



# BIANNUAL ARMY RESERVE HISTORICAL SUMMARY

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2008/2009



**THE 2008/2009 BIENNIAL ARMY RESERVE  
HISTORICAL SUMMARY**  
(RCS CSHIS-6 (R4))

**Kathryn Roe Coker**

Office of Army Reserve History

United States Army Reserve Command

Fort Bragg, North Carolina

2013



EDITORS

Lee S. Harford, Jr	Director
Ressie Harris-Delgado	Training and Operations Officer
Jason Wetzel	Staff Historian
Christopher Ruff	Museum Curator
Jennifer Friend	Museum Specialist
Deborah Foster-King	Archivist





## DESCRIPTION

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On a dark blue disk the bust of a minuteman (Captain John Parker) in cocked hat on a pedestal, between two branches of olive or within a dark blue designation band with gold inner and outer borders inscribed UNITED STATES ARMY RESERVE in gold.

## SYMBOLISM

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The minuteman has traditionally been used to represent the citizen soldier. The wreath signifies achievement and accomplishment. Gold is symbolic of honor and excellence and dark blue signifies loyalty.

## BACKGROUND

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The emblem was approved for use as a plaque in 1972 and is used as an unofficial identification device of the United States Army Reserve. (U.S. Army Institute of Heraldry)

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United States Army Reserve Command (USARC)



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# FOREWORD

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This volume represents the sixth historical summary for the United States Army Reserve (USAR). It traces the component's significant events and developments during the calendar years 2008 and 2009. The narrative is based on primary sources, oral history interviews, and facts contained in various command and staff agency historical reports; all located in the United States Army Reserve Historical Research Collection. The author selected significant source documents intending to interpret the interplay of those forces and policies that have shaped the Army Reserve and to provide a historical perspective in support of the reserve component's mission – ensuring the wartime readiness of those forces assigned. As a permanent historical reference, this publication is the fourteenth in a series of volumes containing the institutional memory of the Army Reserve, serving as a guide for current and future operations.

The history was developed through the professional assistance of subordinate command historians, staff agency historical liaison officers and the individual action officers, the subject experts on the various complex programs within the Army Reserve. The individual contributions of the action officers are cited in the footnotes. The research historian in the Office of Army Reserve History, Dr. Kathryn Roe Coker, compiled the history, while the rest of the history staff provided editorial assistance. Appreciation is extended to the directorate of the G-1, U.S. Army Reserve Command (USARC) which coordinated the printing of the manuscript.

The *Biannual Army Reserve Historical Summary* provides a record of the component's performance during the previous two years for the purposes of adding historical perspective to the decision-making process, and orienting new personnel on the force's mission, recent activities, accomplishments and issues. Thus, I am certain that all members of the Army Reserve will find this volume an interesting, useful addition to their professional libraries.

LEE S. HARFORD, JR., Ph.D.

Director of History

United States Army Reserve

Fort Bragg, North Carolina

20 July 2012



# THE COMMAND GROUP



Chief, Army Reserve/Commanding General  
U.S. Army Reserve Command  
Lieutenant General Jack C. Stultz, Jr.  
25 May 2006 – 31 December 2009



Deputy, Chief Army Reserve  
Brigadier General Leslie A. Purser  
8 July 2009 – 31 December 2009



Assistant Chief, Army Reserve  
Mr. James L. Snyder  
27 September 2009 – 31 December 2009



Deputy Commanding General, U.S. Army Reserve Command  
Major General Alan D. Bell  
21 August 2006-30 June 2009



Deputy Commanding General, U.S. Army Reserve Command  
Major General James R. Sholar  
1 July 2009 - 31 December 2009



Chief of Staff, U.S. Army Reserve Command  
Brigadier General Anne Macdonald  
21 September 2007-9 March 2009



Chief of Staff, U.S. Army Reserve Command  
Brigadier General Jon J. Miller  
1 September 2009 - 31 December 2009



Chief Executive Officer, U.S. Army Reserve Command  
Mr. Kenneth N. Williamson  
16 August 1998 – 31 December 2009



U.S. Army Reserve Command Sergeant Major  
Command Sergeant Major Leon Caffie  
18 August 2006 – 18 November 2009



## **Army Reserve Mission**

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The Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements across the full spectrum of operations.

## **Army Reserve Vision**

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A community-based federal operational force of skill-rich Warrior-Citizens providing complimentary capabilities for joint expeditionary and domestic operations.

## **Commander's Intent**

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It is my intent to successfully shape and implement the Army Plan ensuring the Army Reserve continues providing relevant joint war fighting capabilities wherever the nation requires.

## **Desired Endstate**

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An Army Reserve with a culture that embraces continuous transformation is capable of providing predictable and perpetually relevant operational forces to Combatant Commanders, and maintains strong mutually supporting Warrior-Citizen relationships among Soldiers, Families, Employers, and the Army.

An innovative, adaptive organization  
evolving to meet the demands of the 21st century

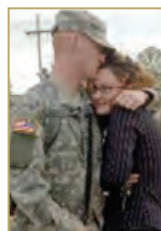




## “Hello Watch”

Sergeant First Class Darrold Peters, Helmand Province, Afghanistan  
(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

## About the Soldiers, the Families and the Employers





## “Patrolling the Shadows”

Sergeant First Class Darrold Peters

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)



# SOLDIER'S CREED

# SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States  
and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

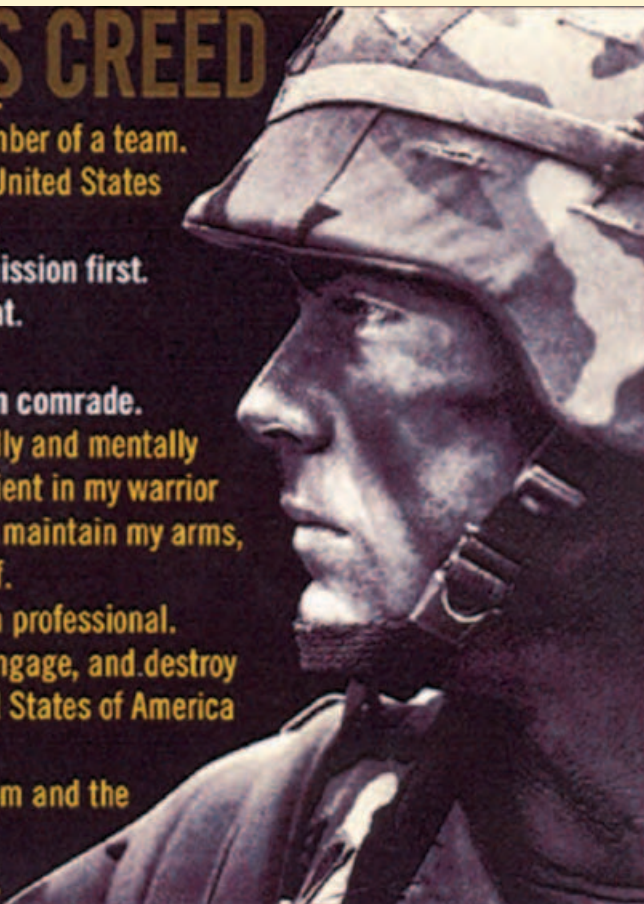
I am disciplined, physically and mentally  
tough, trained and proficient in my warrior  
tasks and drills. I always maintain my arms,  
my equipment and myself.

I am an expert and I am a professional.

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

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

I am an American Soldier.





“America - we are passing through a time of great trial. And the message that we send in the midst of these storms must be clear: that our cause is just, our resolve unwavering. We will go forward with the confidence that right makes might and with the commitment to forge an America that is safer, a world that is more secure and a future that represents not the deepest fears but the highest of hopes.”

– Barack H. Obama,

1 December 2009

# INTRODUCTION

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With these words President Barack H. Obama announced on 1 December 2009 his strategy for continuing the war in Afghanistan, thereby, committing more Soldiers to the eighth year of the Global War on Terrorism. Among them will be Army Reserve Soldiers, increasing the number beyond the 1,528 already there as of 22 June 2009.<sup>1</sup> They are indispensable partners to active Army Soldiers committed to implementing the 2008 *National Defense Strategy*, as it flows from the 2006 *National Security Strategy*.

The 2006 *National Security Strategy* addressed a number of issues. Those included:

- a. championing aspirations for human dignity;
- b. strengthening alliances to defeat global terrorism and work to prevent attacks against the U.S. and its allies;
- c. working with others to defuse regional conflicts;
- d. preventing the nation's enemies from threatening us and our allies and friends with weapons of mass destruction;
- e. igniting a new era of global economic growth through free markets and free trade;
- f. expanding the circle of development by opening societies and building infrastructures of democracy;
- g. developing agendas for cooperative action with other main centers of global power;
- h. engaging opportunities and confronting the challenges of globalization and transforming the nation's national security institutions to meet the challenges and opportunities of the twenty-first century.

That last issue directly referenced the Department of Defense's war on terrorism. The Department of Defense was transforming to meet four types of asymmetric threats recognized in the *National Security Strategy* and in the 2005 *National Defense Strategy*:

1. traditional (conventional armed forces);
2. irregular (state and non-state agents using methods such as terrorism and insurgency);
3. catastrophic (weapons of mass destruction, pandemic disasters);
4. disruptive (use of technologies such as biotechnology to counter U.S. safety measures).<sup>2</sup>



Office of the  
Secretary of Defense

The 2008 *National Defense Strategy* was a meaningful departure from previous ones. It stressed a shift toward “irregular warfare, the struggle among state and non state actors for legitimacy and influence over relevant populations, employing the full range of military and other capabilities to erode an adversary’s power, prestige, and will.”<sup>3</sup> It called for defending the homeland, winning the Long War against violent extremists (America’s central objective for

the foreseeable future), promoting security, deterring conflict, and winning our nation’s wars against rogue states and “would-be-hegemons.” Achieving those objectives meant shaping the choices of key states, preventing adversaries from acquiring or using weapons of mass destruction, strengthening and expanding alliances and partnerships, securing U.S. strategic access and retaining freedom of action, and integrating and unifying efforts in a new jointness.<sup>4</sup>



Robert M. Gates

Recognition that the Army Reserve had a permanent partnership in that campaign was indisputable in a landmark Department of Defense directive. On 29 October 2008, Secretary of Defense Robert M. Gates issued Department of Defense Directive 1200.17, “Managing the Reserve Components as an Operational Force.”<sup>5</sup> This revolutionary document unmistakably recognized the reserve components as an operational force. It set forth nine principles constituting Department of Defense policy:

1. reserve components provide “operational capabilities and strategic depth to meet U.S. defense requirements across the full spectrum of conflict;”
2. “integration of the active component with the reserve components as a total force;”
3. recognition of homeland defense and defense support to civil authorities as total force missions;
4. reserve component “connection to and commitment to the American public;”
5. “continuum of service . . . to enhance the effectiveness of and sustain the all-volunteer force with flexible service options that are attractive to a broad population;”
6. “utilization rules. . . to govern frequency and duration of activations,” thereby, “enhance[ing] predictability and judicious and prudent use” of the reserve components;
7. “voluntary duty to meet mission requirements;”
8. adequate resourcing “to meet readiness requirements” and tracking of those resources;
9. “outreach services” “for RC [reserve component] members, their families, and employers from pre-activation through reintegration.”

The directive then tasked the various directorates and secretaries of the military departments with responsibilities to implement that policy. The service secretaries were to ensure their reserve components “participate across the full spectrum of missions at home and abroad in providing operational capabilities according to the national defense strategy, their service force management plans, and operational requirements.” They were to ensure to the extent possible in the reserve components force rebalancing and restructuring; unit integrity; operational readiness; depth of unit and individual capabilities; policies, incentives, compensation and flexible options to sustain volunteerism; the flow of individuals between active military, reserve military, and civilian service defined as the continuum of service; domestic response capabilities; support for the train-alert-deploy construct; resources for medical and dental readiness, legal assistance resources, adequate training facilities; and the acceleration of force modernization.<sup>6</sup> This era of persistent conflict mandated these initiatives as part of the transformation of the reserve component to an operational force.

And just how did the directive define the operational reserve component?

The RCs [reserve components] provide operational capabilities and strategic depth to meet U.S. defense requirements across the full spectrum of conflict. In their respective operational roles, the RCs participate in a full range of missions according to their Services' force generation plans. Units and individuals participate in missions in an established cyclic or periodic manner that provides predictability for the combatant commands, the Services, Service members, their families, and employers. In their *strategic* roles, RC units and individuals train or are available for missions in accordance with the national defense strategy. As such, the RCs provide strategic depth and are available to transition to operational roles, as needed.<sup>7</sup>

Clearly, the principal rationale for the Army's efforts to transform the reserve components into an operational force is to ensure the Army is complying with the directive.

On 24 November, a month after issuing the directive, Gates released a forty-one page memorandum on implementation of the recommendations from the Commission on the National Guard and Reserves. The commission, established by Congress in the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005,<sup>8</sup> identified in its January 2008 report, *Transforming the National Guard and Reserves into a 21st Century Operational Force*, systemic problems which had evolved over time and recommended changes. "At the core of these changes," the report stated:

is the explicit recognition of the evolution of the reserve components from a purely strategic force, with lengthy mobilization times designed to meet Cold War threats from large nation-states, to an operational force. This operational reserve must be readily available for emergencies at home and abroad, and more fully integrated with the active component. Simultaneously, this force must retain required strategic elements and capabilities. The Commission concludes that there is no reasonable alternative to the nation's continued increased reliance on reserve components as part of its operational force for missions at home and abroad.<sup>9</sup>

In his memorandum, sent to every senior uniformed and civilian Pentagon leader and copied to three cabinet secretaries, Gates called for wide-ranging

policy changes. Gates endorsed eighty-two of the commission's ninety-five recommendations. He "directed that the Army and Marine Corps restore their reserve components to the highest readiness levels 'as soon as possible' but not later than 2015." The Congress, the commission, and the Pentagon, he wrote, "all recognize that the National Guard and the Reserves are integral to the Total Force and have assumed a greater operational role in today's force."<sup>10</sup>

According to Chief, Army Reserve Lieutenant General Jack C. Stultz, Jr., evidence of that integral nature and integration is the fact that the Army Reserve keeps "between 10 to 12 brigade-or-higher level headquarters deployed at any one time . . . . So, when you look at the senior-level headquarters that are in the theater that are not in the combat arms," he asserted, "they are primarily in the Reserves and that 10 to 12 stays pretty constant . . . . I've never seen us integrated as much, never seen as much combat experience in our forces as we've got today."<sup>11</sup> On any given day, some 45,000 Army Reserve Soldiers are on active duty.<sup>12</sup> That included more than 15,000 full time Active Guard Reserve Soldiers.<sup>13</sup> (As of 18 December 2009, 20,237 Army Reserve Soldiers were deployed worldwide. See figure 1.<sup>14</sup> The total number of Army Reserve Soldiers activated since 11 September 2001 reached 183,896 by 29 December 2009).<sup>15</sup>



Admiral Mike Mullen

That combat experience was expected to grow. Explaining, General Stultz commented, "If you talk to any commander in theater, they'll tell you that as you draw down brigade combat teams, the 'enabler' [with its heavy complement of combat support and combat service support] bill doesn't come down with it because there has got to be a support structure there in place. At the same time, as you increase the brigade combat teams in Afghanistan, the enablers need to get there first."<sup>16</sup>

Speaking of the integration of the total force, in an address to the Reserve Officer's Association on 2 February 2009, Chairman of the Joint Chiefs of Staff Admiral Mike Mullen observed that when visiting Soldiers abroad, he said that he could not distinguish just

by looking at them which are active duty and which are reserve. “It is a clarion call,” he declared, “to a future that is more and more integrated.”<sup>17</sup>



William S. Cohen

The call for that integration, of course, is not new. For instance, Secretary of Defense William S. Cohen in his 1998 annual report to the president and Congress wrote: “In the post-Cold War era, the Reserve components now comprise a greater percentage of the Total Force and are essential partners in a wide range of military operations, from smaller-scale contingencies to major theater wars. . . . Success on the battlefield,” he declared, “will depend on the operational and tactical synergy of fully integrated, agile Service forces.

. . . An integrated Total Force is the key to achieving the goals of shaping, responding, and preparing for the challenges and opportunities confronting the nation today and tomorrow.”<sup>18</sup>

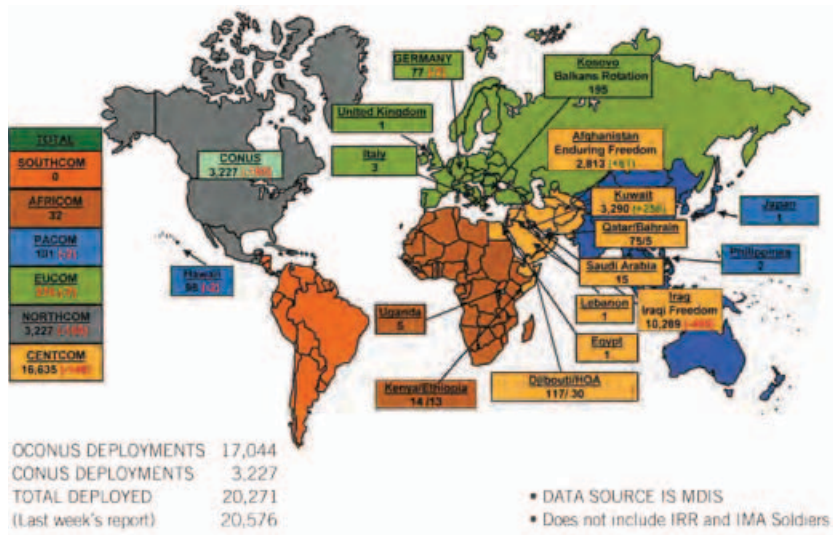
In addition to an integrated force, Admiral Mullen emphasized the significance of the operational reserve component to the national security when he stated, “The National Guard and the Reserve are vital to our national security. They represent a key operational reserve capability at the federal level and perform critical state functions. They have been truly brilliant in fighting these wars and transforming themselves in recent years. They and their families are national treasures, sacrificing right along with the Active force in this long war. . . . We couldn’t do without them. . . .”<sup>19</sup>



George W. Casey, Jr.

Transforming the Army Reserve to an operational force was initiative four of Chief of Staff of the Army General George W. Casey, Jr.’s seven initiatives set forth in 2008. Initiative four was comprised of six tasks: adapt pre- and post-mobilization training cycles; adapt the reserve component generating force; adapt incentives for Citizen-Soldiers, their families, and employers; adapt reserve component pre-mobilization equipping strategies; facilitate a continuum of service and adapt necessary statutes, policies, and processes.<sup>20</sup>

ARMY RESERVE COMMITMENTS  
20,237 SOLDIERS (10.0%)



ARMY RESERVE MOBILIZED

8.3% OCONUS  
1.7% CONUS

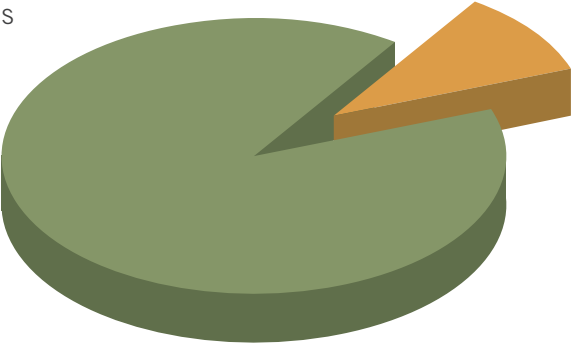


Figure 1: Army Reserve Commitments as of 18 December 2009

According to General Casey, while becoming more integrated and transforming to an operational force, the reserve component, like the active Army, continued to be out of balance as the current war on terrorism expended resources, resulting in insufficient “strategic flexibility and operational depth to respond to other contingencies.”<sup>20</sup>

Citing another contributor, he remarked, “Our Reserve Components are performing an operational role for which they were neither originally designed or resourced.”<sup>22</sup>

General Casey continued in his four year plan to “put ourselves back in balance. So the essence,” he clarified, “of what we’re doing in 2009 is to: continue to *sustain* our Soldiers and Families; continue to *prepare* our Soldiers for success in the current conflict; continue to *reset* them effectively when they get back; and continue to *transform* for an uncertain future.”<sup>23</sup> (Italics added) These were his four imperatives to restore balance laid out in the Army Campaign Plan.

In testimony before the House Committee on Appropriations, Subcommittee on Military Construction, Veterans Affairs and Related Agencies on 6 May 2009, General Casey stated, “We must *prepare* our force by readying Soldiers, units, and equipment to succeed in the current strategic and operational environments, especially in Iraq and Afghanistan.” And the force must be “*reset* . . . to rebuild the readiness that has been consumed in operations in order to prepare Soldiers, their Families, and units for future deployments and contingencies.”<sup>24</sup> As General Casey put it, “We must *transform* our force to provide the combatant commanders dominant strategically responsive forces capable of meeting diverse challenges across the entire spectrum of conflict. . . . The Army will complete transformation of the Reserve Components to an operational force by changing the way we train, equip, resource, and mobilize Reserve Component units by 2012.”<sup>25</sup>

The Army Campaign Plan was the operational expression of the Army’s strategy which directed planning and execution of Army mission. Its 2008 Planning Order (PLANORD), released on 29 February 2008, integrated General Casey’s four imperatives. The 2008 executive order (EXORD) issued in June 2008, stemming from the Army Campaign Plan, established eight campaign objectives and forty-two supporting major objectives to accomplish the imperatives, one of which was transitioning the reserve component to an operational reserve.<sup>26</sup>

General Casey believed achieving the balance meant completing the Army’s growth; increasing Soldier dwell time (time not deployed); completing restationing through Base Realignment and Closure (BRAC); and preparing Soldiers for full spectrum operations and completing the implementation of the Army Force Generation (ARFORGEN) model.<sup>27</sup> It also meant the

structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commanders.<sup>28</sup>

“At the end of this,” General Casey opined, “we’ll have an agile, disciplined warrior team that’s dominant across the spectrum of 21st Century combat. That’s what we’re about. . . . So we have to build an Army that’s centered on six characteristics, versatility, agility, lethality, sustainability and one that is interoperable and expeditionary.”<sup>29</sup> “[W]e . . . [he believes] will operate in an era of what . . . [he calls] persistent conflict, protracted confrontation among state, non-state and individual actors who are increasingly willing to use violence to accomplish their political and ideological objectives.” In his words, it is an age of “hybrid warfare . . . hybrid warfare being diverse combinations of irregular, conventional, terrorist, and criminal elements all working together to come at us asymmetrically.”<sup>30</sup>

SUPPORTING THE CSA IMPERATIVES

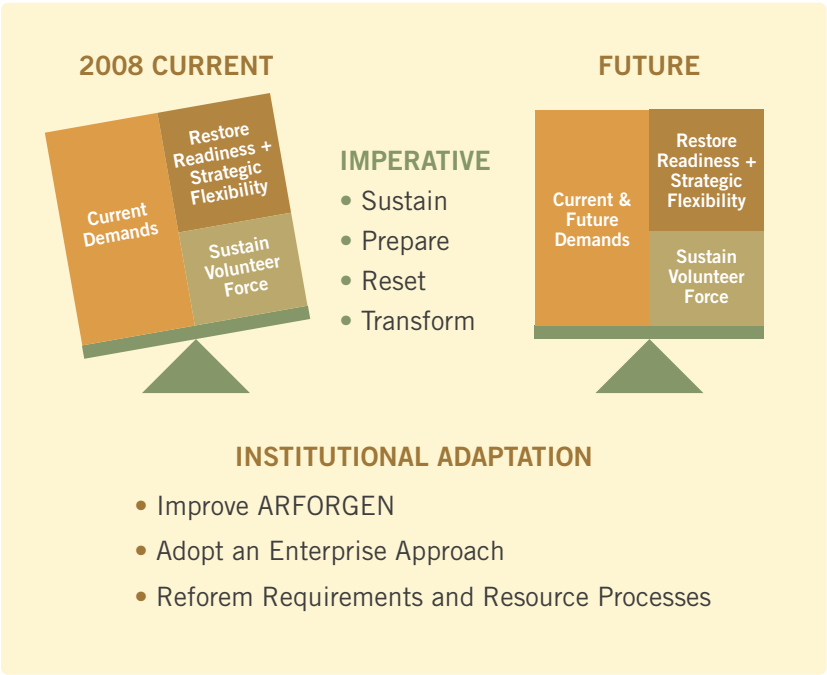


Figure 2: Chief of Staff of the Army Imperatives

General Casey’s imperatives in this era of hybrid warfare were evident in the 2009 Army Reserve enterprise approach of institutional management, as adopted by the active Army, which optimized performance across four core enterprises: human capital, readiness, material and services, and infrastructure.<sup>31</sup> According to the Army Reserve enterprise charter, “An enterprise approach encouraged civilian and military leaders to take a holistic view of Army objectives and resources, and empowers them to integrate related functions to effectively and efficiently generate trained and ready forces for Combatant Commanders while sustaining the All-Volunteer Force. . . . The end-state is Readiness at best value.”<sup>32</sup> According to General Stultz, the Army Reserve has already realized “some significant benefits in using this approach. Our way ahead in the next year is strengthening capability across these core areas.” “Working together,” he declared, “these core management areas enable the Army Reserve enterprise to realize its ultimate goal: *predictable, trained, and ready units* – the essential components that define *CAPABILITY*. The Army Reserve delivers the right capabilities to the right place at the right time.”<sup>34</sup> It is the “vehicle for shaping the force. . . .”<sup>35</sup>

## TRANSFORMATION

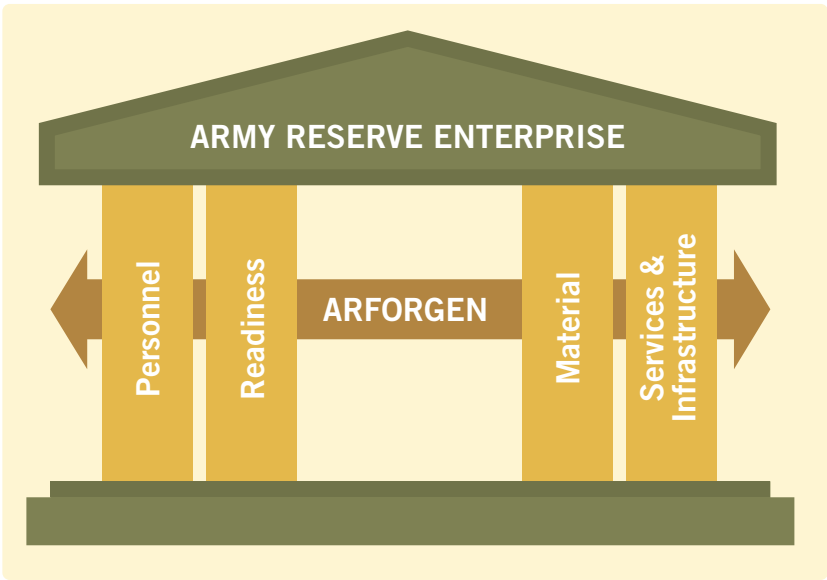


Figure 3: Army Reserve Enterprise Approach of Institutional Management

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- <sup>1</sup> Read ahead for Lt. Gen. Jack C. Stultz's interview with *USA Today*, 22 Jun 09.
- <sup>2</sup> Kathryn Roe Coker, *The 2006/2007 Biannual Army Reserve Historical Summary* Atlanta, Georgia: Office of the Command Historian, USARC, 2008, 4.
- <sup>3</sup> Association of the United States Army, "The 2008 National Defense Strategy: Implications for the United States Army," no date.
- <sup>4</sup> Department of Defense, National Defense Strategy, Jun 08.
- <sup>5</sup> DoD Directive 12a00.17 "Managing the Reserve Components as an Operational Force," 29 Oct 08.a
- <sup>6</sup> DoD Directive 1200.17 "Managing the Reserve Components as an Operational Force," 29 Oct 08. a
- <sup>7</sup> Ibid.
- <sup>8</sup> Memorandum, Robert Gates, subject: Recommendations of the Commission on the National Guard and Reserves, 24 Nov 08.
- <sup>9</sup> Report, Commission On The National Guard and Reserves, *Transforming the National Guard and Reserves into a 21st-Century Operational Force*, 31 Jan 08.
- <sup>10</sup> Memorandum, Robert Gates, subject: Recommendations of the Commission on the National Guard and Reserves, 24 Nov 08 and Article, William McMichael, "Gates: Active force, reserves must integrate," *Air Force Times*, 26 Nov 08, [http://www.airforcetimes.com/news/2008/11/military\\_gates\\_guard\\_reserve\\_112408/](http://www.airforcetimes.com/news/2008/11/military_gates_guard_reserve_112408/).
- <sup>11</sup> Excerpts of Reserve Chiefs Panel During the 2009 Reserve Officers Association Mid-winter Conference, Lt. Gen. Jack Stultz, State of the Army Reserve, *The Officer*, Apr 09, p. 60.
- <sup>12</sup> Lt. Gen. Jack Stultz's Remarks at George Washington Chapter AUSA, 15 Dec 09.
- <sup>13</sup> Article, Lt. Gen. Jack Stutz, "Return on Investment," *The Officer*, Dec 08, p. 31.
- <sup>14</sup> Figure, Army Reserve Commitments, CAR Cards, 29 Dec 09.
- <sup>15</sup> Chart, Reserve Components: NOBLE EAGLE, ENDURING FREEDOM/IRAQI FREEDOM, Contingency Tracking System Daily Processing Files, Defense Manpower Data Center, 29 Dec 09.
- <sup>16</sup> Excerpts of Reserve Chiefs Panel During the 2009 Reserve Officers Association Mid-winter Conference, Lt. Gen. Jack Stultz, "State of the Army Reserve," *The Officer*, Apr 09, p. 60.
- <sup>17</sup> Article, Jim Garamone, "Reserves play a key role in U.S. military might, Mullen says," American Forces Press Service, 12 Mar 09.
- <sup>18</sup> Report, William Cohen, *Annual Report to the President and the Congress*, 1998, <http://www.dod.mil/execsec/adr98/chap9.html>.
- <sup>19</sup> Article, Lt. Col. Robert Feilder (Ret), "A Legacy Force," *The Officer*, May 2008, p. 22.
- <sup>20</sup> July-December 2008 Semi-Annual Historical Report, Col. Richard Crotty, G33 Forward, subject: Transform the Reserve Components Into An Operational Force, 19 Feb 09 and Article, Robert Feidler, "Imperatives and Initiatives," *The Officer*, Jan 09, p. 17. The other initiatives were: grow the Army; enhance support to Soldiers and families; modernize the force; develop leaders; adapt institutional policies, programs and procedures and build strategic communications capability.
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<sup>21</sup> Article, General George Casey, Jr., “America’s Army In an Era of Persistent Conflict,” 2000-09 *Army Green Book*, AUSA, p. 20.

<sup>22</sup> Article, Lt. Col. Robert Feidler (Ret.), “Making the Company Grade,” *The Officer*, Jan 08, p. 22.

<sup>23</sup> Article, General George Casey, Jr., “Gen. George W. Casey Jr.’s Remarks at AUSA ILW Breakfast,” 14 Jan 09, <http://www.army.mil/speeches/2009/01/15/15965-gen-george-w-casey-jrs-remarks-at-ausa-ilw-breakfast>.

<sup>24</sup> Testimony, Statement of General George W. Casey, Jr. Before the House Committee on Appropriations, Subcommittee on Military Construction, Veterans Affairs and Related Agencies, 6 May 2009.

<sup>25</sup> Ibid.

<sup>26</sup> Article, Larry Topper, “Army Campaign Plan Illustrates the Army’s Way Ahead,” Nov 08, [http://www.usaasc.info/alt\\_online/article.cfm?iID=0812&aid=01](http://www.usaasc.info/alt_online/article.cfm?iID=0812&aid=01) and July-December 2008 Semi-Annual Historical Report w/attachments, LTC William Story, DAAR-SID, subject: Army Campaign Plan, 20 Feb 09.

<sup>27</sup> Article, General George Casey, Jr., “Gen. George W. Casey Jr.’s Remarks at AUSA ILW Breakfast,” 14 Jan 09, <http://www.army.mil/speeches/2009/01/15/15965-gen-george-w-casey-jrs-remarks-at-ausa-ilw-breakfast>.

<sup>28</sup> January-June 2009 Semi-Annual Historical Report, Lt. Col. Steven Schweichler, DAAR-PL, subject: ARFORGEN Implementation, ARFORGEN Reset Pilot Program, 11 Aug 09. According to Schweichler, “When compared to AC and ARNG, USAR is the most effective in applying ARFORGEN concepts.”

<sup>29</sup> Article, General George Casey, Jr., “Gen. George W. Casey Jr.’s Remarks at AUSA ILW Breakfast,” 14 Jan 09, <http://www.army.mil/speeches/2009/01/15/15965-gen-george-w-casey-jrs-remarks-at-ausa-ilw-breakfast>.

<sup>30</sup> Article, “General Casey: Complex Operations and Counterinsurgency,” 28 May 2009, <http://www.acus.org/event/general-casey-complex-operations-and-counterinsurgency>.

<sup>31</sup> Article, Lt. Gen. Jack Stultz, “A Positive Investment For America,” 2009-10 *Army Green Book*, AUSA, p. 132.

<sup>32</sup> July-December 2009 Semi-Annual Historical Report w/attachments, Lt. Col. Gary Mann, DAAR-SI, subject: Army Reserve Enterprise, 19 Feb 10.

<sup>33</sup> Article, Lt. Gen. Jack Stultz, “A Positive Investment For America,” 2009-10 *Army Green Book*, AUSA, p. 132.

<sup>34</sup> Army Reserve General Officers Town Hall Meeting with the CAR, 30 Apr 09.

<sup>35</sup> Article, Lt. Gen. Jack Stultz, “Sustain Commitment: Prepare for the Unexpected,” *The Officer*, Dec 09, p. 46.



## CHAPTER

# 1

## HUMAN CAPITAL

As noted previously, human capital or personnel was a core enterprise. “Building personnel strength,” General Stultz believes, “is the most important priority for the Army Reserve.” In 2008, the Army Reserve recruited 44,455 Soldiers and reenlisted 16,523 for a net gain of 7,142 Soldiers, 110.6 percent of its annual goal.<sup>1</sup> The Army Reserve assessed 36,181 new Soldiers and retained 12,227 Soldiers or 105.2 percent of the 2009 goal.<sup>2</sup> They were among the 290,000 Soldiers who enlisted and reenlisted in the total Army in 2008. That, was in General Casey’s words, “a staggering number,” especially given the fact that “every one of them did it knowing that we were at war and that they would go to war.”<sup>3</sup> In fact according to the deputy under secretary of defense for military personnel policy, fiscal year 2009 was the first time all components across the Department of Defense met their personnel number and quality goals since the military became an all-volunteer force in 1973.<sup>4</sup> As of 31 December 2009, the Army Reserve end strength was 207,014 Soldiers.<sup>5</sup> But, was it the “right” 207,014? General Stultz would no doubt say no.

“Our work,” remarked General Stultz, “to be recognized and resourced as America’s premier reservoir of shared military-civilian skills and capabilities that supports and defends the Nation will not stop because we reached our end strength. Our strategy now will focus on proper balance and sustainment of the force rather than building end strength.”<sup>6</sup> Although the end strength was achieved, it “is not,” claimed General Stultz, “the right rank, in the right MOS [military occupational specialty], in the right location, so we are developing a campaign plan to get the right MOS in the right rank in the right location.”<sup>7</sup> The focus then must be on shaping the force.<sup>8</sup> “The vehicle,” he opined, “for shaping the force . . . [is] the enterprise approach.” He compared his role as chief of the Army Reserve to “a NASCAR driver trying to put new rubber on his car while the race is under green-flag conditions.”<sup>9</sup>

One factor in shaping the force was the shortage of personnel in certain ranks. “We recognize a significant gap in capability,” General Stultz

remarked. “Overall, the Army Reserve is short approximately 10,000 officers in the grades of captain and major. In the enlisted ranks,” he continued, “we are challenged to develop and retain senior midgrade noncommissioned officers (staff sergeants and sergeants first class).”<sup>10</sup> As of 5 March 2009, there were 9,974 sergeants first class in the Army Reserve against a required strength of 18,343 for a 54 percent fill rate.<sup>11</sup> But on the other hand, as General Stultz pointed out, the “Army Reserve is authorized about 30 E-3 chaplain assistants but has more than 100 in its ranks.”<sup>12</sup> Senior grades are over strengthened at 118 percent.<sup>13</sup> There are as he called it “unnecessary imbalances.”<sup>14</sup> “An enterprise approach,” he opined, “will positively shift these internal imbalances through a holistic recruiting, retention, and transition strategy that touches many Army organizations.” The goal is to “shape the Army Reserve while concurrently contributing to the vision of an Army-wide continuum of service [as noted previously, one of the nine principles set forth in Department of Defense Directive 1200.17, Managing the Reserve Components as an Operational Force].”<sup>15</sup>

#### ARMY RESERVE END STRENGTH, FISCAL YEAR 2002-2010

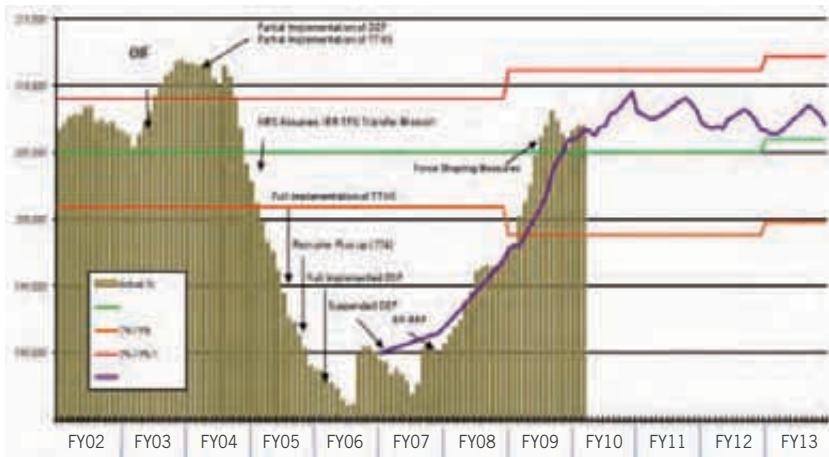


Figure 4

“We,” General Stultz stated, “are working aggressively to grow and shape the force to overcome these challenges. One initiative the Army Reserve is advocating,” he explained, “to combat the loss in midgrade ranks is . . . [the] ‘continuum of service’ for a fully integrated force-active and reserve. By presenting civilian and military career options, the Army Reserve hopes to create an environment for soldiers to move back and forth between

components as their personal lives and careers dictate.”<sup>16</sup> “We must also provide,” he advised, “the right incentives to stop the hemorrhaging of our mid-grade commissioned and noncommissioned officers.”<sup>17</sup>

One measure in that direction was the Critical Skills Retention Bonus-Army Reserve (CSRB-AR) initiative to address shortages of Soldiers in critical skills at the selected grades that have been resigning or retiring from the Troop Program Unit Selected Reserves. The bonus was for up to \$20,000 for Soldiers in specific critical skills who agreed to remain an Army Reserve Troop Program Unit in the Selected Reserves for three years.<sup>18</sup> In fiscal year 2008, the CSRB-AR produced 895 captain agreements and 184 staff sergeant/sergeant first class agreements.<sup>19</sup> As of 5 June 2009, 1,257 agreements had been approved for captains; 30 agreements for chief warrant officer 3s and 275 agreements for staff sergeants and sergeants first class.<sup>20</sup>

Another initiative beginning in June 2008 was a recruiting program known as Gold Bar recruiting duty. Selected newly commissioned lieutenants served as Gold Bar recruiters at the given university’s Reserve Officer Training Corps program where they were commissioned or at another Reserve Officer Training Corps program. In the short term, assignment of Gold Bar recruiters will augment the on campus recruiting program for the Army Reserve and will provide supplemental cadre for Army Reserve Officer Training Corps battalions that were operating in March 2008 at 80 percent strength. In the long term, the program will assist in recruiting, retaining and commissioning lieutenants for the Army Reserve to meet the Department of the Army mandated annual commission mission.<sup>21</sup>

The Army Reserve Recruiting Assistance Program, which began in 2007, continued. Army Reserve Soldiers, Army Reserve retirees with twenty or more years of service, and Department of the Army civilians of the Army Reserve could serve as recruiting assistants. Recruiting assistants received \$2,000 for each recruit who completed basic training or the Basic Officer Leadership Course and for each prior service member who affiliated with a unit for four months and had attended a battle assembly in the last sixty days.<sup>22</sup> In fiscal year 2008, the Army Reserve Recruiting Assistance Program’s efforts across the Army Reserve yielded 3,616 new accessions with participation from 63,461 active recruiting assistants.<sup>23</sup> In fiscal year 2009, the Army Reserve Recruiting Assistance Program realized 4,215 accessions from over 65,000 active recruiting assistants.<sup>24</sup>

Having exceeded the end strength objective in concert with efforts to shape the force, the Army Reserve has been forced to slow the overall accessions which began in the fourth quarter of fiscal year 2009. This resulted in limiting bonuses and incentives to only the critical military occupational specialty.<sup>25</sup>

Another effort to combat personnel shortages was the Army Reserve Military Accessions Vital to the National Interest Pilot Program, which began in March 2009. It was designed to recruit certain legal aliens who had capabilities in foreign languages deemed critical and health care professionals in specific areas of concentration necessary for current and future military operations.<sup>26</sup>

A temporary personnel program aimed at lieutenants was active duty for operational support tours. These tours were for Reserve Officer Training Corps cadets who requested active component duty but were commissioned in the reserve component, and who volunteered for an initial tour of active duty as reserve officers on active status. The goal of this program was to provide eligible reserve component officers a range of current operational Army experiences over three years that would enhance the value of their career upon return to the reserve component. The tours were not to be longer than three years, beginning on the date after completion of Basic Officer Leader Course training. In the first six months of the program, the Army Reserve had 133 cadets requesting the tours.<sup>27</sup>

One endeavor to reshape the force was the revision to the Selected Reserve Incentive Program, changing the focus of the reenlistment bonus from attaining the end strength objective to retaining qualified Soldiers in critically short and highly mobilized military occupational specialties to meet Army Reserve manpower needs. The focus of the revised Selected Reserve Incentive Program was on unit structure while still considering end strength objective requirements.<sup>28</sup> The Selected Reserve Incentive Program strategic approach was shaping the force by retaining critical shortage military occupational specialties and accessioning into ARFORGEN primary and mobilization vacancies.<sup>29</sup>

One obstacle or challenge in shaping and balancing the force was the loss of Army Reserve Soldiers to the active Army: “We,” stated General Stultz, “used to have more Soldiers coming off active duty and joining the reserves than we did leaving the reserves to go [to] active duty. That has reversed. Last year [2008] we ended up putting [out] about 4,500 active duty and getting only

3,200 back.”<sup>30</sup> One initiative to combat the loss was the two year mobilization stabilization policy with a \$10,000 bonus for active Army Soldiers transferring to the Army Reserve.<sup>31</sup> Effective 20 April 2009, mobilized enlisted Soldiers who desire to transfer to the active Army must do so after demobilization.<sup>32</sup> See figure five for Army Reserve gains and losses to the active component and the Army National Guard from fiscal year 2005 to projected fiscal year 2010.

Also related to the exchange of services was a memorandum dated 31 August 2009, whereby the conditional release policy was relaxed. Basically, the new policy liberalized the criteria for approval. This was based on exceeding the Army Reserve end-strength goals. It also changes the category of Soldiers requiring approval by the USARC from Soldiers with less than twenty-four months in the Selected Reserve, to Soldiers with less than twelve months in the Selected Reserve. Further, the Department of the Army's reserve component to active component enlistment policy for Soldiers on active duty was rescinded. That policy had allowed reserve Soldiers on active duty to enlist in the active Army at the time of their release from active duty without requiring approval from the Army Reserve. Now, these Soldiers are released to their reserve unit where they must request a conditional release for enlistment in another component, as do all other reserve Soldiers, regardless of status. Rescinding this policy was prompted by the active Army also exceeding its end-strength goals.<sup>33</sup>

As for retention, it remained high in fiscal year 2008. As noted previously, reenlistment goals were not only met but exceeded. The fiscal year 2008 retention/reenlistment goal was 14,946 reenlistments. The goal for fiscal year 2009 was 11,619. The achieved rate was 12,227 for 105.2 percent.<sup>34</sup> See figure six for fiscal year 2009 reenlistment totals. See figure seven for Army Reserve reenlistment trends from November 2008 to November 2009.

The same was true in fiscal year 2008 for transitioning Soldiers from the Individual Ready Reserve to the Selected Reserve; the achieved rate was at 108.2 percent. For fiscal year 2009, the achieved rate was at 102.8 percent. As for accessioning Troop Program Unit warrant officers in fiscal year 2008, the achieved rate was 105.1 percent. For fiscal year 2009, the achieved rate was at 102.6 percent. For accessioning Troop Program Unit officer direct commissions, the achieved rate was at 163.7 percent. For fiscal year 2009, it was at 171.7 percent.<sup>35</sup> As for attrition, see figure eight for total Army Reserve attrition trends from fiscal year 2005 to projected year 2010.

## ARMY RESERVE GAINS / LOSSES TO AC/NG FY 05-FY 10

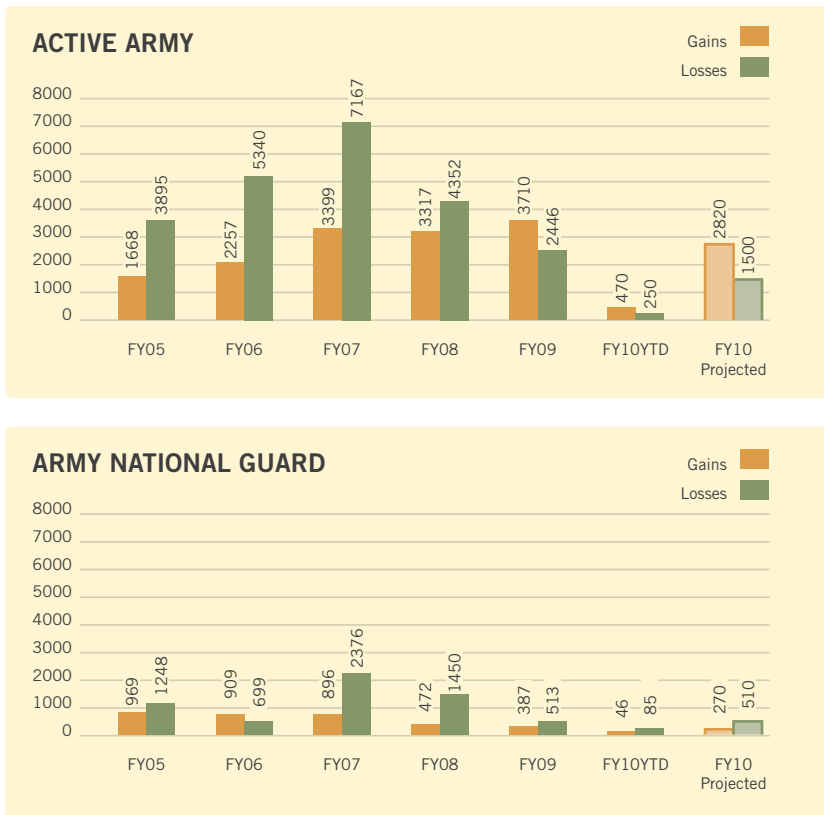


Figure 5

- For FY10 YTD, the AR has a net gain of 180 from the AC/ARNG (gain of 220 from AC; loss of 40 to the ARNG)
- In FY09, the AR had a Soldier net gain of 1,138 from the AC/ARNG (gain of 1,264 from AC; loss of 126 to the ARNG)
- In FY08, the AR had a Soldier net loss of 2,013 from the AC/ARNG (1,035 AC; 978 ARNG)
- In FY10, the AR is projecting to gain more Soldiers from the AC than it loses (+1,300)

MAJ Craig Bergwall / ARCD

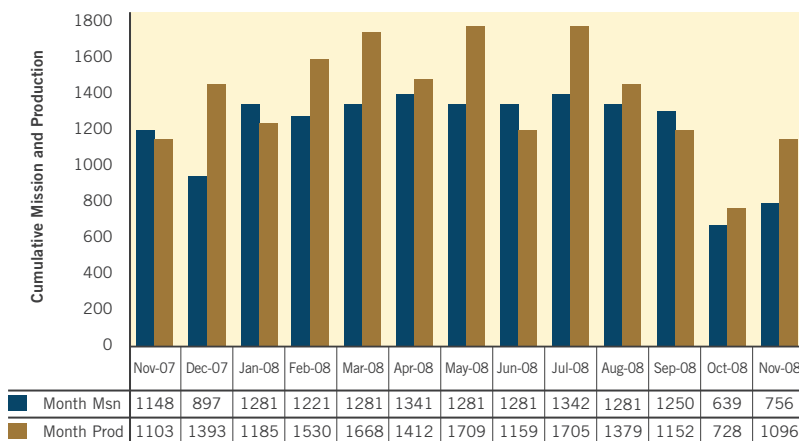
Transformation effected some personnel policy changes. For example, on 12 January 2009, the Department of the Army G-1 approved the Army Reserve G-1 request made in June 2007 for involuntary reclassification authority for Army Reserve Troop Program Unit Soldiers based on operational necessity stemming from transformation concurrent with the strategic realignment of the force. Soldiers whose military occupational specialty was changed or whose unit was inactivated, relocated, reorganized or converted were entitled to continue to receive incentive payments provided they met all other eligibility criteria and were not separated from the Selected Reserve. The policy was not restricted to contingency operation requirements.<sup>36</sup>

## ARMY RESERVE FY09 REENLISTMENTS

### 13 MONTH TREND

131% FY09 YTD

111% FY08



- Achieved 131% YTD FY09 reenlistment mission thru November 2008  
Source: CAR Pocket Cards, 29 December 2008.

Figure 6

Also relating to transformation-effected policies was one policy issued by the Army Reserve G-1 on 30 January 2009, formally defining over strength and listing the criteria and limitations by grade up to the rank of colonel for over strength assignments for Soldiers affected by transformation. It provided

specific guidance for managing displaced dual status military technicians.<sup>37</sup>

Transformation effected a change in the delegation of involuntary separation authority. On 14 October 2008, General Stultz delegated involuntary separation authority for enlisted Soldiers to all USARC general officer commands with full time legal support, not just the USARC direct reporting commands. Authorizing all general officer commands to make the final determination on enlisted involuntary separation actions enhanced the timeliness of the total process.<sup>38</sup>



Seal of the Assistant  
Secretary of the Army  
(Manpower & Reserve  
Affairs)

There were several changes in promotion policies including reduction in time in grade for promotions to 1st lieutenant and to captain.<sup>39</sup> There were policy changes affecting Troop Program Unit enlisted Soldiers such as the Army Reserve Direct Commission Enlistment Program,<sup>40</sup> Army Reserve Commissioned Officer Education waivers for promotion consideration to staff sergeant through master sergeant,<sup>41</sup> posthumous promotion procedures,<sup>42</sup> battlefield promotions<sup>43</sup> and the promotion selection process for promotion to sergeant through staff sergeant.<sup>44</sup>

There was guidance in 2008 concerning the voluntary selective continuation of alerted and mobilized Selected Reserve lieutenant colonels. Based on assistant secretary of the Army (manpower and reserve affairs) guidance issued on 19 September 2008, the Army Reserve G-1 signed updated guidance regarding the voluntary selective continuation of alerted and mobilized Army Reserve, Army National Guard, and Active Guard and Reserve lieutenant colonels and colonels under the provisions of Section 14701, Title 10, United States Code. This guidance, which superseded previous guidance dated 21 November 2006, established the eligibility requirements for selective continuation for Army Reserve and Active Guard Reserve lieutenant colonels and colonels who were alerted for or ordered to active duty under Section 12302 (Involuntary Mobilization), Title 10 for deployment to a designated hostile fire or imminent danger pay

area in support of the Global War on Terrorism. This policy did not apply to contingency operations active duty for operational support. This selective continuation was strictly voluntary and officers retained under this policy remained eligible to request resignation or retirement during the period of continuation. Approval of such was subject to the needs of the Army.<sup>45</sup>

## REENLISTMENT TRENDS, NOVEMBER 2008-NOVEMBER 2009

### ARMY RESERVE REENLISTMENTS - 13 MONTH TREND

116% FY10 YTD

139% FY09 YTD thru Nov 08

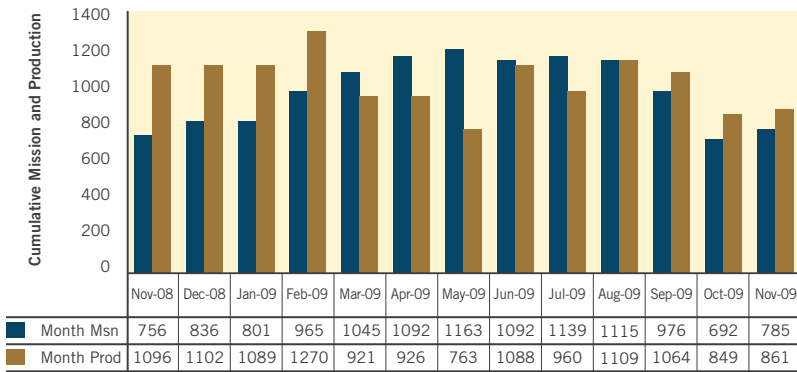


Figure 7

- Achieved 116% YTD FY10 reenlistment mission thru November 2009

### ARMY RESERVE ATTRITION, FISCAL YEAR 2005 - PROJECTED 2010

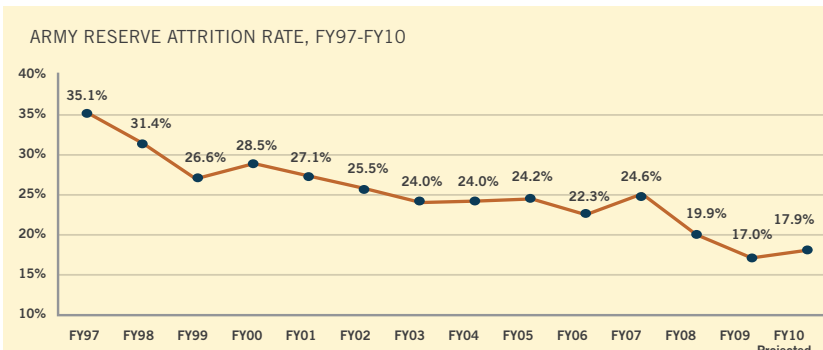
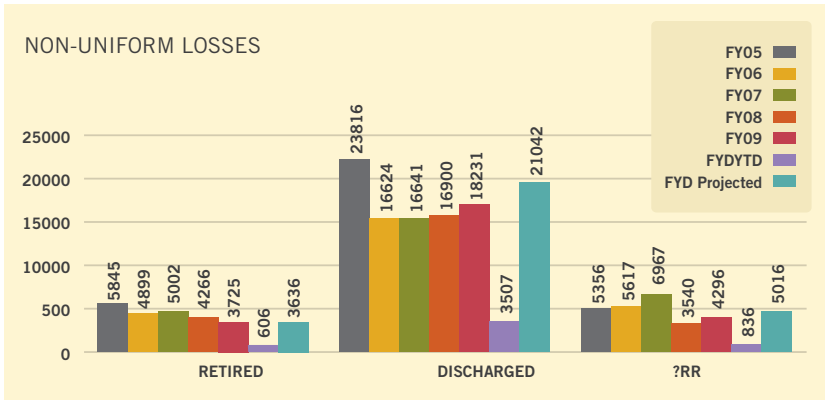
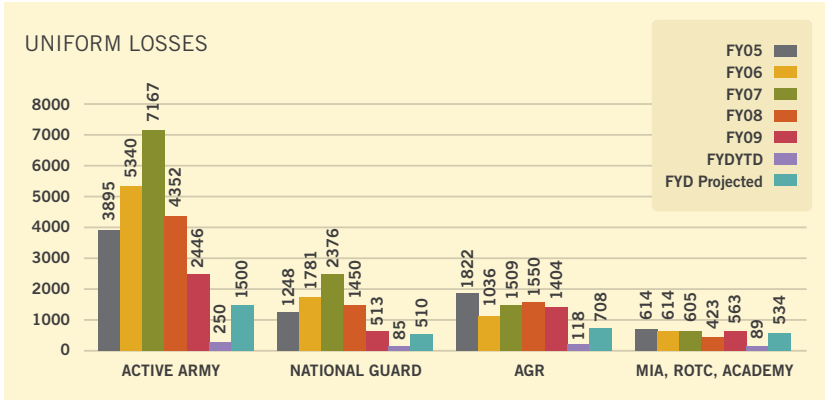


Figure 8



FY	ATTRITION		UNIFORM		ADJUSTED ATTRITION
	Losses	%	Losses	%	
10 PROJ	33,318	17.9%	3,252	1.8%	16.2%
10	5,553	3.0%	542	0.3%	2.7%
09	31,456	17.0%	4,926	2.7%	14.3%
08	34,706	19.9%	7,775	4.5%	15.4%
07	41,667	24.6%	11,657	6.9%	17.7%
06	37,548	22.3%	8,831	5.2%	17.1%
05	42,944	24.2%	7,606	4.3%	19.9%
04	45,877	24.0%	5,725	3.0%	21.0%
03	45,617	24.0%	4,479	2.4%	21.6%

Data: End of year XTX FY05 thru FY10 YTD. Losses are changes in CURORG from "H" to "other than H."

Figure 8 (continued)

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- <sup>1</sup> Article, Lt. Gen. Jack Stultz, "A Positive Investment For America," *2009-10 Army Green Book*, AUSA, p. 132; Lt. Gen. Jack Stultz, "Return on Investment," *The Officer*, Dec 08, p. 31 and Email, LTC Timothy Danaher to Dr. Kathryn Roe Coker, subject: Historical Summary, 5 Mar 10.
  - <sup>2</sup> Lt. Gen. Jack Stultz's Remarks at George Washington Chapter AUSA Luncheon, 15 Dec 09 and Email, Lt. Col. Timothy Danaher to Dr. Kathryn Roe Coker, subject: Historical Summary, 5 Mar 10.
  - <sup>3</sup> Article, "General Casey: Complex Operations and Counterinsurgency," 28 May 2009, <http://www.acus.org/event/general-casey-complex-operations-and-counterinsurgency>.
  - <sup>4</sup> Article, Michelle Tan, "Army easily exceeds FY 2009 recruiting," *Army Times*, 13 Oct 09, [http://www.armytimes.com/news/2009/10/army\\_recruiting\\_101309w/](http://www.armytimes.com/news/2009/10/army_recruiting_101309w/).
  - <sup>5</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Jim Ferguson, ARRC-PRS-P, subject: Strength-Manning the Force, 27 Jan 10.
  - <sup>6</sup> Read ahead for Lt. Gen. Jack Stultz's interview with *USA Today*, 22 Jun 09.
  - <sup>7</sup> Lt. Gen. Jack Stultz's Remarks at George Washington Chapter AUSA Luncheon, 15 Dec 09.
  - <sup>8</sup> Ibid.
  - <sup>9</sup> Article, Lt. Gen. Jack Stultz, "Sustain Commitment: Prepare for Unexpected," [http://www.roa.org/site/PageServer?pagename=0912\\_USAR](http://www.roa.org/site/PageServer?pagename=0912_USAR).
  - <sup>10</sup> Article, Lt. Gen. Jack Stultz, "A Positive Investment For America," *2009-10 Army Green Book*, AUSA, pp. 132-133; Read ahead for Lt. Gen. Jack Stultz's interview with *USA Today*, 22 Jun 09 and CAR Talking Points, Address to Junior Officers Joint Officer Leadership Development and Training Seminar, Reserve Officers Association Conference, 9 Jul 09.
  - <sup>11</sup> Article, "Internal Management of Enlisted Soldiers for Advancement/Promotion, Army Reserve G-1 Newsletter, Vol 2, Issue 3, Mar 09.
  - <sup>12</sup> Article, Lt. Gen. Jack Stultz, "Sustain Commitment: Prepare for the Unexpected," *The Officer*, Dec 09, p. 48.
  - <sup>13</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Mr. Jim Ferguson, ARRC-PRS-P, subject: Strength-Manning the Force, 27 Jan 10.
  - <sup>14</sup> Article, Lt. Gen. Jack Stultz, "Sustain Commitment: Prepare for the Unexpected," *The Officer*, Dec 09, p. 48.
  - <sup>15</sup> Lt. Gen. Jack Stultz, Sustain Commitment; Prepare for Unexpected," [http://www.roa.org/site/PageServer?pagename=0912\\_USAR](http://www.roa.org/site/PageServer?pagename=0912_USAR).
  - <sup>16</sup> Article, Lt. Gen. Jack Stultz, "A Positive Investment For America," *2009-10 Army Green Book*, AUSA, pp. 132-133 and Read ahead for Lt. Gen. Jack Stultz's interview with *USA Today*, 22 Jun 09.
  - <sup>17</sup> CAR Talking Points, MIRC Conference, 14 Sept 09.
  - <sup>18</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Lt. Col. Rob Humphrey, ARRC-PRT, subject: CSRB-AR, 15 Aug 08.
  - <sup>19</sup> Article, "FY08 Manning/Strength Overview, Army Reserve G-1 Newsletter, Vol 2, Issue 2, Nov 09.
  - <sup>20</sup> Read ahead for Lt. Gen. Jack Stultz's interview with *USA Today*, 22 Jun 09.
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- <sup>21</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Lt. Col. Rob Humphrey, ARRC-PRT, subject: Gold Bar Recruiting, 15 Aug 08; January-June 2009 Semi-Annual Historical Report, Lt. Col. Charles Stratton, ARRC-PRD, subject: Gold Bar Recruiting, 7 Aug 09 and July-December 2009 Semi-Annual Historical Report, Lt. Col. Charles Slatton, ARRC-PRD, subject: Gold Bar Recruiting Duty, 1 Feb 10.
- <sup>22</sup> Read ahead for Lt. Gen. Jack Stultz's interview with *Stars and Stripes*, 21 Jul 09 and Article, Col. Corrina Bogges, "USAR: This Environment Calls for Innovative and Effective Programs," *The Officer*, Feb-Mar 08, p. 38.
- <sup>23</sup> Fiscal Year 2008 Historical Report, RTD, subject: RTD Annual Report, Maj. Jose Feliciano, 16 Oct 08.
- <sup>24</sup> July-December 2009 Semi-Annual Historical Report, Lt. Col. Charles Slatton, ARRC-PRD, subject: Army Reserve Recruiting Assistance Program, 1 Feb 10.
- <sup>25</sup> Slides, USARC, subject: Chief of Staff Preparation for the CAR's Congressional 24 March Testimony, 4 Mar 10.
- <sup>26</sup> January-June 2009 Semi-Annual Historical Report w/attachment, Lt. Col. Charles Slatton II, ARRC-PRD, subject: Army Reserve Accessions Vital to the National Interest Pilot Program Implementation Guidance, 7 Aug 09 and July-December 2009 Semi-Annual Historical Report w/attachment, Lt. Col. Charles Slatton II, ARRC-PRD, subject: Army Reserve Accessions Vital to the National Interest Pilot Program Implementation Guidance, 1 Feb 10.
- <sup>27</sup> January-June 2008 Semi-Annual Historical Report w/enclosures, Lt. Col. Rob Humphrey, ARRC-PRT, subject: Active Duty for Operational Support, 15 Aug 08.
- <sup>28</sup> January-June 2009 Semi-Annual Historical Report w/attachment, Lt. Col. Charles Slatton, ARRC-PRD, subject: Selected Reserve Incentive Program Initiative Change for Reenlistment Bonus, 7 Aug 09.
- <sup>29</sup> Slides, USARC, subject: Chief of Staff Preparation for the CAR's 24 Mar Congressional Testimony, 4 Mar 10.
- <sup>30</sup> Read Ahead with attachment for Lt. Gen. Jack Stultz's Interview with *Military Update*, 28 May 2009.
- <sup>31</sup> Article, "FY08 Manning/Strength Overview," Army Reserve G-1 Newsletter, Vol 2, Issue 2, Nov 08.
- <sup>32</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Shirley Hood, ARRC-PRP-E, subject: Enlistment of Mobilized AR or National Guard Soldiers into the Regular Army, 10 Jul 09.
- <sup>33</sup> Email, Tony Cavalier, G-1, subject: Conditional Release Policy, Feb 10.
- <sup>34</sup> Email, Lt. Col. Timothy Danaher to Dr. Kathryn Roe Coker, subject: Historical Summary, 5 Mar 10.
- <sup>35</sup> Fiscal Year 2008 Reserve and Transition Division Historical Report w/attachments, Maj. Jose Feliciano, 16 Oct 08 and Fiscal Year 2009 Army Reserve Careers Division Historical Report w/attachments, MAJ Jose Feliciano, 16 Oct 09.
- <sup>36</sup> January-June 2009 Semi-Annual Historical Report w/attachments, Shirley Hood, ARRC-PRP-E, subject: Involuntary Reclassification of Army Reserve Enlisted Soldiers, 10 Jul 09.
- <sup>37</sup> January-June 2009 Semi-Annual Historical Report w/attachments, Linda Hinson, ARRC-PRP-E, subject: Troop Program Unit Personnel Management, 13 Mar 09.

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<sup>38</sup> July-December 2008 Semi-Annual Historical Report w/attachment, Tony Cavalier, ARRC-PRP-E, subject: Delegation of Involuntary Separation Authority, 5 Feb 09.

<sup>39</sup> CAR Talking Points, Address to Junior Officers, Junior Office Leadership Development and Training Seminar, Reserve Officers Association Conference, 9 Jul 09.

<sup>40</sup> July-December 2008 Semi-Annual Historical Report w/attachments, Sfc. Andrea James, ARRC-PRP-E, subject: Army Reserve Troop Program Unit Enlisted Promotions, 5 Feb 09 and January–June 2009 Semi-Annual Historical Report, Lt. Col. Charles Slatton III, ARRC-PRD, subject: Army Reserve Direct Commission Enlistment Program Implementation Guidance, 7 Aug 09.

<sup>41</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Sfc. Andrea James, ARRC-PRR-E, subject: Army Reserve Troop Program Unit Promotions, 6 Aug 08.

<sup>42</sup> Ibid and July-December 2009 Semi-Annual Historical Report w/attachment, Maj. Eric Myrick, DAAR-HR, subject: Posthumous Promotions for Army Reserve Troop Program Unit Soldiers, 22 Jul 09.

<sup>43</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Maj. Eric Myrick, DAAR-HR, subject: Posthumous Promotions for Army Reserve Troop Program Unit Soldiers, 22 Jul 09.

<sup>44</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Sfc. Jonathan Dehart, ARRC-PRP-E, subject: Standardized Army Reserve TPU Promotion Selection Process for Promotion to Sergeant through Staff Sergeant, 11 Dec 09.

<sup>45</sup> July-December 2008 Semi-Annual Historical report w/enclosure, Adelaida Horvath, ARRC-PRP-O, subject: Voluntary Selective continuation of Alerted and Mobilized Selected Reserve Lieutenant Colonels and Colonels Under the Provision of Section 14701, Title 10, USC, 5 Feb 09.



## CHAPTER

## 2

## READINESS



Donald M. Rumsfeld

Readiness was another core enterprise. In July 2003, Secretary of Defense Donald H. Rumsfeld sent a directive to the deputy assistant secretary of defense for reserve affairs. The directive called for a thorough examination of the rebalancing of the active Army with the National Guard and the Army Reserve.<sup>1</sup> ARFORGEN, the Army's response to this directive, was an Army-wide five year model, or roadmap for expeditionary deployment of forces on a rotational basis. As stated in the implementation plan (Annex F to the Army Campaign Plan), "ARFORGEN is the structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commanders requirements. ARFORGEN is an Army process that applies to all components across the operating and generating force. The Army will continue to adapt and improve ARFORGEN over time to generate ready forces to meet operational requirements more effectively and efficiently."<sup>2</sup>

Needless to say, ARFORGEN was a key to a ready Army Reserve. In fact, General Stultz believes ARFORGEN is the cornerstone to fully operationalize the Army Reserve.<sup>3</sup> ARFORGEN compliance enabled the Army Reserve to sustain a level of training readiness to deploy 24,000 Soldiers, annually, within thirty days or less.<sup>4</sup>

Increased operational demands and the need to rebalance active component/reserve component capabilities delayed full implementation of ARFORGEN.<sup>5</sup> In 2006, the secretary

of the Army approved implementing ARFORGEN. Forces Command (FORSCOM) managed ARFORGEN for the Army.<sup>6</sup>

ARFORGEN is based on three successive force pools or phases of unit capabilities and readiness through which units rotate: reset, train/ready and available.<sup>7</sup> Each of the three force pools contains a versatile force package, available at varying time intervals based on its readiness levels. Each force pool consists of an operation headquarters (a corps), five division headquarters, twenty brigade combat teams, and 90,000 enablers, about half of which are National Guard and Army Reserve. Each will be capable of full spectrum operations once the ratio of time deployed (“boots on the ground”) to time at home (dwell) of 1:2 for the active component and 1:5 for the reserve component is reached. By fiscal year 2012, the reserve component’s ratio should be 1:4. Many units rotated on cycles shorter than the ARFORGEN goals. Another goal is to provide a unit’s notice of a mission two years in advance with an alert order one year in advance.<sup>8</sup>

Pivotal to readiness was training. The cornerstone of training for the Army Reserve continued to be the Army Reserve training strategy. The Army Reserve training strategy was based on the train-alert-mobilize-deploy model for the operational Army Reserve and used the ARFORGEN cyclic readiness construct, providing the timed sequence to train units. As Army Reserve Command Sergeant Major Leon Caffie stated, the Army Reserve training strategy “establishes progressive training and readiness cycles that prioritize resources, manage readiness levels, and provides predictable training. The strategy reduces post-mobilization training time to maximize the time Soldiers are deployed, which in turn reduces operational tempo.”<sup>9</sup> The Army Reserve training strategy was the means to providing the framework to create and sustain a trained, ready Army Reserve.<sup>10</sup>

In referring to the battlefield commander’s confidence in Army Reserve Soldiers after years of war, General Stultz wrote, “We will continue to seek the necessary resources to implement the Army Reserve training strategy to develop Soldiers and build cohesive, capable and effective units.”<sup>11</sup>

Warrior exercises were an integral part of ARFORGEN and the Army Reserve training strategy. They were the first major externally evaluated company level collective training venue where units combined tactical and technical training. During the warrior exercise, units were required to function in a multi-functional, multi-echelon training environment across

## EVOLVING ARFORGEN TRAINING SUPPORT

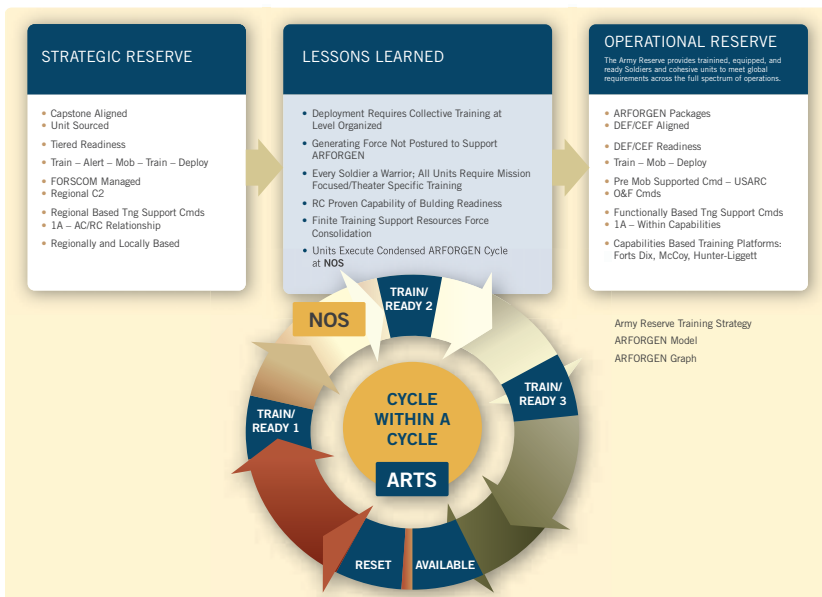


Figure 9: The Army Reserve Training Strategy and ARFORGEN

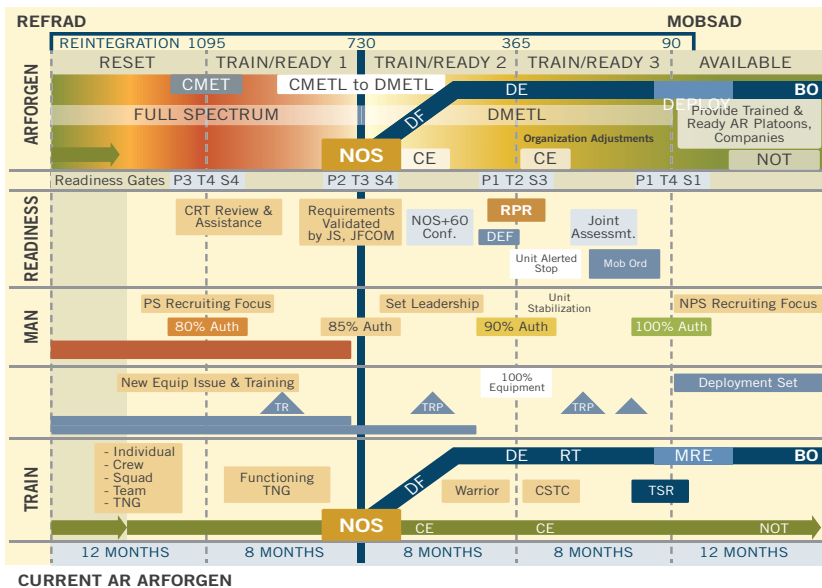


Figure 10: Army Reserve ARFORGEN, September 2009

the live-virtual-constructive domain with operational force pressure while being supported with an external evaluation by observer controllers/trainers. Participants underwent a collective field training exercise focused at improving company-level readiness through a platoon-level external evaluation. Train/Ready 2 units were evaluated during a warrior exercise and were expected to successfully accomplish “P” (practice) proficiency on all core-mission essential task list duties prior to entering their Train/Ready 3 training year of ARFORGEN.<sup>12</sup>

### PACIFIC WARRIOR 2009

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91st Training Brigade

Pacific Warrior was an example of a warrior exercise. Its purpose was to serve as the capstone event for Train/Ready 2 units (ARFORGEN year three units) in the Army Reserve training strategy. Pacific Warrior 2009, conducted at Fort Hunter Liggett, involved approximately 129 separate units from across the country, coming from eleven major subordinate commands. Units were task organized under the 91st Training Brigade for command and control and exercise execution. Seven brigade/group-level and eighteen battalion-level headquarters controlled over 4,000 Army Reserve Soldiers during the twenty-one day training event. Units occupied one intermediate staging base and three contingency operating bases. The exercise used a “Caspian Sea” scenario to simulate a theater-opening force and to evaluate units as they conducted their core-mission essential task lists duties during reception, staging, onward movement and integration operations, warrior task training, staff training, a command post exercise, and an integrated field training exercise.<sup>13</sup>

## PATROIT WARRIOR 2009



78th Training Brigade

Patriot Warrior was another Train/Ready 2 (ARFORGEN year three units) exercise in the Army Reserve training strategy. Patriot Warrior 2009, conducted at Fort McCoy, was task organized under the 78th Training Brigade for command and control and exercise execution. It focused on battalion staff training and platoon level situational training exercise lanes. This was the first time the units started to integrate technical training with tactical training. In the first two years of the ARFORGEN model, the training is based on individual and then technical (functional) training. Seven brigade/group-level and eighteen battalion-level headquarters controlled over 6,798 Soldiers during the twenty-one day training event.<sup>14</sup>



*Fort McCoy, Wisconsin. (Army News Service, 12 August 2008) -- With a quick bang, and a puff of smoke, the 338th Medical Brigade's convoy falls prey to an angry insurgent attack during Patriot Warrior 08 at Fort McCoy, Wisconsin. More than 4,000 service members gathered at Fort McCoy last month for what officials are calling a new type of training exercise for the Army Reserve. Patriot Warrior 2008 included missions ranging from road-building to medical to supply, while at the same time forcing troops to respond to combat scenarios that could be faced in Iraq and Afghanistan. The exercise brought together Army Reserve Soldiers from around the continental United States, as well as Hawaii, Puerto Rico and Guam. Also participating were more than 100 British troops from the United Kingdom's Territorial Army, Yorkshire, England. (Sergeant Timothy Book)*



*Soldiers from the 377th Military Police Company of Cincinnati, Ohio, pull security around a Humvee before entering a Mobile Urban Training Site village. (Photo by Staff Sergeant Jonna Bennett)*



*Convoys move to and from the Tactical Training Bases at Fort McCoy during the Patriot Warrior exercise. (Photo by Specialist Shannon Klipstein)*



*As part of a live-fire exercise, Soldiers carry a simulated casualty on a litter away from their convoy and along a Fort McCoy range in preparation for a helicopter evacuation. The Soldiers from the 401st Engineer Company, an Oklahoma City Army Reserve unit, were preparing at the installation to deploy to support Operation IRAQI FREEDOM. (Fort McCoy Public Affairs Office)*

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## OPERATION SAND CASTLE

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Train/Ready 2 Army Reserve units were the primary training audience for Operation SAND CASTLE, a twenty-five day tactical field training exercise conducted at Fort Hunter Liggett and supported by the 412th Engineer Command. It provided unit commanders with the opportunity to conduct individual and collective training for their units in Iraq/Afghanistan-like conditions. Success meant units were able to report sufficient training readiness to move into the ARFORGEN available pool with “P” (practice) proficiency in core mission essential task list or directed mission essential tasks lists for deployed expeditionary force units.<sup>15</sup>



*The 492nd Engineer Company constructs a Quonset hut on Forward Operation Base Miami for Operation SAND CASTLE 2009, at the National Training Center in Fort Irwin, California. The Soldiers are wearing the proper protective gear. (Staff Sergeant Raule Trado)*



*Richard Cunningham, U.S. Army Reserve Command safety officer, looks for safety violations as the 492nd Engineer Company constructs a Quonset hut on Forward Operation Base Miami for Operation SAND CASTLE 2009, at the National Training Center in Fort Irwin, California. (Staff Sergeant Raule Trado)*



*A Soldier from the 409th Engineer Company wears the proper protective gear while he constructs a foundation for a vertical building project near Medina Jabel, during Operation SAND CASTLE 2009 at the National Training Center in Fort Irwin, California. (Staff Sergeant Raule Trado)*

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ADDITIONAL ARFORGEN EXERCISES

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Other ARFORGEN exercises included for example, Guardian Justice, Train/Ready 1 and Train/Ready 2 platoon/company level training with squad/team level proficiency event for military police Soldiers; Silver Scimitar, a Train/Ready 3 multi-echelon, theater-level adjutant general human resources pre-deployment exercise and Golden Cargo, a Train/Ready 1 exercise for transportation and ordnance companies.<sup>16</sup>

Diamond Saber was an exercise involving units from all years of ARFORGEN. It was a theater specific exercise for financial management units from all components. Major training areas included military pay, disbursing, commercial vendor services, and resource management. The exercise afforded training and operating a full service finance office.<sup>17</sup>



*Specialist Barbara E. Chinyoung, postal clerk, 912th Postal Platoon, 912 Human Resources Company (a Florida Reserve Unit), sorts letter mail in the operations area of the post office for the Silver Scimitar exercise. (U.S. Army photo by Sergeant R. J. Gilbert)*



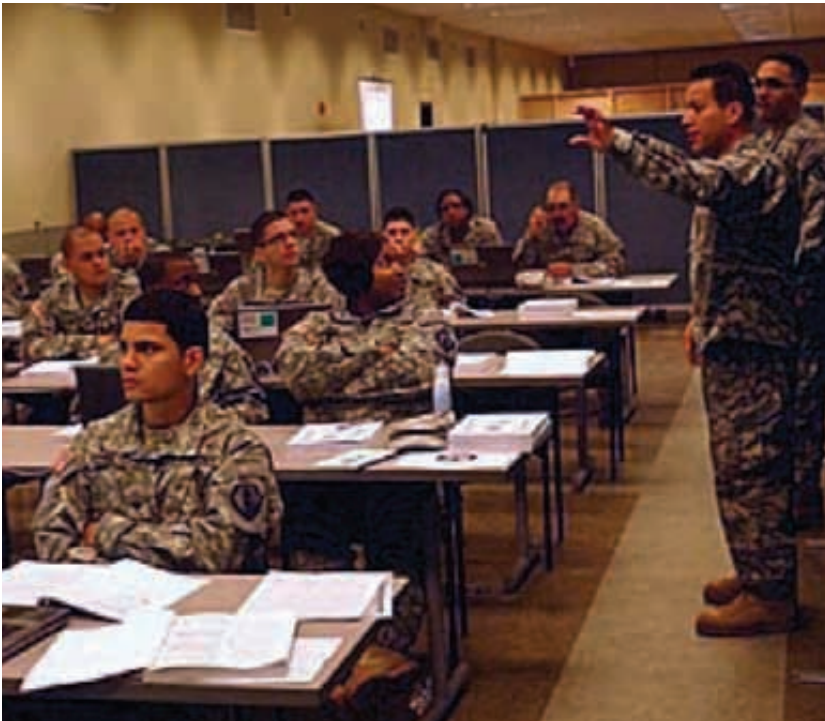
*Ed Nolley, a Crane Army leader for blockers and bracers, explains to Army Reserve Soldiers the process for properly securing a load of ammunition on a flat bed, semi-trailer. The Soldiers of the 163rd Ordnance (Company) headquartered in Irvine, Calif. and the 414th Transportation Company headquartered in Owensburg, South Carolina worked together to successfully transport the small arms ammunition to Fort Leonard Wood, Missouri during Golden Cargo 2009 - an annual training operation sponsored by the Joint Munitions Command and executed by Soldiers of the U.S. Army Reserve, U.S. Marine Corps and U.S. Navy. (Staff Sergeant W. Watson Martin)*



*A Golden Cargo 2009 convoy crosses the Mississippi River into Missouri on Interstate 255, 21 July 2009. It is comprised of a truck from the 424th Transportation Company, Galax, Virginia. It is bound for Fort Leonard Wood, Missouri, from Crane Army Ammunition, Indiana. Golden Cargo 2009 is the latest in a series of annual training exercises sponsored by the Joint Munitions Command and carried out by Soldiers of the Army Reserve, Marines, and the Navy. The exercise is designed to offer real-world to ordnance and transportation companies while completing an essential mission for the Joint Missions Command. (Staff Sergeant Christopher land, 319th Mobile Public Affairs Detachment)*

*sponsored by the Joint Munitions Command and carried out by Soldiers of the Army Reserve, Marines, and the Navy. The exercise is designed to offer real-world to ordnance and transportation companies while completing an essential mission for the Joint Missions Command. (Staff Sergeant Christopher land, 319th Mobile Public Affairs Detachment)*

*Trucks from the first of approximately 250 convoys out of Crane Army Ammunition Activity, Indiana, wait in line at Scott Air Force Base for fuel before continuing on to their final destination at Fort Leonard Wood, Missouri, as part of Operation Golden Cargo, 14 July 2009. (U.S. Air Force photo/Airman 1st Class Wesley Farnsworth)*



*Sergeant 1st Class Francisco Pacheco, 469th FMC, New Orleans, Louisiana, teaches about military pay at Diamond Saber. (Photo by Sergeant Chris Pisano)*

## POST MOBILIZATION TRAINING

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In an effort to minimize post-mobilization training, the Army Reserve added two more regional training centers, to the existing center at Fort Hunter Liggett (Regional Training Center-West). Fort Dix (Regional Training Center-East) became operational on 1 March 2008. Fort McCoy (Regional Training Center-Central) was operational on 15 May 2008.<sup>18</sup>



*Army Reserve Soldiers move quickly to counter a simulated threat during premobilization training at Mobile Urban Training Site-North at Fort McCoy. The collective training was the culmination of the 21-day session. (Rob Schuette)*



*Soldiers zero their M16 rifles at a sight-in range at Fort McCoy during premobilization training conducted by Regional Training-central staff. (Rob Schuette)*



*Convoy movement through Mobile Urban Training Site-South is one of the tasks Army Reserve Soldiers trained on during premobilization training. (Rob Schuette)*

## THE REGIONAL TRAINING CENTER CONCEPT



Forces Command  
Distinctive Unit Insignia

The Army Reserve developed the regional training center concept (with provisional execution in 2008) in direct response to the secretary of defense's twelve month mobilization policy, Utilization of the Total Force, issued on 19 January 2007.<sup>19</sup> The memorandum had an immediate impact on Army Reserve "boots-on-ground" time available to combatant commanders due to the time necessary to perform post-mobilization training requirements.

As General Stultz stated: "Under the old training paradigm, some units spent 90 to 120 days in a mobilization station prior to deployment. Partnering with Forces Command and First Army, the Army Reserve has embraced the Department of the Army's G-3's Pre/Post Mobilization Training Order, developing one single unit training plan that spans the entire period of pre- and post-mobilization. Commanders are now empowered to develop their deployment training plans, determining which tasks will be trained during pre-mobilization and which will be accomplished at the mobilization station. Today, post-mobilization training for most units has been reduced to 31 to 45 days by streamlining the training schedules and eliminating all unnecessary and duplicate activities. . . . The three regional training centers . . . support our training strategy and train individual warrior tasks and some collective training tasks. Additionally, individual Soldier readiness has become a focal point at the RTCs [regional training centers]."<sup>20</sup> According to General Stultz, the regional training centers and the combat support training centers (discussed below) "ensure that the contemporary Army Reserve supports the one-year-in-five deployed ARFORGEN cycle."<sup>21</sup>

As referred to by General Stultz, the USARC G-37 developed the regional training center concept to train the theater specific required training formerly conducted during post-mobilization. Migrating post-mobilization theater specific required training to pre-mobilization training reduced the existing model from seventy days to less than thirty-eight days. The Department of the

Army codified this requirement in Department of the Army Executive Order 150-08, Reserve Component Deployment Expeditionary Force Pre- and Post-Mobilization Training Strategy. The regional training centers supported the Department of the Army G-3/5/7 Collective Training Division guidance on Army warrior training. Further, the regional training center program supported sustainment of associated Army warrior training and warrior tasks and battle drills individual and collective tasks in ARFORGEN Train/Ready 3. The regional training centers conducted individual Soldier, leader and collective training skills supporting theater specific individual required training and warrior tasks and battle drills. The regional training centers used mobilized Soldiers and equipment from Army Reserve institutional training divisions (e.g., 108th Training Command) with elements from small arms readiness groups and observer/controller/trainer teams.

Regional training centers are an enduring means to provide the Army Reserve with regional pre-mobilization multi-component standardized training capabilities recognized by the Department of the Army and FORSCOM as a vehicle to accomplish pre- and post-mobilization training, thereby, significantly reducing the manpower and resource requirements normally supporting the Army Reserve and the Army National Guard. Should the mobilization authority be completely rescinded or restricted, the regional training center is a pre-mobilization capability which can be decreased and ramped up, as required, to support the reserve component deployment expeditionary force.<sup>22</sup> In 2009, over 13,000 Soldiers and 230 units trained at the regional training centers.<sup>23</sup> Since inception, the regional training centers have trained 25,684 Soldiers.<sup>24</sup>

Combat support training centers, aimed at reducing post-mobilization training and increasing boots-on-ground, were operational at Fort Hunter Liggett, Fort McCoy, and Fort Dix. Combat support training center capability provided combat training-center like experiences for maneuver support and force sustainment units, similar to the National Training Center and the Joint Readiness Training Center training environments for Army maneuver units. The brigade level exercises focused on company level training with platoon executed LANES where units received training through “free play” events with opposing force pressure during an eight-day field training exercise. Brigade and battalion staffs received military decision making process training and units received external evaluations from observe/controllers. Combat support training center rotations targeted Train/Ready 3 units, which were part of the deployment expeditionary force,

sourced in support of overseas contingency operations within 180 days of their mobilization dates.<sup>25</sup>

Speaking of the effectiveness of regional training centers and the combat support training centers, General Stultz wrote, “We developed regional and combat training centers to enhance pre-mobilization and unit readiness and increase the amount of time our units are available to combatant commanders. We increased the ‘boot-on-ground’ time for combat support hospital units by 45 days, military police battalions by 37 days and combat engineer companies by 31 days . . . .”<sup>26</sup>

Another effort to improve readiness concerned cross-leveling. Cross-leveling inhibited predictability and the ability to implement ARFORGEN, broke unit cohesion, limited a command’s ability to train effectively, lowered readiness in donor units, complicated unit and rear detachment support for Army Reserve families and added a level of complexity in the Army Reserve’s ability to ensure Soldier participation in post deployment support programs.<sup>27</sup> Fortunately, the Army Reserve’s continued effort to align units to ARFORGEN minimized the need for cross-leveling to fill mobilization shortfalls. General Stultz pointed to this success, stating that fewer Soldiers were cross-leveled in 2007 “than in any year since 2002.”<sup>28</sup> According to Army Reserve Command Sergeant Major Caffie, from 2007 to 2008 the Army Reserve reduced cross-leveling by 70 percent.<sup>29</sup> “Today,” he commented, “the goal is to manage shortages whenever possible by donor units” rather than by individuals. “For example, if we identify shortages in a unit that is entering the alert phase, we look for a unit in the same year group that is not being alerted. We then attach a squad or platoon from that organization to fill the shortages. The policy to assign donor units vs. individuals allows units and components of units to maintain their integrity while allowing cohesive unit training.”<sup>30</sup> But, as long as demand for units and individual augmentees exceeds the supply available through the ARFORGEN cycle, the Army Reserve will have to continue to cross-level.<sup>31</sup>

The Army Reserve received a new training mission: a role in standing up the Iraqi Army, its police, and its border police. This training mission comes directly from the “strategic pillar two” of 2005 *National Military Strategy* “Victory in Iraq.” The 98th Division, 80th Division, and the 108th Training Division were deployed to fill this mission. “In the original concept,” remarked General Stultz, “they never had a mission of deploying. Their mission was to mobilize and fill out the training base here in the United States. We’ve

changed that. They are deploying forward and doing great work. Part of the way ahead is trying to get the Iraqi Army to take responsibility for its own security.”<sup>32</sup>



*Before they deploy, these Soldiers receive M-249 training at the Fort Dix RTC-East under the watchful eyes of the 108th Training Command. (MAJ Voris McBurnette)*



*Soldiers from the 783d Military Police Battalion participate in pre-mobilization training under the guidance of Fort McCoy's RTC-North by firing crew-served weapons. (Photo by Rob Schuette)*



*Soldiers from the 783d Military Police Battalion conduct MK-19 machine gun launcher training at Fort McCoy's RTC-North. (Photo by Rob Schuette)*



*Sergeant First Class Solone, a member of the 2-8-2 National Police Transition Team, 108th Training Command, teaches search and detainment techniques to his Iraqi counterparts. (MAJ Voris McBurnette)*



*108th Training Command Soldiers are engaged by the enemy while Deployed in Iraq. The Soldiers scramble to take cover. (MAJ Voris McBurnette)*



*Army Reserve Soldiers from the 108th Training Command, headquartered in Charlotte, North Carolina, are patrolling an Iraqi city with the Army. These eleven man teams are assigned with the Iraqi Army as advisors and also serve as liaisons between Iraqi/U.S. forces during critical mission requirements. (MAJ Voris Burnette)*

## MEDICAL READINESS

Medical readiness was another element of an Army Reserve operational ready force. Although it continued to be a major challenge, there was progress in successfully managing the medical readiness of Soldiers.

The Reserve Health Readiness Program, which replaced the former Federal Strategic Health Alliance (FEDS\_HEAL) Program, provided medical and dental readiness services to Soldiers and units during Soldier readiness processing. The Reserve Health Readiness Program network has been leveraged to accomplish most routine and pre-mobilization readiness

tasks and to complete dental restorations for deploying Soldiers.<sup>33</sup> In the last six months of 2009, the Reserve Health Readiness Program provided 750,000 individual medical readiness exams and services to Soldiers at a cost of some \$45,755,000.00, the most provided in a six month period of time in the seven year history of the program.<sup>34</sup> The Army Reserve extended Reserve Health Readiness Program services to the 7th Civil Support Command.<sup>35</sup>



7th Civil Support  
Command

As an operational force, the manpower loss related to influenza complications can negatively impact the Army Reserve's ability to meet mission requirements. Seasonal influenza vaccination was the primary method for protecting the force from influenza infection and its severe complications. As a result, the Department of Defense and the vice chief of staff of the Army required 100 percent seasonal flu vaccination compliance no later than 1 December 2009. As of 31 December 2009, the Army Reserve had vaccinated 117,795 of 200,657 Soldiers for a 59 percent compliance rate.<sup>36</sup>

The H1N1 influenza posed a similar risk to medical readiness. The Department of Defense and the vice chief of staff of the Army required 100 percent seasonal flu vaccination compliance no later than 1 April 2010. As of 31 December 2009, the Army Reserve had vaccinated 28,870 Soldiers for a 14 percent compliance rate.<sup>37</sup>

Historically, Army Reserve Soldiers have reported to the mobilization platform at a dental readiness stature of some 50 percent. Dental deficiencies have prevented Soldiers from deploying and receiving adequate mandatory pre-mobilization training. Dental readiness was the single constant factor that has lagged among all fully medical ready determinants. Dental treatment at the mobilization station averaged over 11.5 duty hours and caused less than optimal treatment options for many deploying Soldiers.<sup>38</sup>

The Army Reserve, the National Guard Bureau, the active component, and the Office of the Surgeon General developed a three-pronged attack to address reserve component dental readiness deficiencies. Implementation of the Army Selected Reserve Dental Readiness System began on 1 October 2008. It provided dental class three and class four examinations to Soldiers regardless of their unit's rotation within ARFORGEN. That system combined with the First Term Dental Readiness Program already in place and the addition of the Demobilization Dental Reset initiative on 16 November 2008 will improve readiness. The Army Reserve should no longer lag behind the other services with 52.5 percent dental readiness.<sup>39</sup>

The Army Selected Reserve Dental Readiness System provided dental class three treatment and class four examinations to Soldiers, regardless of a unit's ARFORGEN cycle. Soldiers were scheduled to receive care through the Reserve Health Readiness Program, the major component of the three pronged plan to increase dental readiness. Demobilization Dental Reset, the last part of the attack, reset all demobilizing Soldiers. Soldiers were examined and those identified as class three were to receive care to convert to a readiness status.<sup>40</sup> In the last six months of 2009, dental readiness increased from approximately 58 percent to 65 percent. The Army Reserve continued to take great strides in bringing awareness to the Army Selected Reserve Dental Readiness System program and benefits available to Soldiers through several different initiatives, including for example an Army Reserve dental webpage and newsletter.<sup>41</sup>

In 2009, the Post Deployment Health Reassessment Program, under the guidance of the assistant secretary of defense for health affairs, completed its fifth year of operation. The Post Deployment Health Reassessment Program provided a health assessment during the three to six month time period after the Soldier returns from deployment. The Army Reserve identified several areas for improvement resulting in steady numbers of Post Deployment

Health Reassessment Program screenings and improved program operations.

As of 31 December 2009, 54,553 Soldiers required mandatory participation and 51,634 Soldiers had been screened. This was 95 percent compliance. Of the Soldiers who had completed the Post Deployment Health Reassessment Program, 30 percent had been referred for further behavioral health evaluation and 57 percent had been referred for further physical health evaluation. The Army Reserve continued to work closely with Army G-1 to ensure the success of this program by identifying and contacting eligible Soldiers and their commanders. The Army Reserve Post Deployment Health Reassessment Program compliance sustained the standards of the vice chief of staff of the Army and continued to meet all requirements.<sup>42</sup>



335th Signal Command

The Army Reserve was the last remaining Army component using paper based medical and dental records, which impacted on unit readiness. The Army Reserve pursued a digitized medical record system known as the Health Readiness Record. Health Readiness Record implementation began at the end of fiscal year 2009 and was expected to be fully operational across the Army Reserve no later than fiscal year 2012. The 335th Signal Command was the first command to begin implementing the process.<sup>43</sup>



The Armed Forces Health Longitudinal Technology Application, a military electronic health record system, gave healthcare providers access to data about Soldiers' conditions, prescriptions, diagnostic tests and additional information essential to providing quality care. The Army Reserve received an Armed Forces Health Longitudinal Technology Application trainer in November 2009 and the first Armed Forces Health Longitudinal Technology Application training class was held on 16 December 2009.<sup>44</sup>



## “Combat Medic”

Master Sergeant Henrietta Snowden

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

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  - <sup>2</sup> Coker, *The 2006/2007 Biannual Army Reserve Historical Summary*, 21 and Joseph E. Whitlock, "How To Make Army Force Generation Work For The Army's Reserve Components," Strategic Studies Institute, 5.
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  - <sup>4</sup> Slides, USARC, subject: Chief of Staff's Preparation for CAR's 24 March Congressional Testimony, 4 Mar 10.
  - <sup>5</sup> Whitlock, "How To Make Army Force Generation Work For The Army's Reserve Components," Strategic Studies Institute, August 2006, 5.
  - <sup>6</sup> Ibid. 4.
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- <sup>37</sup> Ibid.

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<sup>39</sup> January-June 2008 Semi-Annual Historical Report, Maj. Todd Traver, ARRC-MD, subject: Individual Medical Readiness, no date; July-December 2008 Semi-Annual Historical Report w/attachments, Col. Derrick Carter, ARRC-MD, subject: Dental Readiness Initiatives, no date and Lt. Gen. Jack Stultz and CSM Michael Schultz, *Army Reserve 2010 Posture Statement*, p. iv.

<sup>40</sup> July-December 2008 Semi-Annual Historical Report w/attachments, Col. Derrick Carter, ARRC-MD, subject: Dental Readiness Initiatives, no date.

<sup>41</sup> July-December Semi-Annual Historical Report w/attachment, Lt. Col. Jacquelin Jennings, ARRC-MD, subject: Dental Readiness Initiatives, no date.

<sup>42</sup> July-December 2009 Semi-Annual Historical Report, Lt. Col. Ball and Maj. Urbanek, DAAR-MD, subject: Post Deployment Health Assessment Program, no date.

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## CHAPTER

### 3

## MATERIEL

Materiel was another core enterprise. It was part of General Casey's reset strategic imperative. The Army Reserve had approximately 80 percent of its overall authorized equipment on hand. Much of the modern equipment displaced legacy equipment and had a modest impact on overall equipment on hand percentages. The Army Reserve continued to meet current deployment requirements by relying on significant internal cross-leveling and theater provided equipment. However, these internal lateral transfers created significant unit turbulence.<sup>1</sup>

According to General Stultz, "The Army Reserve continues to experience shortages in the most modernized equipment necessary to train our Soldiers. To maximize the use of these high-demand, low-density items, the Army Reserve is taking an enterprise approach to our equipping strategy, and where units are in the ARFORGEN cycle to place equipment where required. . . . Our goal is to make the most effective and efficient use of equipment while ensuring that the Army Reserve deploys its limited resources effectively to produce units that are trained and ready to fight and win on the battlefield." But, it was challenged by not being originally designed or equipped for prolonged operational capacity. The Army projected that the Army Reserve will not be fully modernized until 2019 or beyond.<sup>2</sup> While having 80 percent of equipment on hand, the Army Reserve has only 65 percent of its modernized required equipment.<sup>3</sup>



Night vision goggles

That in part stems from the Cold War strategic reserve policy in which combat support and combat service support units were "often categorized as echelon above division or echelon above corps units that operated in the rear. They were not equipped," explained General Stultz, "with the night-vision gear, .50-caliber machine guns, and command and control capability that



## “UH-60 Maintenance”

Heather Engelhart

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

front line forces were provided.” But, “on today’s asymmetrical battlefield, the ‘rear’ no longer exists. All Soldiers are expected to be prepared to engage the enemy and defend themselves at all times.” Army Reserve units “span the entire spectrum of the battlefield.” While there has been progress in being recognized as an operational force, “we,” clarified General Stultz, “still fall short of being able to provide Army Reserve units with a full allowance of new, modernized equipment and vehicles.”

On a positive note, General Stultz observed, “We attained or exceeded the Army standard of 90 percent availability for reportable equipment requiring maintenance.”<sup>5</sup> But, in a July 2009 interview with *Stars & Stripes*, he clarified that “a number of high density items are at or close to 100 percent filled and some more critical lower density items [are] below 50 percent filled.”<sup>6</sup> “We recovered, repaired and serviced all redeployed equipment,” he wrote, “not inducted into national-level maintenance. Although we are able to meet the needs of our deploying units, looked holistically, the Army Reserve faces monumental equipping challenges.”<sup>7</sup>

General Stultz explained that “battlefield priorities change . . . .” Providing some equipment for the Army Reserve such as trucks may be given less of a priority than providing troops with mine resistance ambush protected vehicles to the theater. He stated, “This requires us to synchronize our equipping strategy with our training strategy to effectively execute ARFORGEN and ensure that every Army Reserve Soldier who goes into harm’s way is the best trained and best equipped. We must provide adequate equipment to allow effective individual and small unit training at home stations. Additionally, we must position equipment sets at our training centers to allow effective collective training during annual and pre-mobilization training.” He pointed to a truck company as an example. “[A] truck company may not have a complete set of trucks at its Reserve center, but may have enough to conduct individual and squad-level training. When the unit,” he continued, “goes to a training center, it will fall on a full set of new trucks. When it deploys in the theater, it will use the same type of trucks. If we are to build strategic depth that allows this nation to respond to unforeseen contingencies, we must have the confidence that our units have their full complement of equipment available when the nation calls.”<sup>8</sup>

The Army Reserve G-4 supported the Army Reserve training strategy by positioning equipment sets at the regional training centers and combat support training centers. The Army Reserve optimized the distribution of



## “Dust Off”

Sergeant First Class Darrold Peters

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

its most modern equipment to maximize the training opportunities for its Soldiers and units while resetting its units for missions. The G-4 provided equipment to several exercises including Pacific Warrior, Patriot Warrior, and the Quartermaster Liquid Logistics Exercise.<sup>9</sup> It also supported post mobilization training equipment needs, the needs of non-Army Reserve organizations requesting Army Reserve equipment, and supported military occupational specialty courses.<sup>10</sup> A new system for tracing and validating second destination transportation shipments supported the establishment of training equipment sets for the Army Reserve training strategy. These shipments included the difficult mission of coordinating near simultaneous movement of cargo to five training centers to meet the initial operating capability deadline for the centers.<sup>11</sup> In 2009, the Army Reserve moved over 20,000 end items from home stations to collective training sites.<sup>12</sup>



*During the Quartermaster Liquid Logistics Exercise, Lieutenant Colonel Wanda Hawley, 334th Quartermaster Battalion, and commander for units training at Fort Pickett, uses a sand table to brief Colonel William Keyes, commander, Defense Logistics Agency Energy Americas. Quartermaster units are purifying fuel provided by the agency, and transportation companies are shipping it to locations around the country. (Sergeant 1<sup>st</sup> Class Jo Hoots)*

Transformation had its affects on equipment. Excess equipment in units inactivating became an issue of high concern as to how to clear it before inactivation. Transformation reduced the Standard Army Retail Supply System footprint in the Army Reserve.<sup>13</sup> Area maintenance support activities and equipment concentration sites were being transferred from the regional readiness commands to the regional support commands.<sup>14</sup>



Command Forces Land  
Component Command

In 2008, the G-4 worked together with the Distribution Management Center to source over 13,000 items of equipment required of mobilizing units, fixed all equipment shortages for deployment expeditionary force units, and coordinated with FORSCOM G-4, G-3/5/7 for hundreds of items of equipment not in the Army Reserve inventory. The G-4 coordinated with FORSCOM, First Army, and Third Army/Command Forces Land Component Command for sourcing Operation ENDURING FREEDOM/Operation IRAQI

FREEDOM rotation units and identifying equipment issues.<sup>15</sup> The Army Reserve supported the mobilization of 322 units by transferring more than 55,000 end items.<sup>16</sup>

The G-4 conducted an analysis of over 1,000 units to identify the best unit, logistically, to be sourced for the Army Reserve deployment expeditionary force and coordinated with USARC G-3's Homeland Defense to conduct a logistical analysis of units selected for homeland defense operational.<sup>17</sup> According to General Stultz, in 2009 the Army Reserve "executed 322 lateral transfers involving 1,022 end items to ensure unit readiness to support homeland defense, including consequence management."<sup>18</sup>

The G-4 developed new procedures to gather required logistical fix-it plans from the regional readiness commands and operational and functional commands for their units that are on the deployment expeditionary force list and worked with the commodity managers, FORSCOM, and First Army to develop sourcing solutions for equipment shortages not in the Army Reserve inventory.

The G-4 was the focal point for the accountability and tracking of Army Reserve equipment remaining as stay behind equipment and later transferred to Army Material Command property books as theater provided equipment. The G-4 established a Redeployment Reconstitution Asset Visibility Team at Bagram Air Force Base to assist with the Army Reserve RESET Program and logistics issues. The G-4 continued to manage and supervise the six member Redeployment Reconstitution Asset Visibility

Team in its efforts to capture Army Reserve equipment harvested in theater to remain as theater provided equipment.<sup>19</sup>



*Bagram Air Force Base*

In 2008, the G-4 provided equipment to fill shortages for units deploying amounting to over 194 unit identification codes and derivative identification codes. The regional readiness commands filled shortages with major Class VII equipment excess from deactivating units and non-deploying units. Any remaining shortages were forwarded to the USARC for assistance.<sup>20</sup>

The Depot Maintenance Rebuild Program served as the Army Reserve's strategic maintenance sustainment base and was the only source of fully reconditioned/overhauled weapons systems and equipment replenishment or redistribution to fill equipment readiness needs. According to General Stultz, in 2009, the Army Reserve "leveraged the Depot Maintenance program to have 4,300 end items overhauled to extend their service life, reduce sustainment costs, and improve safe operation." The Army Reserve "tracked the redeployment and equipment reset of 192 units with 32,052 items and tracked 523 turned-in items to Automatic Reset Induction."<sup>21</sup>

The total funding for the fiscal year 2008 Army Reserve Depot Maintenance Program was \$130,033,000. Year end plus-up of \$27,543,967 increased



*CH-47 D Helicopter*

depot maintenance program of \$109,504,302. Major programs (overhaul-rebuild) included electronic and communications equipment, watercraft, material handling equipment-primary forklifts and the CH-47D helicopter rotor head.<sup>23</sup>

the program to \$157,576,967.<sup>22</sup> Fiscal year 2009 was initially funded at \$108,191,000. A reduction by the Department of the Army reduced the funding to \$94,555,000. The Army Reserve received additional funding of \$14,549,302 and executed a total

The Army Reserve had 85 percent fill of HMMWVs, but only 13 percent were armor capable. The Army Reserve worked with the active Army to increase its armored capable fleet. It tried with the active Army to remove the older HMMWVs from the fleet and to replace them with RECAP models as they returned from theater.<sup>24</sup>



*M818*

The cascaded M931 series 5-ton tractors received from the active Army continued to assist the Army Reserve in its ability to improve readiness and modernize the fleet. Upon completion of rebuild or upgrade, the tractors were issued to Army Reserve units filling existing shortages and replacing older model M818 and M931 basics.<sup>25</sup>



M931

The G-4 participated in the Department of the Army's RECAP program, effecting the replacement or swap of several pieces of equipment.<sup>26</sup> It participated in the Single Channel Ground and Airborne Radio System/Harris Radio fielding program.<sup>27</sup>



*Single Channel Ground and Airborne Radio System*

On 28 September 2008, a new controlled humidity preservation warehouse opened in Robstown, Texas, adding to the four other warehouses.<sup>28</sup> In his remarks at the opening ceremony, General Stultz conveyed how important the facility was to “propel[ing]” the Army Reserve to “full operational status” and to the Army Reserve’s readiness.

“The benefits of this new warehouse,” he stated, “to the Army Reserve are monumental. From a strategic perspective, it will help us reduce the logistics footprint because we can store our equipment in one location in deployment-ready status. This reduces the need for square footage at reserve centers and maintenance facilities.”<sup>29</sup>



*Global Combat Support System-Army*

Looking to the future, the Army Reserve continued to ensure its business processes were a part of the development of the Army's Global Combat Support System-Army (Field/Tactical) (GCSS-Army (FT)) by actively participating in the program design and development. The system will combine the Army's disparate supply, maintenance, ammunition,

aviation and property book information management systems into a single, integrated database-driven enterprise solution.<sup>30</sup>



311th Expeditionary  
Sustainment Command

In other systems development, the Movement Tracking System, an information technology system designed to provide in-transit visibility of combat support and combat service support tactical wheeled vehicles, was fielded to support Operation IRAQI FREEDOM and Operation ENDURING FREEDOM. Major subordinate commands fielded for this exercise included, for example, the 311th Expeditionary Sustainment

Command, 143d Expeditionary Sustainment Command, 4th Expeditionary Sustainment Command, and 1st Materiel Support Command. The Army Reserve programmed a total of 1,500 systems for installation on USARC vehicles during fiscal year 2010.<sup>31</sup>

The Combat Service Support Very Small Aperture Terminal, supporting current and future combat service support logistics information systems, was fielded to several USARC units including, for example, the 304th Sustainment Brigade and the 311th Expeditionary Sustainment Command. More were programmed for fielding, enabling the USARC to meet or exceed Department of the Army fielding requirements.<sup>32</sup>



304th Sustainment  
Brigade

Modernization of Army Reserve aviation continued along two lines: modernization of the utility fleet through a combination of new and recapitalized aircraft and the modernization of the cargo and attack fleet through the cascade of modernized aircraft as the active component fielded new aircraft. The Army Reserve projected attack helicopter modernization to be completed by the end of fiscal year 2010. The Army Reserve actively engaged in future utility airplane program development.<sup>33</sup>

The Army Reserve had more than 130 aircraft, both fixed and rotary wing, for combat and combat support missions. One battalion fielded twenty-four AH-74D aircraft and assigned them for pre-mobilization certification and deployment. A second battalion had fifteen AH-64D aircraft on loan for training purposes.<sup>34</sup>



AH-64D

The Army Campaign Plan called for growth of three Army Reserve medical evacuation companies.<sup>35</sup> This was in sync with the vice chief of staff of the Army's directive to increase air ambulance structure in the modular force and alleviate the serious medical evacuation shortfall with Operations IRAQI FREEDOM and ENDURING FREEDOM rotational requirements. Facilities at Clearwater, Florida, for which Congress initially approved \$1.6 million to lease and modify existing hanger space for the aviation company

over the next five years, supported the rapid manning, equipping and training of the Army Reserve air ambulance company and relieved the deployment cycle of existing air ambulance assets at a faster pace than permitted by current ARFORGEN guidelines.<sup>36</sup>



*UH-60A*

Department of the Army's G-8 resourced (\$58.8 million) six UH-60A to L Recapitalization aircraft to fill aircraft shortages in the Clearwater air ambulance company.<sup>37</sup> The fielding of additional reserve component air ambulance companies will provide sufficient resources to meet expected deployment requirements for major theater operations and anticipated persistent combat operations.



*King Air 350*

As the Army Reserve's aviation means increase, the Department of the Army has agreed to replace ten King Air 350 aircraft the Army Reserve supplied for Operation IRAQI FREEDOM.<sup>38</sup>



*An Army Reserve UH-60 picks up a load.*

Four principle aviation systems were partially or fully resourced in fiscal year 2008, filling critical equipment gaps in new or existing aviation force structure. The Department of the Army's G-8 coordinated and approved the complete unit set fielding of two Army Reserve air ambulance companies with twelve new HH-

60M each, totaling twenty-four HH-60M (\$451.2 million) Blackhawk helicopters in fiscal year 2010 and 2011. The Army Reserve resourced an air traffic control simulation system (\$1.5 million) through the fiscal year 2008 National Guard and Reserve Equipment Appropriation (NGREA) to meet critical training and readiness requirements. The system was to be stationed with and operated by the Army Reserve's 2-58th Airfield Operations unit stationed at Fort Rucker, Alabama. The Army Reserve resourced the initial procurement of five C-12 aircraft (\$43.4 million) to replace ten TF ODIN aircraft through the fiscal year National Guard and Reserve Equipment Appropriation. The procurement of the remaining five aircraft was worked in the fiscal year 2009 National Guard and Reserve Equipment Appropriation.<sup>39</sup>



*MM60M*

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- <sup>3</sup> Read ahead for Lt. Gen. Jack Stultz's interview with *Stars & Stripes*, 21 Jul 09.
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- <sup>5</sup> Article, Lt. Gen. Jack Stultz, "A Positive Investment For America," *2009-10 Army Green Book*, pp. 133-134.
- <sup>6</sup> Read ahead for Lt. Gen. Jack Stultz's interview with *Stars & Stripes*, 21 Jul 09.
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- <sup>13</sup> January-June 2008 Semi-Annual Historical Report, CWO3 JoAnn Timm, ARRC-LGD-T, subject: Standard Army Retail Supply System (SARRS) Operations, 27 Jul 08.
- <sup>14</sup> July-December 2008 Semi-Annual Historical Report, Lt. Col. Bonita Seals, ARRC-LGS-P, subject: FRAGO for Reassignment of Army Maintenance Support Activities (AMSAs) and Equipment Concentration Sites (ECS) to Regional Support Commands NLT 20081001.
- <sup>15</sup> January-June 2008 Semi-Annual Historical Report, Lt. Col. J. Vincent Adams, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 25 Aug 08; July - December 2008 Semi-Annual Historical Report, Lt. Col. Ken Hammond, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 3 Feb 09; January-June 2009 Semi-Annual Historical Report, Lt. Col. Macy Runte, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 10 Aug 09 and July-December 2009 Semi-Annual Historical Report, Lt. Col. Hoffmeister, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 29 Jan 10.

<sup>16</sup> Lt. Gen. Jack Stultz and CSM Michael Schultz, *Army Reserve 2010 Posture Statement*, p. iv.

<sup>17</sup> *January-June 2008 Semi-Annual Historical Report*, Lt. Col. J. Vincent Adams, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 25 Aug 08; *July – December 2008 Semi-Annual Historical Report*, Lt. Col. Ken Hammond, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 3 Feb 09; *January-June 2009 Semi-Annual Historical Report*, Lt. Col. Macy Runte, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 10 Aug 09 and *July-December 2009 Semi-Annual Historical Report*, Lt. Col. Hoffmeister, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 29 Jan 10.

<sup>18</sup> Lt. Gen. Jack Stultz and CSM Michael Schultz, *Army Reserve 2010 Posture Statement*, p. iv.

<sup>19</sup> *January-June 2008 Semi-Annual Historical Report*, Lt. Col. J. Vincent Adams, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 25 Aug 08; *July – December 2008 Semi-Annual Historical Report*, Lt. Col. Ken Hammond, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 3 Feb 09; *January-June 2009 Semi-Annual Historical Report*, Lt. Col. Macy Runte, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 10 Aug 09 and *July-December 2009 Semi-Annual Historical Report*, Lt. Col. Hoffmeister, ARRC-LGO-O, subject: Operations Division Ensures Army Reserve Units Sourced for Deployment are Logistically Ready to Accomplish Their Mission, 29 Jan 10.

<sup>20</sup> *January-June 2008 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: GWOT Rotation FY 07-08, 25 Jul 08; *July-December 2008 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: GWOT Rotation FY 07-09, 10 Feb 09 and *January-June 2009 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: GWOT Rotation FY 07-09, 14 Aug 09.

<sup>21</sup> Lt. Gen. Stultz and CSM Michael Schultz, *Army Reserve 2010 Posture Statement*, p. iv.

<sup>22</sup> *January-June 2008 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: Depot Maintenance Rebuild, 15 Jul 08 and *July-December 2008 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: Depot Maintenance Rebuild, 13 Feb 09.

<sup>23</sup> *January-June 2009 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: Depot Maintenance Rebuild, 13 Aug 09 and *July-December 2009 Semi-Annual Historical Report*, Steven Mayerhoefer, ARRC-LGD-C, subject: Depot Maintenance Rebuild, 1 Feb 10.

<sup>24</sup> Slides, USARC, subject: Chief of Staff's for the CAR's 24 March Congressional Testimony, 4 Mar 10.

<sup>25</sup> *January-June 2008 Semi-Annual Historical Report*, Douglas Halter, ARRC-LGD-C, subject: Improving the 5T Tractor Fleet, Aug 08; *January-June 2009 Semi-Annual Historical Report*, Douglas Halter, ARRC-LGD-C, subject: Improving the 5T Tractor Fleet, 13 Aug 09; *July-December 2008 Semi-Annual Historical Report*, Douglas Halter, ARRC-LGD-C, subject: Improving the 5T Tractor Fleet, 13 Feb 09 and *January-June 2008 Semi-Annual Historical Report*, Jerry Dendy, ARRC-LGD-C, subject: RECAP/RESET M1025R1/A2 HMMWV, 8 Aug 08.

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<sup>26</sup> January-June 2008 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: RECAP M1097R1 HMMWV, 8 Aug 08; July-December Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: RECAP M1097R1 HMMWV, 2 Feb 09 and January-June 2009 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: RECAP M1097R1 HMMWV, 14 Aug 09.

<sup>27</sup> January-June 2008 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: Supporting the SINCGARS Fielding with HMMWVS, 8 Aug 08; July-December 2008 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: Supporting the SINCGARS Fielding with HMMWVS, 2 Feb 09; January-June 2009 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: Supporting the SINCGARS Fielding with HMMWVS, Jul 09 and July-December 2009 Semi-Annual Historical Report, Jerry Dendy, ARRC-LGD-C, subject: Supporting the SINCGARS Fielding with HMMWVS, 2 Feb 10.

<sup>28</sup> January-June 2009 Semi-Annual Historical Report, Mary Harkin, ARRC-LGS-P, subject: Construction of the Controlled Humidity Preservation Warehouse, Robstown, TX, 17 Aug 09 and July-December 2009 Semi-Annual Historical Report w/attachments, Mary Harkin, ARRC-LGS-P, subject: Construction of the Controlled Humidity Preservation Warehouse, Robstown, TX, 17 Dec 09.

<sup>29</sup> Lt. Gen. Stultz's Talking Points, Grand Opening Ceremony USAR Controlled Humidity Preservation Warehouse, 28 Sep 09.

<sup>30</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Douglas Gradwohl and John Manibusan, ARRC-LGS-A, subject: USARC G-4 GCSS-Army Support Team, 15 Jul 08; July-December 2008 Semi-Annual Historical Report w/attachments, Douglas Gradwohl, ARRC-LGS-A, subject: USARC G-4 GCSS-Army Support Team, Feb 09; Maj. Vincent Buggs, ARRC-LGS-A, subject: USARC G-4 GCSS-Army Support Team, 2 Feb 09; January-June 2009 Semi-Annual Historical Report w/attachments, Douglas Gradwohl and John Manibusan, ARRC-LGS-A, subject: USARC G-4 GCSS-Army Support Team, 6 Aug 09 and July-December 2009 Semi-Annual Historical Report w/attachments, John Manibusan, ARRC-LGS-A, subject: USARC G-4 GCSS-Army Support Team, 31 Dec 09.

<sup>31</sup> January-June 2008 Semi-Annual Historical Report, Ike Borges, ARRC-LGD-S, subject: Movement Tracking System, 16 Jul 08; January-June 2009 Semi-Annual Historical Report, Wayne Fulcher, ARRC-LGD-S, subject: Movement Tracking System, 6 Aug 09 and July-December 2009 Semi-Annual Historical Report, Wayne Fulcher, ARRC-LGS-S, subject: Movement Tracking System, 31 Dec 09.

<sup>32</sup> January-June 2008 Semi-Annual Historical Report, Maj. Bruce Ladman, ARRC-LGD-S, subject: Combat Service Support Very Small Aperture Terminal, 1 Jul 08; July-December 2008 Semi-Annual Historical Report, Maj. Bruce Ladman, ARRC-LGD-S, subject: Combat Service Support Very Small Aperture Terminal, 3 Feb 09, January-June 2009 Semi-Annual Historical Report, Maj. Bruce Ladman, ARRC-LGD-S, subject: Combat Service Support Very Small Aperture Terminal, 6 Aug 09 and July-December 2009 Semi-Annual Historical Report, Maj. Bruce Ladman, ARRC-LGD-S, subject: Combat Service Support Very Small Aperture Terminal, 31 Dec 09.

<sup>33</sup> Slides, USARC, subject: Chief of Staff's Preparation for the 24 March CAR's Congressional Testimony, 4 Mar 10.

<sup>34</sup> Ibid.

<sup>35</sup> Lt. Gen. Jack Stultz and CSM Leon Caffie, *Army Reserve 2009 Posture Statement*, p. 17.

<sup>36</sup> Ibid and June 2008-January 2009 Historical Report w/attachment, Lt. Col. Sam Driver, ARRC-AV, subject: Aviation Facility Clearwater, Florida, 20 Feb 09.

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<sup>37</sup> July-December 2008 Semi-Annual Historical Report, Lt. Col. James Fitzgerald, DAAR-FD, subject: Major Aviation Systems Funding, 18 Feb 09.

<sup>38</sup> June 2008-January 2009 Historical Report w/attachment, Lt. Col. Sam Driver, ARRC-AV, subject: Aviation Facility Clearwater, Florida, 20 Feb 09 and Lt. Gen. Jack Stultz and CSM Leon Caffie, *Army Reserve 2009 Posture Statement*, p. 17.

<sup>39</sup> July-December 2008 Semi-Annual Historical Report, Lt. Col. James Fitzgerald, DAAR-FD, subject: Major Aviation Systems Funding, 18 Feb 09.



## CHAPTER

### 4

## SERVICES AND INFRASTRUCTURE

Services and infrastructure was a core enterprise. One of General Casey's four imperatives concerned the well being of Soldiers and their families. "First and foremost," General Casey believes, "we must *sustain* our Soldiers, Families and Civilians. Through meaningful programs, the Army is committed to providing the quality of life deserved by those who serve our Nation."<sup>1</sup>

General Casey saw family benefits coming from ARFORGEN. "The first thing we need to do is get ourselves on this rotational model so we can sustain the folks that are with us."<sup>2</sup> ARFORGEN afforded predictability to Soldiers, families and employers, allowing for family, career and business planning.<sup>3</sup>



John M. McHugh

Secretary of the Army John M. McHugh echoed General Casey's sentiments stating, "Our mission – No. 1 – must be to ensure that our Soldiers and their families are provided a quality of life that is equal to their extraordinary sacrifices."<sup>4</sup>

Admiral Mullen believes that "Our core responsibility is to win wars while caring for our people and their families. They are the heart and soul of our formations . . . . As a Nation, we have a solemn obligation to support fully, across the spectrum of need, our service men and women, standing and fallen, and their families."<sup>5</sup>

This emphasis on Soldier and family care, of course, extended to the Army Reserve. "Everything we do," declared General Stultz, "is for our Army Reserve Soldiers, their Families and their Employers. We are truly changing the paradigms for caring for

the Families, caring about employers and nonetheless being prepared to protect this country and serve worldwide.”<sup>6</sup>

When asked what were some of his priorities, General Stultz replied: “First, is taking care of Soldiers. Our key to success is going to be manning this all-volunteer force. . . . A Soldier asks what does it cost me to be in the Army Reserve and what do I get for it. We used to say it cost a weekend a month and two weeks in the summer. We changed the equation. We’re asking more of the Soldier. We have to be sure we provide more back to him [to] improve his quality of life and take care of his family. What do we give the Soldier to balance out that new equation? The challenges were in dealing with a strategic reserve that we suddenly were turning into an operational force. We were – and still are to a certain extent—dealing with policies and procedures designed for a strategic reserve.”



He pointed to TRICARE and its list of doctors from which Army Reserve families had to choose from as the “best” example. “Around an active duty installation are a lot of doctors who support the military family. In rural Alabama, however, there were not a lot of TRICARE doctors, because there never needed to be. A lot of lessons were learned. TRICARE streamlined the process, and now we can get a doctor on the system very quickly.”<sup>7</sup>

Evidence of that care was exemplified in numerous initiatives and programs in 2008 and 2009. One was the continuance of the Army Reserve Warrior and Family Assistance Center established in October 2007. The center’s top priority remained providing assistance to Army Reserve Soldiers and families who requested support during medical, financial, administrative and other challenges. In 2008, the center contacted 1,100 Soldiers in Warrior Transition Units, Community-Based Warrior Transition Units and Veterans Administration Poly-Traumatic Centers.<sup>8</sup> According to the Army Reserve’s Surgeon’s Office, as of 22 January 2010, 961 Soldiers were assigned to Warrior Transition Units; 515 were assigned to Community-Based Warrior Transition Units.<sup>9</sup>



Army Reserve Warrior  
and Family Assistance  
Center

The Army Reserve Warrior and Family Assistance Center maintained its outreach activities by providing briefings at battle focused readiness reviews for various Army Reserve major subordinate commands, as well as at numerous conferences for other organizations in the military community. The center established its position as the Army Reserve's pre-eminent subject matter expert on issues pertaining to TRICARE medical coverage and line of duty investigations for all Army Reserve commanders and staffs with inquiries about these programs.<sup>10</sup>

Army Reserve Warrior and Family Assistance Center personnel provided guidance to the Survivor Outreach Services Program, a Department of the Army initiative to offer assistance and support to address the needs of families who suffered the loss of a Soldier. The center extended service to the geographically dispersed Soldiers in the Pacific Rim who required more local support than had previously been available.<sup>11</sup>



Another continuing initiative was the “virtual installation” first unveiled by Mrs. Laura Stultz in 2007. “We need to have,” she opined, “an installation of services that you can find in your community without having a military base nearby.” “The idea is to replicate in the community every family service available on a military base – from generating an ID to family support

services.” Families who lived far from an installation especially needed this with the deployment of a Soldier and with the Army Reserve as an operational force.<sup>12</sup> The concept included what Lieutenant General Stultz termed an “Internet-based installation that families can visit on the web to obtain support and services.” The plan called for “other outlets in the community” such as kiosks in shopping malls and offices in veteran’s centers and reserve centers.<sup>13</sup>

AR-Wounded Soldier Sponsorship Program Lifecycle

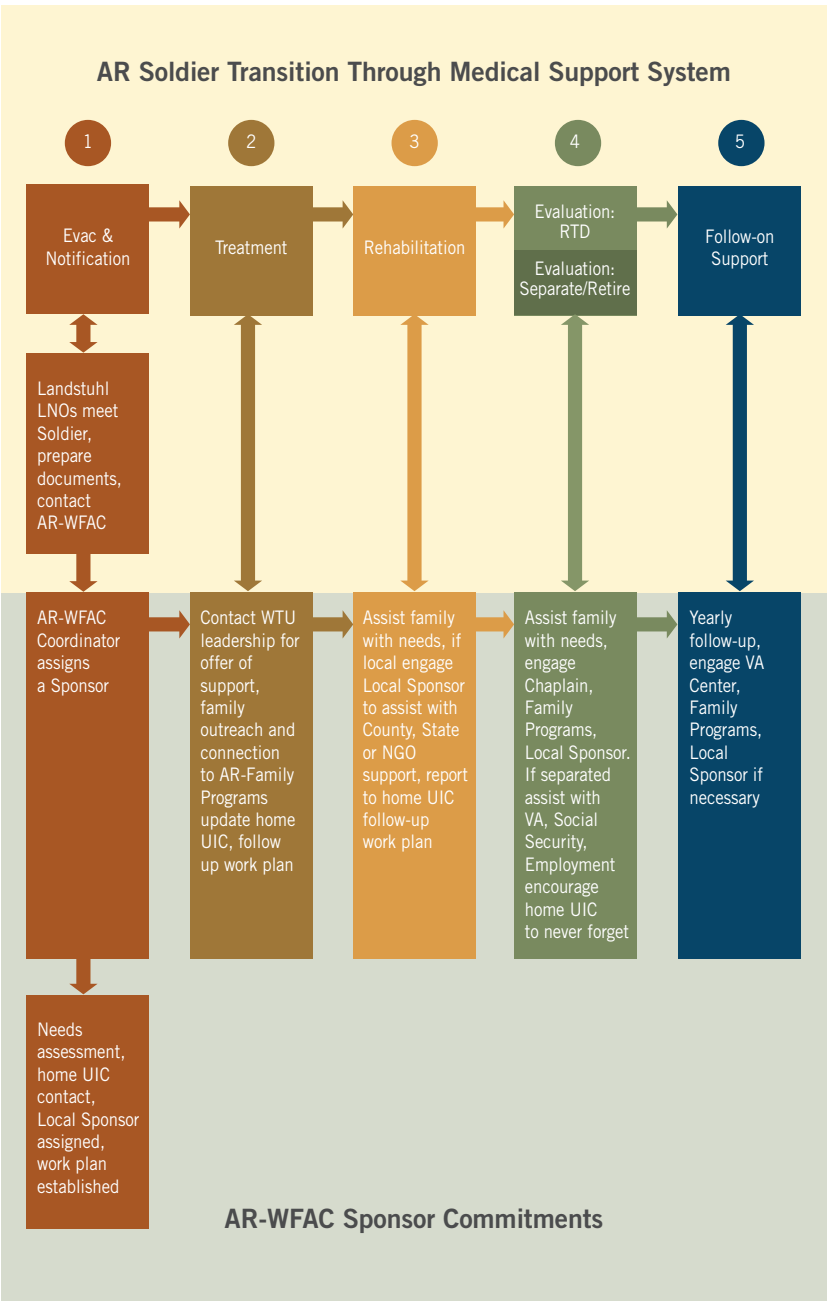


Figure 11

The concept became a reality in 2009 with the official opening on 12 September of the first Army Strong Community Center at the Wadsworth Army Reserve Center in Rochester, New York, known as “Fort Rochester.” The nearest large Army post, Fort Drum, was 120 miles away. The Rochester center had been operating as a pilot project since December 2008 and had received 660 requests for assistance. There, staffers and volunteers talked to families “face to face” about services and programs available to them.<sup>14</sup> “Deployed Soldiers,” General Stultz remarked, “can focus on their mission when they know that, if there’s a problem at home, the staff at the ASCC [Army Strong Community Center] will care for their Families. Soldiers who have Families that are helped by the center recognize that the Army Reserve cares about them and their Families. As a result, they decide to continue serving.” This care he remarked can be extended to “Gold Star Families – those who have lost loved ones in combat. . . .”<sup>15</sup> The virtual installation was a way to “live up to . . . [the Army] warrior ethos. . . .”<sup>16</sup> The Army Reserve planned to open five sites in fiscal year 2010. . . .<sup>16</sup>



*Lieutenant General Jack C. Stultz, Jr., and his wife, Laura, center, cut the ribbon at the official grand opening of the first Army Strong Community Center in the Wadsworth Army Reserve Center in Rochester, New York, September 12, 2009. Michelle Zelaya, to their left, is one of the two full-time staffers and many volunteers credited with providing assistance to families whose loved ones are deployed, but don't live close enough to a major installation to tap into its services. (Donna Miles)*



*Lieutenant General Jack C. Stultz, Jr., and his wife, Laura, at the opening of the first Army Strong Community Center at the Wadsworth Army Reserve Center in Rochester, New York, known as "Fort Rochester."*



Another family service was the Yellow Ribbon Reintegration Program. The Yellow Ribbon Reintegration Program is a national

combat veteran reintegration program to provide information, services, referral and proactive outreach programs to Soldiers and their families through all phases of the deployment cycle. The goal of the program, legislated in Section 582 of the National Defense Authorization Act for Fiscal Year 2008, was to prepare Soldiers and Families for mobilization, sustain families during mobilization and reintegrate Soldiers with their families and community upon redeployment, leading to self-sufficient and resilient Soldiers and families. Commanders provided Soldiers preparing for deployment of ninety days or more and family members the opportunity to attend a day-long event after alert and again at pre-mobilization. Additional requirements included one-day activities for family members twice during the mobilization, two-day reintegration activities for Soldiers and their families at thirty and sixty days after redeployment or release



from active duty (REFRAD) and a two-day event for Soldiers ninety days after deployment or REFRAD.<sup>17</sup> According to General Stultz, in 2009, the Army Reserve conducted over 250 Yellow Ribbon events, serving some 12,000 redeploying Soldiers and 12,000 Family members.”<sup>18</sup> The program will take on new dimensions in fiscal year 2010, working toward better fiscal management, accountability and increased participation.<sup>19</sup>



The Army Reserve Strong Bonds Enrichment Program continued. “Army Chaplain (Colonel) Mack Griffith, chief of program management for [the] Chaplain Directorate, call[ed] it one of the best-kept secrets in the Army Reserve.” He explained that “Thousands of Army Reserve families have benefitted from the program since 2004. . . . Soldiers’ testimonies speak for themselves. Many say it has saved their marriage.” The pre- and redeployment program aimed at strengthening relationships and helping Soldiers “cope with the transition from battlefield to home-front and the challenges of reintegration and connection.” It was available to singles, couples, and families. The Army Reserve conducted more than 200 Strong Bond events during fiscal year 2008. These events augmented Soldier and family communications and relationships skills. The training helped Soldiers and families relieve stress and addressed relationship issues during every phase of deployment. The Army Reserve dedicated about nine million dollars in fiscal year 2008 for Strong Bonds.<sup>20</sup>

The Army Reserve Family Programs, dedicated to fostering Army strong Families, continued in 2008 and 2009 to develop and evolve to meet the needs of Soldiers and their Families. Army Reserve Family Programs capabilities included program management marketing; follow-up and referral; mobilization, deployment and reintegration information services; partnerships; outreach; training and development; crisis management; and command consultation. In General Stultz’s words, “Our vision is to have a Family Programs ‘face’ at every battalion or equivalent formation to promote resilient Soldiers, Families and volunteers.”<sup>21</sup>



Comprehensive Soldier  
Fitness Program

The Army Reserve G-1 and G-3 participated in the Army Comprehensive Soldier Fitness Program, a new 2009 Army-wide initiative, established to increase the resilience of Soldiers and families by developing their strengths in five important domains: physical, emotional, social, spiritual, and family. Enhanced resilience, achieved by a combination of specific training and improved fitness in these five domains, can decrease post-traumatic stress, decrease the incidence of undesirable and destructive behavior, and lead to a greater likelihood for post-adversity growth and success. The Army Reserve assisted in conducting the pilot of the Global Assessment Tool, an online survey tool used to provide a self-assessment to the survey taker on the aforementioned dimensions of strength. The Army Reserve sent fifteen Soldiers to master resilience trainer training and will utilize them to brief commanders and provide unit training.<sup>22</sup>



*Social Resilience*



*A Soldier explains how his group intends on bringing what they've learned at the Master Resilience Trainers class back to their fellow Soldiers as part of the class at the University of Pennsylvania in Philadelphia, Pennsylvania, 15 August 2009. The class is in support of a new Army program called Comprehensive Soldier Fitness that is being developed to provide Army families, civilians and Soldiers better mental fitness resources. (C. Todd Lopez)*



*Couples at a Strong Bonds event.*



*Participants in the 81st Regional Support Command's Strong Bonds Marriage Enrichment Retreat renew their vows during the finale of the three-day workshop held recently at Hilton Head Island, South Carolina on 24 March 2009. (Traci Cook)*



*The 3d Sustainment Command (Expeditionary) hosted a Strong Bonds retreat in November 2009 at Louisville's Galt House Hotels and Suites. The Strong Bonds retreat was organized and implemented by the 3d Sustainment Command (Expeditionary) chaplain's office and offered ways to increase individual Soldier and Family readiness and resiliency through relationship education and skills training. (U.S. Army photo by Specialist Michael Beh)*



*Sergeant Brian Pauley, a food service noncommissioned officer with the 3d Sustainment Command (Expeditionary) and Charleston, West Virginia, native, and wife Sarah, an Oak Hill West Virginia, native, work together on a communication exercise during the 3d Sustainment Command (Expeditionary) Strong Bonds retreat which was held 6 to 8 November 2009, at Louisville's Galt House Hotels and Suites. The Strong Bonds retreat was organized and implemented by the 3d Sustainment Command (Expeditionary) Chaplain's Office and offered ways to increase individual Soldier and Family readiness and resiliency through relationship education and skills training. (U.S. Army photo by Specialist Michael Behlin)*



One program benefiting Army Reserve Soldiers and their employers was the Employer Partnership Initiative. “Employers of Army Reserve Soldiers,” stated General Stultz, “remain a key building block in the foundation that supports our Army Reserve Soldiers.”<sup>23</sup> The program was a joint venture designed to give business leaders real world benefits for employing and sharing Soldiers-Employees. It was designed to “build a bridge to employers who benefit . . . from Soldier’s training and skills.”<sup>24</sup> This initiative was especially important given the



constant deployment and strain on the work force.<sup>25</sup> It was a win-win situation for employers and Army Reserve Soldiers as skills were cross-leveled between the battlefield and the civilian sector. "When we," remarked General Stultz, "produce truck drivers for America's trucking industry, medical technologists for America's medical community, law enforcement officers for

America's law enforcement agencies, and the same for 11 other Army Reserve specialties, it is a good value for America; not just for the military, but for the country."<sup>26</sup> The American Trucking Association and Inova Health Systems of Northern Virginia were the first formal partners to sign agreements on 14 April 2008.<sup>27</sup> As



of December 2009, the Army Reserve has signed more than 750 corporations, associations, state agencies, and local police departments.<sup>28</sup>



*Lieutenant General Jack Stultz, Jr. signs an Employer Partnership Agreement with GE, 17 January 2009.*

“The success of the Employer Partnership Initiative,” asserted General Stultz, “proves that it is an exceptional value for America, making the Army Reserve a positive investment for our nation and for our future business leaders. We are recruiting,” he continued, “not only Soldiers for America’s Army Reserve, but employees for America’s industry at the same time. Conversely, those who come to us from the civilian sector, having acquired a set of skills they can transfer to a military specialty, are able to employ those civilian acquired skill sets on the battlefield.”<sup>29</sup> It results in “affordable readiness.”<sup>30</sup> “Over time,” he explained, “our employer partnership initiative will become a key national human-capital strategy in which two entities share and enhance the training, development, and talents of one individual who contributes to the defense of our country and to sustaining a robust national economy.”<sup>31</sup> It also boosted recruiting.<sup>32</sup>



The USARC conducted Welcome Home Warrior Citizen ceremonies for those Soldiers returning from a deployment. This welcome home program publicly recognized in General Stultz’s words “the sacrifices Army Reserve Soldiers and their Families make on behalf of the nation.” The program began in fiscal year 2004. As of July 2009, 124,887 Soldiers, their families and employers have been the recipients of special awards “honoring their service and support.”<sup>33</sup>

The Army Reserve, as noted previously, supported the families of fallen Soldiers. The Army Reserve has lost 183 warrior citizens in the Global War on Terrorism. General Stultz remarked, “We recognize the ultimate sacrifice these Soldiers and their Families have made for the cause of freedom and we proudly honor our fallen comrades in ceremonies and personal tributes. By remembering the distinguished service of our fallen,” continued General Stultz, “their selfless acts of bravery and leadership in the Army Reserve remain Army Strong. As part of our commitment to the Families of the fallen, the Army Reserve conducts a memorial service to honor their loved one’s sacrifice, offers chaplain support if requested, as well as ongoing support to help the Family through the difficult time.”<sup>34</sup>

The fallen were not only on the battlefield. On 5 November 2009, a Soldier brandishing two fire arms entered a Soldier processing center at Fort Hood, Texas. He killed thirteen Soldiers before being stopped. Among the fallen were five Army Reserve Soldiers: Lieutenant Colonel Juanita L. Warman,

Major Libardo E. Caraveo, Captain John P. Gaffaney, Captain Russell G. Seager and Staff Sergeant Amy S. Krueger. (See appendix D.)

Army Reserve Captain John Gaffaney, a psychiatric nurse, is being called a hero for his actions in the tragedy.<sup>35</sup> The USARC responded by sending Major Betty Harris, a nurse coordinator, for a week to visit twenty-five Army Reserve families for the Wounded Soldiers Sponsorship Program. Lieutenant Colonel Peter Bauer from the Warrior and Family Assistance Center was in daily contact with her and called daily to offer professional clinical consultation to the staff of the Department of Pastoral Care and Ministry at Fort Hood.<sup>36</sup>

On 18 November, the USARC held a memorial ceremony. Addressing the attendees, General Stultz remarked: “Losing fellow Soldiers is among our most difficult of challenges. That is why we are extremely grateful for their lives - for their lives were ones of service to the country, to their community and to their fellow man. . . . Their lives speak to the strength and dignity of all who serve.”<sup>37</sup>



*Lieutenant General Jack C. Stultz, Jr. and his wife, Laura, honor the Fort Hood fallen at the USARC memorial service, 18 November 2009.*




Pete Geren

Secretary of the Army Pete Geren declared 2009 as the Year of the Noncommissioned Officer. Geren; Representative Silvestre Reyes, a member of the House Armed Services Committee; Army Chief of Staff George Casey, Jr., and Sergeant Major of the Army Kenneth Preston kicked off the Year of the NCO at the Sergeants Major Academy on 5 January 2009. “As I’ve looked across the Army,” remarked General Casey, “in

the last couple of years it has been clear to me that it is our non-commissioned officers that are providing the glue that is not only holding this force together at a very difficult time, but is allowing us to accomplish the near impossible every day.”<sup>88</sup>

According to General Stultz, “Not much happens in the Army Reserve without NCO involvement, leadership and guidance.” He noted that they were often seen as the “backbone of the organization, but because they are the primary and most visible leaders for the bulk of our service personnel, the term backbone hardly does them justice. They lead from the front, projecting the self-confidence, authority and enthusiasm needed to face the toughest challenges that come with fighting two wars simultaneously, while being the catalyst for the continuity of operations as our units realign.”<sup>89</sup>

The Army Reserve’s highest ranking NCO, Command Sergeant Major Leon Caffie, said Army Reserve Soldiers took “seriously the NCO Creed to be leaders of Soldiers.” He pointed to two outstanding NCOs, Specialist David Obray of the 492nd Engineer Company who was the Army’s 2008 Soldier of the Year (the first Army Reserve Soldier to receive the award) and Sergeant Gregory Ruske who in 2008 earned the Silver Star. “Every day, Army Reserve NCOs like Sgt. Obray and Sgt. Ruske,” Command Sergeant Major Caffie adjudged, “perform acts that demonstrate commitment, selfless service, and personal courage. Whether on the battlefield, on the job, with their Families or in the communities, our Warrior-Citizens are great American heroes. Their sacrifices make real differences in people’s lives.”<sup>90</sup> No doubt Command Sergeant Major Caffie would add to the list Specialist David Hutchinson, another Silver Star recipient, as well as Staff Sergeant Aaron Butler, the 2009 NCO of the Year.



### “The Creed of the Noncommissioned Officer”


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No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army.”

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind--accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!





*Staff Sergeant Aaron Butler, the Army Reserve NCO of the Year, packs his equipment during PCC/PCI at the Department of the Army Best Warrior Competition at Fort Lee, Virginia on Tuesday, 29 September 2009. (Timothy L. Hale/U.S. Army Reserve Command, Army Reserve Public Affairs)*



*Sergeant Major of the Army Kenneth Preston congratulates Specialist David Obray, 2008 Army Soldier of the Year.*



*Sergeant Gregory Ruske is the fourth Army Reserve Soldier in the Global War on Terrorism to receive the Silver Star.*



*Specialist David Hutchinson is the fifth Army Reserve soldier in the Global War on Terrorism to receive the Silver Star.*



## “Dust Devils”

Master Sergeant Martin J. Cervantez

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

- <sup>1</sup> Testimony, Statement of General George W. Casey, Jr. Before the House Committee on Appropriations, Subcommittee on Military Construction, Veterans Affairs and Related Agencies, 6 May 2009.
- <sup>2</sup> Article, "General Casey: Complex Operations and Counterinsurgency," 28 May 2009, <http://www.acus.org/event/general-casey-complex-operations-and-counterinsurgency>.
- <sup>3</sup> Article, Lt. Gen Jack Stultz, "Sustain Commitment: Prepare for the Unexpected," *The Officer*, Dec 09, p. 46.
- <sup>4</sup> Article, Gerry Gilmore, American Forces Press Service, "Gates, Casey welcome new Army Secretary," 3 Nov 09, <http://www.army.mil/-news/2009/11/03/29752-gates-casey-welcome-new-army-secretary/index.html>.
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- <sup>7</sup> Read ahead with attachment for Lt. Gen. Jack Stultz's interview with Military Update, 28 May 2009.
- <sup>8</sup> July-December 2008 Semi-Annual Historical Report, Maj. Glen Damon, ARRC-FPW, subject: WFAC, 19 Feb 09 and January-June 2009 Semi-Annual Historical Report, Lisa Yanity, ARRC-WF, subject: WFAC, 19 Aug 09.
- <sup>9</sup> July-December 2009 Semi-Annual Historical Report, Lt. Col. Deidre Kane, ARRC-MD, subject: National Capital Region Strategic Initiative, no date.
- <sup>10</sup> July-December 2008 Semi-Annual Historical Report, Maj. Glen Damon, ARRC-FPW, 19 Feb 09 and January-June 2009 Semi-Annual Historical Report, ARRC-WF, Lisa Yanity, 19 Aug 09.
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- <sup>12</sup> Article, Eric Milton, "Virtual Installation," *The Officer*, September 2009, p. 63.
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- <sup>14</sup> Article, Eric Milton, "Virtual Installation," *The Officer*, September 2009, p. 63.
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- <sup>16</sup> Article, Donna Miles, "'Virtual Installation' Concept Becomes Physical Reality with 'Fort Rochester,'" *The Officer*, November 2009, p. 23 and Operation Order 10-032 Army Reserve (AR) Virtual Installation Army Strong Community Center Pilot, USARC, 9 Dec 09.
- <sup>17</sup> January-June 2008 and January-June 2009 Semi-Annual Historical Report, Walter Goodrich, AR G-1, Well Being Office, subject: Implementation of the Yellow Ribbon Reintegration Program, 21 Apr 08 and 10 Aug 09; Operation Order 08-102 (Yellow Ribbon Reintegration Program), 30 Jul 08 and Warning Order 001 (08-102) (Implementation of the Yellow Ribbon Reintegration Program), 29 Apr 08.
- <sup>18</sup> Lt. Gen. Jack Stultz and CSM Michael Schultz, *Army Reserve 2010 Posture Statement*, p. iv.
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<sup>21</sup> Lt. Gen. Jack Stultz's Remarks, AR Family Programs, 18 Feb 09.

<sup>22</sup> July-December 2009 Semi-Annual Historical Report, Capt. Jovon Perry, subject: Comprehensive Soldier Fitness Program, 8 Feb 10.

<sup>23</sup> Lt. Gen. Jack Stultz, Pre-Decisional Closing Remarks SLWC, 6 May 2009.

<sup>24</sup> Read Ahead for Lt. Gen. Jack Stultz's Interview with *Stars & Stripes*, 21 Jul 09.

<sup>25</sup> Army Reserve General Officers Town Hall Meeting with the CAR, 30 Apr 09.

<sup>26</sup> Ibid.

<sup>27</sup> Article, Lt. Gen. Jack Stultz, "Return on Investment," *The Officer*, Dec 08, p. 29.

<sup>28</sup> Lt. Gen. Jack Stultz, A Positive Investment for America, Pre-Command Course, 6 Dec 09.

<sup>29</sup> Lt. Gen. Jack Stultz's Remarks to SARCA, 1 Feb 09.

<sup>30</sup> Lt. Gen. Stultz's Remarks at Southern Nevada Army Reserve Ball, 21 Nov 09.

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<sup>37</sup> CAR Remarks at Fallen Soldier Ceremony, USARC, 18 Nov 09.

<sup>38</sup> Article, Gen George Casey, Jr., "Gen. George W. Casey Jr.'s Remarks at AUSA ILW Breakfast," 14 Jan 09, <http://www.army.mil/speeches/2009/01/15/15965-gen-george-w-casey-jrs-remarks-at-ausa-ilw-breakfast>.

<sup>39</sup> Article, Lt. Gen. Jack Stultz, "A Positive Investment For America," *2009-10 Army Green Book*, p. 134.

<sup>40</sup> Article, CSM Leon Caffie, "U.S. Army Reserve-Balance Priorities," <http://nco.theopendemo.com/blog/?p=109>, 23 February 2009 and Article, Staff Sergeant Melissa Garcia, "SPC. Ruske Receives Silver Star," *Warrior Citizen*, Winter 2009, pp. 22-25.

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## CHAPTER

### 5

## RESTRUCTURING THE FORCE

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Force restructuring was another aspect of Army Reserve transformation to an operational ready reserve. The Army Reserve continued at an accelerated pace in 2008 and 2009 to transform from a strategic reserve to an operational force by streamlining command and control structure, standing down non-deployable support commands and establishing operational and functional commands in their place. This reduced the number of support headquarters and developed more deployable modular, brigade-sized commands to generate more specialized capabilities in Army Reserve core competencies. “We’ve got to get our structure rebalanced,” said General Stultz.<sup>1</sup>

The Army changed from a division to a brigade-based force. This was in response to lessons learned in the Balkans, Afghanistan, and Iraq. Greater flexibility was needed to fight asymmetric wars. Brigades were more flexible than divisions. Brigades were designed as modules. They were self-sufficient and standardized. Brigade combat teams were more readily deployed. They combined easily with other Army and joint forces to confront changing tactics. The combatant commander can rapidly adjust fire in a fast-paced fight. The combat commander can get exactly the structure needed for the mission at hand.<sup>2</sup> The Army restructured its organizations to create stand-alone and modular forces while retaining broad-spectrum capability. The Army was returning to a traditional tactical echelon — the brigade—to restructure today’s Army. The brigade was smaller and more agile than the division.<sup>3</sup>

Modular units were more tailorable, deployable, and versatile.<sup>4</sup> Modularity allowed self-sufficient organizations to enter and exit from unit formations with negligible amplification or restructuring. The Army called this its “plug and play mode.” Standardized units could be readily exchanged with each other as required. The modular brigade combat team was the fundamental combined arms building block for force projection.<sup>5</sup> A brigade combat team was a “permanently structured, self-contained combined arms team.”

The new brigade combat teams were smaller, which allowed more to be organized without a major increase in end strength. The modular redesign increased the number of regular Army brigades, reducing the deployment tempo of each brigade and increasing available training time.<sup>6</sup> Brigades now have capabilities previously found at division level and higher.<sup>7</sup>

The Army Reserve embraced modularity and incorporated it into its restructuring and rebalancing scheme. According to that plan, eight modular modified table of organization and equipment “sustainment brigades” were activated from existing structure in 2006, 2007, and 2008. Two combat support brigades (maneuver enhancement) were activated in fiscal year 2008.<sup>8</sup>

The USARC transferred command and control from the traditional non-deployable regional commands to various deployable operational and functional commands. USARC’s Force Management Division issued hundreds of activation orders. As Lieutenant Colonel Matthew Miller from the USARC’s Staff Judge Advocate observed, “The organizational restructuring of the Army Reserve proved dynamic.” This was happening in conjunction with the mobilization and deployment of thousands of Soldiers in support of the Global War on Terrorism.

According to General Stultz, at the beginning of fiscal year 2008, 78 percent of Army Reserve units had been realigned from a Cold War strategic reserve configuration of geographically based headquarters to operational and functional commands. By May 2009, the realignment was 92 percent complete.<sup>10</sup> By December 2009, General Stultz declared transformation was “essentially complete.”<sup>11</sup> The Army Reserve is transforming its operational functional command structure. “We,” General Stultz stated, “are moving away from a legacy structure that served us well as a strategic reserve to a leaner, more specified configuration that accommodates command and control of an operational force. We are also restructuring to add capability for the future. This is the capability we need to support new Army missions, such as stability operations. The Army Reserve is doing the right thing, internally, while transforming, externally.”<sup>12</sup> “We are going to continue to adapt and continue to change as we move forward.”<sup>13</sup>

“We remain on track,” he said, “to realign more than 17,000 spaces from the Army Reserve institutional force to critically needed operating assets, rebalancing and right-sizing a modular force. Rebalancing the force will ease operational tempo for Active and Reserve Components and provide



81st Regional  
Support Command



88th Regional  
Support Command



99th Regional  
Support Command



63d Regional  
Support Command



316th Expeditionary  
Sustainment  
Command

predictable, ready combat support and combat service support capabilities most in demand by combatant commanders in today's security environment."<sup>14</sup> "The new configuration supports operations in the United States and eighteen other countries around the world."<sup>15</sup>

The Army Reserve disestablished the ten regional readiness commands on 16 September 2008 and designated the new commands as the 63d, 81st, 88th, and 99th Regional Support Commands. Fort McCoy, Wisconsin, was the home for the 88th; Moffett Field, California, for the 63d; Fort Dix, New Jersey, for the 99th; and Fort Jackson, South Carolina, for the 81st. These commands provided personnel, information and resource management facilities, and equipment support to the Army Reserve units in their geographic regions. The former missions of command and control and training and readiness oversight shifted to twenty-two operational and functional commands. "This shift," explained General Stultz, "enables us to source more operational units from the space savings that result from reductions in overhead throughout the Army Reserve." He pointed to the deactivation of one of these regional readiness commands and in its place the activation of the 316th Expeditionary Sustainment Command. The 316th deployed in less than twelve months later and "took command of over 20,000 active Army, National Guard and Army Reserve Soldiers in Iraq, providing logistical support for all U.S. forces, coalition forces, and Iraqi forces, from," as General Stultz put it, "beans to bullets, from fuel to parts. The 316th Expeditionary Sustainment Command demonstrated the ability of the Army Reserve to quickly transform while at war."<sup>16</sup> All units remaining aligned to the regional readiness commands had to be reassigned. Where possible, units were to be assigned to the operational and functional commands. Those units without functional alignments were to be assigned to the U.S. Army Reserve Readiness

Command.<sup>17</sup> The operational and functional commands are deployable elements, commanding units of the same or similar functional capabilities.<sup>18</sup> See figure twelve showing the operational and functional commands.



*Activation ceremony for the 99th Regional Support Command, 20 September 2008.*

*"Today marks a major milestone in the mission success of realigning the Army Reserve. With this ceremony we take another major step in making Army Reserve transformation a reality and put another building block in place to transform our force from a Cold War strategic reserve to a well-trained operational force that compliments the Army across the full spectrum of capabilities." Major General William Monk III*



*Colonel Ralph Hersey transfers command of the 88th Regional Support Command to Major General James Sholar during the activation ceremony at Fort McCoy, 19 September 2009.*

The 65th Regional Readiness Command actually disestablished on 15 September 2007. The Army Reserve transferred command and control of its units in Puerto Rico to the 166th Regional Support Group with a mission support element. The mission support element was renamed mission support command due to its geographic location and significant distance from the supporting regional support command. The 1st Mission Support Command assumed command and control of units in Puerto Rico effective 1 October 2008. The 1st Mission Support Command was a direct reporting unit to the USARC.<sup>19</sup>



377th Theater  
Sustainment  
Command

In April 2008, General Stultz approved the establishment of a second theater sustainment command, which will significantly enhance Army Reserve command and control for logistics units. As a result of General Stultz's decision, the 90th Regional Readiness Command received a tasking to activate the 4th Expeditionary Sustainment Command effective 16 October 2009 while the 70th Regional Readiness Command received a tasking to activate the 364th Expeditionary Sustainment Command effective 16 October 2009. The 70th also received a tasking to develop an implementation plan as to how it will develop a theater sustainment command in a provisional status using the 364th and additional mission support element authorizations. With the addition of the two expeditionary sustainment commands, the Army Reserve will have over 58,000 combat service support authorizations. The Army Reserve was realigning three expeditionary sustainment commands in the eastern U.S. area of responsibility and their subordinate units with 33,425 spaces to the 377th Theater Sustainment Command.<sup>20</sup> The 377th Theater Sustainment Command assumed command and control of the 103rd, 143d, 310th, 311th, and 316th Expeditionary Sustainment Commands, the Army Reserve Sustainment Command, and the Deployable Support Command. It has command and control of over 500 down trace units throughout the United States, Puerto Rico, Guam, and the Virgin Islands.<sup>21</sup>

## OPERATIONAL AND FUNCTIONAL COMMANDS - FY10

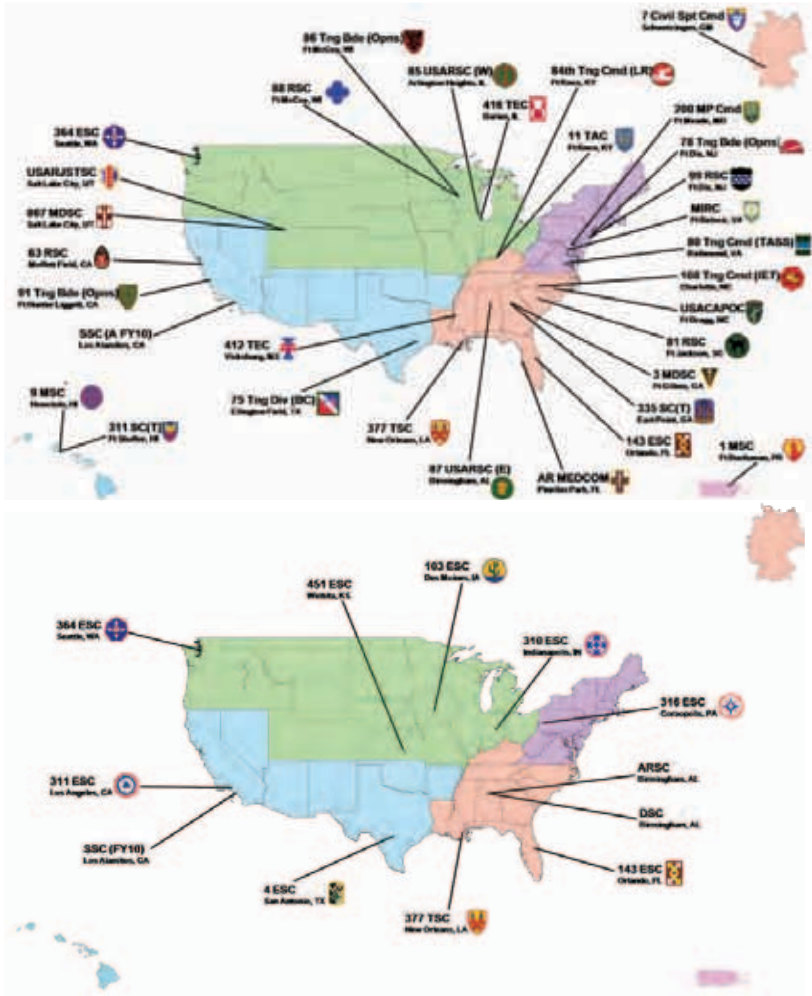


Figure 12

Due to the large formation of combat service support force structure, the Army Reserve needed to establish another two star combat service support headquarters in the western continental United States to command and control up to four expeditionary sustainment commands and their down trace units with 21,038 spaces. On 30 September 2009, the Department of the Army approved the Army Reserve concept plan for a command first developed on 22 December 2008. Consequently, the chief, Army Reserve directed the establishment of the Sustainment Support Command, which



79th United States  
Army Reserve  
Sustainment  
Support Command

activated on 1 December 2009; it is located in Los Alamitos, California, and co-located with the 311th Expeditionary Sustainment Command. The mission of the Sustainment Support Command will be to prepare operational units for deployment and maintain readiness posture for deployment and peacetime command and control. Establishing the Sustainment Support Command enables the Army Reserve to execute command and control of all aligned subordinate combat service support commands. The Sustainment Support Command will consist of 122 Troop Program Unit spaces. This was part of the transformation initiative to transfer command and control of combat service support units from the regional readiness commands to operational commands. Effective 5 January 2010, the Center of Military History approved the designation of the sustainment support command as the 79th United States Army Reserve Sustainment Support Command.<sup>22</sup>



200th Military  
Police Command

The 200th Military Police Command was among those units activated; it activated on 16 April 2008. The command was the first multi-component military police theater command in the history of the Army. The organization included more than 120 subordinate commands, including units transferred from the disestablishing regional readiness commands. It comprised over 12,000 Army Reserve military police Soldiers and supporting staff from across the nation. Its operational mission was to provide command and control for two to five assigned/attached military police brigades with subordinate units (battalions, companies, detachments) performing military police battlefield functions. During peacetime operations, the command provided command and control and training readiness oversight for all organizations under its command.<sup>23</sup>



U.S. Army  
Reserve Joint and  
Special Troops  
Support Command  
Distinctive Unit  
Insignia

A Legal Command was provisionally established effective 26 May 2006. The Legal Command will provide command and control for twenty-three existing troop program unit (TPU) COMPO 3 legal support organizations and mobilization support organizations, totaling 1,440 TPU Soldiers. The Legal Command will focus on the training and readiness of judge advocate high demand hard skills and low density Army Reserve judge advocate Soldier requirements necessitated by continuous real time demand across the full spectrum of operational requirements. The Legal Command was assigned to the USAR Joint and Special Troops Support Command. On 4 June 2009, the USARC published the permanent order establishing the command.<sup>24</sup> Effective 1 October 2009, command and control of designated legal support organizations aligned to the 90th Regional Readiness Command transferred to the Legal Command.<sup>25</sup>



84th Training  
Command (Unit  
Readiness

Long in the making, effective 1 October 2009, the USARC established a training command (unit readiness); the following day the USARC issued permanent orders redesignating the 84th Training Command (Leader Readiness) to the 84th Training Command (Unit Readiness).



*Army Reserve Readiness Training Center*

On 17 December 2009, General Stultz signed a memorandum establishing the Army Reserve Readiness Training Center (Provisional) from the 4th Battalion, 339th Regiment, formed from the previous ARRTC when the 84th Training Command (Leader

Readiness) was established.<sup>26</sup> The Army Reserve Readiness Training Center (Provisional) will report directly to the USARC's deputy commanding general

under staff oversight of the G-3/5/7. It will execute the Army program for individual training for two school codes; it will command the 2d Battalion, 339th Regiment and noncommissioned officer academies.<sup>27</sup>



108th Training  
Command



70th Training  
Division

The USARC took these actions to create unity of command of disparate training support structure, which enabled unity of effort in critical ARFORGEN years three and four training exercises. The USARC used the existing 84th Training Command (Leader Readiness), migrated its former individual and leader education subordinate structure to the 70th Training Division and the 108th Training Command, and realigned command of the three training brigades and control of the three regional training centers to the 84th Training Command (Unit Readiness). The command, operational on 1 October 2009, was capable of providing command and control of assigned units; operational control or administrative control of designated units and initiation of planning, coordination and execution for warrior exercises, combat support training center and regional training center rotations and small arms readiness training, as well as providing training assistance to operational and functional commands throughout ARFORGEN.<sup>28</sup>



U.S. Army Civil  
Affairs and  
Psychological  
Operations  
Command

On 1 October 2006, the U.S. Army Civil Affairs and Psychological Operations Command and all subordinate Army Reserve civil affairs and psychological force structure were realigned from the U.S. Special Operations Command to the USARC. The U.S. Army Civil Affairs and Psychological Operations Command developed a concept plan to activate a training brigade with five subordinate companies. The units were activated on 16 September 2009 with changed locations from the original concept.<sup>29</sup>



412th Theater  
Engineer Command  
Distinctive Unit  
Insignia

There were multiple inactivations such as the Department of the Army's approval of the 412th Engineer Command's request to accelerate the inactivation of the 328th and 484th Engineer Detachments to 15 April 2009.<sup>30</sup> The Army Reserve inactivated five regional support groups.<sup>31</sup> Indeed, over six months, the USARC's Force Management Division, G3/5/7 issued 141 inactivation orders.<sup>32</sup>



Military Intelligence  
Readiness  
Command

Among realignment actions, Army Reserve bands converted on 16 October 2008 to modular structure with eighteen small bands to the regional support commands and one medium band to the USARC headquarters.<sup>33</sup> Unable to invest in new brigade-level headquarters, the Army Reserve decided to realign two regional support groups (648th and 208th) to the Military Intelligence Readiness Command.<sup>34</sup>



3d Medical  
Command  
(Deployment  
Support) Distinctive  
Unit Insignia

On 15 July 2008, the 3d Medical Command assumed command and control of the 804th Medical Brigade. On 16 September 2008, the 3d Medical Command became the 3d Medical Command (Deployment Support). It served as the single medical enabler supporting Army Central Command across the full spectrum of operations in the Central Command area of responsibility while delivering state-of-the-art combat healthcare to U.S. service members and other personnel in accordance with the medical rules of engagement. Then, on 1 October 2008, the 3d Medical Command (Deployment Support) assumed command and control of the 8th and 338th Medical Brigades. The 3d Medical Command (Deployment Support) returned to theater in October 2008 to provide command and control for all medical assets in Kuwait and Qatar.<sup>35</sup>

There were other restructuring actions in the medical force. For example, the 807th Medical Command inactivated on 15 September 2008 in Seagoville, Texas; the 807th Medical Command (Deployment Support),



807th Medical  
Command  
(Deployment  
Support) Distinctive  
Unit Insignia

a two star operational and functional command, activated the next day in Salt Lake City, Utah.<sup>36</sup> Like the 3d Medical Command (Deployment Support), this was part of the restructuring of the Army Reserve-Medical Command. On 1 October 2008, the 807th and 3rd Medical Command (Deployment Support) assumed command and control over the modified table of organization and equipment units in their respective regions of authority and became direct reporting units to the USARC rather than to Army Reserve-Medical Command. The 807th was the largest with 11,000 Soldiers.<sup>37</sup> The four medical readiness support groups were realigned to report directly under the Army Reserve-Medical Command. Army Reserve-Medical Command's global engagement in 2008 involved more than 2,632 Soldiers; 555 were deployed to Iraq.<sup>38</sup>

On 14 August 2008, the Department of the Army, in accordance with the Army Campaign Plan, approved the USARC's request to transform the existing Army Reserve garrison support unit structure into two continental United States and one outside the continental United States mobilization support groups. The transformation provided additional structure to assist in managing the increased rotational support for ten mobilization stations.<sup>39</sup> The Department of the Army approved on 9 September 2008 the reorganization and redesignation of Army Reserve East and West Regional Support Groups, distinguishing them as separate headquarters from Army Reserve training support divisions and clarifying command and control for their assigned down trace units.<sup>40</sup>

One of the numerous reassignments involved the 100th Division (Institutional Training). It was reassigned to the 80th Training Command (Total Army School System) effective 1 October 2008.<sup>41</sup> Effective 1 October 2009, the 332nd Medical Brigade



80th Training  
Command (Total  
Army School  
System)

and the 5th Medical Group were reassigned to the 3d Medical Deployment Support Command.<sup>42</sup> Indeed, in the first six months of 2009, the Force Management Division issued 130 reassignment orders.<sup>43</sup>

Among other transformation actions, Headquarters and Headquarters Company (HHC) 78th Training Support Division and HHC 91st Training Support Division were relocated in accordance with Base Realignment and Closure (BRAC) 2005 to major training sites and reorganized to training brigades (operations) with a third one established at Fort McCoy. They were direct reporting commands to the USARC. These actions enhanced the combat support training center program.<sup>44</sup>

In an effort to meet the secretary of defense's twelve month mobilization policy, the Army Reserve established regional Soldier readiness process teams located within each regional readiness command to identify, fix and validate Soldier readiness. As a result of this intensive initiative, the Army Reserve reduced medical, dental and administrative fall outs at the mobilization platforms from 25 percent to 2 percent. This decrease in personnel enabled the Army Reserve to reduce post-mobilization training time and increase boots-on-ground. On 8 December 2009, four Soldier readiness process teams were approved, totaling fifty unfunded Individual Mobilization Augmentee positions.<sup>45</sup> It has truly been a kinetic transformation of the Army Reserve. See figure thirteen for a depiction of the Army Reserve transformed as of 6 December 2009.

Part of transformation was the 2005 Base Realignment and Closure action. According to General Casey, "The Army continue[d] to restation forces and Families around the globe. . . . As an essential component of Army transformation, BRAC 2005 actions optimize infrastructure to support the Army's current and future force requirements. The disposal of Cold War era infrastructure," asserted General Casey, "and the implementation of modern technology to consolidate activities frees up financial and human resource." As General Casey explained, "over 1,100 discrete actions are required for the Army to successfully implement our BRAC 2005 requirements. The extent and impact of these actions," adjudged General Casey, "are far greater than all four previous BRAC rounds combined and are expected to create significant annual savings. In total, over 380,000 Soldiers, Family

members, and Army civilian employees will relocate as BRAC 2005 is implemented. Under BRAC 2005, the Army will close 12 Active Component installations, 1 Army Reserve installation, 387 National Guard and Army Reserve Centers, and 8 leased facilities . . . . To accommodate the units relocating from the closing National Guard Readiness and Army Reserve Centers, BRAC 2005 authorizes 125 multi-component Armed Forces Reserve Centers and realigns U.S. Army Reserve command and control structure.” The plan “awarded 26 Reserve Component projects in 18 states.

...<sup>746</sup>

## ARMY RESERVE TRANSFORMED

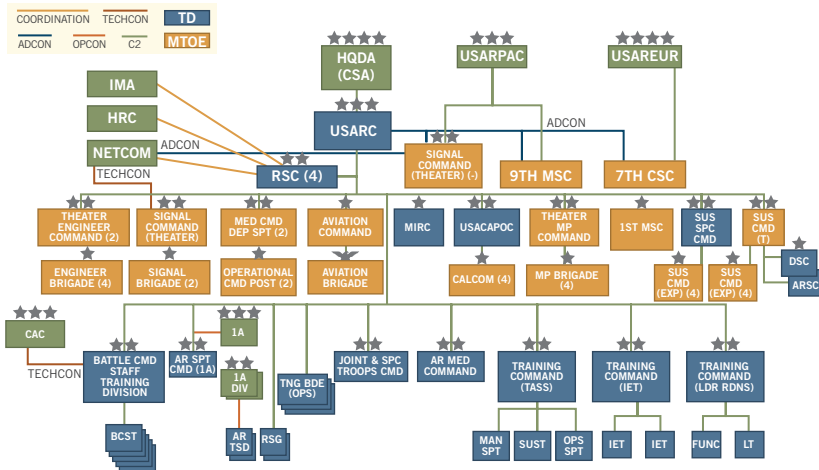


Figure 13: The Army Reserve Transformed, 6 December 2009



Groundbreaking ceremony for the new USARC/FORSCOM headquarters building at Fort Bragg, 8 December 2008.

The largest Base Realignment and Closure transformation project for the Army Reserve affected the USARC and the Office, Chief Army Reserve (OCAR). OCAR will move to Fort Belvoir, Virginia, and the USARC to Fort Bragg, North Carolina, by September 2011. General Stultz and Command Sergeant Major Caffie broke ground for the new headquarters on 8 December 2008.

The Fort Bragg building will be shared with FORSCOM. Stulz said the two commands “from an operational standpoint . . . are linked at the hip. . . .” At the ground breaking ceremony, FORSCOM commander General Charles Campbell remarked, “Today is an important milestone. We’re making a real and tangible step forward.”<sup>747</sup>

- <sup>1</sup> Read ahead with attachment for Lt. Gen. Jack Stultz's interview with *Military Update*, 28 May 2009.
- <sup>2</sup> General Peter J. Schoomaker and Dr. Francis Harvey, *A Statement on the Posture of the United States Army 2005*, ii and Ned Bedessem, "Army Organizational Changes-The New Modular Army," in John J. McGrath, editor, *An Army At War: Change in the Midst of Conflict, The Proceedings of the Combat Studies Institute 2005 Military History Symposium* (Fort Leavenworth, Kansas: Combat Studies Institute Press, 2005), 33-35.
- <sup>3</sup> Stewart, *American Military History, Volume II: The United States Army in a Global Era, 1917-2003*, 496-497.
- <sup>4</sup> McHugh and Casey, *A Statement on the Posture of the United States Army, 2010*, 12 and McHugh and Casey, *A Statement on the Posture of the United States Army, 2011*, 8.
- <sup>5</sup> Col. John Bonin and Lt. Col. Telford Crisco, "The Modular Army," *Military Review*, March-April 2004, 21.
- <sup>6</sup> Bedessem, "Army Organizational Changes-The New Modular Army," in John J. McGrath, editor, *An Army At War: Change in the Midst of Conflict, The Proceedings of the Combat Studies Institute 2005 Military History Symposium*, 33, 35.
- <sup>7</sup> McHugh and Casey, *A Statement on the Posture of the United States Army, 2010*, 12.
- <sup>8</sup> Kathryn Roe Coker, *The 2004/2005 Biannual Army Reserve Historical Summary*, 31.
- <sup>9</sup> January-June 2008 Semi-Annual Historical Report, Lt. Col. Matthew Miller, ARRC-JA-Fs, subject: Activities of the USARC JA Force Structure Division Office of the Staff Judge Advocate, 18 Jul 08.
- <sup>10</sup> Read ahead with attachment for Lt. Gen. Jack Stultz's Interview with *Military Update*, 28 May 2009 and Article, Lt. Gen. Jack Stultz, "Return on Investment," *The Officer*, Dec 08, p. 28.
- <sup>11</sup> Read ahead/attachment for Lt. Gen. Jack Stultz's Interview with *Military Update*, 28 May 2009 and Article, Lt. Gen. Jack Stultz, "Return on Investment," *The Officer*, Dec 08, p. 28 and Article, Lt. Gen. Jack Stultz, "Sustain Commitment; Prepare for Unexpected Army Reserve reshapes the force to serve Soldiers and the nation better," [http://www.roa.org/site/PageServer?pagename=0912\\_USAR](http://www.roa.org/site/PageServer?pagename=0912_USAR).
- <sup>12</sup> Army Reserve General Officers Town Hall Meeting with the CAR, 30 Apr 09.
- <sup>13</sup> Lt. Gen. Jack Stultz's Remarks to the George Washington Chapter AUSA Luncheon, 15 Dec 09.
- <sup>14</sup> Army Reserve General Officers Town Hall Meeting with the CAR, 30 Apr 09.
- <sup>15</sup> CAR Remarks at US Army Reserve Bn/Bde Pre-Command Course, 14 Mar 09.
- <sup>16</sup> Article, Lt. Gen. Jack Stultz, "Return on Investment," *The Officer*, Dec 08, p. 28.
- <sup>17</sup> July-December Semi-Annual Historical Report w/attachment, William Hammonds, ARRC-FDS, subject: FRAGO 061 (Command and Control of Unassigned Units) to OPORD 06-001 (Operation Millennium Transformation), 20 Feb 09.
- <sup>18</sup> July-December 2009 Semi-Annual Historical Report w/attachments, Chris Scammon, ARRC-OPF-MA, subject: Concept Plan for Adding Manpower Requirements to the USARC's Mobilization Table of Distribution and Allowances to Support the Requirements for Army Reserve Soldier Readiness Processing Teams, 10 Feb 10.

<sup>19</sup> January-June 2008 Semi-Annual Historical Report w/attachment, Larry Cole, ARRC-FDM-B, subject: Increase to 1st Mission Support Command Table of Distribution and Allowances to Support Title X Functions, 20 Aug 08; July-December 2008 Semi-Annual Historical Report w/attachment, Larry Cole, ARRC-FDM-B, subject: Increase to 1st Mission Support Command Table of Distribution and Allowances to Support Title X Functions, 2 Feb 09 and Annual Report, Maj. Daniel Torres, *1st Mission Support Command 2008 Annual Historical Summary*, p. 22.

<sup>20</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Larry Cole, ARRC-FDM-B, subject: CAR Approval of Second TSC, 20 Aug 08 and July-December 2008 Semi-Annual Historical Report, Larry Cole, ARRC-FDM-B, subject: Sustainment Support Command Concept Plan, 2 Feb 09.

<sup>21</sup> July-December 2008 Semi-Annual Historical Report, Larry Cole, ARRC-FDM-B, subject: 377th Theater Sustainment Support Command Mission Support Element Update, 2 Feb 09; January-June 2009 Semi-Annual Historical Report w/attachment, Larry Cole, ARRC-OPF-MB, subject: 377th Support Command Mission Support Element, 12 Aug 09; FRAGO zzz (Continuing Transition of 377th Theater Support Command (TSC)) to OPOD 06-001 [Operation Millennium Transformation], 08, and *377th Theater Sustainment Command 2008 Annual Historical Summary*.

<sup>22</sup> July-December Semi-Annual Historical Report w/attachments, Kevin Warrick, ARRC-OPF-MC, subject: Establishment of the Sustainment Support Command, 23 Dec 09; July-December 2009 Semi-Annual Historical Report w/attachments, Lt. Col. Kenneth Pittman, DAAR-OPF, subject: Army Reserve Approved TDA Concept Plans, 28 Jan 10 and Email, David LeBlanc to Kathryn Roe Coker, subject: 311th ESC, 23 Feb 10. As of 23 February 2010, the 31st ESC is part of the 377th ESC. With the approval of the 79th SSC concept plan the USARC will have to decide on which ESCs will align under the 79th SSC. Since they are in the same geographical area, the expectation is that the 311th ESC will align under the 79th SSC.

<sup>23</sup> January-June 2009 Semi-Annual Historical Report w/attachment, Maj. Kattiria Walker, DAAR-FDD, subject: Activation of the Multi-Component 200th Military Police Command, 26 Aug 09 and Memorandum w/attachments, BG Anne Macdonald to Commander, 200th Military Police Command, subject: Reassignment of Units from the 77th, 81st, 94th and 99th Regional Readiness Command to the 200th Military Police Command, no date.

<sup>24</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Maj. Charlota Wells, ARRC-FDM-A, subject: Establishment of a Legal Command, 26 Aug 08 and January-June 2009 Semi-Annual Historical Report w/attachments, Chris Scammon, ARRC-OPF-MA, subject: Establishment of a Legal Command, 19 Aug 09.

<sup>25</sup> July-December 2009 Semi-Annual Historical Report w/attachment, William Hammonds, ARRC-OPF-S, subject: Legal Command Request to Assume Command and Control of Legal Support Organization Units, 31 Jan 10.

<sup>26</sup> July-December 2009 Semi-Annual Historical Report w/attachments, Chris Scammon, ARRC-OPF-MA, subject: USATC G-7 Initiative to Establish a Training Command (TC) Unit Readiness (UR) to Conduct Army Reserve Collective Training, 10 Feb 10; July-December 2009 Semi-Annual Historical Report w/attachment, Maj. Marcus Haring, ARRC-OPT-T, subject: Establishment of a Training Command Unit Readiness, (UR), 19 Feb 10 and July-December 2009 Semi-Annual Historical Report, Gene Shewbert, ARRC-OPT-I, subject: Re-establishment of the ARRTC, 19 Feb 10.

<sup>27</sup> July-December 2009 Semi-Annual Historical Report w/attachment, Lt. Col. William Robinson, ARRC-OPT-T, subject: Establishment of the Army Reserve Readiness Training Command (Provisional), 19 Feb 10.

<sup>28</sup> July-December 2009 Semi-Annual Historical Report w/attachments, Chris Scammon, ARRC-OPF-MA, subject: USATC G-7 Initiative to Establish a Training Command (TC) Unit Readiness (UR) to Conduct Army Reserve Collective Training, 10 Feb 10; July-December 2009 Semi-Annual Historical Report w/attachment, Maj. Marcus Harring, ARRC-OPT-T, subject: Establishment of a Training Command Unit Readiness, (UR), 19 Feb 10 and July-December 2009 Semi-Annual Historical Report, Gene Shewbert, ARRC-OPT-I, subject: Re-establishment of the ARRTC, 19 Feb 10. The ARRTC is scheuled to move from Fort McCoy to Fort Knox no later than October 2012 as part of base realignment and closure (BRAC).

<sup>29</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Lt. Col. Allan Fey, ARRC-FDM-B, subject: Approval and Publication of Permanent Order of USACAPOC 1st Training Brigade CAPO, 18 Aug 08; July-December 2008 Semi-Annual Historical Report, Lt. Col. Allan Fey, ARRC-OPF-MB, subject: Delayed Activation of 1st Training Brigade, 19 Feb 09 and January-June 2009 Semi-Annual Historical Report, Lt. Col. Allan Fey, ARRC-OPF-MB, subject: Approval Delay Activation of the 1st Training Brigade, 19 Aug 09.

<sup>30</sup> January-June 2008 Semi-Annual Historical Report w/attachments, William Hammonds, ARRC-FDS, subject: Accelerated Inactivation of 328th and 484th Engineer Detachments, 29 Jul 08.

<sup>31</sup> Operation Order 09-142 Army Reserve Command and Control (ARC2) Changes and Regional Support Group (RSG) Inactivations and Realignments, 22 Jun 09.

<sup>32</sup> January-June 2008 Semi-Annual Historical Report/attachments, James Carroll, ARRC-FDS-D, subject: Permanent Orders, 25 Jul 08.

<sup>33</sup> January-June 2008 Semi-Annual Historical Report w/attachments, William Hammonds, ARFP-ARRC-FDS, subject: FRAGO 038 (Redesign, Redesignation and Reassignment of the USAR Bands to Operation Order 06-001), 28 Jul 08.

<sup>34</sup> Operation Order 09-142 Army Reserve Command and Control (ARC2) Changes and Regional Support Group (RSG) Inactivations and Realignments, 22 Jun 09.

<sup>35</sup> Annual Report, John Johnson, *3D Medical Command (Deployment Support) 2008 Annual Historical Summary*, pp. 3, 8.

<sup>36</sup> Annual Report, *807th Medical Command 2008 Annual Historical Summary* and Email, Carl Taylor to Kathryn Roe Coker, subject: 2008 Major Subordinate Command Annual History Report, 24 Jul 09.

<sup>37</sup> Annual Report, Carl Taylor, *807th Medical Command 2008 Annual Historical Summary*; Annual Report, *Army Reserve Medical Command 2008 Historical Summary* and telephone call, Carl Taylor with Kathryn Roe Coker, subject: Transformation, 25 Feb 10.

<sup>38</sup> Annual Report, *Army Reserve Medical Command 2008 Historical Summary*.

<sup>39</sup> July-December 2008 Semi-Annual Historical Report w/attachment, Chris Scammon, ARRC-FDM-A, subject: Implementation of Army Campaign Plan Decision Point 57.1 Garrison Support Unit Restructure, 17 Feb 09.

<sup>40</sup> July-December 2008 Semi-Annual Historical Report, Chris Scammon w/attachment , ARRC-FDM-A, subject: Separation and Redesignation of the Regional Support Groups East and West as Separate Headquarters from Army Reserve Training Support Divisions, 17 Feb 09.

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<sup>41</sup> July-December Semi-Annual Historical Report w/attachment, William Hammonds, ARRC-FDS, subject: Reassignment of the 100th Division (IT) to the 80th Training Command (TASS), 20 Feb 09.

<sup>42</sup> January-June 2009 Semi-Annual Historical Report w/attachment, William Hammonds, ARRC-FDS, subject: Reassignment of 332 Medical Brigade and 5th Medical Group to the 3d Medical Deployment Support Command, 21 Aug 09.

<sup>43</sup> January-June 2008 Semi-Annual Historical Report w/attachment, James Carroll, ARRC-OPF-SD, subject: Permanent Orders, no date.

<sup>44</sup> January-June 2008 Semi-Annual Historical Report w/attachments, Chris Scammon, ARRC-FDM-A, subject: Concept Plan for Combat Support Training Center Program- - Transformation of the 78th and 91st Training Support Division Headquarters to Operations Groups and Activation of a New Third Operations Group, 26 Aug 08. HHC 78th TSD moved from Edison, New Jersey to Fort Dix, New Jersey. HHC 91st TSD moved from Camp Parks Reserve Forces Training Area, California, to Fort Hunter-Liggett, California.

<sup>45</sup> July-December Semi-Annual Historical Report, Lt. Col. Kenneth Pittman, DAAR-OPF, subject: Army Reserve Approved TDA Concept Plans, 28 Jan 10.

<sup>46</sup> Testimony, Statement of General George W. Casey, Jr., Before the House Committee on Appropriations, Subcommittee on Military Construction, Veterans Affairs and Related Agencies, 6 May 2009.

<sup>47</sup> Article, "BRAC: Balancing people and missions," March 2010, <http://www.army.mil/-news/2009/06/21943-brac-balancing-people-and-missions>.



## CHAPTER

# 6

## FINANCIAL READINESS

Another dimension of an operational ready Army Reserve was financial readiness. The Army Reserve comptroller served as the appropriation sponsor for the Reserve Personnel, Army (RPA), the Operation and Maintenance, Army Reserve (OMAR), and the Military Construction, Army Reserve (MCAR) appropriations.

In late June 2008, the Army Reserve received \$304.2 million in RPA and \$164.8 million in OMAR main supplemental funding. The Army Reserve had a successful year-end closeout with obligation rates of 99.9 percent in OMAR, 100 percent in RPA, and 73.5 percent in MCAR.

The OMAR, RPA, and MCAR appropriations became law as part of the Consolidated Security, Disaster Assistance, and Continuing Appropriations Act of 2009 (P.L. 110-329) on 20 September 2008. The Army Reserve appropriations received congressional adjustment of -\$17.5 million in RPA and -\$18.8 million in OMAR and \$+0.9 million in MCAR. To start fiscal year 2009, the Army Reserve received \$79.3 million in GWOT supplemental bridge funding for OMAR along with base funding in all appropriations. The director of Resource Management issued fiscal year 2009 over-guidance of \$167.7 million during December 2008 to address RPA shortfalls in the following programs: incentives, education, special training, annual training and inactive duty training.

Appropriations	FY09 PRESBUD	FY09 Supplemental	Totals
RPA	\$3,904.3M	\$284.2M	\$4,188.5M
OMAR	\$2,623.5M	\$194.8M	\$2,818.3M
MCAR	\$282.6M	N/A	\$282.6M
Totals	\$6,810.4M	\$497.0M	\$7,289.4M <sup>1</sup>

The fiscal year 2010 President's Budget (PRESBUD) was submitted in May 2009. The fiscal year 2010 PRESBUD was:

Appropriation	FY10 PRESBUD	FY10 Supplemental	Totals
RPA	\$4,336.7	\$294.6	\$4,631.3
OMAR	\$2,620.2	\$204.3	\$2,824.5
MCAR	\$ 374.9	N/A	\$ 374.9
Totals	\$7,331.8	\$498.9	\$7,830.7

Additional changes may occur based on further congressional marks.

The RPA appropriation in the fiscal year 2010 President's Budget increased 10 percent (\$432 million) over the fiscal year 2009 budget. The annual training and inactive duty training programs increased by \$13 million and \$40 million, respectively. The initial active duty for training increased \$65 million. The recruiting and retention incentives increased \$29.5 million over fiscal year 2009 to \$351 million to fully fund bonuses and incentive programs. Additionally, the Active Guard Reserve program increased \$131.7 million to support an end-strength of 16,261 Soldiers.

The OMAR appropriation in the fiscal year 2010 President's Budget increased 8 percent, (\$20 million) above the fiscal year 2009 budget. To sustain operations, base operations support experienced program growth of \$2.3 million from fiscal year 2009. Operational tempo experienced a program growth of \$10 million. This increase assisted with Army Reserve re-balancing efforts to replace the administrative and headquarters structure with combat support forces. The fiscal year 2010 budget also supported contract reform efforts to reduce time and material contracts and allowed for in-sourcing functions previously performed by contractor personnel.<sup>2</sup>

The MCAR appropriation in the fiscal year 2010 President's Budget increased 33 percent, (\$92.3 million) above the fiscal year 2009 budget. In fiscal year 2010, the Army Reserve plans to invest \$25 million in construction of a combined arms collective training facility at Fort McCoy. All Army components and military services will jointly use the collective training facility services. Additionally, the Army Reserve invested \$336.6 million in construction of twenty Army Reserve centers in twelve states and the Commonwealth of Puerto Rico.

In June 2009, the Army Reserve received supplemental appropriation (Public Law 111-32) of \$418.2 million for RPA (\$281.2 million for overseas contingency operations and \$137 million for year-of-execution rate changes) and \$86.7 million for OMAR (\$110 million for overseas contingency operations less \$23.3 million fuel rescission due to reduced fuel prices). Additionally, the Army Reserve received \$98.3 million for the American Recovery and Reinvestment Act of 2009 (Public Law 111-5) that supported the start-up of twenty-two additional facilities sustainment, restoration and modernization projects.

The fiscal year 2009 year-end close was successful. Specifically, the RPA program of \$4,283 million was successfully obligated at 99.3 percent. Major programs executed included annual training \$407 million, inactive duty training \$770 million, schools \$189 million, special training \$308 million, Active Guard Reserve program \$1,624 million, incentives \$321 million, and education \$118 million.

The OMAR program of \$2,796 million also closed at an obligation rate of 98.9 percent. Major programs executed included operational tempo \$1,271 million, base operations \$565 million, SRM \$252 million, depot maintenance \$95 million, and recruiting/advertising \$55 million.

The MCAR, a five year appropriation, closed fiscal year 2005 at an obligation rate of 100 percent. The remaining years (fiscal year 2006 through fiscal year 2008) of unexpired funds vital for planning and design, minor construction and major construction projects were on track for complete obligation.

The fiscal year 2010 MCAR appropriation became law as part of the Consolidated Appropriations Act, 2010 (Public Law 111-117) on 16 December 2009 and the RPA and OMAR appropriations became law as part of the Department of Defense Appropriations Act, 2010 (Public Law 110-118) on 19 December 2009. Congress adjusted the initial budget request as follows: RPA decreased \$31.9 million; OMAR decreased \$6.0 million and MCAR increased \$56.7 million. The Army Reserve also received overseas contingency operations funding as a part of the appropriation. The table below reflects the adjusted fiscal year 2010 BASE and overseas contingency operations funding:

Appropriation	FY10 BASE	FY10 Overseas Contingency Operations	Total
RPA	\$4,304.7M	\$293.1M	\$4,597.8M
OMAR	\$2,614.2M	\$204.3M	\$2,818.5M
MCAR	\$431.6M	N/A	\$431.6M
NGRE	N/A	\$85.0M	\$85.0M
Total:	\$7,350.5M	\$582.4M	\$7,932.9M

On 30 November 2009, President Obama announced a 30,000 troop surge to Afghanistan. The Army Reserve received a tasking to contribute an additional 3,000 Soldiers in support of the Afghanistan surge. The Army Reserve requested an additional \$22.2 million in RPA and \$67.4 million in OMAR for the Afghanistan surge in a fiscal year 2010 supplemental request.

The Comptroller submitted the fiscal year 2110 budget estimate submission to the Office of the Secretary of Defense in September 2009. It also identified current year (fiscal year 2010) budget allotments for each appropriation coupled with manpower and actual fiscal year 2009 execution data for comparison and/or tracking mission trends. As a result of the Office of the Secretary of Defense fiscal year 2010 budget reviews, the resource management decisions minimally affected Army Reserve budget estimate submission. The table below reflects the fiscal year 2011 BASE and OCO budget requests for RPA, OMAR, and MCAR that includes the additional funding for the Afghanistan surge:

Appropriation	FY11 BASE	FY11 Overseas Contingency Operations	Total
RPA	\$4,397.1M	\$268.0M	\$4,665.1M
OMAR	\$ 2,879.1M	\$286.9M	\$3,166.0M
MCAR	\$318.2M	N/A	\$318.2M
Total:	\$7,594.4M	\$554.9M	\$8,149.3M <sup>4</sup>

- <sup>1</sup> July-December 2008 Semi-Annual Historical Report, Lt. Col. Mark Young, Laila Hemdan and Lt. Col. Michael Madden, DAAR-RMC, subject: Resource Management, 24 Feb 09.
- <sup>2</sup> January-June 2009 Semi-Annual Historical Report w/attachment , Hemdan, Barnes, Lt. Col. Freeman, MAJ Kissell and Denise Smith, subject: Resource Management, 21 Aug 09.
- <sup>3</sup> January-June 2009 Semi-Annual Historical Report w/attachment , Hemdan, Barnes, Lt. Col. Freeman, MAJ Kissell and Denise Smith, subject: Resource Management, 21 Aug 09.
- <sup>4</sup> July-December 2009 Semi-Annual Historical Report w/attachments, Lt. Col. Beckles, Hemdan, and Denise Smith, DAAR-RMC, subject: Comptroller-Budget Execution Formulation, 26 Feb 2010.



## CHAPTER

# 7

### SELECTED SUBORDINATE COMMAND OPERATIONS

Both 2008 and 2009 were kinetic years for the subordinate commands as the Army Reserve transformed from a strategic to an operational reserve. Profiled here are five of those commands.



311th Expeditionary  
Sustainment Command

The 311th Expeditionary Sustainment Command commanded and controlled the following units and their subordinate battalions and companies: 304th Sustainment Brigade, 326th Finance Management Center, 652nd Regional Support Group, 653rd Regional Support Group, 654th Regional Support Group, and the 96th Sustainment Brigade.

In 2008, the command continued its reorganization as an expeditionary sustainment command even as it planned, prepared, mobilized, and deployed to Kuwait in support of Operation IRAQI FREEDOM. The intent to eventually move under the command and control of the 377th Theater Sustainment Command has been changed to move under the command and control of a new Senior Sustainment Command headquarters (as discussed in chapter five). The Mission Support Element of the 311th remained in place to continue normal command and control functions in the rear continental United States while the 311th headquarters deployed to assume its wartime mission. The 311th headquarters departed home station on 15 March 2008 for its tour of duty and stayed deployed for the remainder of the year.

The primary focus for the rear element was to build command and control processes to effectively command and control units from the ten western states. These units completed transfer to the 311th Expeditionary Sustainment Command on 1 October 2007 from the 63rd, 70th, and 96th Regional Readiness Commands.

In 2008, the command had ninety-two assigned units. Over 2008, four units were activated, three were inactivated, and fourteen underwent significant conversions. Also during 2008, the 311th Expeditionary Sustainment Command-Rear element mobilized ten units for a total of 904 Soldiers. The command continued to gain strength starting with 5,700 assigned personnel. It ended the year with 6,996 assigned personnel. The year ended with a more effective headquarters with transformation starting to evolve into sustainment. During the year, the 311th Expeditionary Sustainment Command executed its mission to deploy while continuing to command and control in the rear, simultaneously. The command believed it succeeded in meeting every challenge.<sup>1</sup>



*Staff Sergeant Randall Slaughter and Staff Sergeant Marion Lopez with the 311th Expeditionary Sustainment Command plot points on a map.*



78th Division (Training Support)

In 2008, the 78th Division (Training Support), experienced significant transition. As the unit prepared for Patriot Warrior 2008, it also transformed into what is now the 78th Training Brigade (Operations). Its mission was to: provide realistic combat support/combat service support and combined arms training focused on developing leaders and units for combatant commanders; plan, coordinate, and execute pre-mobilization collective training for reserve component units up through brigade level, preparing to move from the ARFORGEN reset/train pool into the ready pool and provide feedback to improve the force and prepare it for success on any future joint battlefield.

The brigade's major functional responsibilities were articulated through its mission essential task list: field observer/controller teams qualified in the doctrinal conduct of battalion and brigade combat support, and combat service support operations; formulate, coordinate, and disseminate tactical

scenarios for unit execution; provide battle planning, preparation, and execution feedback to the training unit; provide feedback and instruction to the Army Reserve on doctrine, tactics, techniques, and procedures; and modernize its organization and procedures to accommodate the change towards a continental United States-based power projection Army.

No longer having units subordinate to this command, the unit headquarters will be relocating to Fort Dix, New Jersey, no later than the end of the first quarter fiscal year 2010. By mid year, the 78th Training Brigade (Operations) was fully engaged in exercise Patriot Warrior 2008. Following a successful exercise, the brigade received a final approved table of distribution and allowance and began consolidation, reorganization, and restructuring in order to fully prepare itself for future mission readiness. As the brigade entered the last quarter of 2008, it was given a second mission for fiscal year 2009. The 78th would now plan, coordinate, and execute a warrior exercise while simultaneously orchestrating a combat support training center in the summer of 2009. By the end of the year, the primary focus was on upcoming challenges on how to continue to maintain command and control while catering to two separate exercises. With Patriot Warrior 2009 and the combat support training center proof of principle midway through their respective planning cycles, the brigade branched off into two separate entities in order to handle the new demand.

The 78th Division accepted the challenge to re-organize from a division (training support) to a training brigade (operations). It did so with the accompanying myriad of details in all functional staff areas. Not only did the division accomplish this, it did so “in-stride” with no break in operations and no “stand down” period. The newly designated training brigade and its members executed a steep learning curve particularly in exercise management and execution issues.<sup>2</sup>



70th Regional  
Readiness

Another command, the 70th Regional Readiness Command, concentrated in 2008 on its mission to support the Global War on Terrorism and the transformation mission in accordance with Base Realignment and Closure guidance. While always remaining focused on its ongoing mission to train Soldiers to Army standards for mobilization, the command also successfully undertook the challenges of the Army Reserve transition

mission. Through a teamwork approach to each mission, the 70th Regional Readiness Command simultaneously prepared for disestablishment of the command effective 1 July 2009 and managed the Base Realignment and Closure process. Through detailed joint planning with the 88th Regional Support Command and multiple operational and functional commands, all remaining units were handed off to successor commands and all base operations support functions were coordinated for battle hand-off to the 88th Regional Support Command. The command professionally and proficiently executed this full spectrum of activities within the context of a rapidly changing Army Reserve command structure. This complex transition has created, and continues to create, new structures for the support of Soldiers, their families and units across the range of engagement. It has also caused this command to align itself for success and embrace smart and efficient processes in response to, and in anticipation of, such emerging changes.

The 70th Regional Readiness Command remained focused on the Global War on Terrorism while simultaneously preparing to disestablish. The command received the mission of standing up a new sustainment command in the Pacific Northwest and set about the tasks involved in building and supporting the 364th Expeditionary Sustainment Command using Soldiers and equipment from deactivated units, as well as Soldiers from its own ranks to fill the new provisional unit. The 70th Regional Readiness Command also performed its traditional mission of training and supporting Soldiers for deployment by mobilizing 127 of its own Soldiers and hosting Soldiers from several other commands to augment the 3rd Sustainment Command (Expeditionary) in April of 2008.<sup>3</sup>



99th Regional Support  
Command

Another command marked by transformation in 2009 was the 99th Regional Support Command. The 99th provides base operations support to all Army Reserve Soldiers, civilians, units, facilities and equipment in the Northeast region of the United States. The specific services performed are towards the management of human resources, logistics, finance, facilities, equipment maintenance, information technology, and well-being functions typically provided by Army installations. The regional support command exercises command and control over five Army Reserve bands that are stationed throughout the

thirteen states of the Northeast region.

The 99th Regional Support Command entered calendar year 2009 with the goal of finalizing the transformation from the regional readiness command structure and achieving 100 percent operational capability in its first year of existence. The command faced numerous challenges in meeting this goal: establishing base operations support relationships with organizational and functional U.S. Army Reserve commands in the thirteen-state Northeast region; transition of base operations support functions from legacy regional readiness command sites; physical relocation of the Regional Support Command from temporary facilities on Fort Dix, New Jersey; hiring personnel for open positions on the Regional Support Command's table of distribution and allowances; and establishing relationships with the Army Support Activity-Dix and the new Joint Base McGuire-Dix-Lakehurst command structure. The 99th Regional Support Command met each challenge under the guidance of the commander's vision statement.

In 2009, the 99th Regional Support Command completed the third and final phase of the Army Reserve Northeast region transformation process which began in 2007. Phase I, "C2 Release," began upon release of the 99th Regional Readiness Command Operations Order *Checkmate Forward* and directed the transfer of subordinate units from the regional readiness command to the operational and functional commands. Phase II, "BASOPS [base operations support] Consolidation," started 1 October 2007. It prescribed the consolidation of the 77th and 94th Regional Readiness Commands' base operations management into the 99th Regional Readiness Command. Personnel from the New York-New Jersey and New England area remained in place and were integrated into the 99th Regional Readiness Command as they continued daily operations. Phase III, "BASOPS [base operation support] Transfer," began on 1 October 2008: the first fiscal year start after the 99th Regional Support Command was officially stood up on 26 September 2008. During this final phase, responsibility for base operation support in the Northeast transferred from the 99th Regional Readiness Command to the 99th Regional Support Command.

The challenges which have impacted all three legacy regional readiness command sites and the newly established regional support command headquarters included: personnel turbulence from voluntary and involuntary reassignments, transfers of functions from traditional staff to directorate structure and from Coraopolis to Fort Dix, and certain fiscal constraints.

Critical regional support command staff sections set up shop in a temporary location on Fort Dix during the summer and fall of 2008. The Directorate of Human Resources transitioned from a traditional G-1 section to focus on civilian hiring actions to fill the regional support command's table of distribution and allowances positions. No longer functioning in a direct command and control role, the Directorate of Human Resources moved to establish a customer support relationship role with more than 50,000 Soldiers in 439 direct reporting units under forty-five senior leadership commands (thirty colonel, thirteen brigadier general, and two major general).

Upon the transition of base operation support responsibility, the 99th Regional Support Command Directorate of Public Works took on the mission as real property manager of Army Reserve facilities along with coordinating all Army Reserve construction projects in the thirteen-state Northeast region. By the end of 2009, the 99th Regional Support Command owned or managed over 350 facilities, totaling 10.5 million square feet. These facilities include: 299 United States Army reserve centers and armed forces reserve centers, twenty-five area maintenance support activities, five operational maintenance shops, four local training areas, eight equipment concentration sites, three airfield support facilities, one branch maintenance activity and a wharf. The 99th Regional Support Command additionally leases sixteen facilities.

As directed by Base Realignment and Closure 2005, the Directorate of Public Works planned and coordinated additional BRAC-related facility actions to include new construction and disposal of properties throughout the region. During 2009, facility projects were completed at locations such as Fort Detrick, Maryland, and Rochester and New Windsor, New York. Occupation of the new 99th Regional Support Command headquarters facility on Fort Dix began on 4 January 2009 with the official ribbon cutting held on 28 February.

The Corps of Engineers, Louisville District, published environmental condition of property reports governing disposal actions. These reports were distributed to the various state departments environmental protection agencies and to local land reuse authorities. Subsequent site inspections by state environmental regulators determined if reported contamination levels were low enough to permit transfer or if remediation was necessary. A list of properties requiring cleanup was submitted to BRAC for prioritization and future funding. Currently, some of these facilities remain in use until

replacements are built, while others have been placed in a caretaker status. Actual disposal was anticipated to occur between 2010 and 2011.

The Directorate of Logistics transitioned its role from a traditional G-4 and expanded responsibilities to include supporting the personnel and work orders in the maintenance and equipment support facilities. The new Directorate of Information Management Operations established customer technical support functions throughout the region. The Plans, Analysis and Integration Office took responsibility for force structure and stationing actions. With inactivation and activation of units slowing, the Plans, Analysis and Integration Office switched focus to processing stationing packets for BRAC relocation of operational and functional units throughout the region.

A critical change in 99th Regional Support Command responsibility occurred with the transition of the G-3 to a Directorate of Plans and Training, focusing less on operations and unit taskings in a command and control environment and more on Soldier training support. A Soldier Readiness Processing Team provided operational battle rhythm, insuring supported unit and Soldier pre-mobilization preparedness throughout the region.

The Directorate of Resource Management and the Office of Internal Review and Audit Compliance established operations and maintained functional capability throughout transition. Each of these directorates ensured fiscal and regulatory compliance during the physical relocation of the command and the transfer of responsibilities from the legacy regional readiness commands. Both the Directorate of Resource Management and the Office of Internal Review and Audit Compliance exceeded the USARC reporting standards and were recognized for their success during this, their first year of operations.

The Chaplain's Office continued to support Soldiers returning from deployment during Yellow Ribbon events. Strong Bonds couples and singles regional events were well-received and attended throughout 2009.

The 99th Regional Support Command remained committed to public outreach and community support. In February, the command officially recognized its new home on Fort Dix while in April it bade farewell to the Pittsburgh area. The commanding general maintained a key relationship with the World War II veterans of the 99th Infantry Division Association, attending the 60th reunion in July. Public Affairs planned and supported

United States Army Reserve Center memorializations, ground breakings and ribbon cuttings, along with community Memorial and Veterans Day observances, and various civic programs.

The Inspector General, Staff Judge Advocate, Surgeon, and Safety Offices also ensured timely transition of records and responsibilities for seamless continuity of service during the transition. The 99th Regional Support Command directorates and their counterparts in the legacy regional readiness commands pooled resources to successfully accomplish the final phase.

All directorates came together to form an operational and strategy planning board to aid the command in developing a vision statement in conjunction with agreed upon common levels of support. As a “virtual garrison,” the 99th Regional Support Command sought out new paradigms and tools to measure its successes. Directorates contributed knowledge to develop an operational plan and begin an Army Communities of Excellence submission packet. The command also came on-line with installation status report-services and the interactive customer evaluation training. This commitment to mission resulted in the 99th Regional Support Command reaching full operational capability in its new headquarters on Fort Dix well before its first anniversary in September 2009.<sup>4</sup>



412th Theater  
Engineer command

Another command experiencing transformation was the 412th Theater Engineer Command. Throughout the year, the command mobilized units, demobilized units, and supported units during their mobilization in support of the War on Terror on a global scale. During 2009, the 412th maintained between 201,000 mobilized Soldiers on active duty. The urgency of some missions required immediate responses which led to several periods of stress on the organization, but the professionalism of the Soldiers and civilians assigned to the command allowed the 412th to respond to problems and implement solutions.

In addition to directly supporting the War on Terror, the 412th continued to

perform key roles in essential large-scale training exercises and contingency planning. In May and June 2009, the 412th was directly responsible for successfully conducting Operation SAND CASTLE exercise at the National Training Center. In July, the 412th conducted the River Assault exercise at Fort Chaffee, Arkansas. The Korean Forward exercise was especially busy this past year, providing the engineer annex to the Korean War plans. The 412th helped finalize the war plans during the Key Resolve and Ulchi Freedom Guardian exercises.



*A 412th Theater Engineer Command Soldier plots his points on a map at the 412th Best Warrior Competition at Camp Smith, New York, April 13, 2009*

The 412th continues staff coordination with the United States Army Corps of Engineers in support of planning for future contingency operations and is preparing cooperative training events designed to ensure the seamless integration of each element in the other's operations and contingency responses.

On 23 March 2009, the 412th Engineer Command received permanent orders. Those orders reorganized and re-designated the 412th Engineer Command as the 412th Theater Engineer Command. The effective date of this action was 16 October 2009. To that end, the 412th Theater Engineer Command continues shaping operations, developing combat power and setting conditions

for systems linkage, enabling 12,000 Soldiers and three brigades connectivity in all applicable personnel, logistic and operational systems.

The 412th Theater Engineer Command provided outstanding service in support of the Global War on Terrorism, the Army's transformation to modularity, and the Army Reserve Command. The unit acted as one of the first operational commands in the Army Reserve and assumed command and control of three subordinate brigades while simultaneously supporting five unit mobilizations in support of the Global War on Terrorism. Additionally, the unit executed a total transformation of all assigned engineer units to a new modular force structure.

The 412th Theater Engineer Command and its subordinate brigades, the 302d Maneuver Enhancement Brigade, the 411th Engineer Brigade, and the 926th Engineer Brigade, each answered the call to fill individual mobilization requirements. These requirements added up to ninety-two additional Soldiers deployed worldwide, bringing the total number of 412th Theater Engineer Command personnel directly supporting overseas contingency operations to 710. Eighteen other units are completing the final stages of the ARFORGEN process. Of these eighteen units, nine have received mobilization orders, six have received alert notification orders, and three remain on the deployment expeditionary force list, awaiting further guidance.

The 926th Engineer Brigade was responsible for all coalition force combat and construction-effects engineering in Baghdad and was under the command of Multi-National Division - Baghdad while in Iraq. The brigade's mission safely cleared about a million miles of road networks in Iraq and removed 2,500 weapons from the streets of Iraq and was instrumental in rebuilding the country's infrastructure.

The year was a year of transition and training for the 302d Maneuver Enhancement Brigade. The unit changed senior leadership and trained extensively with the Maneuver Support Center at Fort Leonard Wood, Missouri, while simultaneously conducting its first collective training exercise in Patriot Warrior. The 302d Maneuver Enhancement Brigade also had 30 percent of its chemical battalion leadership deployed to Iraq for a civil affairs mission and supported the 412th Theater Engineer Command's deployable command post with the deputy commander, Colonel Stephen P. Schultz. The 344th Military Police Company was deployed during the

year and returned, as well. Brigade commander, Colonel Timothy Waters, deployed to Afghanistan in support of Combined Joint Task Force 82 of the 82nd Airborne Division and was assigned to Torkham Gate on the Pakistan Border.



*Combat Engineers from the 492nd Engineer Company from Mankato, Minnesota, use a crane to lift metal sheeting into place as they construct metal Quonset Huts at Forward Operating Base Miami on July 14th as part of Operation SAND CASTLE 2009. (Sergeant Brent Powell)*

The year also was one of continuing challenges for the command's 411th Engineer Brigade. The 411th remained engaged in the Global War on Terrorism. Throughout the year, the 411th continued to train its Soldiers, conduct exercises, plan for contingencies, and maintain strong community and family ties while preparing for a possible deployment. In addition to direct support of the Global War on Terrorism, the 411th continued to perform key roles in essential large-scale training exercises and contingency planning, with special emphasis on SAND CASTLE at the National Training Center. During June and July, the fifth annual Operation SAND CASTLE exercise exceeded all its objectives. Operation SAND CASTLE remains fully synchronized with First Army and the National Training Center. The secondary mission of the 411th at Operation SAND CASTLE was to build infrastructure for the Fort Irwin training site. The 411th, together with the 3/3 Brigade combat Team, marked the first time in National Training Center history when two full brigades were exercising, simultaneously. This created logistical challenges which the 411th met with a high degree of motivation

and success. Seventeen Soldiers from the brigade's 316th Engineer Company mobilized on 11 April for Iraq. The year 2009 was a challenging one for the command. The 411th Engineer Brigade, however, was able to meet all demands and now looks to the future to continue its tradition of success.<sup>5</sup>



*Sergeant First Class Jason Junot of the 412 Theater Engineer Command commands his M113 personnel carrier at River Assault 2009.*



*Constructing a Ribbon Bridge over a vast waterway, Task Force 844 demonstrates multi-functional capability as a construction asset. Currently, Task Force 844, an Army Reserve unit, headquartered in Knoxville, Tennessee, is mobilized and based in Baghdad, Iraq. The battalion is composed of eight diverse units, which total above 900 Soldiers and Airmen from across 38 states within the United States. As the Theater Engineer Construction Battalion, the 844th contains invaluable skill sets, such as plumbing, carpentry, electrical, transportation operations, heavy equipment operation, and surveying. The battalion has constructed well over 150 projects across 12 of the 18 provinces of Iraq since their arrival in theater in June of 2009.*



*Soldiers from the 368th Engineer Battalion conducted their annual extended combat training exercise in support of Patriot Warrior at Fort McCoy, Wisconsin, 7 August through 29 August 2009. For twenty-two days, the engineers conducted different exercises based on the military occupational specialty while living on a contingency operations location. They lived like they were deployed overseas. The battalion made the experience as real as possible by implementing real word procedures such as body armor and Kevlar at all times and mandatory convoy manifests. The training consisted of demolition, construction of roads and a retention pond, building a mock village along a convoy route and to wrap it all up there was a three day field training exercise for all the Soldiers.*

- <sup>1</sup> Report, Col. Martin Spann, *311th ESC 2008 Annual Historical Summary*, 09.
- <sup>2</sup> Report, Albert Porto, *78th Training Brigade (Operations) 2008 Annual Historical Summary*, 2009.
- <sup>3</sup> Report, John McSweeney, *70th Regional Readiness Command 2008 Historical Summary*, 2009.
- <sup>4</sup> Report, Stephen Harlan, *99th Regional Support Command 2009 Annual Historical Summary*, Apr 2010.
- <sup>5</sup> Report, Maj. Major Jesse Stalder, *412th Theater Engineer Command 2009 Annual Historical Summary*, Mar 2010.



## “Secure LZ”

Sergeant First Class Darrold Peters

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)



## “U.S./Afghan Convoy”

Master Sergeant Martin J. Cervantez

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

## APPENDIX

### A

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# ROSTER OF HISTORICAL LIAISON OFFICERS

U.S. Army Reserve South	
Army Reserve Careers Division	MAJ Jose Feliciano Mr. Charles Woodson
Augmentation Unit	MAJ Brian Despain
Aviation	LTC Samuel Driver
Business Transformation Office	MAJ Edward Sanders Mr. Vernon Shaw
Chaplain	Ms. Annetta Billingsley Chaplain (LTC) Robert Pleczkowski
Command Group	Mr. John Ford
Equal Opportunity	LTC Easter Sharpe
Family Programs	Mr. Travis Bartholomew MAJ Glenn Damon Mr. Stephen Michael
Force Management	Mr. Bill Hammonds
Full Time Support	MSG Lillian Camacho MAJ Nancy Davis MSG Priscillia George
G-1	Ms. Shirley Brooks Ms. La Wanda McClean
G2/6	Ms. Kathy Collar
G-4	Ms. Carolyn Terrell
G-8	Ms. Linda Thompson Ms. Sis Akins
G-33	LTC Danny Clark
G-37	LTC Robin Williams Mr. Carl Matthews Ms. Katherin deLeon
Army Reserve History	Dr. Lee S. Harford, Jr.
Homeland Defense	LTC George Kranske
Inspector General	Ms. Zina Moore
Internal Review & Management Control	Ms. Ada Campbell Ms. Candice Gate
Military Equal Opportunity Office	Mr. Billy Morales
Provost Marshall	MAJ Mark Woomavovah Major Albert F. Yonkovitz, Jr.

G3/5/7 Resource Management	Mr. Carl Matthews Ms. Earlene Bannister
Public Affairs Office	MAJ Hillary Luton LTC Veronica Brown
Safety Office	Ms. Erewa James
Staff Judge Advocate	Ms. Annette Fears Ms. Angela Andrews
Surgeon's Office	MAJ Sheila Murphy
Transformation Integration Office	Mr. Charles King
Warrior and Family Assistance Center	MAJ Glenn Damon Ms. Lisa Yanity
<b>U.S. Army Reserve North</b>	
Army Reserve Communications	Mr. Tyrell Heaton
Family Programs	Mr. Travis Bartholomew
Force Integrator/Force Programs	LTC Michael Karabasz
Full Time Support	LTC Janice Arrowsmith
G33 Forward	Mr. Donald Lewy
G-3	Mr. Peter Combs
G-5	LTC William Story
Legislative Army Reserve Communications	Ms. Elinda Lee
Resource Management Directorate Comptroller Division	LTC Doris Wilson Ms Denise Smith
Strategic Integration	LTC Gary Mann
Senior Leader Development Office	LTC Charles Meadows
Strategic Communications	Ms. Lwanda Johnson
<b>Selected Subordinate Commands</b>	
311th Expeditionary Sustainment Command	COL Martin Spann
78th Division (Training Support)	Mr. Albert Porto
70th Regional Readiness Command	Mr. John McSweeney
99th Regional Support Command	Mr. Stephen Harlan
412th Engineer Command	MAJ Jesse Stalder



## APPENDIX

### B

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## COMMAND GROUP

Command Group	
Chief, Army Reserve/Commanding General U.S. Army Reserve Command	Lieutenant General Jack C. Stultz, Jr. 25 May 2006-31 December 2009
Deputy Chief, Army Reserve	Brigadier General Julia A. Kraus 4 September 2007 – 7 July 2009 Brigadier General Leslie A. Purser 8 July 2009-31 December 2009
Deputy Commanding General U.S. Army Reserve Command	Major General Alan D. Bell 21 August 2006-30 June 2009 Major General James R. Sholar 1 July 2009-31 December 2009
Assistant Chief, Army Reserve	Mr. James L. Snyder 27 September 2009-31 December 2009
Deputy Chief, Army Reserve (Individual Mobilization Augmentee)	Major General Mari K. Eder 1 October 2007-31 May 2009 Vacant 1 June 2009-31 December 2009
Chief of Staff U. S. Army Reserve Command	Brigadier General Anne Macdonald 21 September 2007-9 March 2009 Colonel Charles E. Phillips 10 March 2009-31 August 2009 Brigadier General Jon J. Miller 1 September 2009-31 December 2009
Chief Executive Officer	Mr. Kenneth N. Williamson 16 August 1998- 31 December 2009
Command Sergeant Major	Command Sergeant Major Leon Caffie 18 August 2006-18 November 2009 Vacant 19 November 2009-31 December 2009
Command Chief Warrant Officer	CW5 James E. Thompson 10 September 2007-31 December 2009



Staff Sergeant Diana Carter, an Army Reserve Soldier from Jonesboro, Arkansas, explains the process of medical supply stock control to Lieutenant General Jack C. Stultz, Jr., Army Reserve commanding general, and Command Sergeant Major Leon Caffie, Army Reserve command sergeant major, at Camp As Sayliyah, Qatar, 25 November 2008. Carter deployed to Qatar last summer with the 427th Medical Logistics Battalion, an Army Reserve unit from Fort Gillem, Georgia. "I was excited," said Carter after meeting the senior leadership. "'I had never met a three-star general before!" (Dustin Senger)



Lieutenant General Jack C. Stultz, Jr., Army Reserve commanding general, is escorted by Captain Christopher Spencer, from New Braunfels, Texas, through the U.S. Central Command rest and recuperation pass program facilities at Camp As Sayliyah, Qatar, 25 November 2008. Stultz was touring U.S. military installations in Southwest Asia in an effort to demonstrate support for deployed Soldiers during a holiday season away from home. (Dustin Senger)



*Lieutenant General Jack C. Stultz, Jr., Army Reserve commanding general, meets Sergeant Bill Belanger, an Army Reserve Soldier from Kennesaw, Georgia, at Camp As Sayliyah, Qatar, 25 November 2008. Belanger was busy repairing an infusion pump, equipment needed to deliver intravenous medication for U.S. Central Command troops receiving emergency medical care in contingency areas. He explained how the skills developed during six years in the Army Reserve resulted in greater opportunities in civilian life. Belanger deployed to Qatar last summer with the 427th Medical Logistics Battalion, an Army Reserve unit from Fort Gillem, Georgia. Stultz was touring U.S. military installations in Southwest Asia, an effort to demonstrate support for deployed Soldiers during a holiday season away from home. (Dustin Senger)*



*Lieutenant Jack C. Stultz, Jr., commander Army Reserve, speaks to the Army Reserve Soldiers who re-enlisted at the 100th anniversary of the Army Reserve during a mass re-enlistment ceremony held at Al-Faw Palace, Camp Victory, Iraq, On 18 January 2008. Stultz commended the troops, stating that never before had there been a broader, more educated and battle-hardened group of reserve Soldiers. His sentiments were reemphasized in remarks made by Army General David Petraeus, commander Multi-National Force - Iraq. (U.S. Army photo/Sgt. Abel Trevino)*



*"We as American Soldiers are the most respected institution in America," said Major General Alan D. Bell, the deputy commanding general of the U.S. Army Reserve Command, to troops of the 311th Sustainment Command (Expeditionary) – headquartered in Los Angeles – in Kuwait, 18 November 2008. Among other topics, he discussed the transformation and operational structure of the Army Reserve as a whole. Before opening the floor to questions, Bell encouraged leaders to continue to talk to junior Soldiers about staying morally and physically strong. (Staff Sergeant William Watson Martin)*



*Staff Sergeant Jacqueline L. Hunt poses with Major General David A. Morris, commanding general of the U.S. Army Civil Affairs and Psychological Operations Command (Airborne), and Major General Alan D. Bell, deputy commander of the U.S. Army Reserve Command, after Hunt was awarded the Department of Defense Soldier's Medal. She is assigned to the 490th Civil Affairs Battalion in Abilene, Texas, a unit under the U.S. Army Civil Affairs and Psychological Operations Command (Airborne). The award is the seventh highest medal awarded to U.S. military Soldiers, and is given in recognition of heroism not involving actual conflict with an enemy. (Staff Sergeant Sharilyn Wells)*



*Command Sergeant Major Leon E. Caffie, the senior enlisted Soldier of the U.S. Army Reserve, toured Kandahar Airfield to view Soldiers' living conditions with Command Sergeant Major Michael D. Schultz, Joint Sustainment Command-Afghanistan senior enlisted, Kandahar Airfield, Afghanistan, 4 June 2009. (Courtesy photograph, Defense Visual Information Distribution System) .*



*Command Sergeant Major Leon Caffie, Army Reserve command sergeant major, meets deployed Army Reserve Soldiers at Camp As Sayliyah, Qatar, 25 November 2008. Caffie, well known for his dynamic enthusiasm, presented a motivational speech highlighting the important of military service and leadership responsibility. (Dustin Senger)*



Let Us Not Forget



## APPENDIX

### C

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# CAUSALITY REPORT

<b>Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010</b>				
Date of Death	Location of Death	Rank	Name	Unit
13-Nov-09	Wardak, Afghanistan	SPC	Christopher J. Coffland	Co. C, 321 MI Bn, Round Rock, TX MIRC,
02-10-09	Murcheh, Afghanistan	PFC	Alan H. Newton, Jr.	USACAPOC, 360th CA CMD, 422d CA Bn, Greensboro, NC
02-10-09	Murcheh, Afghanistan	CPT	Benjamin Sklaver	USACAPOC, 360th CA CMD, 422d CA Bn, Greensboro, NC
01-10-09	Baghdad, Iraq	SPC	Paul Andersen	377th TSC, 855th QM Co
26-May-09	Parwan, Afghanistan	1SG	Blue C. Rowe	USACAPOC, 351st CA CMD Ft. Bragg, NC
21-May-09	Baghdad, Iraq	MAJ	Jason E. George	HRC - St. Louis
24-Feb-09	Kandahar, Afghanistan	CPT	Brian M. Bunting	HRC - St. Louis
24-Feb-09	Kandahar, Afghanistan	SGT	Daniel J. Thompson	HRC - St. Louis
25-Dec-08	Mosul, Iraq	MAJ	John P. Pryor	HRC - St. Louis/3d MDSC, 1st Med Det FWD Surg Tm, Ft. Totten, NY
16-Oct-08	FOB Boris, Afghanistan	SGT	Federico G. Borjas	USACAPOC, 416th CA Bn, San Diego, CA
28-Aug-08	Baghdad, Iraq	SPC	Michael L. Gonzalez	77th RRC, 340th MP Co, Fort Totten, NY
24-Jun-08	Baghdad, Iraq (after injuries from Sadr City, Iraq)	MAJ	Dwayne M. Kelley	USACAPOC, 432d CA Bn, Green Bay, WI
03-Jun-08	Zormat, Afghanistan	MAJ	Scott A. Hagerty	USACAPOC, 451st CA Bn, Det 4, Pasadena, TX
06-Apr-08	Baghdad, Iraq	MAJ	Stuart A. Wolfer	84 CMD, 104th Regt, 11th Bn, Boise, ID
06-Apr-08	Baghdad, Iraq	COL	Stephen K. Scott	HRC - St. Louis
21-Mar-08	North of Abu Ghurayb, Iraq	SSG	Keith M. Maupin	88 RRC, 724th TC Co, Bartonville, IL
12-Mar-08	Talill, Iraq	SPC	Dustin C. Jackson	89 RRC, 103d ESC, 350th AG Co, Grand Prairie, TX
28-Nov-07	Baghdad, Iraq	SFC	John J. Tobiason	377 TSC, 847th AG Bn, Fort Snelling, MN
10-Oct-07	Baghdad, Iraq	SSG	Lillian L. Clamens	143 ESC, 834th AG Co, Miami, FL
10-Oct-07	Baghdad, Iraq	CPL	Samuel F. Pearson	88 RRC, 376th FIN Co, Whitehall, OH
05-Oct-07	Bayji, Iraq	CPL	Rachael L. Hugo	88 RRC, 303d MP Co, Jackson, MI
28-Aug-07	Kirkuk, Iraq	SGT	James S. Collins, Jr.	88 RRC, 303d MP Co, Jackson, MI
12-Aug-07	Kuzkalakhel, Afghanistan	SGT	Charles B. Kitowski, II	USACAPOC, 345th PO Co, Dallas, TX
14-Jun-07	Kirkuk, Iraq	SPC	Farid El Azzouzi	HRC - St. Louis
24-May-07	Baghdad, Iraq	SSG	Russell K. Shoemaker	108th DIV(IT), 2d Bde, Det 7, Garner, NC

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
03-May-07	Ar Ramadi, Iraq	SSG	Coby G. Schwab	70 RRC, 321st EN Bn, Hayden Lake, ID
03-May-07	Ar Ramadi, Iraq	CPL	Kelly B. Grothe	70 RRC, 321st EN Bn, Hayden Lake, ID
14-Apr-07	Fallujah, Iraq	SGT	Joshua A. Schmit	HRC - St. Louis
14-Apr-07	Fallujah, Iraq	SGT	Brandon L. Wallace	HRC - St. Louis
08-Feb-07	Karmah, Iraq	SGT	James J. Holtom	70 RRC, 321st EN Bn, Boise, ID
08-Feb-07	Karmah, Iraq	SGT	Ross A. Clevenger	70 RRC, 321st EN Bn, Boise, ID
08-Feb-07	Karmah, Iraq	PFC	Raymond M. Werner	70 RRC, 321st EN Bn, Boise, ID
31-Jan-07	Balad, Iraq (after injuries from AR Ramadi, Iraq)	CPL	Stephen D. Shannon	88 RRC, 397th EN Bn, Wausau, WI
26-Jan-07	Sof Duwig, Iraq	MAJ	Alan R. Johnson	USACAPOC, 402d CA Bn, Tonawanda, NY
20-Jan-07	Karbala, Iraq	CPT	Brian S. Freeman	USACAPOC, 412th CA Bn, Whitehall, OH
05-Jan-07	Fallujah, Iraq	MAJ	Michael L. Mundell	108 DIV(IT), 1st BDE, Det 6, Spartanburg, SC
01-Jan-07	Baghdad, Iraq	SGT	Thomas E. Vandling, Jr.	USACAPOC, 303d PO CO, Oakdale, PA
17-Oct-06	Taji, Iraq	SSG	Ronald L. Paulsen	USACAPOC, 414th CA Bn, Utica, NY
23-Sep-06	Hor Al Bosh, Iraq	SSG	Carlos NMN Dominguez	USACAPOC, 414th CA Bn, Utica, NY
20-Sep-06	Baghdad, Iraq	MSG	Robb G. Needham	91st DIV(TS), 1/356th Regt (Log Spt), Fort Lewis, WA
17-Sep-06	Baghdad, Iraq	SGT	Adam L. Knox	USACAPOC, 346th PO Co, Parma, OH
08-Sep-06	Kabul, Afghanistan	SFC	Merideth L. Howard	USACAPOC, 351st CA CMD, 364th CA Bde, Portland, OR
08-Sep-06	Kabul, Afghanistan	SSG	Robert J. Paul	USACAPOC, 351st CA CMD, Mountainview, CA
09-Jun-06	Al Diwaniyah, Iraq	SPC	Benjamin J. Slaven	89 RRC, 308th TC Co, Lincoln, NE
09-Jun-06	Kirkuk, Iraq	SGT	Jose M. Velez	77 RRC, 773d TC Co, Fort Totten, NY
15-May-06	LRMC (after MEDEVAC w/ injuries from Al Hillah, Iraq)	CPT	Shane R. Mahaffee	USACAPOC, 352d CA Cmd, 489th CA Bn, Knoxville, TN
05-May-06	Baghdad, Iraq	1SG	Carlos N. Saenz	USACAPOC, 351st CA CMD, 490th CA Bn, Abilene, TX
05-May-06	Baghdad, Iraq	SPC	Teodoro Torres	USACAPOC, 351st CA CMD, 490th CA Bn, Abilene, TX
05-May-06	Baghdad, Iraq	SSG	Nathan J. Vacho	USACAPOC, 352d CA Cmd, 489th CA Bn, Knoxville, TN

<b>Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010</b>				
Date of Death	Location of Death	Rank	Name	Unit
28-Mar-06	Al Taquaddum, Iraq	SSG	Robert Hernandez	80 DIV(IT), HQ, Richmond, VA
12-Mar-06	Asadabad, Afghanistan	SSG	Joseph R. Ray	81 RRC, 391st EN Bn, Asheville, NC
12-Mar-06	Asadabad, Afghanistan	SGT	Kevin D. Akins	81 RRC, 391st EN Bn, Asheville, NC
12-Mar-06	Asadabad, Afghanistan	SGT	Anton J. Hiett	81 RRC, 391st EN Bn, Asheville, NC
12-Mar-06	Asadabad, Afghanistan	SPC	Joshua L. Hill	81 RRC, 391st EN Bn, Asheville, NC
13-Feb-06	North of Deh Rawod, Afghanistan	SSG	Clinton T. Newman	USACAPOC, 492d CA Bn, Phoenix, AZ
28-Dec-05	Asadabad, Afghanistan	1SG	Tobias C. Meister	USACAPOC, 492d CA Bn, Phoenix, AZ
24-Dec-05	Kirkuk, Iraq	SGT	Myla L. Maravillosa	MIRC, 203d MI Bn, Aberdeen Proving Grounds, MD
23-Dec-05	Baghdad, Iraq	SGT	Regina C. Reali	USACAPOC, 351st CA CMD, 448th CA Bn, Fort Lewis, WA
23-Dec-05	Baghdad, Iraq	SGT	Cheyenne C. Willey	USACAPOC, 351st CA CMD, Mountainview, CA
10-Nov-05	Taqaddum, Iraq	SGT	Joshua A. Terando	HRC - St. Louis
31-Oct-05	BAMC (after MEDEVAC w/ injuries from FOB Speicher, Iraq)	SFC	Matthew R. Kading	88 RRC, 983d En Bn, Monclova, OH
31-Oct-05	Balad, Iraq	SSG	Wilgene T. Lieto	9 RRC, 100th In Bn, Saipan, MP
31-Oct-05	Balad, Iraq	CPL	Derence W. Jack	9 RRC, 100th In Bn, Saipan, MP
26-Oct-05	Landstuhl/GE (after MEDEVAC w/injuries from Balad, Iraq)	SGT	Evan S. Parker	9 RRC, 100th In Bn, Honolulu, HI
26-Oct-05	Basraf, Iraq	SGT	James Witkowski	63 RRC, 729th TC Co, Fresno, CA
19-Oct-05	Tikrit, Iraq	SPC	Kendell K. Frederick	88 RRC, 983d En Bn, Monclova, OH
20-Sep-05	Landstuhl/GE (after MEDEVAC w/injuries from Ramadi, Iraq)	SGT	Pierre A. Raymond	HRC - St. Louis
19-Sep-05	Baghdad, Iraq	SFC	Lawrence E. Morrison	USACAPOC, 490th CA Bn, Fort Sill, OK
30-Aug-05	Al Iskandariyah, Iraq	MAJ	Gregory J. Fester	USACAPOC, 351st CA CMD, 322d CA Bde, Fort Bragg, NC
21-Aug-05	Samarra, Iraq	SGT	Joseph C. Nurre	99 RRC, 463d En Bn, Weirton, WV
11-Aug-05	Orgun E, Afghanistan	SGT	Edward R. Heselton	81 RRC, 391st En Bn, Greenville, SC
05-Aug-05	Tal Uwaynat, Iraq	SFC	Robert V. Derenda	98 DIV(IT), 1st Bde, 1/417, Pennsauken, NJ
02-Aug-05	Baghdad, Iraq	SSG	James D. McNaughton	77 RRC, 306th MP Bn, Uniondale, NY

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
17-Jul-05	Balad, Iraq	SSG	Frank F. Tiai	9 RRC, 100th In Bn, Pago Pago, AS
28-Jun-05	Baqubah, Iraq	SPC	Robert E. Hall, Jr.	81 RRC, 467th En Bn, Greenwood, MS
08-Jun-05	Baghdad, Iraq	SGT	Roberto Arizola, Jr.	90 RRC, 850th CS Co, Laredo, TX
07-Jun-05	Tal Afar, Iraq	LTC	Terrence K. Crowe	98 DIV(IT), 4th Bde, Lodi, NJ
31-May-05	Baghdad, Iraq	SGT	Miguel A. Ramos	65 RRC, 807th Sig Co, Puerto Nuevo, PR
20-May-05	Balad, Iraq	SGT	Brad A. Wentz	88 RRC, 180th TC Co, Muskegon, MI
08-May-05	Balad, Iraq	SGT	Gary A. Eckert, Jr.	88 RRC, 983d En Bn, Monclova, OH
22-Apr-05	Tal Afar, Iraq	SPC	Gavin J. Colburn	88 RRC, 542d TC Co, Kingsbury, IN
04-Apr-05	Baladruz, Iraq	SSG	Christopher W. Dill	98 DIV(IT), 2d Bde, 2/390, Det 4, Webster, NY
21-Dec-04	Mosul, Iraq	MSG	Paul D. Karpowich	98 DIV(IT), 1st Bde, Pennsauken, NJ
13-Nov-04	Camp Victory, Iraq	SGT	Catalin D. Dima	77 RRC, 411th En Bde, New Windsor, NY
09-Nov-04	Fallujah, Iraq	SSG	Todd R. Cornell	84 DIV(IT), 1/339th MI, Fort Benning, GA
08-Nov-04	Baghdad, Iraq	SGT	Bryan L. Freeman	USACAPOC, 353d CA CMD, 443d CA Bn, Warwick, NJ
13-Oct-04	Mosul, Iraq	LTC	Mark P. Phelan	USACAPOC, 350th CA CMD, 416th CA Bn, Norristown, PA
13-Oct-04	Mosul, Iraq	MAJ	Charles R. Soltes, Jr.	USACAPOC, 351st CA CMD, 426th CA Bn, Upland, CA
05-Oct-04	Latfiyah, Iraq	SSG	Richard L. Morgan, Jr.	88 RRC, 660th TC Co, Zanesville, OH
30-Sep-04	BAMC (after MEDEVAC w/ injuries from Anaconda, Iraq)	SPC	Allen D. Nolan	88 RRC, 660th TC Co, Zanesville, OH
08-Sep-04	Balad, Iraq	SPC	Lauro G. DeLeon, Jr.	90 RRC, 644th TC Co, Beaumont, TX
06-Sep-04	Baghdad, Iraq	PFC	Devin J. Grella	88 RRC, 706th TC Co, Mansfield, OH
06-Sep-04	Ivo Qayyarah West, Iraq	SPC	Brandon M. Read	81 RRC, 125th TC Co, Lexington, KY
17-Jul-04	Bayji, Iraq	SFC	David A. Hartman	88 RRC, 401st TC Co, Battle Creek, MI
01-Jul-04	WRAMC (after MEDEVAC w/ injuries from Mosul, Iraq)	SSG	Stephen G. Martin	88 RRC, 330th MP Co, Sheboygan, WI
24-Jun-04	Mosul, Iraq	SSG	Charles A. Kiser	88 RRC, 330th MP Co, Sheboygan, WI
16-Jun-04	Balad, Iraq	SGT	Arthur S. Mastrapa	81 RRC, 351st MP Co, Ocala, FL
16-Jun-04	Balad, Iraq	SPC	Jeremy M. Dimaranan	99 RRC, 302d TC Co, Fort Eustis, VA
09-Jun-04	Baghdad, Iraq	PFC	Thomas D. Caughman	81 RRC, 391st En Bn, Greenville, SC
06-Jun-04	Taji, Iraq	SGT	Melvin Y. Mora	89 RRC, 245th CS Co, St. Louis, MO

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
29-May-04	Qalat, Afghanistan	SPC	Joseph A. Jeffries	USACAPOC, 7 PSYOPS, 320th PO Co, Portland, OR
14-May-04	Baghdad, Iraq	SGT	James W. Harlan	88 RRC, 660th TC Co, Cadiz, OH
26-Apr-04	Baghdad, Iraq	SGT	Lawrence A. Roukey	98 DIV(IT), 7th Bde, 3/304, Det 1, Lewiston, ME
23-Apr-04	Unknown, Iraq	SGT	Elmer C. Krause	88 RRC, 724th TC Co, Bartonville, IL
09-Apr-04	Route Cardinal, Iraq	PFC	Gregory R. Goodrich	88 RRC, 724th TC Co, Bartonville, IL
10-Mar-04	Baqubah, Iraq	SPC	Bert E. Hoyer	88 RRC, 652d En Co, Ellsworth, WI
16-Feb-04	Baqubah, Iraq	SPC	Nichole M. Frye	USACAPOC, 353d CA CMD, 415th CA Bn, Kalamazoo, MI
05-Jan-04	BAMC (after MEDEVAC w/ injuries from Ar Ramadi, Iraq)	SPC	Luke P. Frist	88 RRC, 209th QM Co, Lafayette, IN
25-Dec-03	Baqubah, Iraq	SSG	Thomas W. Christensen	88 RRC, 652d En Co, Marquette, MI
25-Dec-03	Baqubah, Iraq	SSG	Stephen C. Hattamer	88 RRC, 652d En Co, Marquette, MI
15-Nov-03	Mosul, Iraq	SFC	Kelly M. L. Bolor	63 RRC, 137th QM Co, (FS)(DS), South El Monte, CA
09-Nov-03	Baghdad, Iraq	SGT	Nicholas A. Tomko	99 RRC, 307th MP Co, New Kensington, PA
20-Sep-03	Abu Gareeb, Iraq	SGT	David T. Friedrich	94 RRC, 325th MI Bn, B Co, Waterbury, CT
29-Aug-03	Balad, Iraq	SSG	Mark A. Lawton	96 RRC, 244th En Bn, Boulder, CO
27-Aug-03	Al Hallia, Iraq	SGT	Gregory A. Belanger	94 RRC, HHSC 325th MI Bn, East Windsor, CT
18-Aug-03	Baghdad, Iraq	SGT	Eric R. Hull	99 RRC, 307th MP Co, New Kensington, PA
26-Jul-03	Dogwood, Iraq	SPC	Jonathan M. Cheatham	90 RRC, 489th En Bn, N. Little Rock, AR
21-Jul-03	Baghdad, Iraq	CPL	Mark A. Bibby	USACAPOC, 360th CA CMD, 422d CA Bn, Greensboro, NC
16-Jul-03	Biap, Iraq	SPC	Ramon Reyes-Torres	65 RRC, 432d TC Co, Ceiba, PR
09-Jul-03	Baqubah, Iraq	SFC	Dan H. Gabrielson	88 RRC, 652d En Co, Ellsworth, WI
19-Jun-03	Tampa, Iraq	SPC	Paul T. Nakamura	63 RRC, 437th Med Co, Moreno Valley, CA
(Non-battle deaths) – nbd				
15-Jan-10	Kabul, Afghanistan	SFC	Shannon, Michael	HRC-St. Louis /ISAF Joint Command
24-Jun-09	Zubayr, Iraq	SPC	Casey L. Hills	HRC-St. Louis / C Co. 100th Bn
25-Jun-09	Arifjan, Kuwait	SPC	Joshua T. Hazlewood	377th TSC, 614th TC Det. Houston, TX
19-Jun-09	Baghdad, Iraq	SPC	Chancellor A. Keesling	416th ENCOM, 961 En Co. Anderson, IN

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
11-May-09	Baghdad, Iraq	PFC	Jacob D. Barton	416th TEC (ENCOM), 277th En Co. San Antonio, TX
11-May-09	Baghdad, Iraq	MAJ	Matthew P. Houseal	807th MDSC, 55th MC Co., Indianapolis, IN
09-May-09	Baghdad, Iraq	SPC	Omar M. Albrak	HRC-St. Louis
18-Sep-08	Bagram, Afghanistan	LTC	James L. Wiley	0 88 RRC, 685th TC Co, Hobart, IN
17-Sep-08	Baghdad, Iraq	CPT	Darrick D. Wright	0 70 RRC, 671st En Co, Portland, OR
14-Sep-08	Camp Buehring, Kuwait	LTC	Ralph J. Marino	0 88 RRC, 342d MP Co, Columbus, OH
07-Aug-08	Arifjan, Kuwait	MSG	Danny E. Maybin	HRC-St. Louis
01-Jun-08	Ar Ramadi, Iraq	SPC	Christopher D. McCarthy	0 88 RRC, 685th TC Co, Hobart, IN
22-Jan-08	Kirkuk, Iraq	SGT	Michael R. Sturdivant	0 70 RRC, 671st En Co, Portland, OR
28-Oct-07	Kabul, Afghanistan	MSG	Thomas L. Bruner	0 88 RRC, 342d MP Co, Columbus, OH
29-Sep-07	Diwaniyah, Iraq	SGT	Chirasak Vidhyarkorn	HRC-St. Louis
14-Jun-07	Talill, Iraq	SPC	Dustin R. Brisky	0 USACAPOC, 416th CA Bn, San Diego, CA
11-Mar-07	Iraq	SFC	Douglas C. Stone	0 77th RRC, 340th MP Co, Fort Totten, NY
28-Jan-07	LSA Adder, Iraq	SPC	Carla J. Stewart	63 RRC, 250th TC Co, El Monte, CA
13-Nov-06	Kaiserslautern, Germany	LTC	Peter E. Winston	143 TRANSCOM (Fwd), Orlando, FL
03-Jun-06	Haditha, Iraq	SSG	Darren Harmon	MIRC, 203d MI Bn, Aberdeen Proving Grounds, MD
07-Jan-06	Umm Qasar, Iraq	SPC	Robert T. Johnson	81 RRC, 805th MP Co, Raleigh, NC
07-Jan-06	Zambar Mountain, Iraq	MAJ	Stuart M. Anderson	89 RRC, 3rd COSCOM, Des Moines, IA
07-Jan-06	Umm Qasar, Iraq	SGT	Nathan R. Field	89 RRC, 414th MP Bn, Joplin, MO
05-Nov-05	Tallil, Iraq	LTC	Thomas A. Wren	80 DIV(IT), HQ, Richmond, VA
25-Oct-05	Ali Al Saleem, Kuwait	SPC	Benjamin D. Hoeffner	USACAPOC, 324th PO Co, Aurora, CO
25-Oct-05	Umm Qasar, Iraq	SPC	Christopher T. Monroe	88 RRC, 785th MP Bn, Fraser, MI
03-Oct-05	WRAMC (after MEDEVAC w/ injuries from Balad, Iraq)	SGT	Larry W. Pankey, Jr.	81 RRC, 467th En Bn, Greenwood, MS
27-Jul-05	Al Taqqaddum, Iraq	CPT	Benjamin D. Jansky	88 RRC, 983d En Bn, Monclova, OH
19-Jul-05	Camp Arifjan, Kuwait	SSG	Jeffrey J. Farrow	77 RRC, 146th CS Co, Fort Totten, NY
29-May-05	Doha, Qatar	LTC	Albert E. Smart	USACAPOC, 351st CA CMD, 321st CA Bde, Fort Bragg, NC
06-Apr-05	Ghazni, Afghanistan	MAJ	David S. Connolly	94 RRC, 1173d USA Trans TTU, Brockton, MA

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
08-Feb-05	Kandahar, Afghanistan	SPC	Richard M. Crane	89 RRC, 325th MC Co, Independence, MO
13-Dec-04	North of Cedar, Iraq	SGT	Tina S. Time	63 RRC, 208th TC Co, Tucson, AZ
07-Nov-04	Kenton, OH (after MEDEVAC w/illness from Unknown, Iraq)	SFC	Otie J. McVey	88 RRC, 706th TC Co, Kenton, OH
03-Oct-04	BAMC (after MEDEVAC w/injuries from Unknown, Iraq)	SSG	James L. Pettaway	99 RRC, 223d TC Co, Norristown, PA
27-Aug-04	Fallujah, Iraq	PFC	Luis A. Perez	99 RRC, 223d TC Co, Norristown, PA
25-Aug-04	Tikrit, Iraq	SPC	Charles L. Neeley	88 RRC, 454th TC Co, Columbus, OH
24-Aug-04	Fallujah, Iraq	SSG	Donald N. Davis	88 RRC, 660th TC Co, Zanesville, OH
12-Jul-04	Bagram, Afghanistan	SPC	Juan M. Torres	90 RRC, 453d TC Co, Houston, TX
04-Jul-04	LPMC (after MEDEVAC w/illness from Bagram, Afghanistan)	SPC	Julie R. Hickey	USACAPOC, 352d CA CMD, 412th CA Bn, Ft Bragg, NC
14-May-04	Baghdad, Iraq	CSM	Edward C. Barnhill	USACAPOC, 350th CA CMD, 431st CA Bn, North Little Rock, AR
09-May-04	Baghdad, Iraq	SGT	Rodney A. Murray	81 RRC, 351st MP Co, Ocala, FL
18-Mar-04	Balad, Iraq	SPC	Doron N. Chan	77 RRC, 411th En Bde, New Windsor, NY
25-Feb-04	Kabul, Afghanistan	SPC	David E. Hall	81 RRC, 805th MP Co, Raleigh, NC
29-Jan-04	Ghazni, Afghanistan	SFC	Curtis Mancini	USACAPOC, 350th CA CMD, 486th CA Bn, Tulsa, OK
29-Jan-04	Ghazni, Afghanistan	SGT	Danton K. Seitsinger	USACAPOC, 350th CA CMD, 486th CA Bn, Tulsa, OK
29-Jan-04	Ghazni, Afghanistan	SPC	Adam G. Kinser	USACAPOC, 7 PSYOPS, 304th PO Co, Sacramento, CA
29-Jan-04	Ghazni, Afghanistan	SSG	James D. Mowris	81 RRC, 805th MP Co, Raleigh, NC
19-Dec-03	Balad, Iraq	SPC	Charles E. Bush, Jr.	USACAPOC, 352d CA CMD, 402d CA Bn, Tonawanda, NY
26-Nov-03	Qayyarah, Iraq	SGT	David J. Goldberg	96 RRC, 52d En Bn (Multicompo), Fort Carson, CO
03-Oct-03	Incirlik, Turkey	LTC	Paul W. Kimbrough	416 ENCOM, 28th FET, Moon Township, PA
07-Sep-03	WRAMC, (after MEDEVAC w/injuries from Cedar, Iraq)	SGT	Jarret B. Thompson	99 RRC, 946th TC Co, Lewes, DE
01-Sep-03	Camp Arifjan, Kuwait	SSG	Cameron B. Sarno	63 RRC, 257th TC Co, Las Vegas, NV
27-Aug-03	Camp Arifjan, Kuwait	LTC	Anthony L. Sherman	USACAPOC, 353d CA CMD, 304th CA Bde, Philadelphia, PA

Army Reserve Causality Report by Name (Deaths and Missing-Captured) OEF/OIF As of 10 February 2010				
Date of Death	Location of Death	Rank	Name	Unit
20-Aug-03	Scania, Iraq	SGT	Kenneth W. Harris, Jr.	81 RRC, 212th TC Co, Chattanooga, TN
12-Aug-03	Ar Ramadi, Iraq	SSG	Richard S. Eaton, Jr.	99 RRC, 323d MI Bn, Ft Meade, MD
13-Jul-03	Babylon, Iraq	CPT	Paul J. Cassidy	USACAPOC, 352d CA CMD, 352d CA Bn, Kalamazoo, MI
13-Jul-03	Ad Diwaniyah, Iraq	SGT	Jaror C. Puello-Coronado	77 RRC, 310th MP Bn, Uniondale, NY
01-Jul-03	Dogwood, Iraq	1SG	Christopher D. Coffin	USACAPOC, 352d CA CMD, 352d CA Bn, Riverdale, MI
22-Apr-03	Iraq	SPC	Roy Buckley	88 RRC, 685th TC Co, Hobart, IN
22-Mar-03	Iraq	SPC	Brandon Tobler	70 RRC, 671st En Co, Portland, OR
24-Sep-02	Guantanamo Bay, Cuba	SSG	Ryan D. Foraker	88 RRC, 342d MP Co, Columbus, OH
Total All Deaths by Operation = KIA: OIF/102 OEF/20 Total/122 NBD: OIF/48 OEF/14 Total/62 Total All Deaths in Theater = OIF/150 OEF/33 Total 183				
Date Captured	Location of Dustwun	Rank	Name	Unit
14-Dec-06	Baghdad, Iraq	SGT	Altaie, Ahmed K.	HRC - St. Louis



*Global War on Terrorism Expeditionary Medal*



## APPENDIX

### D

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# HONORING THE FALLEN AT FORT HOOD



*Memorial service held at the USARC, 18 November 2009*



### **Lieutenant Colonel Juanita L. Warman**

1908th Medical Company, Independence, Missouri

She treated individuals with post-traumatic stress disorder and traumatic brain injury. Warman's military career spanned twenty-five years both on active duty and in the Army Reserve. She was fifty-five.



### **Major Libardoe E. Caraveo**

467th Medical Detachment, Madison, Wisconsin

He arrived in the United States in his teens from Ciudad Juarez, Mexico, speaking little English. Libardoe earned a doctorate in psychology from the University of Arizona. He had a private practice in Woodbridge, Virginia. He was fifty-two.



### **Captain John P. Gaffaney**

1908th Medical Company, Independence, Missouri

He was a psychiatric nurse who worked for San Diego County, California. Gaffaney had worked with mentally disabled adults, was part of Army Reserve combat stress unit and was set to deploy to Iraq as a psychiatric nurse specializing in post traumatic stress disorder. He was fifty-six.



### **Captain Russell G. Seager**

467th Medical Detachment, Madison, Wisconsin

He was a nurse practitioner at the VA medical Center and treated Soldiers dealing with combat stress. Seager was a teacher, faculty and medical advisor at Bryant and Stratton College in Milwaukee, Wisconsin. He was fifty-one.



### **Staff Sergeant Amy S. Krueger**

467th Medical Detachment, Madison, Wisconsin

She was a 1998 graduate of Kiel High School in Madison, Wisconsin. Krueger was pursuing a psychology degree at the University of Wisconsin-Whitewater. Krueger received her medical training as a mental health specialist while stationed at San Antonio, Texas. She was twenty-nine.

“Here is what you must also know,” he told grieving Family members and friends of those lost. “Your loved ones endure through the life of our nation. Their memory will be honored in the places they lived and by the people they touched. Their life’s work is our security and the freedom that we all too often take for granted.”

“These men and women came from all parts of the country. Some have long careers in the military. Some signed up to serve in the shadow of 9/11. Some have known intense combat in Iraq and Afghanistan, and some cared for those who did. Their lives speak to the strength, the dignity, the decency of those who serve. And that is how they will be remembered.”

“Every evening that the sun sets on a tranquil town, every dawn that a flag is unfurled, every moment that an American enjoys life, liberty and the pursuit of happiness — that is their legacy.”

—Barack H. Obama



*President Barack Obama and First Lady Michelle Obama pause to remember one of the thirteen victims of the 5 November 2009 shooting rampage at Fort Hood, Texas, during a ceremony. (Mass Communication Specialist 1st Class ChadJ. McNeeley/ARNEWS)*



## "A Walk in the Dark-Charcoal"

Sergeant First Class Darrold Peters

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)



“These men and women willingly volunteered to serve their country because they believed in freedom and equality for all as well as fighting for a cause greater than themselves. . . . Although they may not be here with us in a physical sense, they will forever remain in our hearts and minds.”

– Lieutenant General Jack C. Stultz, Jr.



**APPENDIX**

**E**

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**GLOBAL WAR ON  
TERRORISM  
SILVER STAR RECIPIENTS**





### **Specialist Jeremy Church**

of the 724th Transportation Company was the first Army Reserve Soldier to earn the Silver Star in Iraq after driving the convoy commander's vehicle through a four mile kill zone and rendering assistance to fellow Soldiers under an ambush from Iraqi insurgents in Balad, on 9 April 2004.



### **Sergeant James Witkowski**

of the 729th Transportation Company received the Silver Star posthumously after shielding other Soldiers in his company from a grenade while conducting a combat logistics mission near Ashraf on 26 October 2005.



### **Staff Sergeant Jason Fetty**

with the Joint Provisional Reconstruction Team of the 364th Civil Affairs Brigade was the first Army Reserve Soldier to earn the Silver Star in Afghanistan after battling with a suicide bomber's attack at the opening of an emergency room at the Khost Hospital on 20 February 2007.



### **Sergeant Gregory Ruske**

with the Combined Joint Task Force 101 received the Silver Star for battling Taliban operatives and rescuing two Afghan National policemen in Afghanistan's Kapisa province on 21 April 2008.



### **Specialist David Hutchinson**

(then a Private First Class) with the 420th Engineer Brigade Personal Security Detail received the Silver Star as a gunner who placed accurate and effective fire on insurgents while in a convoy en route to Afghanistan's Forward Operating Base Orgun-E on 21 May 2008.



## “Departing the Compound”

Elzie Golden

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)

**APPENDIX**

**F**

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**STRENGTH OF  
THE ARMY RESERVE  
1946-2009**

Fiscal Year	Paid Drill (TPU)	IRR	Total Ready Reserve	Standby Reserve	Retired Reserve	Total Army Reserve
1946	none					none
1947	none					729,289
1948	none					752,271
1949	196,427					588,972
1950	186,541					613,526
1951	154,816					278,327
1952	135,003					340,580
1953	117,323					798,026
1954	136,918					1,108,967
1955	163,137		1,593,419			1,648,626
1956	197,340		1,917,250			1,975,559
1957	260,377		1,008,438			1,839,474
1958	272,683		955,462			2,034,598
1959	314,173		1,008,837			2,282,550
1960	301,081		1,024,549			2,217,472
1961	301,796		1,028,168	772,543	93,036	1,893,747
1962	261,456	580,034	841,490	496,762	107,649	1,445,901
1963	284,182	382,899	667,081	293,283	132,470	1,092,834
1964	268,524	453,485	722,089	255,592	154,180	1,131,782
1965	261,680	456,758	718,438	233,916	176,212	1,128,566
1966	250,794	546,845	797,819	233,683	190,663	1,222,165
1967	261,957	444,204	706,161	312,503	199,320	1,217,984
1968	244,239	629,237	873,476	230,875	230,879	1,335,230
1969	261,322	818,471	1,079,793	262,000		1,304,000
1970	257,490	931,715	1,192,453	344,000		1,386,000
1971	262,299	991,039	1,254,338	335,000		1,605,000
1972	235,192	1,059,064	1,294,256	382,215	327,189	2,003,660
1973	235,499	757,675	993,174	415,268	344,457	1,752,989
1974	239,715	532,575	772,290	340,481	357,591	1,470,362
1975	225,057	355,099	580,156	282,696	365,489	1,228,341
1976	191,919	217,621	409,540	184,478	376,037	970,055
1977	189,420	149,427	338,847	152,784	386,368	877,999
1978	185,753	168,607	354,360	82,677	391,304	828,341
1979	189,990	201,783	391,773	30,544	400,825	823,142
1980	195,146	215,810	410,946	19,047	413,431	843,784
1981	225,003	212,925	437,928	5,014	449,406	893,348
1982	256,659	218,991	475,650	357	464,634	940,641
1983	256,379	223,904	480,283	614	466,936	947,833

Fiscal Year	Paid Drill (TPU)	IRR	Total Ready Reserve	Standby Reserve	Retired Reserve	Total Army Reserve
1984	275,062	276,651	551,713	244	602,096	1,154,053
1985	292,080	301,825	593,905	266	342,100	936,271
1986	309,709	300,919	610,527	318	615,527	1,226,372
1987	313,638	287,459	601,097	391	618,913	1,220,401
1988	312,825	292,857	605,682	430	628,422	1,234,534
1989	319,244	274,588	593,832	632	642,364	1,236,828
1990	310,071	284,248	594,319	788	648,966	1,244,073
1991	309,681	359,074	668,755	1,189	661,809	1,331,753
1992	302,850	418,592	721,442	1,047	610,401	1,332,890
1993	275,900	438,036	713,938	921	633,618	1,348,475
1994	259,856	412,235	672,091	1,145	655,519	1,328,755
1995	241,300	376,790	618,090	1,128	683,723	1,302,941 <sup>1</sup>
1996	204,182	318,229	544,440	1,038	691,955	1,237,433
1997	191,418	273,298	486,148	829	717,706	1,204,683
1998	185,152	226,479	431,447	738	735,662	1,167,847
1999	185,834	183,900	390,736	673	751,257	1,142,666
2000	188,330	161,622	368,514	710	766,526	1,135,741 <sup>2</sup>
2001	189,148	146,506	354,109	773	699,038	1,054,820
2002	186,990	137,287	342,604	730	714,825	1,058,159
2003	192,280	120,874	332,352	734	726,151	1,059,237
2004	180,368	113,748	313,539	886	744,376	1,058,801
2005	167,659	109,765	297,739	1,607	758,258	1,057,604 <sup>3</sup>
2006	170,186	93,798	283,773	1,586	767,085	1,052,444
2007	169,977	76,548	266,430	5,294	780,040	1,051,756 <sup>4</sup>
2008	177,116	66,840	66,840	2,136	785,234	1,051,234
2009	185,464	62,336	62,336	2,072	761,517	1,031,222 <sup>5</sup>

<sup>1</sup> DA Pamphlet 140-14, James Currie and Richard Crossland, *Twice the Citizen: A History of the United States Army Reserve, 1908-1995* (OCAR: Washington, DC, 1997), pp. 613-614.

<sup>2</sup> Email, Ms. Jeaneane Oelke, HRC-St. Louis to Dr. Kathryn Roe Coker, subject: USAR Strength Numbers, 1996-2000, 15 Aug 06.

<sup>3</sup> Email, LTC Thomas Liusso, OCAR-HR to Dr. Kathryn Roe Coker, subject: Manpower Statistics, 1 Aug 06 and Email, Mr. Jim Ferguson, USARC G-1 to Dr. Kathryn Roe Coker, subject: 19997-2005 Data, 1 Aug 06.

<sup>4</sup> Email, Mr. James Ferguson to Dr. Kathryn Roe Coker, subject: End Strength, 8 Jan 08.

<sup>5</sup> Email, Mr. Jim Ferguson to Dr. Kathryn Roe Coker, subject: Historical Summary Strength Statistics, 4 Mar 10.



**APPENDIX**

**G**

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**ARMY RESERVE  
APPROPRIATIONS  
1970-2009**

Fiscal Year	RPA (\$M)	OMAR (\$M)	MCAR (\$M)	USAR Total	ARMY Total	% AR
1970	338.7	129.3	10.0	478.0	23,580	2.0
1971	374.5	140.7	10.0	525.2	20,300	2.6
1972	431.5	171.3	33.5	636.3	22,480	2.8
1973	461.6	203.0	39.2	702.8	21,820	3.2
1974	465.5	253.9	40.7	760.1	21,650	3.5
1975	489.9	284.0	43.7	817.6	21,580	3.8
1976	478.8	323.5	50.3	852.6	24,040	3.5
1977	479.8	364.7	53.8	898.3	26,810	3.4
1978	532.6	391.5	50.5	974.6	28,770	3.3
1979	566.8	420.3	37.1	1,024.2	31,570	3.2
1980	659.3	440.4	30.0	1,102.7	34,580	3.2
1981	865.5	520.7	43.2	1,429.4	44,030	3.2
1982	1,071.0	666.0	65.0	1,802.0	53,040	3.4
1983	1,247.0	705.0	42.0	1,994.0	57,220	3.5
1984	1,322.0	691.6	54.2	2,067.8	61,516	3.4
1986	2,149.1	740.9	56.1	2,947.0	73,770	4.0
1987	2,110.0	769.2	86.6	2,965.8	75,241	3.9
1989	2,240.8	810.7	85.8	3,137.3	78,562	4.0
1990	2,199.2	868.0	99.1	3,166.3	79,131	4.0
1991	2,178.8	942.5	77.4	3,198.7	92,498	3.5
1992	2,314.1	1,017.9	110.4	3,442.4	74,653	4.6
1993	2,182.2	1,037.2	42.2	3,261.6	66,737	4.9
1994	2,146.9	1,072.7	99.5	3,319.1	63,123	5.3

Fiscal Year	RPA (\$M)	OMAR (\$M)	MCAR (\$M)	USAR Total	ARMY Total	% AR
1995	2,174.1	1,239.8	57.4	3,471.3	63,956 <sup>1</sup>	5.4 <sup>2</sup>
1996 <sup>3</sup>						
1997	2,059	1,141	56	3,256	64,664	5.0
1998	2,040	1,211	74	3,325	64,001	5.2
1999	2,181	1,252	102	3,535	69,331	5.1
2000	2,316	1,484	111	3,911	73,264	5.3
2001	2,493	1,577	109	4,179	78,047	5.4
2002	2,664	1,749	167	4,580	86,099	5.3
2003	3,123	2,123	101	5,347	122,268	4.4
2004	3,359	2,036	88	5,483	141,551	3.9
2005 <sup>4</sup>	3,664	2,016	92	5,772	115.011	
2006	3,426.5	2,132.5	94.2	5,563.2		
2007	3,514.2	2,450.6	132.0	6,096.8	221.124.2	
2008	4,014.2	2,724.7	108.8	6,847.7		
2009	4,282.8	2,793.5	141.9	7,257.3 <sup>5</sup>		
1997-2005: All amounts include base funding/appropriate supplemental funding. <sup>6</sup>						

<sup>1</sup> DA Pamphlet 140-14, James Currie and Richard Crossland, *Twice the Citizen: A History of the United States Army Reserve, 1908-1995*, pp. 590-591.

<sup>2</sup> Ibid.

<sup>3</sup> The statistics for 1996 were unavailable.

<sup>4</sup> Table, USARC G-8, subject: Aug 06.

<sup>5</sup> Email, Mr. David Krombach to Dr. Kathryn Roe Coker, subject: Figures for Biannual History, 14 Apr 10.

<sup>6</sup> Table, USARC G-8, subject: Statistics, Aug 06.



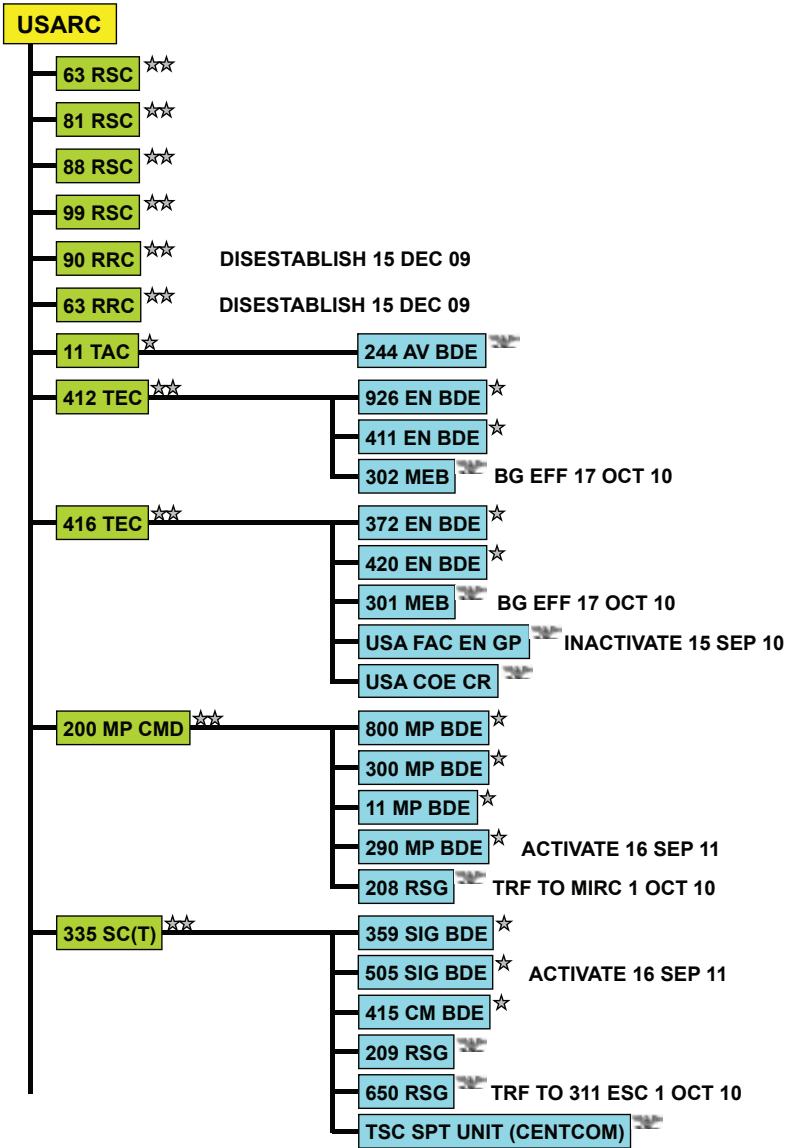
**APPENDIX**

**H**

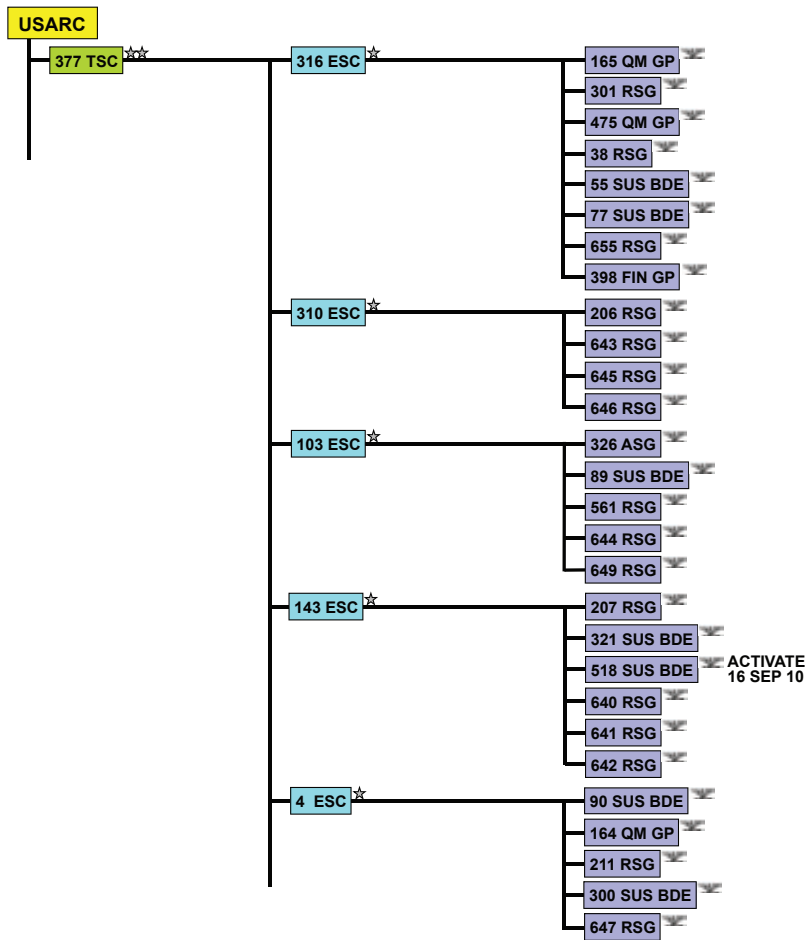
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**ARMY RESERVE  
COMMAND AND CONTROL  
ALIGNMENT  
18 NOVEMBER 2009**

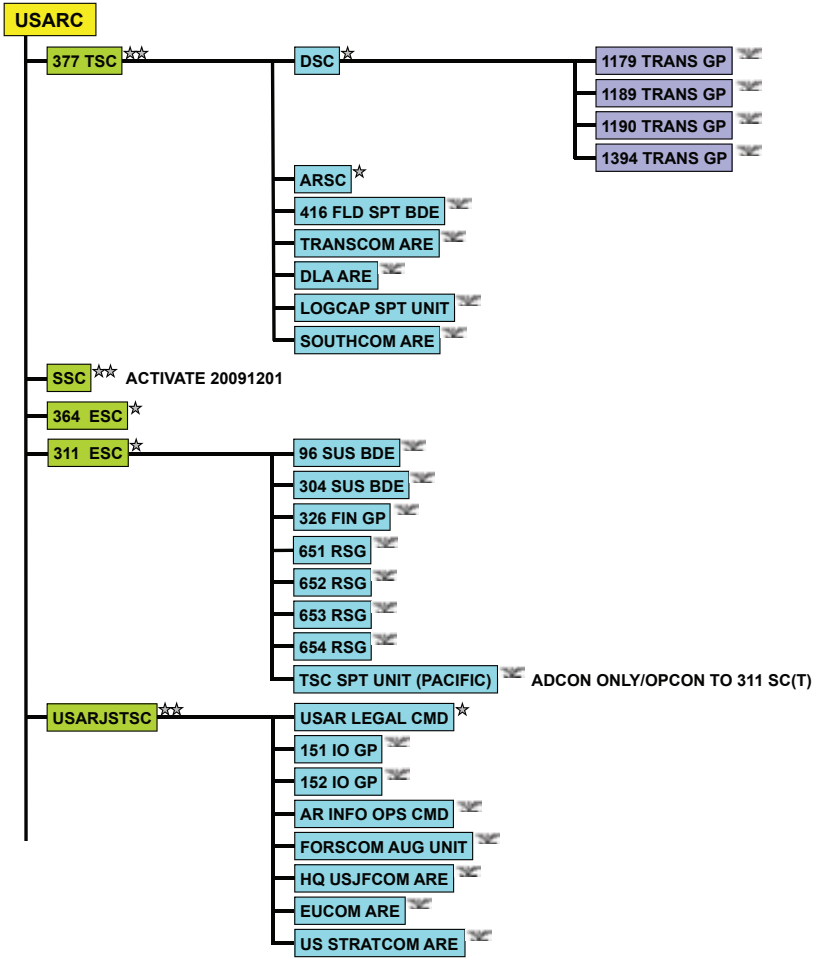
ARMY RESERVE COMMAND AND CONTROL  
(ARC2) ALIGNMENT



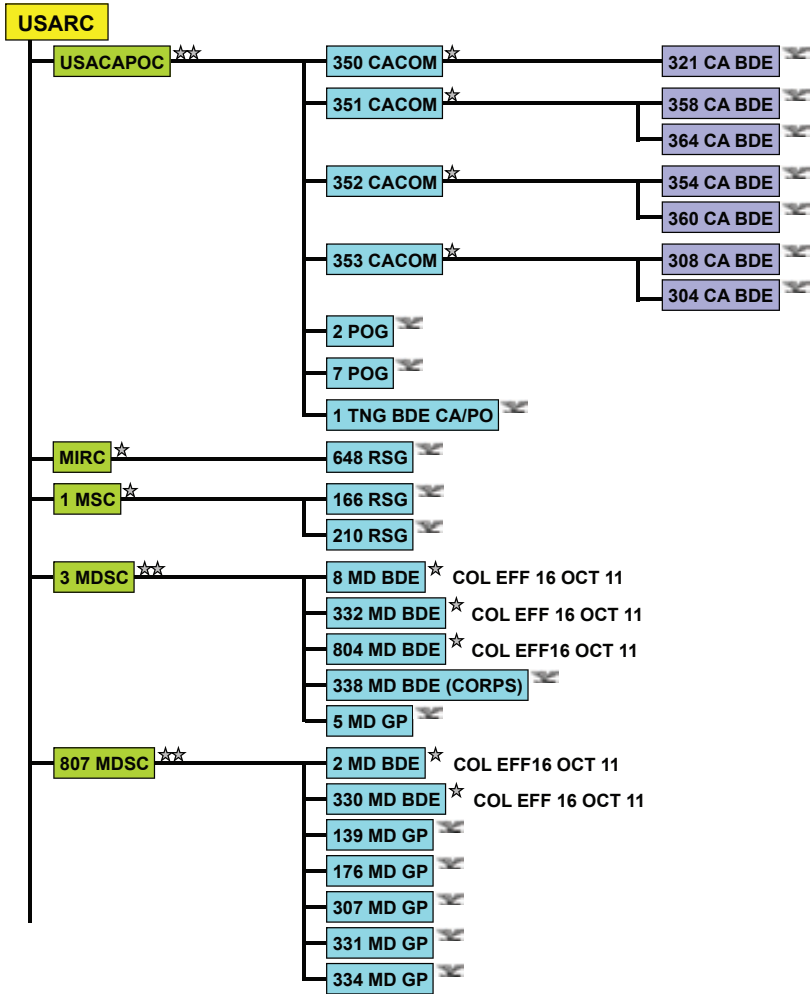
ARMY RESERVE COMMAND AND CONTROL  
(ARC2) ALIGNMENT



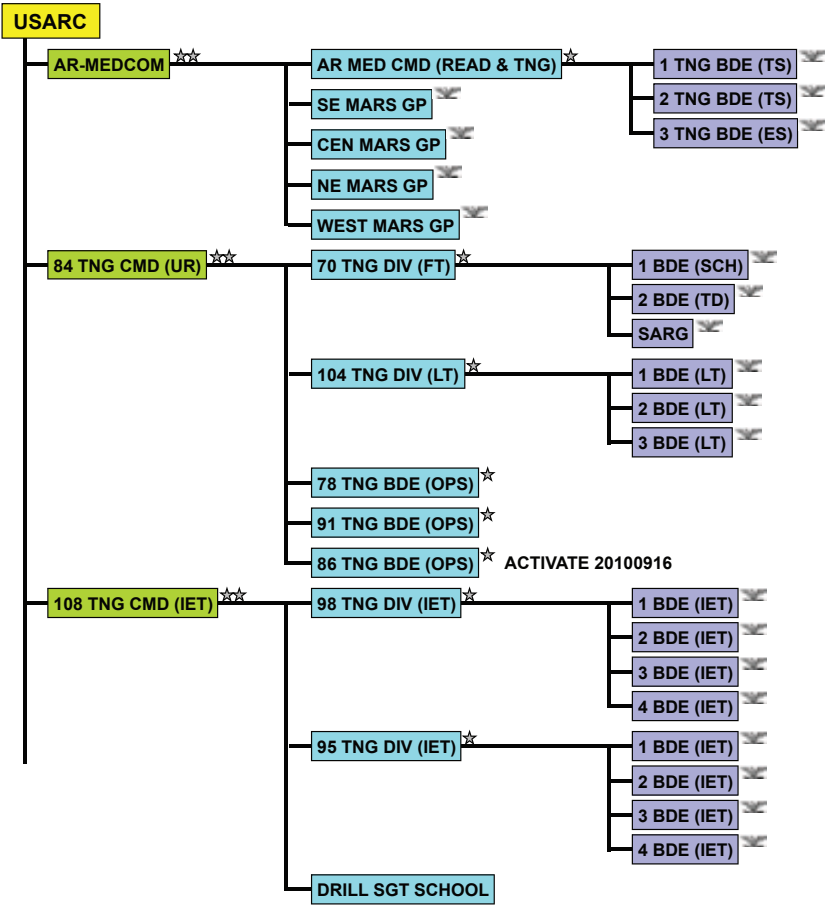
# ARMY RESERVE COMMAND AND CONTROL (ARC2) ALIGNMENT



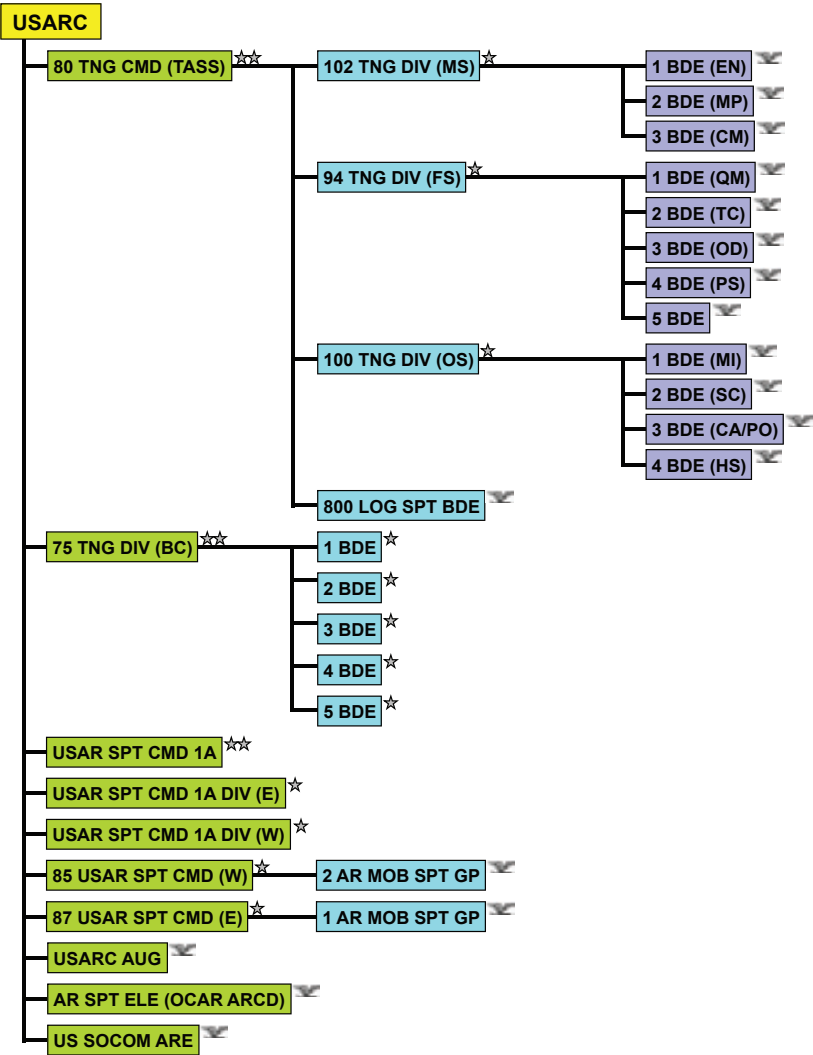
ARMY RESERVE COMMAND AND CONTROL  
(ARC2) ALIGNMENT



ARMY RESERVE COMMAND AND CONTROL  
(ARC2) ALIGNMENT



ARMY RESERVE COMMAND AND CONTROL  
(ARC2) ALIGNMENT





## “Big Country”

Heather Engelhart

(Courtesy of the Army Art Collection, U.S. Army Center of Military History)





## APPENDIX

### I

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# CELEBRATING THE ARMY'S 100TH ANNIVERSARY



*The USARC celebrates the 100th Anniversary of the Army Reserve, 4 April 2008.*



*One hundred Army Reserve Soldiers representing every state raised their hands and re-enlisted on the U.S. Capitol on 23 April 2008 marking the Army Reserve's 100th Anniversary. Lieutenant General Jack C. Stultz, Jr. and Command Sergeant Major Leon Caffie administered the oath.*



*A reenlistment ceremony for over 100 Army Reserve Soldiers was held on 18 January 2008 at the Al Faw Palace in Baghdad, Iraq. General David Petraeus, Commanding General, Multi-National Force - Iraq (MNF-I), conducted the ceremony. VIP participants included Lieutenant General Jack C. Stultz, Jr. chief of the Army Reserve, and Command Sergeant Major Leon Caffie. This reenlistment ceremony was the kick-off event for a year long commemoration and celebration of the U.S. Army Reserve 100th Anniversary.*

“There can be no greater expression of patriotism on this 100th anniversary than the oaths of these 100 Soldiers who are renewing their commitment to serve their country. In this time of war, these brave men and women epitomize personal courage and selfless service and they are the pride of the nation they serve.”

– Lieutenant General Jack C. Stultz, Jr.



## **APPENDIX**

# **J**

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## **ARMY RESERVE BEST WARRIOR COMPETITION**



*Specialist Brandon Harp, from Knoxville, Tennessee, representing the 200th Military Police Command, leads other best warrior candidates up a hill during the 2009 Army Reserve Best Warrior competition at Fort McCoy, Wisconsin, 15 July 2009. (Timothy Hale)*



*Specialist Christopher Ludwig, representing the Army Reserve Medical Command, checks into a station during the Urban Warfighting Orienteering Course at the 2009 Army Reserve Best Warrior competition at Fort McCoy, Wisconsin, 14 July 2009. (Timothy Hale)*



*Sergeant Shawn Zimmerman, from Hays, Kansas, representing the 807th Medical Command, top, and Staff Sergeant Lucas Heideman, from Indianola, Iowa, representing the 200th Military Police Command, square off during the Army Combatives Tournament at the 2009 Army Reserve Best Warrior competition at Fort McCoy, Wisconsin, 16 July 2009. (Timothy Hale).*



*Staff Sergeant Michael Lowe, from Atlanta, Georgia, representing the 642nd Regional Support Group, shakes a glow stick prior to the start of night Urban Warfighting Orienteering Course at the 2009 Army Reserve Best Warrior competition at Fort McCoy, Wisconsin, 14 July 2009. (Timothy Hale)*



*Sergeant Shawn Zimmerman, from Hays, Kansas, representing the 807th Medical Command, top, and Staff Sergeant Lucas Heideman, from Indianola, Iowa, representing the 200th Military Police Command, square off during the Army Combatives Tournament at the 2009 Army Reserve Best Warrior competition at Fort McCoy, Wisconsin, 16 July 2009. (Timothy Hale).*

