitors. The purpose of the AED program is to imbed a life saving tool in each Reserve Center, which can reduce the number of cardiac fatalities within our organization. AEDs have been distributed to Army Reserve Centers and maintenance activities. Each AED has ten personnel that have been trained in CPR and use of the AED. We published 81st RSC Regulation 385-1, Automated External Defibrillator Response Program to provide our supported units with program guidance.

d. Continued a weekly safety training newsletter via email to maintenance facilities.

e. Collected safety metrics on completion of Commanders Safety Course, Additional Duty Safety Course, Composite Risk Management Basic, and Accident Avoidance Course. We are now "Green" in all USARC safety training requirements.

f. Published Safety and Occupational Health Performance Plan for FY 12.

g. Completed publication of 81st RSC Regulation 385-2, Safety and Occupational Health, a comprehensive safety program for the command.

IV. UNIQUE WARTIME SUPPORT ACTIVITIES – n/a

V. LESSONS LEARNED

a. Begin preparation for command evaluations well in advance. Program health cannot be corrected and demonstrated without a history of success.

b. Maximize completion of tasks at “first touch” to avoid missed suspenses. Use calendar functions to suspense most other tasks.

VI. SOURCE DOCUMENTATION AND REFERENCE FILE.

- a. AR 385-10 Army Safety Program
- b. DA PAM 385-10 Army Safety Program
- c. DA PAM 385-24 Army Radiation Safety Program
- d. USAR Regulation 385-1 Sleeping in U.S. Army Reserve Command Facilities
- e. USAR Regulation 385-2 Army Reserve Safety Program
- f. 81st RSC Regulation 385-2 Safety and Occupational Health
- g. 29 CFR 1910 Occupational Safety and Health Standards
- h. DODI 6055.1 DOD Safety and Occupational Health Program
- i. DODI 6055.4 DOD Traffic Safety Program
- j. DODI 6055.5 Industrial Hygiene and Occupational Health
- k. DODI 6055.7 Accident Investigation, Reporting, and Recording

XIV

PUBLIC AFFAIRS OFFICE

EXECUTIVE SUMMARY

As opposed to previous years, when the 81st had Command & Control of over 30,000 troops, the Public Affairs Office remained in the forefront of supporting a decreased op tempo of supporting Base Operations and three Army Reserve Bands during 2011. The PAO FTUS staffing was at 100%, and the PAO was fully engaged in telling the Army Reserve story at home and abroad.

MISSION/ORGANIZATION

Advise the commander on all public affairs (PA) issues to include Command Information, Public Information, and Community Relations. Organize, implement and monitor the Command's Community Outreach Program (COP). Provide assistance to the Command's USAR Ambassadors to execute their mission to expand, increase and improve public awareness of the Army Reserve. Develop, coordinate and supervise PA activities within the Command and assist subordinate PA units as required to insure their readiness.

SIGNIFICANT EVENTS/OPERATIONS

1. During this calendar year, the "Wildcats" were fully engaged in their newly revised ACOE objective of promoting and improving awareness of the 81st RSC and the Army Reserve to both our internal and external customers. Staffing during this calendar year was at 100%, for the first time in over 3 years.
2. The PAO supported over 40 total ceremonies/events throughout our nine states and Puerto Rico. On average, we have three media outlets at any given ceremony. We provided public affairs support to the following ceremonies/events:
 - 0 – Activations
 - 0 - Inactivation
 - 0 - Memorialization (dedication)
 - 1 - Change of Command
 - 5 - Public facility tours/performances involving external media
 - 1 - Ground Breaking ceremony
 - 5 - Grand Opening/Ribbon Cutting ceremonies
 - 7 - Awards ceremonies
 - 11 - Yellow Ribbon Reintegration Program events
 - 11 - Strong Bonds events
3. Drafted over 20 media releases and marketed them to over 300 media outlets.

4. Supported over 25 Community Relations projects throughout our nine states. These include:
 - 81st RSC Color Guard performance at 2011 Dr. Pepper Atlantic Coast Conference football game in Charlotte, NC
 - 81st RSC Commander met with Alabama Governor Robert Bentley, in Montgomery, at a ribbon cutting for a new Armed Forces Reserve Center
 - 81st RSC Band members participated in 2011 annual Gulf Coast Military Mardi Gras Ball in Mobile, AL and marched in Mardi Gras parade in New Orleans, LA
 - 81st Soldiers participated in musical concerts/salutes in Alabama, SC, NC, Kentucky and Tennessee
 - 81st veterans participated in Wildcat Association annual reunion
 - 100th USAR Band member, SSG Tyler Myers, is inducted into SGT Audie Murphy Club
 - 4 Veterans Day ceremonies/events conducted throughout our nine state area of operation.

5. Provided PAO coverage of over 25 events throughout our nine states. Some of those included:

- 81st RSC Change of Command ceremony
- 81st Wildcat Reunion held in conjunction with the "Victory at Peleliu" book signing
- Tuscaloosa, AL Tornado damage
- Army 10-miler race
- Best Warrior Competition

6. Set up 12 interviews with media outlets to cover 81st RSC events throughout our nine states. Some of these included:

WLTX – TV Columbia, S.C.
WAKA – TV Montgomery, Alabama
Chattanooga News – Chattanooga, TN

7. Conducted several new member orientations for command personnel and provided the Command Briefing for distinguished visitors.

8. Provided support for Community Outreach Programs and 15 RSC Ambassadors.

9. Participated in the 2011 81st RSC Ambassador Conference

UNIQUE WARTIME MISSION SUPPORT ACTIVITIES

- Sustain Soldier Readiness Preparedness (SRP)
- WHWC ceremonies
- Yellow Ribbon Reintegration Program ceremonies

SOURCE DOCUMENTS AND REFERENCES FILES

- “Wildcat” Magazines
- 2011 81st RSC PAO BUB/BUA/CofS Update Slides
- Prior year’s Historical Summary



Veterans and current “Wildcats” enjoy an evening banquet as the 208th USAR Band Provides dinner music at the 2011 Wildcat Association Reunion, held in Stone Mountain, Ga., Sept. 17.



Maj. Gen. Perry G. Smith, The Adjutant General of the Alabama National Guard; Governor Robert Bentley, Governor of Alabama; Maj. Gen. Gill P. Beck, Commander of the 81st Regional Support Command, USAR; and Mayor Todd Strange, Mayor of Montgomery, Ala.; cut the ceremonial ribbon officially opening the new Joint Force Headquarters Armed Forces Readiness Center in Montgomery, Ala., Dec. 7, 2011

XV

OFFICE OF INTERNAL REVIEW

EXECUTIVE SUMMARY

The 81st Regional Support Command (RSC) returned to its original home of Ft Jackson SC was facilitated by the base realignment and closure act of 2005. The command was activated on 1 Oct 08 to provide administrative, facility, financial, and logistical support for Army Reserve Soldiers, Civilians, and Families in nine southeastern states and Puerto Rico.

Internal Review was a key player in providing support to the 81st HQ and USARC while assisting with the changes. Tasks were completed in order of priority based on the needs of the Army. The objective was to identify current and emerging needs of the customer and focus on key issues and risks to provide value-added auditing services and maximize resource utilization. We also provided professional independent evaluations and worked hand in hand with external agencies to complete over 14 evaluations. Quick response evaluations, liaison services, special reviews and consulting and advisory services improved and or validated business processes, improved readiness, initiated best practices, provided analysis of data to decision makers, aided in public relations and provided opportunity for both monetary and non-monetary benefits.

The IR office continues its reputation of a value added section under the leadership of the IR Supervisor, Mr Greg Stanley. Strong relationships and communication lead to greater productivity. The 81st IR assisted other Commands by sharing methods of delivering guidance, collecting data, and providing additional training in preparation for completion of the Annual Statement of Assurance (ASA), Managers' Internal Control Plan and the Internal Review plan.

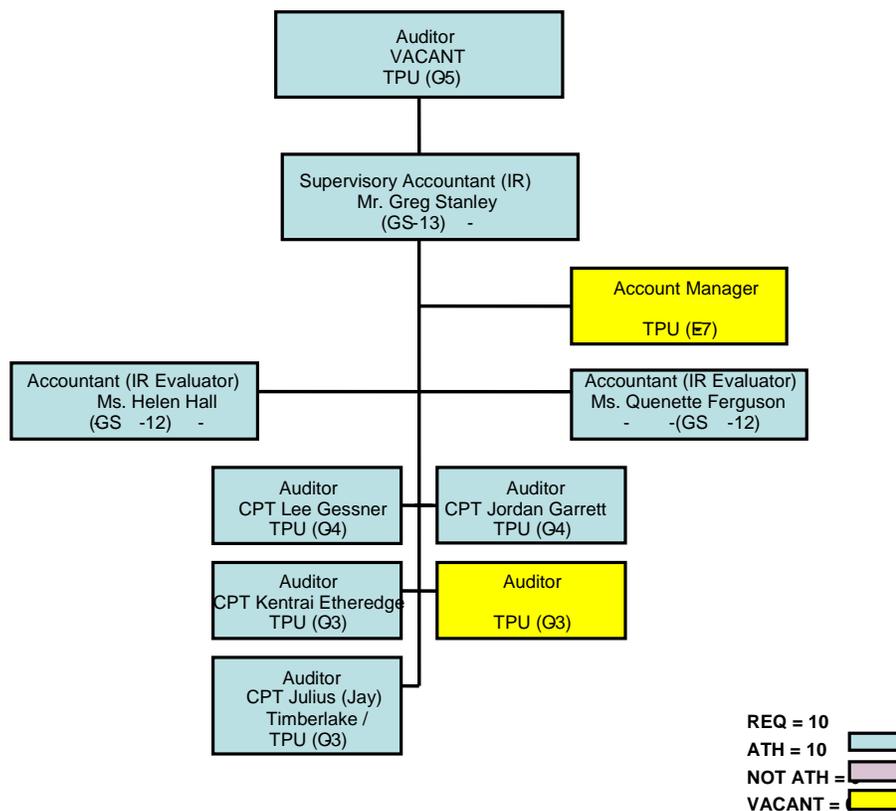
MISSION

The IR Office supports the Army Reserve leaders with independent evaluations and consulting services that are relevant, objective, and timely in assessing internal controls, evaluating risk, improving quality, economy and efficiency, fostering stewardship, and assuring best business practices. The IR vision is to be the premier source to decision-makers for professional, objective, timely and relevant information, and to develop strategies for achieving continuous organizational improvement and accountability. IR's goals are to be a valued member of the management team, identify current and emerging needs of customers, deliver quality services that add value and meet or exceed customer's expectations and enhance professional capabilities.

ORGANIZATION

During CY 2011 the Internal Review Chief, COL Patrick Burns retired, 2LT Balogun took a position as an executive officer with a chemical company in Greenville SC, and SSG Barker was transferred to the 81st resource management office.

The RSC office of Internal Review has a requirement for three FTS positions: the GS-13 IR Supervisor and two GS-12 IR Evaluators. Troop Program Unit requirements include: one Lead Auditor (O-5), five Auditors (two O-4 and three O-3), and one Administrative NCO (E-7).



SIGNIFICANT EVENTS AND OPERATIONS

Two formal reviews, two special reviews, six quality assurance evaluations, four consulting and advisory service, one liaison service, and three additional projects (organizational requirements) were completed during 2011. Identified monetary benefits in 2011 were in excess of \$5,700,000. We facilitated the audit process and assisted with the Commander's responses to findings and recommendations.

The RSC submitted their second Army Communities of Excellence packet with Mr Stanley, Ms Hall, and Mrs Ferguson as significant contributors to category four. Ms Hall also served as an examiner for the USAR down-select process.

CONTINUING PROFESSIONAL EDUCATION (Mandatory)

IR utilized annual training to complete reviews, attend schools and training seminars in order to meet and exceed its minimum requirement of 80 hours of Continuing Professional Education for full time staff and 32 hours for TPUs. There were plenty of opportunities to learn and improve our knowledge base during 2011:

Mr Stanley

USARC Internal Review Executive Steering Committee meetings

USARC Managers' Internal Control Training
Graduate School Prevention and Detection of Fraud

Ms Hall

Graduate School Managers' Internal Control Training
Army Communities of Excellence Examiners Course
Graduate School Prevention and Detection of Fraud

Mrs Ferguson

USARC Managers' Internal Control Training
USARC Internal Review conference attendance
Studying for Certified Public Accountant

Other significant education endeavors and accomplishments for our TPUs are:

CPT Gessner received his Certified Public Accountant license.

CPT Etheredge is enrolled in a Master of Business Administration program as well as studying and testing for the designation of Certified Public Accountant.

CPT Garrett is in his 3rd year of Law School.

CPT Timberlake received the Master of Business Administration degree.

UNIQUE WARTIME SUPPORT ACTIVITIES N/A

LESSONS LEARNED

It is necessary to remind people early and often in order to gain maximum participation from staff and commanders concerning input for necessary products, such as Annual Statement of Assurance, 5 year MICP, IR plan and any other item requiring input from directorates and sections.

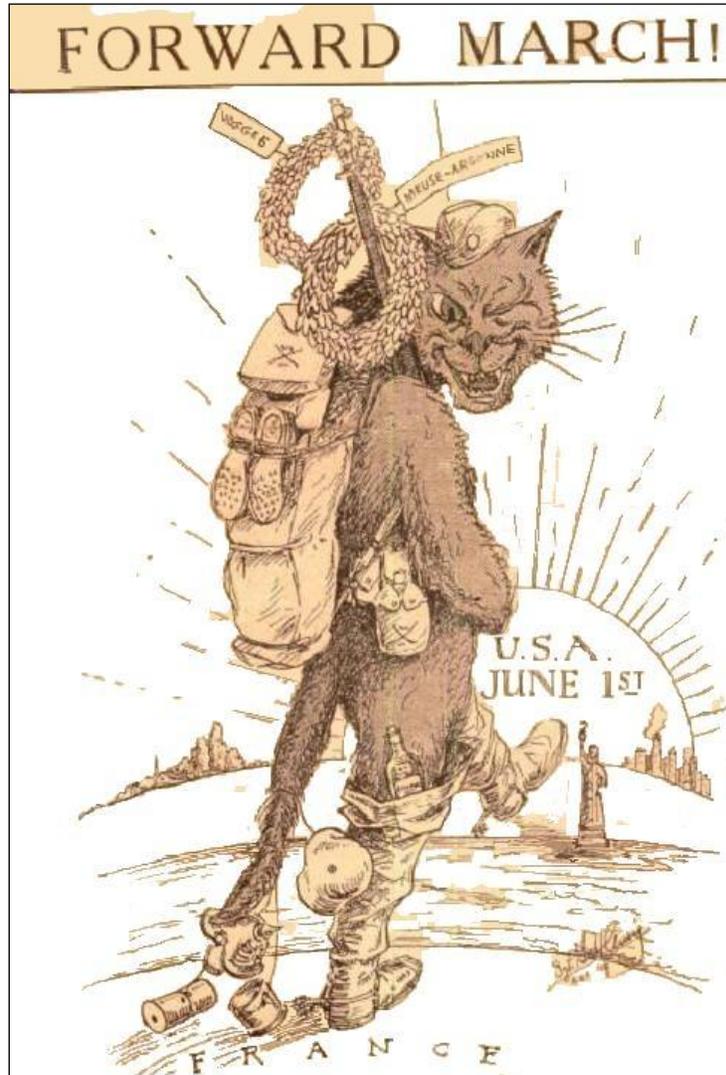
Keeping records properly updated on the shared drive makes the learning easier for new personnel. Being able to access old files as a reference greatly enhances our ability to learn and reduces the amount of time and research we have to perform in order to complete the necessary tasks.

SOURCE DOCUMENTATION AND REFERENCE FILES

- a. 81st Regional Support Command IR chief of staff meeting notes and operational update slides and notes, 2011.
- b. 81st Regional Support Command 2012 Annual Statement of Assurance (ASA).
- c. Internal Review Management System (IRMS)
- e. 81st Regional Readiness Command Semiannual Report, 1 Oct 10 – 31 Mar 11.
- f. 81st Regional Readiness Command Semiannual Report, 1 Apr 11 – 30 Sep 11.

XVI

OFFICE OF COMMAND HISTORIAN



10 May 1919 issue of the "Wildcat"

Executive Summary:

During CY 2011, the office of the 81st RSC Historian provided historical services and products that benefited soldiers of both the 81st RSC and USARC. The Historian created a series of historical programs throughout the year which were presented in weekly Operational Updates. These programs ranged from discussions on Black History Month to Women's History Month. In addition, topics ranged from the history of the 81st Infantry Division in World War One and World War Two. The 81st RSC Historian also provided support to the 84th ARRTC teaching classes for Military History Detachment training which was held at Fort Knox.

These operations were challenging and rewarding. During the calendar year the CMD Historian participated in Military History Detachment training for mobilizing units, conducted

two Staff Rides, presented historical information at Vanderbilt University and the University of Kentucky, and participated in (or sponsored) 7 historical color guard (WWI or WWII) activities.

Mission/Organization:

The Office of the Military Historian maintains the institutional memory of the 81st RSC. It uses military history to promote morale and esprit de corps, as well as foster historical-mindedness among all members of the command. The Office of the Military Historian ensures that historical records of operations and contingencies or war are properly preserved while giving maximum accomplishment to the commander's mission, advising on historical matters within the command, compiling the Annual Historical Summary, ensuring historical documents are preserved, maintaining communication with 81st Infantry, ARCOM, RSC, and RRC veterans, and preserving artifacts for display in the Historical Holding.

Dr. John Boyd is the Command Historian. In October 2008, the TPU staff was no longer authorized on the 81st RSC TDA. Despite the fact that the 81st AOR expanded to one additional state (Louisiana) and Puerto Rico. Dr Boyd is now the lone historian for the 81st and its nine states and one territory.

Significant Events/Operations:

The primary focus of the 81st CMD Historian Office remains the RSC HQs and its activities. The major mission in 2011 was the renovation and stand up of the 81st Museum at Ft. Jackson. Thanks to help for the USARC CMD Historian Office display cases will soon be constructed. The 81st HQs was extremely gracious in providing museum space for the 81st collection. Changes to the museum – lighting and display cases – will improve the collection.

The Historian Office in 2011 continues its additional placement of art and historic art within the Caughman Building.

The selection of suitable 81st art was also challenging. The Historian Office had a number of newspapers and other items suitable for printing and colorization which were used. In other cases, items were obtained from CDs and online sources. These objects were enhanced, restored, and in some cases colorized, they were then printed at minimal cost using the DPW's plotter printers. Once printed the items were taken to a local framery in Lexington SC, where the items was framed and then hung in the Caughman Building. This has been a major ongoing task of the Historian's Office but it has paid off in several respects. Dr. Boyd (the CMD Historian) discovered that there is a sizeable archive of 81st WWI items at the North Carolina State Archives. In fact, the number of photos and art is equal to that of the 81st Infantry Division in WWII.

Another project, a memorial to 81st KIA prior to ceasing active C2 of Wildcat units was also undertaken. This project resulted in the production of 17 memorial plaques for fallen Wildcats. On 6 April 2008, Colonel Stephen K. Scott was KIA in Baghdad. He is probably the last Wildcat, and the only officer, to be KIA during the Iraq and Afghanistan Campaigns.

Unique Wartime Activities

The Military History Office has supported the training of Military History Detachments each year. Dr. Boyd helped train and mobilize as well as demobilize the 20th & 23rd Military History Detachments in 2011. Detachments from the 412th TEC located in the 81st RSC AOR.

The 81st Historian office conducts interviews with 81st RRC/RSC personnel who have deployed whenever possible. This record of their wartime mission is then sent to the Center of Military History.

The FTUS Historian has kept a record of the activities of the 81st RSC which is the only known record of the activities of an RRC during wartime.

The Historian's Office is charged with caring for and preserving the memory of 17 comrades KIA during current wartime operations.

Source Documentation & reference Files

AR 870-5, 21 Sept. 2007, Military History, Responsibilities, Policies and Procedures

AR 870-20, 11 Jan 1999, Army Museums, Historical Artifacts and Art

FM 1-20, 3 Feb 2003, Military History Operations.



81ST REGIONAL SUPPORT COMMAND

THE "WILDCATS"

FIRST PATCH (SSI) OF THE US ARMY