

ARMY RESERVE



2006

ARMY RESERVE POSTURE STATEMENT

CALL TO DUTY: ARMY RESERVE SOLDIERS SERVING WITH PRIDE

A statement on the
Posture of the United States Army Reserve 2006

by

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**Presented to
The Committees and Subcommittees
of the**

UNITED STATES SENATE

and the

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

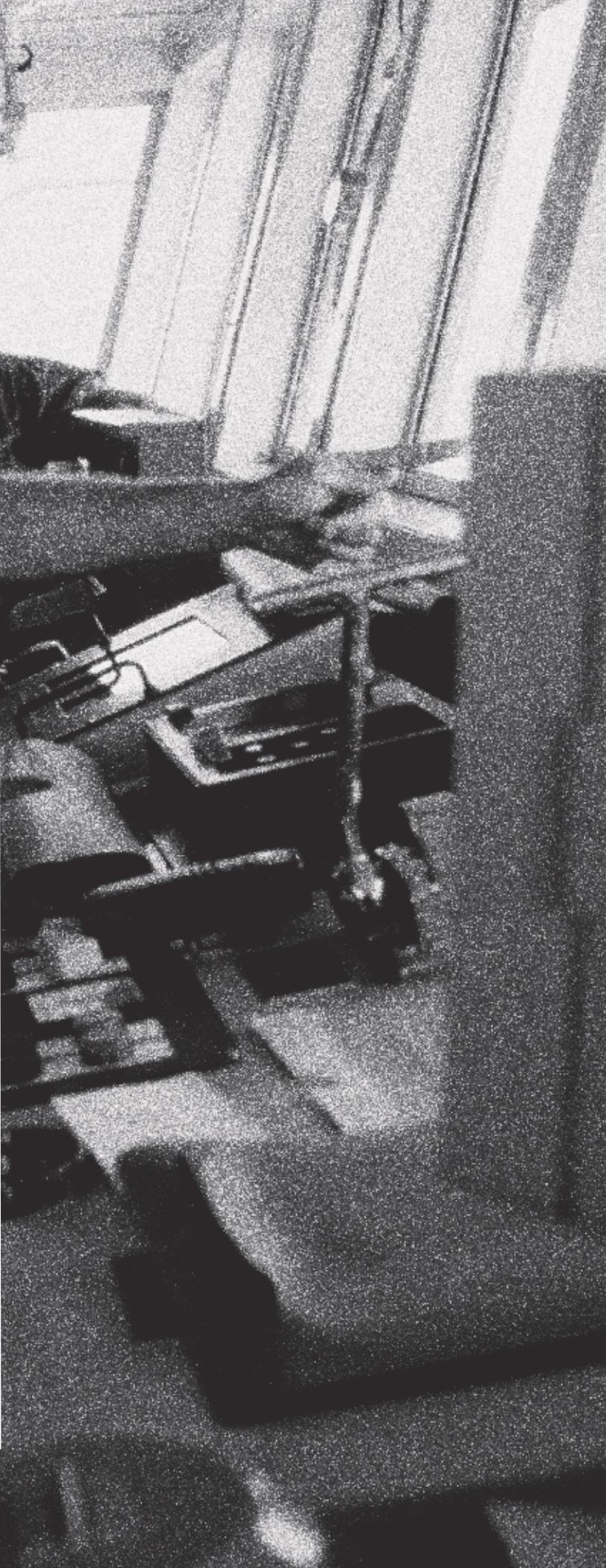
Designed to reinforce the Chief, Army Reserve's posture and budget testimony before Congress, the Army Reserve Posture Statement serves a broad audience as a basic reference on the state of the Army Reserve.

This document is available on the Army Reserve Web site at
www.armyreserve.army.mil/usar/home



PURPOSE AND ORGANIZATION OF THE POSTURE STATEMENT

The *2006 Army Reserve Posture Statement (ARPS)* provides an overview of the Army Reserve. It details accomplishments of the past year, as the Army Reserve continued to implement profound changes while simultaneously fighting the Global War on Terrorism. The Army Reserve understands its vital role in The Army Plan. This plan, endorsed by the Secretary of the Army in the 2005 and 2006 Army Posture Statements, centers around four overarching, interrelated strategies. The Army Reserve best supports The Army Plan by complementing the joint force with skill-rich capabilities. The Army Reserve programs, initiatives and requirements are designed to provide this additional support and are best described in the following strategies: **1.** managing change; **2.** providing trained and ready units; **3.** equipping the force; and **4.** manning the force. These strategies ensure that the Army Reserve, as an integral component of the Army, continues to meet its non-negotiable contract with the American public: to fight and win our Nation's wars.



P4 1. TODAY'S ARMY RESERVE

P6 2. ARMY RESERVE HISTORY

P8 3. STRATEGIC OVERVIEW

P10 4. MANAGING CHANGE

Focused, Efficient Management:
Army Reserve Expeditionary Force
Increasing the Operational Force
Improved Facilities and Training Support:
Realignment and Closure
Streamlining Command and Control
Increasing the Civil Affairs and
Psychological Operations Assets
Improving Business Practices

P14 5. PROVIDING TRAINED AND READY UNITS

Operations
Civil Support
Army Reserve Training Strategy
Premiere Training: Warrior Exercise (WAREX)
Experienced-Based Training
Enhancing Mobilization

P18 6. EQUIPPING THE FORCE

New Equipment Strategy — How It Works

P22 7. MANNING THE FORCE

Culture Change
Recruiting
Selected Reserve Incentive Program
Other Initiatives
Retention
Full-Time Support
Quality of Life and Well-Being of Soldiers
and Family Members

P24 8. THE WAY AHEAD

1

TODAY'S ARMY RESERVE

**AMERICA REMAINS A NATION AT WAR,
FIGHTING A GLOBAL WAR ON TERRORISM
THAT DEMANDS THE SKILL, COMMITMENT,
DEDICATION AND READINESS OF ALL
ITS ARMED SERVICES. OUR ADVERSARY
IS INTELLIGENT, TENACIOUS, ELUSIVE
AND ADAPTIVE — A VIABLE THREAT TO
THE UNITED STATES' NATIONAL SECURITY
AND FREEDOM.**



By law, the purpose of the Army Reserve — to “provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require” — is a reminder that while the methods, tactics and adversaries we face in the Global War on Terrorism are drastically changed from that which we prepared for in the past, our Nation’s dependence on the Army Reserve has not changed.

Today’s Army Reserve is no longer a *strategic reserve*, it is a *complementary, operational force*, an *inactive-duty* force that uses the energy and urgency of Army transformation and the operational demands of the Global War on Terrorism to change from a technically focused, force-in-reserve to a learning, adaptive organization that provides trained, ready, “inactive-duty” Soldiers poised and available for active service, as if they knew the hour and day they would be called. This fundamental shift provides significant challenges to our institution. Managing critical but limited resources to achieve higher readiness and continuing to recruit high-quality Soldiers, and sustaining a high tempo of operations are among the most essential of these challenges.

As a fully integrated member of our Nation’s defense establishment, the Army Reserve depends on the resources requested in the President’s budget. These funds allow the Army Reserve to recruit, train, maintain and equip forces to prepare for present and future missions. As detailed later in this document, the Army Reserve is simultaneously undergoing deep and profound change in how it organizes, trains, mans, manages, and mobilizes Soldiers and maintains its forces. We are reshaping the force to provide relevant and ready assets with a

streamlined command and control structure. We are committed to examining every process, policy and program, and changing them to meet the needs of the 21st century as opposed to continuing them from the past. We will remain good stewards of the trust of the American public.

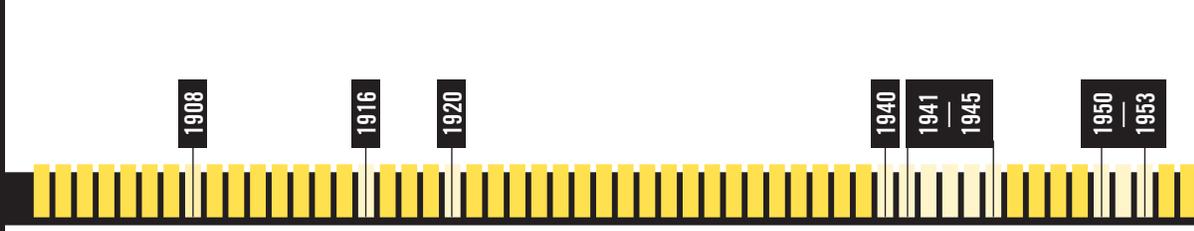
The Army Reserve’s future — an integral component of the world’s best Army, complementing the joint force with skill-rich capabilities, skills and professional talents derived from our Soldiers’ civilian employment and perfected by daily use — is truly more a current reality than a future one. Every initiative, change and request is geared to one end — to make the United States Army Reserve a value added, integral part of the Army: the preeminent land power on earth — the ultimate instrument of national resolve — that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.

The Army Reserve Soldier has always answered our country’s call to duty — and we always will!

Lt. Gen. James R. Helmly
Chief, Army Reserve

2

ARMY RESERVE HISTORY



HISTORICAL BACKGROUND AND TODAY

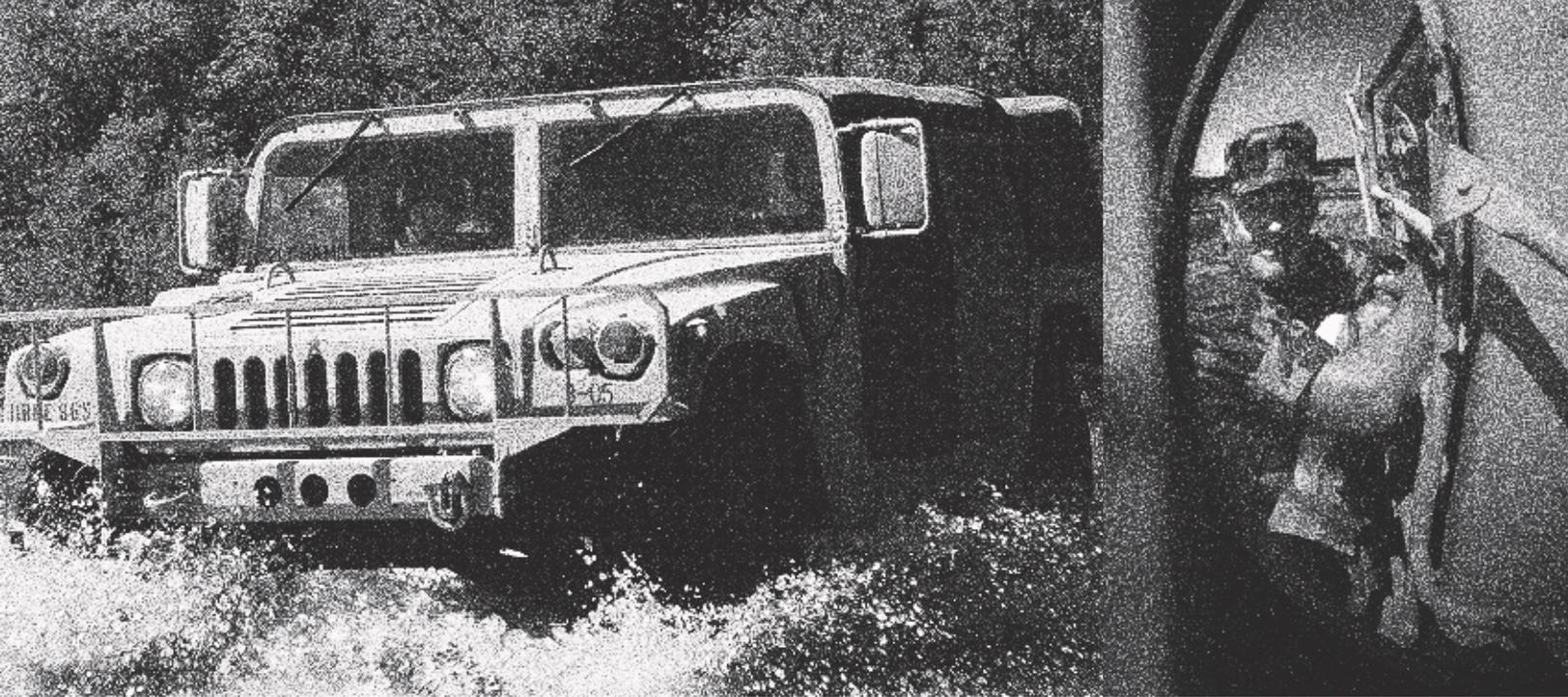
The Army Reserve is an institution with a long tradition of adapting to the changing security needs of the Nation. The profound changes currently underway today, with more than 40,000 Army Reserve Soldiers mobilized in support of the Global War on Terrorism, are an accelerated continuation of that tradition.

1908: The official predecessor of the Army Reserve was created in 1908 as the Medical Reserve Corps and subsequently titled the Organized Reserve Corps. It was a peacetime pool of trained officers and enlisted men that the Army mobilized as individual replacements for units in the world wars of the 20th century. Today, the Army Reserve makes up 67 percent of the Army's total medical force with physicians, dentists, nurses, and veterinarians bringing their civilian skills and experience to Soldiers on the battlefield.

1916: Using its constitutional authority to "raise and support armies," Congress passed the National Defense Act in 1916 that created the Officers' Reserve Corps, Enlisted Reserve Corps and Reserve Officers' Training Corps. The Army mobilized 89,500 Reserve officers for World War I (1917-1919), one-third of whom were physicians. Currently, more than 25,000 students at 1,100 colleges and universities are enrolled in Army ROTC.

1920: After the war, the separate Reserve corps for officers and enlisted men were combined into the Organized Reserve Corps, a name that lasted into the 1950s. Today, the Army's Title 10 force is known as the Army Reserve.

1940: In preparation for World War II, the Army began calling Army Reserve officers to active duty in June 1940. In the year that followed, the number of Reserve officers on active duty rose from less than 3,000 to more than 57,000.



1970s

1991

1993

1995

2005

1941-1945: During World War II (1941-1945), the Army mobilized 26 Reserve (designated) infantry divisions. Approximately a quarter of all Army officers who served were from the Reserve, including over 100,000 Reserve Officers' Training Corps graduates. More than 200,000 Reserve Soldiers served in the war.

1950-1953: The Korean War (1950-1953) saw more than 70 units and 240,000 Army Reserve Soldiers called to active duty. While the Korean conflict was still underway, Congress began making significant changes in the structure and role of the Reserve. These changes transformed the Organized Reserve into the United States Army Reserve.

1970s: By the 1970s, the Army Reserve was increasingly structured for combat support and combat service support. The end of the draft coincided with announcement of the Total Force Policy in 1973.

The effect of an all-volunteer force and the Total Force Policy was a shift of some responsibilities and resources to the Army Reserve. Today, in the spirit of the Total Force policy, when America's Army goes to war, the Army Reserve goes to war.

1991: Army Reserve Soldiers were among the first reserve component personnel called to active duty for operations Desert Shield/Desert Storm and were among the last to leave the desert. More than 84,000 Army Reserve Soldiers provided combat support and combat service support to the United Nations forces fighting Iraq in the Persian Gulf and site support to United States forces elsewhere in the world.

1993: In the post-Cold War era, the Army restructured its reserve components. Reduction in active-component end strength made the Army even more reliant on the Army Reserve and the Army National Guard. A 1993 agreement among all

three components called for rebalancing the preponderance of reserve component combat formations in the Army National Guard, while the Army Reserve would principally focus on combat support and combat service support. Today, the Army Reserve provides 30 percent of the Army's combat support and 45 percent of its combat service support capabilities.

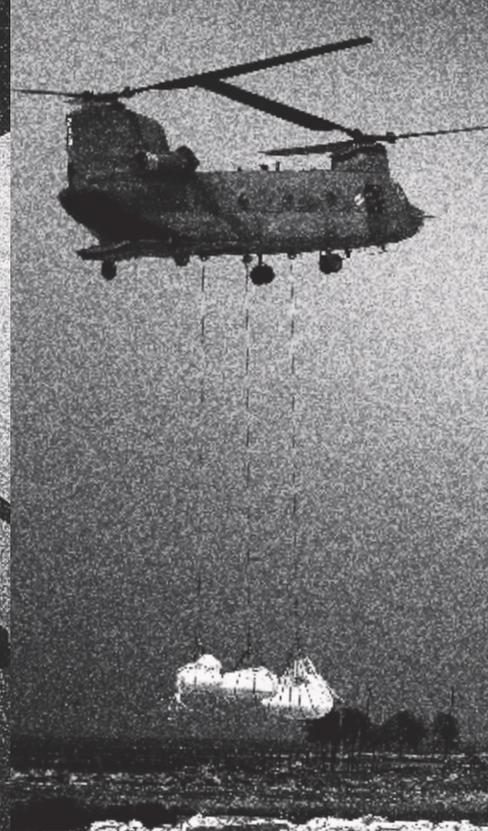
1995: Since 1995, Army Reserve Soldiers have been mobilized continuously. For Bosnia and Kosovo, 20,000 Army Reserve Soldiers were mobilized.

2005: As of February 2006, more than 147,000 Army Reserve Soldiers have been mobilized in support of the Global War on Terrorism, with more than 40,000 still serving on active duty.

3

STRATEGIC OVERVIEW

TODAY'S SECURITY ENVIRONMENT IS VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS. THE ELEMENTS OF THAT ENVIRONMENT OFTEN INTERACT RANDOMLY AND WITHOUT SUFFICIENT LEAD TIME TO DEVELOP A DELIBERATE RESPONSE. THE NEED FOR ARMY RESERVE SOLDIERS AND UNITS TO BE FULLY PREPARED TO RESPOND, PRIOR TO MOBILIZATION, IS PARAMOUNT.



WORLD CONDITIONS REVEAL A VARIETY OF EMERGING CHALLENGES TO OUR NATIONAL SECURITY INTERESTS:

- WIDER RANGE OF ADVERSARIES
- WEAPONS OF MASS DESTRUCTION
- ROGUE STATE ARMIES
- CYBER NETWORK ATTACKS
- WORLDWIDE TERRORISM
- THE GLOBAL ECONOMY



NATIONAL CONDITIONS PRESENT ADDITIONAL CHALLENGES:

- PROTRACTED WAR
- HOMELAND DEFENSE
- BUDGET PRESSURES
- PUBLIC FOCUS
- GLOBAL WAR ON TERRORISM (GWOT)
- DISASTER RESPONSE / RELIEF
- DECLINING MANUFACTURING BASE
- PROPENSITY FOR MILITARY SERVICE

Within such an environment, the Army Reserve is changing from a *strategic* reserve to an inactive-duty force of skill-rich capabilities with enhanced responsiveness to complement the Army's transformation to a more lethal, agile and capabilities-based modular force. The Army Reserve's force structure is no longer planned as a force in reserve — a "supplementary force;" rather, it is a force that complements the Army and joint forces. Today's units are to be prepared and available

to deploy with their full complement of trained Soldiers and equipment when the Nation calls.

This transformation will progress as the Army Reserve continues to meet the ongoing operational challenges of the Global War on Terrorism, while simultaneously supporting other missions around the globe.

4

MANAGING CHANGE

ACCOMPLISHMENTS

Since the beginning of 2005, the Army Reserve has:

- Developed and applied a cyclic readiness and force management model, currently called Army Force Generation (ARFORGEN). Applied the ARFORGEN logic to how Army Reserve units are scheduled and resourced for deployment. In 2005, about 75 percent of the Army Reserve mobilized units came from the ARFORGEN model.
- Programmed inactivation of 18 general officer non-war-fighting headquarters.
- Awarded 11 military construction contracts in 2005 to construct nine new Army Reserve training centers that will support more than 3,500 Army Reserve Soldiers in Kansas, Florida, Utah, Pennsylvania, Maryland, New Jersey and Colorado.
- Awarded two major range improvement project contracts for Fort McCoy, WI.
- Activated two functional commands, the Military Intelligence Readiness Command and Army Reserve Medical Command, providing focused training and force management for medical and military intelligence Army Reserve forces.
- Began realignment of command and control of U.S. Army Civil Affairs and Psychological Operations forces from Special Operations Command to the U.S. Army Reserve Command to improve training and force management.
- Initiated action to close or realign 176 Army Reserve facilities under BRAC, a higher percentage than any other component of any service, moving Army Reserve Soldiers into 125 more modern facilities.
- Began applying Lean Six Sigma business management techniques to improve supporting business processes and methods.

Transforming to meet today's demand for Army Reserve forces has led to the development of a host of initiatives. When implemented, these initiatives **will accomplish** the following:

- **Ensure more focused and efficient management, increasing units' and Soldiers' readiness**
- **Increase the number of Army Reserve Soldiers in deployable units**
- **Provide improved facilities and more effective training to Army Reserve Soldiers**
- **Streamline the command and control of Army Reserve forces**
- **Increase the number of Soldiers in specialties needed to support the GWOT**
- **Improve the Army Reserve business, resourcing and acquisition processes**

**FOCUSED, EFFICIENT MANAGEMENT:
ARMY RESERVE EXPEDITIONARY FORCE**

The foundation for Army Reserve support to future contingencies is the Army Reserve Expeditionary Force (AREF). Incorporating a strategy for cyclically managing Army Reserve force readiness, AREF directly supports the Army's Force Generation model. AREF applies Army rotational force doctrine to decisions regarding training, equipping and leader deployment. The management system applies packaged and cyclic resourcing of capabilities instead of the outmoded, tiered resourcing model, which supported a now obsolete, time-phased force deployment list against prescriptive operational plans. AREF provides more focused, efficient support to units about to deploy by developing packages that can be called to duty as needed. The system also capitalizes on constrained resources to best utilize equipping and readiness dollars.

Under AREF, most Army Reserve units are assigned to one of the expeditionary force packages. The packages move through a rotational cycle of readiness levels, ranging from reconstitution to validation and employment. The units in each package will have a one-year "availability" period during which they will be "on call" or deployed. AREF enables the Army Reserve to achieve

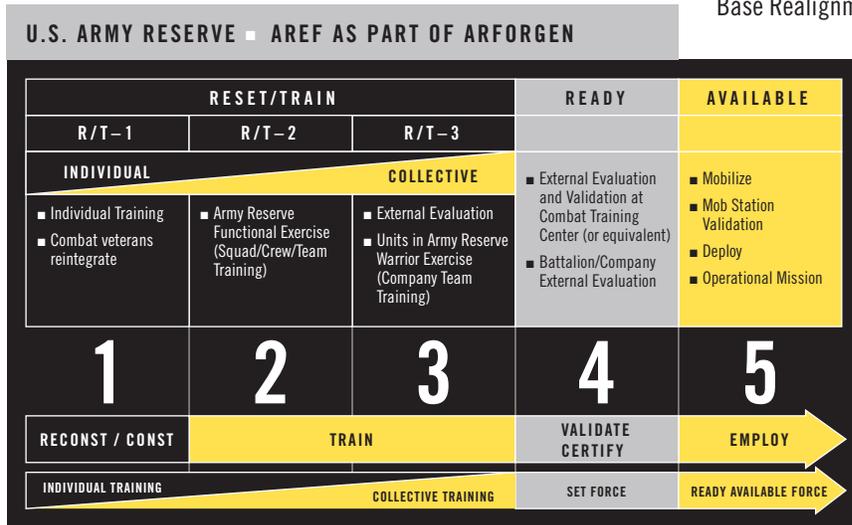
INCREASING THE OPERATIONAL FORCE

In 2005, the Army Reserve began divesting itself of force structure that exceeded its congressionally authorized end strength of 205,000. The Army Reserve also began reducing the number of spaces in non-deploying units. These actions allow more Soldiers to be assigned to deployable units and to be fully prepared for mobilization. This process requires a substantial "leaning out" of our training base and support headquarters, while carefully maintaining high quality training and support services. As an example of training base efficiencies, in fiscal year 2005, the Army Reserve continued to develop the new 84th U.S. Army Reserve Readiness Training Command that resulted from the merger of the Army Reserve Readiness Training Center and the Headquarters of the 84th Division (Institutional Training). This consolidation improved the Army Reserve's individual training and leader education capabilities while creating leaner training support command and control structures. Reducing the number of units and focusing efforts to get more Soldiers into deployable units will allow more effective and cost-efficient management.

**IMPROVED FACILITIES AND TRAINING SUPPORT:
REALIGNMENT AND CLOSURE**

Base Realignment and Closure (BRAC) 2005 enables the Army Reserve to reshape its force and command, control and management headquarters, improving readiness while realizing significant cost reductions.

The BRAC 2005 recommendations became law in November 2005. BRAC provides the Army Reserve the opportunity to station forces in the most modern, up-to-date facilities possible and to redesign a Cold-War structure that no longer reflects current requirements. Under BRAC, the



a high level of readiness in planned, deliberate time periods and provides a means to program and manage resources in advance. This resourcing strategy also ensures that deploying units be trained individually and collectively on the most modern equipment and have that equipment available when needed.

When fully implemented, the AREF strategy will add rotational depth to the force, spread the operational tempo more evenly throughout the Army Reserve, and add predictability to the processes that support combatant commanders, Soldiers, families and employers.

Army Reserve will close or realign 176 of its current facilities. This is a higher percentage than any other military component. Army Reserve units from these older centers and facilities will move into 125 new Armed Forces Reserve centers (AFRCs) that are shared with at least one other reserve component, helping support "jointness" and efficiency. This construction will eliminate duplication of facilities within the same geographical areas serviced by different components of our Armed Forces. Some of these moves have already begun. The new AFRCs will have high-tech, distance learning, and video teleconferencing capabilities, fitness centers, family readiness centers, and

enhanced maintenance and equipment storage facilities. These dramatic changes, closely coordinated among Army Reserve planners and the BRAC agencies, were synchronized with the Army Reserve's overall effort to reduce its organizational structure and allow more deployable forces.

STREAMLINE COMMAND AND CONTROL

Assisted by BRAC, the executive restructuring of Army Reserve forces creates a more streamlined command, control, and support structure, develops future force units and reinvests non-deploying force structure into deploying units. The Army Reserve will disestablish the current 10 regional readiness commands (RRCs) that provide command and control, training, and readiness oversight to most of the Army Reserve units in the continental United States, and will reduce the number of general-officer commands.

Simultaneously, four regional readiness sustainment commands (RRSCs) will be established. These RRSCs, which will be fully operational by the end of fiscal year 2009, will provide base operations and administrative support to units and Army Reserve Soldiers within geographic regions. For the first time, all of the Army Reserve operational, deployable forces will be commanded by operational, deployable command headquarters.

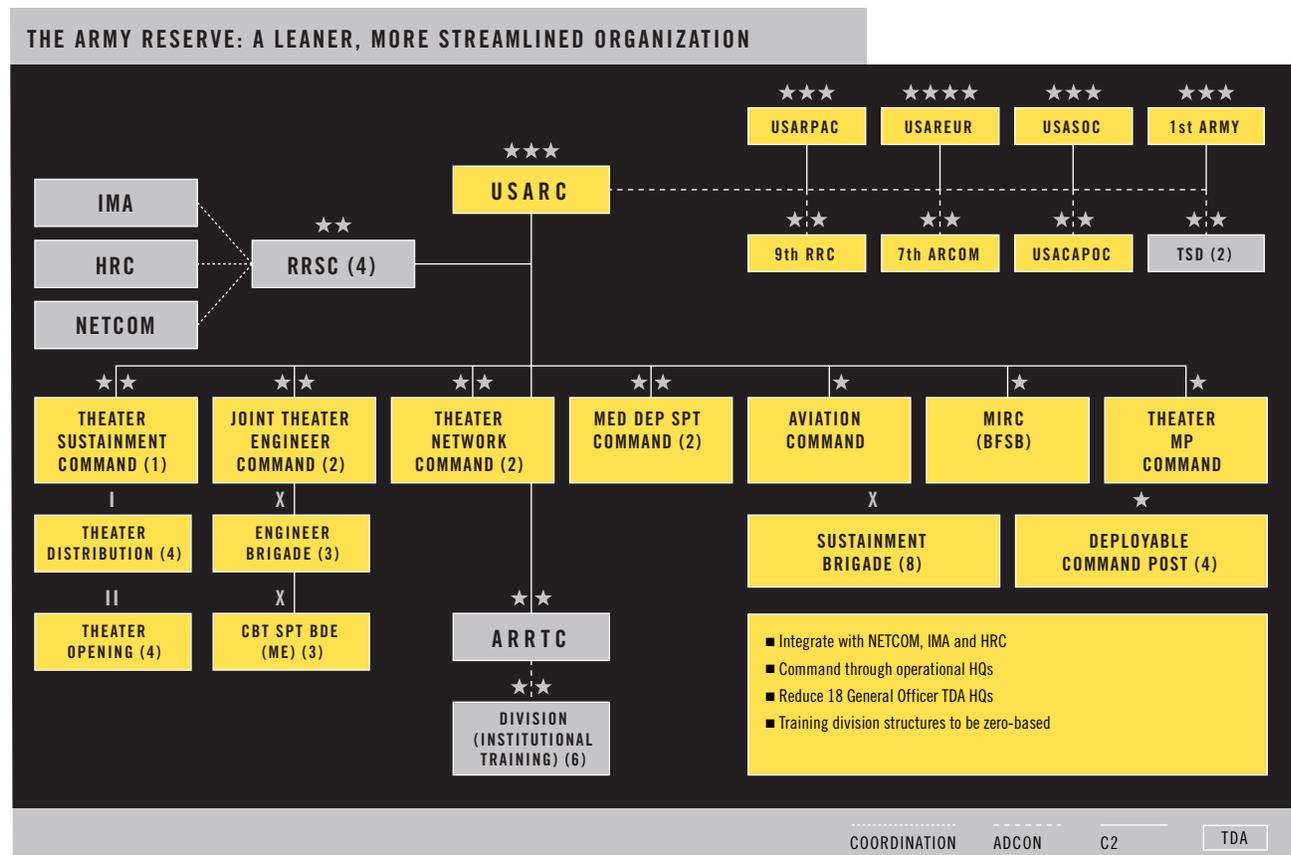
Some of the future force brigade-level units will include support brigades (e.g., maneuver enhancement brigades, sustainment brigades, engineer, combat support, chemical and military police brigades).

Two functional, deployable commands were converted in 2005. The Army Reserve activated the Military Intelligence Readiness Command (MIRC) at Fort Belvoir, VA, and the Army Reserve Medical Command (AR-MEDCOM) at Pinellas Park, FL. The MIRC is integrated with the Army Intelligence and Security Command, and the AR-MEDCOM is integrated with the Army Medical Command. The AR-MEDCOM will eventually be further converted to a medical deployment support command and will be deployable. Aviation and military police commands are two additional functional commands being activated.

The result of the reshaping of the Army Reserve forces will be a more streamlined command and control structure and an increase in ready, deployable assets to support the Global War on Terrorism.

INCREASING CIVIL AFFAIRS AND PSYCHOLOGICAL OPERATIONS ASSETS

The skills required today to assist civil governments gain their footing are not inherently military. It is in the ranks of the Army Reserve where city managers, bankers, public health directors





LEADERS ARE CONSTANTLY QUESTIONING CURRENT BUSINESS PROCESSES WITHIN THE ARMY RESERVE TO ASSESS THEIR VALUE TO READINESS AND TO SEEK WAYS TO IMPROVE RESPONSIVENESS.

and other such specialists vital to stability and support operations are found. For example, 96 percent of the Army's current Civil Affairs Soldiers are Army Reserve Soldiers; two of the three Psychological Operations groups — with their valued skills — are in the Army Reserve.

Over the next five years, the Army Reserve will add 904 Civil Affairs Soldiers and 1,228 Psychological Operations Soldiers to its inventory. The addition of these critical skills to the Army Reserve comes without additional Congressional funding; the positions will be transferred from the existing force.

Additionally, the Chief of Staff of the Army has approved the transfer of Army Reserve Civil Affairs and Psychological Operations forces from the U.S. Special Operations Command to the U.S. Army Reserve Command. This will fully integrate Army Reserve Civil Affairs and Psychological Operations elements into the conventional force, providing dedicated support to conventional operations.

IMPROVING BUSINESS PRACTICES

The Army Reserve is aggressively incorporating Lean Six Sigma concepts and practices into its business processes. Six Sigma is a problem-solving methodology that uses data and statistical analysis to create break-through performance within organizations.

The Army Reserve is embracing this program not only as an efficiency tool, but also as the very foundation for change. To demonstrate this commitment, the Army Reserve has stepped forward as a front-runner in Lean Six Sigma implementation

within the Army. The Chief, Army Reserve has mandated Army Reserve leaders to constantly question and review current business processes within the Army Reserve to assess their value to readiness and to seek ways to improve responsiveness.

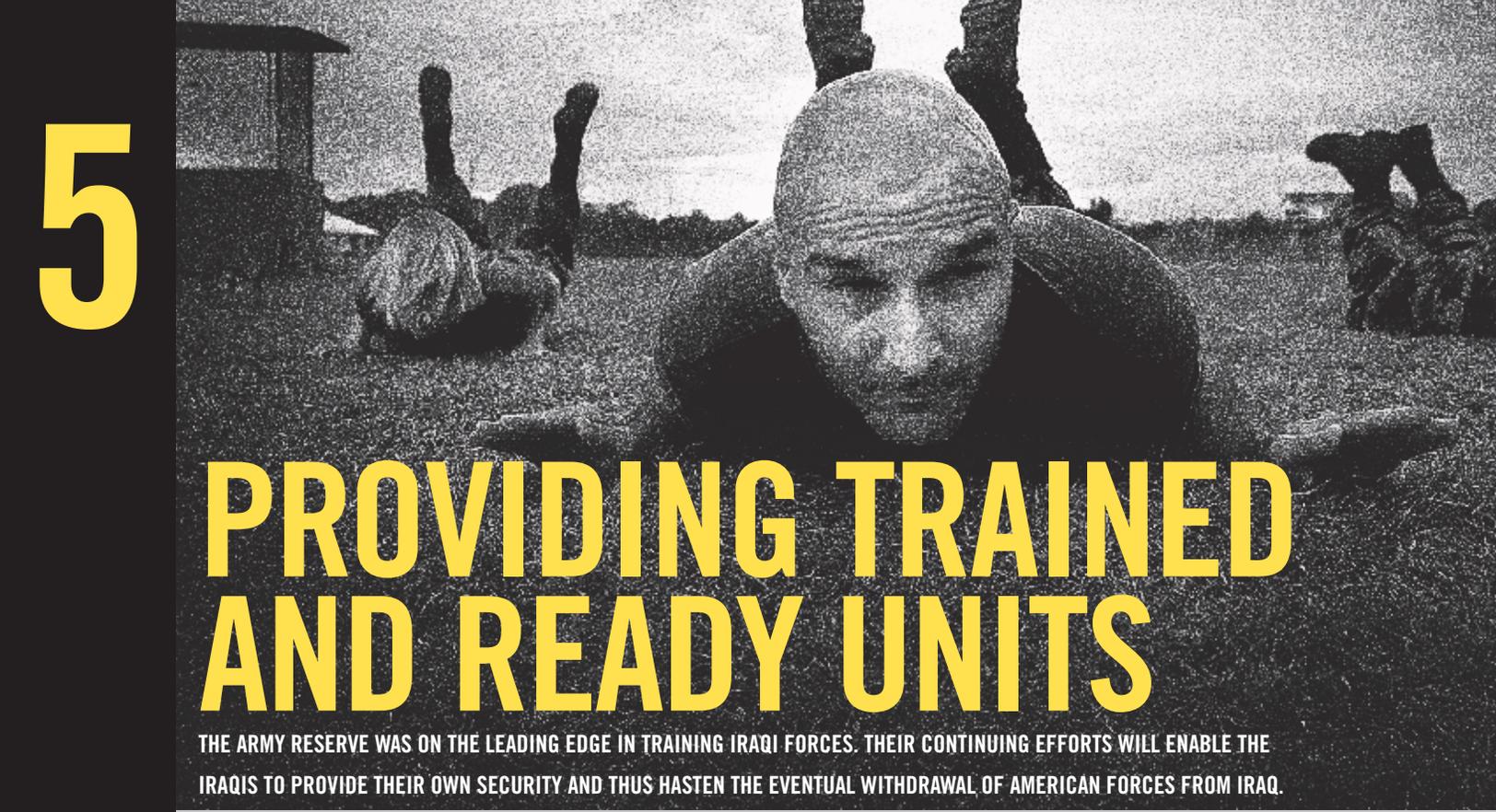
In conjunction with the Secretary of the Army's business transformation order, the Army Reserve began development of its deployment plan and completed classroom training of five Six Sigma "green belts" (coach-facilitators), who are currently working their first projects. In addition, 40 senior leaders received two-day executive level business transformation training.

The continuation of training is planned with a goal of institutionalizing the Army Reserve program fully by achieving the highest level Six Sigma certification within the Army staff. The organizational structure to support the program is being defined and established to ensure top-level support.

COMPELLING NEEDS

- Continued support of Army Reserve Expeditionary Force and other programs associated with Army Force Generation
- Steady funding line for BRAC-generated changes to Army Reserve facilities

5



PROVIDING TRAINED AND READY UNITS

THE ARMY RESERVE WAS ON THE LEADING EDGE IN TRAINING IRAQI FORCES. THEIR CONTINUING EFFORTS WILL ENABLE THE IRAQIS TO PROVIDE THEIR OWN SECURITY AND THUS HASTEN THE EVENTUAL WITHDRAWAL OF AMERICAN FORCES FROM IRAQ.

ACCOMPLISHMENTS

Since 9-11:

- As of February 2006, the Army Reserve had mobilized more than 147,000 Soldiers; more than 25,000 of those Soldiers served on multiple deployments
- 98 percent of Army Reserve units have provided support to current operations

Fiscal Year 2005 and beyond:

- Performed over 1,900 unit mobilizations in fiscal year 2005
- Provided a CH-47 Chinook aviation company to support Pakistan earthquake relief efforts, transporting victims, relocating refugees and delivering supplies
- Provided relief support in response to Indiana tornado damage, locating victims, draining lakes and retaining pond areas

- Supported Gulf Coast hurricane relief efforts by flying CH-47 Chinook helicopters and providing two truck companies to transport supplies, Soldiers and flood victims
- Scheduled Army Reserve units in 2006 and 2007 to align with the Army Reserve Training Strategy (ARTS) to produce a trained and ready force using a cyclic force readiness model
- Developed and implemented the Exercise WARRIOR to challenge units' collective responsiveness under stressful, contemporary operating environment conditions
- Refined existing functional exercises (targeted to a specific branch) to LEGACY exercises to train technical skills in a tactical environment

OPERATIONS

In December of 2005, more than 40,000 Army Reserve Soldiers were serving on active duty in 18 countries around the world. This is a much changed world from the one the Army Reserve operated in less than a decade ago.

The Army Reserve is on the leading edge in training Iraqi forces. More than 750 Soldiers from the Army Reserve's 98th Division (Institutional Training), Rochester, N.Y., and other Army Reserve units returned from Iraq after spending

a year training Iraqi military and security forces. Soldiers from the 80th Division (Institutional Training), Richmond, VA, replaced the 98th and continue this critical mission today. Their continuing efforts, in conjunction with other coalition forces, will enable the Iraqis to increasingly provide their own security, thus hastening the eventual maturing of Iraq's fledgling democracy. From supporting all military branches, running truck convoys of food, ammunition, fuel and various other items, to responding to ambushes and directly engaging the enemy, the Army Reserve has been an integral element of

the U.S. military and coalition efforts in Iraq, Afghanistan and elsewhere throughout the CENTCOM area of responsibility.

CIVIL SUPPORT

In September 2005, the Army Reserve deployed emergency preparedness liaison officers, CH-47 heavy-lift helicopters, military history detachments and truck companies to assist in the federal disaster response to hurricanes Katrina and Rita.

During the mission, the Army Reserve made available three Army Reserve centers to house National Guard Soldiers responding from other states. Additionally, the centers provided operating space for the Federal Emergency Management Agency and first responder representatives.

The Army Reserve also provided desperately needed fuel for the American Red Cross in order to sustain refrigeration of perishable food for the evacuees.

As recent missions make clear, the Army Reserve has significant numbers of potentially critical capabilities that may be needed in future homeland defense and security missions. These capabilities include skilled medical professionals who can practice anywhere in the United States, hazardous materials reconnaissance, casualty extraction from inside a combat zone, mass casualty decontamination, critical medical care, engineering support and water purification.

As of September 2005, the Army Reserve, in conjunction with the Pennsylvania State Fire Academy, had trained and certified more than 350 Army Reserve chemical Soldiers to the federal standard, and trained more than 2,400 chemical and medical Soldiers to perform mass casualty decontamination.

Twenty-five Army Reserve chemical defense units are fielded with specialized weapons of mass destruction-response equipment for hazardous material and mass casualty decontamination operations. However, sustaining and upgrading these robust capabilities is not achievable under current funding levels.

ARMY RESERVE TRAINING STRATEGY

As the world and its threats have changed, so have the ways the Army Reserve approaches preparing and training its members to fight the nation's battles and protect its vital interests. The Army Reserve Training Strategy (ARTS) is the strategic training vision, establishing the fundamental concepts to implement the train-alert-deploy model for Army Reserve Soldiers. ARTS creates progressive training and readiness

cycles, which provides priorities for resources, managed readiness levels and predictable training. Today's environment does not accommodate yesterday's "mobilize-train-deploy" model. Today's Army Reserve Soldiers must be trained and ready prior to mobilization as if they knew the day and hour they would be called. ARTS is a critical element of the Army Reserve Expeditionary Force, which supports the Army Force Generation (ARFORGEN) model. As units advance through a series of cumulative and progressively complex training events, each training phase improves the level of unit readiness.

- During the reset/train phase of ARFORGEN, Army Reserve units begin reconstitution as Soldiers complete needed professional education and other skill-related training. The focus and priority is on individual training. The culminating event for the reset/train phase of ARFORGEN is the WARRIOR exercise; a multi-functional, multi-echelon, multi-component, joint and coalition event that improves unit proficiency at the company/platoon level.
- Units in the second year of the Reset/Train force pool will concentrate on perfecting their collective mission tasks by participating in functional exercises at the squad/crew level. The Army Reserve conducts a wide range of functional exercises throughout the United States providing skill specific training for Soldiers and units under field conditions. For example, the Quartermaster Liquid Logistics Exercise provides a challenging collective training venue for water purification, water production, and petroleum, oil and lubricants (POL) units. Other functional exercises are conducted for military police, transportation, maintenance and medical units.

The readiness and training goals for Army Reserve forces are the same as those for the Active component and in every instance the Army Reserve has provided trained and ready Soldiers. While the standards are the same, the conditions under which the Army Reserve prepares for its missions are significantly different. The limited training time for Army Reserve Soldiers competes with numerous civilian career priorities and must be used effectively and efficiently.

PREMIER TRAINING: WARRIOR EXERCISE (WAREX)

Warrior exercises are combined arms "combat training center-like" exercises. These exercises include opposing forces, observer-controllers and structured after-action reviews. They provide branch/functional training for combat support/combat service support units in a field environment. Future warrior exercises will also serve as the capstone, externally evaluated, collective training event to move Army Reserve units from the Reset/Train Pool of AREF into the Ready Pool. The 90th Regional Readiness Command conducted the first Warrior

Exercise in June 2005 at Fort Bliss, Texas, training more than 3,500 Soldiers.

EXPERIENCE-BASED TRAINING

Capitalizing on recent experiences in the Global War on Terrorism and lessons learned, Army Reserve training continues to adapt to meet changing battlefield conditions and an agile, thinking enemy.

Counter Improvised Explosive Device

Train-the-Trainer (T3) Course

Initially unsophisticated and relatively easy to detect as a roadside bomb, improvised explosive devices (IEDs) have become more complex in design and increasingly lethal over time. The purpose of the Counter Improvised Explosive Device (CIED) Train-the-Trainer (T3) Course is to train trainers in countering IED threats, with the first priority being those troops mobilizing and deploying to Iraq and Afghanistan. The goal is to close the tactical performance gap between unit pre-mobilization training tasks, conditions, standards, and the actual tactical environment and mission expectations in theater.

The 84th U.S. Army Reserve Readiness Training Command at Ft. McCoy, WI, trained 360 Soldiers during several five-day CIED T3 courses in fiscal year 05. These trainers have returned to their home stations to integrate CIED training into their training programs. CIED training provides graduates the knowledge, skills and ability to provide expert advice to their unit commanders as they develop a training strategy that incorporates CIED tactics into multi-echelon, pre-mobilization training.

Convoy Training

Convoys are now combat patrols. Recognizing the dangers of convoy operations, the Army Reserve has developed and implemented a convoy training program. In addition to counter attack methods, the training familiarizes Soldiers with the driving characteristics of armored vehicles. The program focuses on three specific areas:

- Counter Improvised Explosive Device train-the-trainer skills
- Integration of live fire into convoy operations training
- Development of a combat driver training program that will progressively develop individual driver skills and unit convoy capabilities as units migrate through the ARFORGEN/AREF cycle. An initial, individual skills development program employing High Mobility Multi-purpose Wheeled Vehicles (HMMWVs) with kits installed to replicate the driving characteristics of up-armored HMMWVs was initiated in 2005.

The priority of training is to units that are scheduled for deployment.

Combat Support Training Centers

The Army Reserve plans, after BRAC implementation, to establish two combat support training centers (CSTCs) — the CSTC at Fort Hunter Liggett, CA, and the Joint Mobilization Training Center at Fort Dix, N.J. These will provide much-needed training and maneuver space for technical and field training in austere environments, more rigorous and realistic weapons qualification, classroom training, and capability to conduct Army Reserve unit collective training as well as support the Warrior Exercise program described earlier. Both training centers will also support joint, multi-component, interagency, and convoy training; up to brigade level at Fort Hunter-Liggett, and up to battalion level at Fort Dix.

Units in the Army Reserve must experience a combat training center (CTC) or combat training center-like event to validate training and readiness levels prior to mobilization. The Army Reserve continues to partner with Forces Command to incorporate its combat support and combat service support in the combat training center rotations. Additionally, the Army Reserve will assist in the development of the concept for exportable CTC capability for reserve component units unable to access training at the National Training Center or Joint Readiness Training Center. CTC and/or exportable training are essential, not only for unit preparation for mobilization and deployment, but also for the longer term leader development impacts such training experiences provide.

Center for Lessons Learned Mobile Training Team Seminar

The Army Reserve collaborated with the Army's Center for Lessons Learned (CALL) in 2005, dispatching mobile training teams (MTTs) which conducted four regional seminars to unit leadership teams, with a specific focus on those units identified for mobilization in 2006. These CALL MTTs provided orientations on the Islamic and Iraqi culture, the most recent lessons-learned emerging from theater, highlights of unit after action reports, and the most effective combat tactics, techniques and procedures. The MTT discussion topics also include a current Operation Iraqi Freedom/Operation Enduring Freedom operations overview highlighting challenges units can expect during the mobilization and deployment process.



The Army Reserve Leadership Development Campaign Plan

The Army Reserve Leadership Development Campaign Plan, updated and operationalized in 2005, establishes requirements and integrates programs unique to the Army Reserve. Two of the more significant components are:

The Senior Leader Training Program focuses on general officer and colonel-level leaders with seminars focused on organizational change, Army transformation and ethics-based leadership. All major subordinate commands of the Army Reserve Command as well as the 7th Army Reserve Command (Europe), 9th Regional Readiness Command (Hawaii), and the Army Reserve Staff have undergone this training.

The Army Reserve Brigade and Battalion Pre-Command Course has been upgraded to better prepare field grade commanders and command sergeants major to lead Army Reserve Soldiers. In addition to a company pre-command course for commanders, Army Reserve company command teams (commanders, first sergeants and unit administrators) participate in a new company team leader development course to better prepare unit command teams for the challenges of leadership at the crucial company level.

ENHANCING MOBILIZATION

In order to enhance the readiness of mobilizing units, the Army Reserve is successfully using a process called phased mobilization. The goal of phased mobilization is to minimize unit personnel reassignments, enhance Soldier medical and dental readiness and skill training, improve unit leadership, and enhance individual skill and unit collective training prior to unit deployments.

Under the phased mobilization concept, selected unit personnel mobilize in intervals prior to the entire unit's mobilization so that they may perform Soldier leader training, Soldier skill training and unit collective training. Phased mobilization allows selected Soldiers to receive individual training according to a planned and phased schedule that ensures they are fully trained and mission ready for timely mission execution. Additional funding will be required to support this crucial program.

COMPELLING NEEDS

- Increase fiscal year 2007 Reserve Personnel, Army Reserve funding levels.
 - To resource Army Force Generation-phased training requirements including new equipment training, improved collective training, Warrior Exercises, leader education and mission environment familiarization training
- Increase fiscal year 2007 Operation and Maintenance, Army Reserve funding levels
 - For increased emphasis and additional operating tempo for warrior task and drill training; skill reclassification training, convoy live fire training and additional support
 - Training equipment sets to support Army Reserve Training Centers
 - For dedicated equipment training sets at centralized locations and training equipment sets for schools and deployable units
 - To replace Army Reserve-owned Stay-Behind-Equipment left in Southwest Asia
 - For Modular Force equipment needed for unit level collective training in a field environment and to support designated individual and collective training locations
- Establishment of Combat Support Training Centers
 - To establish and resource combat support training centers at a minimum of two of the Army Reserve's four primary installations



EQUIPPING THE FORCE

ACCOMPLISHMENTS

Since 9-11:

- Mobilized virtually entire Army Reserve deployable strength without a single unit being rejected for logistics readiness — more than 250,000 items (50,000 transactions) cross-leveled among Army Reserve units
- Developed and fielded a variety of logistics information management programs to improve situational awareness and support decision making
- Developed and implemented innovative, effective, and economical methods to improve logistics readiness — 500 medium tactical trucks were withdrawn from prepositioned stocks; used depot maintenance to upgrade older medium tractors; rebuilt HMMWVs withdrawn from direct reporting maintenance organizations

Fiscal Year 2005:

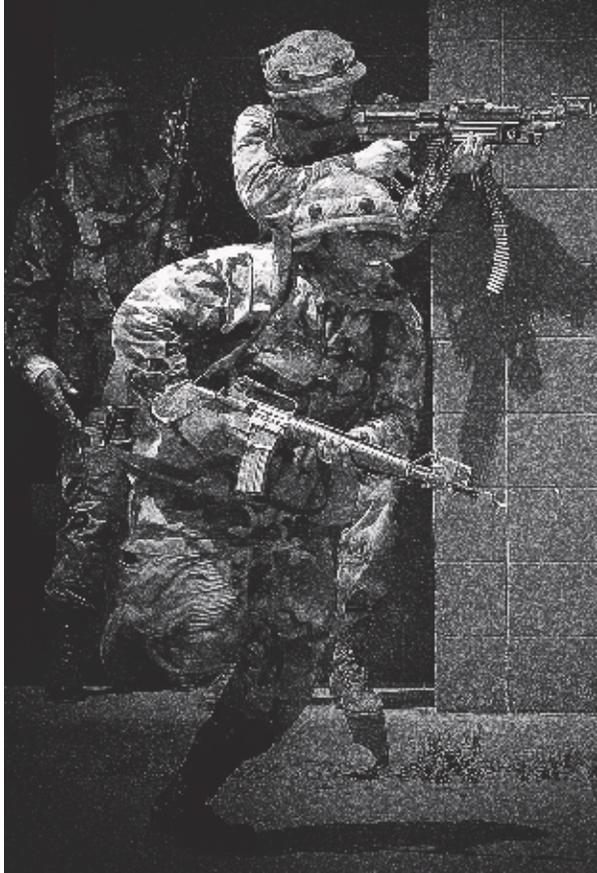
- All Army Reserve units in Operation Iraqi Freedom rotation in fiscal year 2005 mobilized at deployment criteria
- Developed Army Reserve equipping strategy to make most effective and efficient use of available equipment
- Delivered more than 3,000 M4s and 1,000 Squad Automatic Weapons Replacing M16A1 rifles and M60 machine guns
- Reduced Army Reserve logistics reconstitution backlog from a daily average of nearly 15,000 items in Fiscal Year 2004 to just over 7,500 in Fiscal Year 2005

NEW EQUIPMENT STRATEGY — HOW IT WORKS

The Army Reserve has developed a new strategy to make the most effective and efficient use of its equipment. The strategy includes maintaining equipment at four main areas: home station, strategic deployment sites, individual training sites and collective training sites. The new strategy supports the Army Force Generation and the Army Reserve Expeditionary Force (AREF) management systems. It ensures the best available equipment is provided to Army Reserve Soldiers where and when they need it, as they move through the

pre-mobilization training phase of the AREF cycle to mobilization and deployment.

While individual equipment, such as weapons and masks, will continue to be maintained at unit home stations, only enough of a unit's major items — trucks, forklifts, etc. — to allow for effective training and to support homeland defense requirements will also be there. The system allows remaining major items to be positioned at various other key training and positioning sites.



THE NEW STRATEGY ENSURES THAT THE BEST AVAILABLE EQUIPMENT IS PROVIDED TO ARMY RESERVE SOLDIERS WHERE AND WHEN THEY NEED IT.

In the new model, units will be moved to the equipment located at the training sites, rather than moving equipment to the units. Creating centrally located equipment pools to support directed and focused training will enable the Army Reserve to harvest efficiencies in resourcing and maintaining its equipment.

Individual Training Sites

Some of the equipment will be consolidated in individual training sites. In a site established for individual training, Soldiers qualify on their individual skills — specified, job-related skills (e.g., nurses are tested in medication procedures; lawyers, in international law). This is the first phase of the training cycle, followed by training at unit home stations.

Collective Training Sites

Another pool of consolidated equipment will be kept at collective training sites. Following home station unit training, units progress to collective training. Successful participation in exercises at these sites validates units as ready to conduct their wartime mission.

Strategic Deployment Sites

Some of the major end items are consolidated at Strategic Deployment Sites (SDSs). After inspection and assembly into unit sets, major equipment items are placed in controlled humidity storage at the SDSs. After units are validated through individual and collective training cycles and called to deploy, equipment at these sites will be shipped directly to theater.

Progressing through individual training, home station training and then participating in larger exercise-driven collective training is the normal training cycle to prepare for a deployment. Pre-positioning equipment at these sites is a cost-efficient system of support.

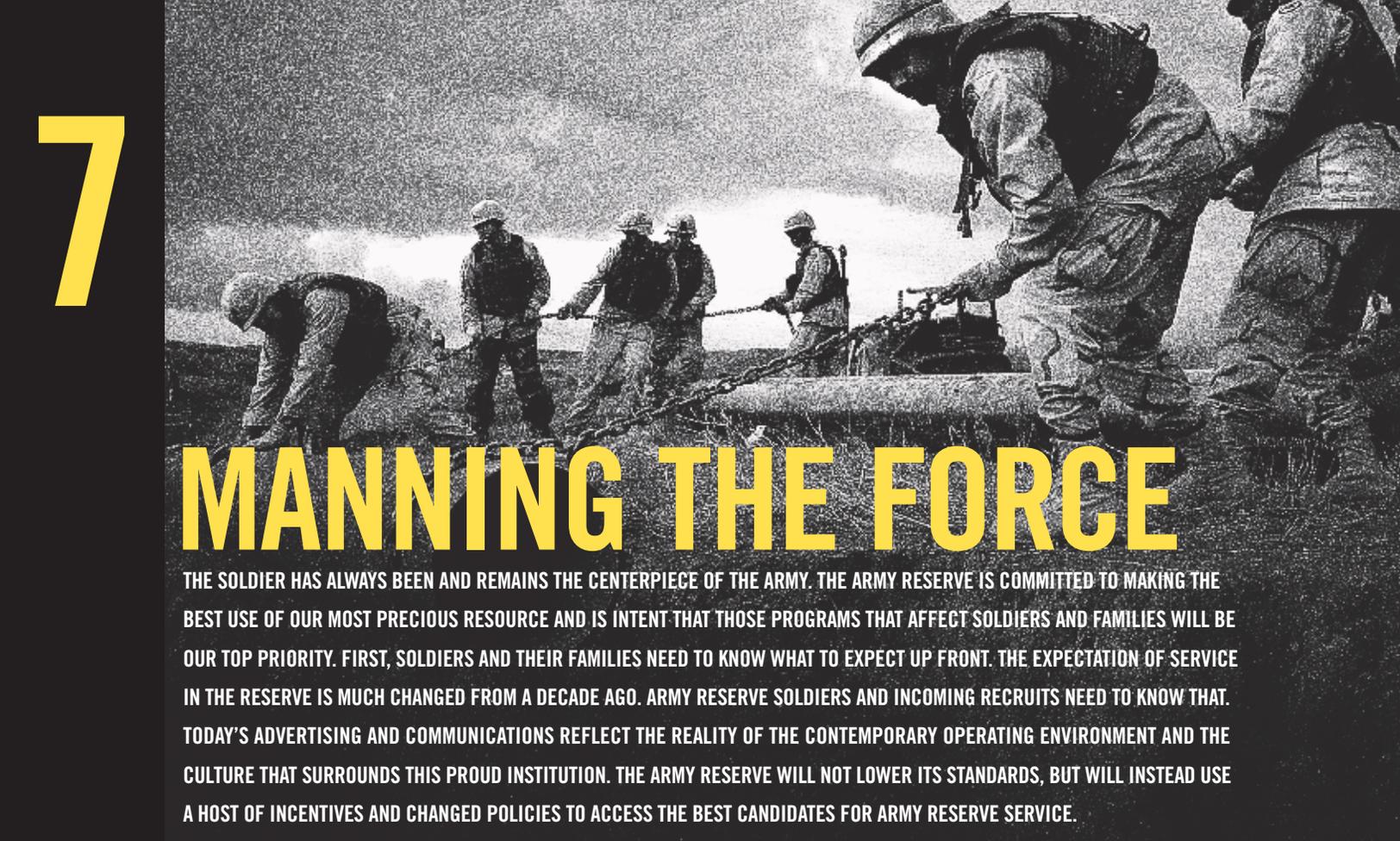
COMPELLING NEEDS

Procurement of equipment to support modularity

- Night vision systems
- Chemical/biological/radiological detection/alarm systems
- Medical Equipment
- Light-medium trucks (75 percent do not support single-fleet policy, integral to training and operational efficiency)
- Medium tractors (50 percent do not support single-fleet policy, integral to training and operational efficiency)

Sustainment

- Sustainment of depot maintenance levels
- Recapitalization of tactical truck inventory
- Army Reserve tactical maintenance contract labor to reduce mobilization and training equipment backlogs



MANNING THE FORCE

THE SOLDIER HAS ALWAYS BEEN AND REMAINS THE CENTERPIECE OF THE ARMY. THE ARMY RESERVE IS COMMITTED TO MAKING THE BEST USE OF OUR MOST PRECIOUS RESOURCE AND IS INTENT THAT THOSE PROGRAMS THAT AFFECT SOLDIERS AND FAMILIES WILL BE OUR TOP PRIORITY. FIRST, SOLDIERS AND THEIR FAMILIES NEED TO KNOW WHAT TO EXPECT UP FRONT. THE EXPECTATION OF SERVICE IN THE RESERVE IS MUCH CHANGED FROM A DECADE AGO. ARMY RESERVE SOLDIERS AND INCOMING RECRUITS NEED TO KNOW THAT. TODAY'S ADVERTISING AND COMMUNICATIONS REFLECT THE REALITY OF THE CONTEMPORARY OPERATING ENVIRONMENT AND THE CULTURE THAT SURROUNDS THIS PROUD INSTITUTION. THE ARMY RESERVE WILL NOT LOWER ITS STANDARDS, BUT WILL INSTEAD USE A HOST OF INCENTIVES AND CHANGED POLICIES TO ACCESS THE BEST CANDIDATES FOR ARMY RESERVE SERVICE.

Additionally, the Army Reserve will strive to ensure that the best quality of care for our Soldiers and their families is provided while constantly working to improve the quality of life for Soldiers, civilians and their families. Future personnel plans will assure we can maintain both personnel strength and readiness. The Army Reserve leadership will manage personnel through accession and assignment, reassignment, training and retraining or reclassification. Additionally, leadership will manage relocation in adherence to the AREF and its integration into the ARFORGEN model.

ACCOMPLISHMENTS

Since 9-11:

- As of February, 2006, 147,000 Army Reserve Soldiers had mobilized in support of GWOT, some more than once
- Developed and refined several information technology/management systems streamlining accountability and business processes
- Reduced attrition from 24.7 percent in 2001 to 22.5 percent in fiscal year 2005
- Established an Army Reserve casualty affairs program and office to care for Soldiers and their grieving families
- Initiated a family programs Web portal to provide information: www.arfp.org/cys
- Created and fully staffed 63 mobilization/deployment assistant positions in communities throughout the country
- Recognized Soldiers' sacrifices by presenting nearly 26,000 awards in the Welcome Home Warrior-Citizen Program
- Realigned and enhanced incentives and benefits for Army Reserve Soldiers and families
- Established an employer relations program that is building positive and enduring relationships with employers
- Revised several personnel policies under the Chief, Army Reserve, to better lead and manage Army Reserve assets

Fiscal Year 2005:

- Fully implemented the Trainees, Transients, Holders and Students (TTHS) Account — a personnel accounting practice that enhances the readiness of Army Reserve units

CULTURE CHANGE

A critical element to support profound change in the Army Reserve is the cultural shift now occurring. Continuous reinforcement of Army Values, the expectation of deployment, the

ARMY RESERVE ACCESSIONS FISCAL YEAR 2005	
MISSION:	28,485
ACTUAL:	23,859
DELTA:	(4,626)
MISSION %:	83.8%

ability to think innovatively and leader development are all part of that cultural shift. While past Army Reserve advertising messages focused on benefits, downplaying the effort required for service, “Honor is never off duty”

is now our touchstone. The Soldiers Creed and the Warrior Ethos are the bedrock of our force.

RECRUITING

While accessioning fell short by 16.2 percent of its goal in 2005, a variety of initiatives and improvements, such as those listed below, are underway to achieve our recruiting goals in 2006 to meet the needs of both personnel strength and readiness. Leaders can now access, assign or reassign, train, re-train or reclassify Soldiers into the Army Reserve more efficiently, responsively and effectively.

SELECTED RESERVE INCENTIVE PROGRAM

The Selected Reserve Incentive Program (SRIP) was crucial in 2005. It enhanced the recruiting of Soldiers in critical specialties to meet the Army Reserve readiness needs. Continued Congressional support listed below will be just as crucial in the upcoming years:

- Increased bonus incentives to Soldiers reenlisting and joining the Army Reserve
- Expanding eligibility years for Reenlistment Bonuses
- Officer Accession, Affiliation, and the Specialty Conversion bonuses added to the SRIP
- Lump sum payment options for reenlistment bonuses with tax-free payments to Soldiers in the combat zone.

OTHER INITIATIVES

- Increased Enlisted Affiliation Bonuses
- Addition of the “High Grad” Bonus, used to attract those candidates with at least 30 or more semester hours of college credit
- Establishment of the Active Guard and Reserve Selective Reenlistment Bonus

RETENTION

By taking care of Soldiers during the current pace of operations and war, retention goals in the Army Reserve were met. In fiscal year 2005, the Army Reserve achieved 101.5 percent of its annual reenlistment goal.

FULL TIME SUPPORT

The Army Reserve’s highest priority continues to be dedicated support to our war-fighting Soldiers. The Global War on Terrorism continues to place a high demand on the Army Reserve’s war fighting formations and their ability to mobilize in a highly trained state. Among the most important resources that we have in ensuring mobilization readiness of the 21st Century Army Reserve are our Full Time Support (FTS) personnel: Active Guard and Reserve Soldiers (AGR), Department of the Army civilians and our military technicians (MilTechs). Congress has historically recognized the paramount importance of adequate FTS levels for unit mobilization readiness.

The Army Reserve continues to maintain the maximum effective use of our FTS personnel to meet unit readiness requirements prior to arrival at the mobilization station.

Historically, the Army Reserve has had the lowest FTS percentage of any DoD Reserve component.

- In fiscal year 2005, DoD average FTS manning level was 21 percent of end strength, while the fiscal year 2005 total for the Army Reserve was 11.3 percent.
- The projected increase for Army Reserve FTS in fiscal year 2006 takes the level only to 11.6 percent.
- Congress and the Army continue to support the goal of 12 percent FTS by fiscal year 2010 in order for the Army Reserve to meet minimum essential readiness levels as proposed by Headquarters, Department of the Army, in fiscal year 2000.

In fiscal year 2005, the Army Reserve was tasked with FTS mission requirements above and beyond programmed requirements, including:

- Replacing 78 Active component training advisers to the Reserve components who will be reassigned to support Active component missions.
- Providing U.S. Army Recruiting Command 734 additional recruiters for fiscal years 2005 and 2006.

These un-programmed requirements placed an additional demand on our already burdened FTS resources.



QUALITY OF LIFE AND WELL BEING OF SOLDIERS AND FAMILY MEMBERS

Quality of life issues continue to be high on the list of things that directly affect retention of Soldiers in the Army Reserve. The Secretary of the Army has stated:

“My top priority will be the well-being of Soldiers and their families. There is no more important aspect of our effort to win the Global War on Terrorism than taking care of our people.”

The Army Reserve continues to improve its well-being efforts in the myriad of programs, policies and initiatives in its purview. Family programs remain a top priority.

Welcome Home Warrior Citizen Award Program

With congressional support, the Army Reserve was able to recognize nearly 26,000 Army Reserve Soldiers with the Army Reserve Welcome Home Warrior-Citizen Award in fiscal year 2005. The program ensures that returning Warrior-Citizens understand that their contributions to the mission and making our homeland more secure for all our citizens are recognized and appreciated by the Nation and the Army. The response to the program has been overwhelmingly positive in supporting efforts to retain Soldiers, thus increasing unit readiness. With continued congressional support, the Army Reserve will continue this program into the ongoing fiscal year and beyond.

Well-Being Advisory Council

This new and very dynamic structure supports all five Army Reserve constituent groups: Soldiers, families, civilians, retirees and veterans. The needs of each of these constituencies are growing; our programs continue to expand to meet these needs. The membership of the council will include a variety of individuals from the commands and organizations throughout the Army Reserve, including family member volunteers. The council will meet twice each year to consider and recommend disposition of well-being issues to the Chief, Army Reserve. The council is our integral link to the Army Family Action Plan.

Army Reserve Child and Youth Services Program

The Army Reserve now has a Child and Youth Services (CYS) Directorate staff to provide services that support the readiness and well being of families, including those families that are geographically dispersed. CYS programs and initiatives are designed to reduce the conflict between parental responsibilities and Soldier mission requirements. The Army Reserve CYS homepage is at www.arfp.org/cys.

Educational Benefits

The Army Reserve Voluntary Education Services Program is a priority of the Chief, Army Reserve. Continuance of these services is necessary as an essential incentive we provide the Soldiers of the Army Reserve. Army Reserve Voluntary Education Services is a DoD-mandated commanders program that promotes lifelong opportunities for Selected Reserve Soldiers through voluntary education services that enhance recruiting, retention and readiness of Army Reserve Soldiers.

The Army Reserve Voluntary Education Services have continuously provided an array of education programs since their inception. Recent changes have decentralized the execution of the tuition assistance program to allow for management decisions to be made closer to where the Soldiers live and work. This also allows for tighter fiscal controls and better coordination between Soldiers and colleges.

Other educational programs are listed below:

- Montgomery GI Bill
- Defense Activity for Non-Traditional Education Support Testing Program (DANTES)
- Student Guide to Success
- Credit for Military Experience
- Army/American Council on Education Registry Transcript System (AARTS)

- Troops to Teachers Program
- Spouse to Teachers Program

Support to Wounded Soldiers

The Army Reserve is dedicated to treating its Soldiers with the care and respect they have earned. Supporting Soldiers wounded in service to the country is one example of that commitment. The Disabled Soldier Support System was renamed the U.S. Army Wounded Warrior Program (Army W2) in November 2005. It continues to provide personal support, advocacy and follow-up for these heroes. The Army W2 facilitates assistance from initial casualty notification through the Soldier's assimilation into civilian communities' services (for up to five years after medical retirement). Assistance includes:

- Information about family travel to the Soldiers' bedsides
- Invitational travel orders for family members of seriously ill patients
- Pay issues
- Options for continuing on active duty
- Assistance with Medical Evaluation and Physical Evaluation Board processes

Soldiers with 30 percent or greater disability ratings and in a special category of injuries or illness — amputees, severe burns, head injuries or loss of eyesight — are assessed for enrollment in the program. Army W2 brings the wounded Soldiers and the organizations that stand ready to assist these Soldiers and families together. The Veterans' Administration and other similar veterans' service organizations participate in the program.

Some of these Soldiers may be in the process of medical retirements, pending other dispositions, such as being extended on active duty, or enrollment in the Community Based Healthcare Initiative, which allows selected reserve component Soldiers to return to their homes and receive medical care in their community.

Base Operations Support

The Army Reserve is committed to providing better quality of life services and critical support to Soldiers, their families and the civilian work force. The increase in base operations support for fiscal years 2006 and 2007 will greatly assist this effort, allowing for better engineering support, safety programs, law enforcement, and force protection, to name only a few areas.



More Efficient Management of Officer Promotions

Specific policy changes that were effected by the Chief, Army Reserve, improved our personnel management capability. By creating three separate reserve component competitive promotion categories, the Army Reserve can retain and better manage its officers. Another change enabled the Army Reserve to select officers based upon unique force structure requirements. That change will provide business efficiencies to better meet the manning requirements in all categories of the Selected Reserve, producing greater predictability and equity among all considered officers. The revised competitive categories meet the intent of Congress to match the number of officers selected for promotion by a mandatory promotion board to officers needed in the related categories.

Enhanced Care for Professional Development

Regional Personnel Service Centers (RPSCs), the Army Reserve military personnel management offices, will provide active personnel management for all Army Reserve Soldiers. Implementation of four RPSCs, in support of the Army Reserve Expeditionary Forces model, will provide standardized life-cycle management support to Army Reserve Soldiers regardless of where they may be in the command. This initiative relies on increased communication, interaction and involvement by commanders and their Soldiers to assure trained and ready Soldiers.

COMPELLING NEEDS

- Continued funding for enlistment, accession, affiliation, conversion, and retention incentives and bonuses to meet readiness requirements
- Attain minimum essential full time support level of 12 percent of end strength by fiscal year 2010
- Strengthened medical and health services for Army Reserve Soldiers
- Continued funding for Army Reserve Soldier educational services and opportunities (e.g., tuition assistance and scholarships)
- Continuance of the Army Reserve Welcome Home Warrior-Citizen Award Program

8

THE WAY AHEAD

THE CHANGED CONDITIONS OF WARFARE HAVE GREATLY AFFECTED OUR ARMED SERVICES, INCLUDING AND ESPECIALLY, THE RESERVE COMPONENTS. WE ARE NOW ENGAGED IN A GLOBAL WAR THAT WILL LAST A LONG TIME. WE ARE ON AN ASYMMETRICAL RATHER THAN A LINEAR BATTLEFIELD. WE ARE IN A PROTRACTED WAR, NOT ONE WITH A DEFINED BEGINNING AND END. THE CONSTANT THREAT OF ATTACKS ON OUR HOMELAND, INCLUDING THE USE OF WEAPONS OF MASS DESTRUCTION, PLACES A PREMIUM ON READINESS AND RESPONSIVENESS. BECAUSE OF THESE CHANGING CONDITIONS, THE ARMY RESERVE HAS IMPLEMENTED A HOST OF INITIATIVES THAT ARE CREATING DEEP, LASTING AND PROFOUND CHANGE.

Today, the deployment of our Army and Army Reserve, is no longer the exception, rather it is the rule. The Army Reserve is using the energy and urgency of Army transformation and the demands of the Global War on Terrorism to change. We are changing our organization in deep and profound ways,

from a technically focused force-in-reserve to a learning organization that provides trained, ready “inactive duty” Citizen-Soldiers, poised and available for active service, now as ready as if they knew the hour and day they would be called.

TO THAT END, THE ARMY RESERVE WILL REQUIRE:

- CONTINUED FUNDING TO SUPPORT CHANGES IN PERSONNEL INCENTIVES
- ADEQUATE FUNDING TO SUPPORT ARMY RESERVE EXPEDITIONARY FORCE TRAINING, EQUIPPING AND MAINTENANCE STRATEGIES
- SUPPORT FOR LEGISLATIVE AND POLICY CHANGES TO SUPPORT RECRUITING EFFORTS, PERSONNEL MANAGEMENT AND MOBILIZATION



THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.

I AM A WARRIOR AND A MEMBER OF A TEAM. I SERVE THE
PEOPLE OF THE UNITED STATES AND LIVE THE ARMY VALUES.

I WILL ALWAYS PLACE THE MISSION FIRST.
I WILL NEVER ACCEPT DEFEAT.
I WILL NEVER QUIT.
I WILL NEVER LEAVE A FALLEN COMRADE.



WE WILL NOT FORGET

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.

SGT. KEITH "MATT" MAUPIN
ARMY RESERVE SOLDIER
CAPTURED : APRIL 9, 2004



ARMY RESERVE

