

Army
Reserve
Vision &
Strategy

2020

An operational force providing strategic
depth in an era of persistent conflict

LTG Jack C. Stultz
Chief, Army Reserve,
and Commanding
General, US Army
Reserve Command
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INTRODUCTION

As our nation contends with an uncertain security environment, persistent conflict, and challenging fiscal realities, the need for a wide range of flexible and responsive military capabilities is paramount. While today's Citizen-Soldiers of the Army Reserve are performing magnificently in every environment and geographic region, we must also devote attention to tomorrow's threats and opportunities. The coming decade requires our continued engagement around the globe, as an operational force in support of our National Security Strategy. The Army Reserve is an integral component of our expeditionary force. The strategic decisions and direction chosen at this juncture set the framework for the next decade, and the future of the Army Reserve.

It is our obligation to our nation, and to future generations of Army Reserve Soldiers, that we remain operational and continue to improve our organization—*always leaning forward*—as we prepare for tomorrow's challenges today. The Army Reserve 2020 Vision and Strategy document confirms who we are, what we believe, what we do, and where we are going. It establishes the foundations for our operational concepts and strategies required for us to remain an *enduring* operational force; organized, modernized, postured, and resourced to provide support to the Total Army, combatant commanders, and civil authorities, as needed. Furthermore, it is grounded in cutting-edge business enterprise practices that help guide us in maintaining a well-organized, trained, equipped, and resourced operational force.

The Army Reserve is America's premier reservoir of shared military-civilian skills. Our formations are used extensively to meet the demand for military capabilities that support domestic and expeditionary operations. Such experience and reliable performance are essential to reducing the strategic risk associated with executing the National Security Strategy and associated Combatant Command plans. We are a cost effective means to reduce demands on the active Army by providing trained, equipped, and ready Soldiers and cohesive units to meet full spectrum operational requirements. We are no longer supplemental strategic reinforcements. As we move into the next decade and continue to adapt our capabilities, it is essential we proceed with rigorous analysis, transparency, and collaboration to further define our contribution to the future Total Force. We are a crucial element of the Army's overall deployable strength and war fighting team.

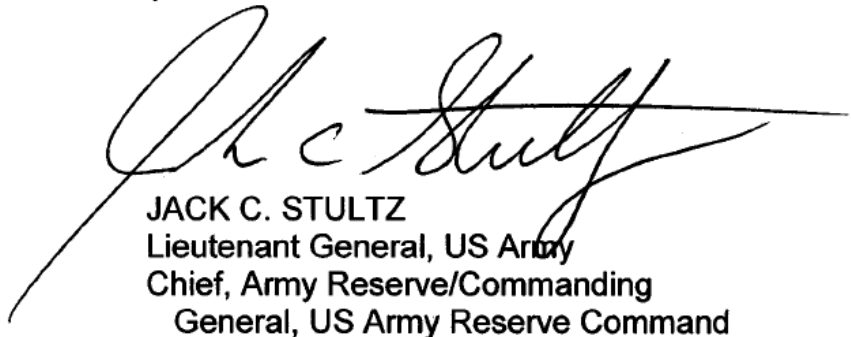
The Army Reserve is ideally suited to provide combat support and combat service support enablers for expeditionary missions and international engagement activities, such as peace building and security cooperation. We offer medical units for humanitarian assistance and medical diplomacy efforts, supply engineer units for reconstruction and to build partner capacity, and leverage Army Reserve Training Divisions to provide battle staff, military occupational skill, and tactical training to foreign militaries. These types of missions provide the operational Army Reserve with opportunities to maintain the unparalleled experience and training levels achieved

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during almost a decade of war, while continuing to provide responsive, flexible, and essential enablers critical to the Army's success. Additionally, as a community-based force resident in every state and territory, the Army Reserve, when authorized by the President of the United States, provides an efficient, timely, and effective military response to federally-declared disasters that require Defense Support of Civil Authorities.

This document details my vision for the Army Reserve as an operational force and serves as a broad blueprint for achieving it. The Army Reserve must be an *enduring* operational force with refined institutional processes, adaptive leadership, and a commitment to meeting the sustained demand for deployments, contingencies, and steady-state security cooperation missions. We must be prepared organizationally, doctrinally, technically, and intellectually. We are committed to providing a trained, cost-effective, ready, and relevant source of combat support and combat service support enablers necessary to negotiate tomorrow's uncertain security challenges. Achieving these milestones will require demanding and measurable performance standards. Army Reserve Soldiers, with strong support from Department of Army Civilians, Families, and Employers, will continue to remain a vital part of the *enduring* operational force, provide strength to the Total Army, and remain a positive investment for America.



JACK C. STULTZ
Lieutenant General, US Army
Chief, Army Reserve/Commanding
General, US Army Reserve Command



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SECTION I – The Vision: An *Enduring* Operational Army Reserve

Since 1908, the Army Reserve’s organizational culture has developed in tandem with the changing security needs of our nation. Serving across multiple wars and military operations, the Army Reserve has established one constant – the Citizen-Soldier ethos, represented by prepared, committed Soldiers and Civilians, all supported by Employers and resilient Families. This impressive heritage, credentialed upon the strength of our people, continues to provide a positive investment for America. As we move toward 2020, the ever-evolving Army Reserve will continue to answer the call to defend our nation’s interests in the rapidly changing security environment of our world.

“Prevailing in today’s wars requires a Reserve Component that can serve in an operational capacity—available, trained, and equipped for predictable routine deployment. Preventing and deterring conflict will likely necessitate the continued use of some elements of the Reserve Component— especially those that possess high demand skill sets—in an operational capacity well into the future.”

– Quadrennial Defense Review Report, February 2010

Demand. The Department of Defense and the military services will face challenges and force mix adjustments over the near term. As the current military operations resolve in Iraq and Afghanistan, there is risk the Army Reserve could be put back in the “Strategic Reserve” box until the next major conflict. This would reverse Army Reserve readiness gains, eventually reduce the level of operational experience, and squander the significant resources invested in our Soldiers and formations over the past nine years. The Chairman of the Joint Chiefs of Staff *Capstone Concept for Joint Operations (CCJO) 2009* states that “the future operating environment will be characterized by uncertainty, complexity, rapid change, and persistent conflict.” Similarly, *Joint Operating Environment (JOE) 2010*, describes such future challenges:

“Between now and the 2030s, the military forces of the United States will almost certainly find themselves involved in combat. Such involvement could come in the form of a major regular conflict or in a series of wars against insurgencies...The only matter that is certain is that joint forces will find themselves committed to conflict against the enemies of the United States and its Allies, and in defense of its vital interests.”

The volatile security environment described in these documents requires the strategic flexibility that only an *enduring* operational force can provide to the nation. The Total Army¹ cannot sustain engagement in conflict without the combat support and combat service support capabilities resident in the Army Reserve.

¹ Consists of three components; Compo 1: the Active Army. Compo 2: the Army National Guard. Compo 3: the Army Reserve. The reserve component consists of Compos 2 and 3, the Army National Guard and Army Reserve.



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The uncertain security environment and challenging fiscal realities faced by the nation require flexible sources of military manpower able to respond rapidly in the homeland and abroad. In times of increased need, the active duty² force size could expand and later be reduced when operational requirements diminish. The active Army/reserve component force mix must facilitate flexibility while delivering resources at the right time and in the right place. The Army Reserve believes the answer to this difficult problem lies in the reserve component— employed operationally at costs comparable with the active Army, yet maintained at much lower expense during reduced operational tempo, and uniquely capable of responding in the homeland. Employing the Army Reserve in this fashion has proven necessary and effective from Operation Desert Storm through present military operations.

Evolution of the Army Reserve. During the Cold War, the Army Reserve was organized as a strategic reserve with the primary mission to expand the armed forces rapidly in the event of war with the former Soviet Union and the Warsaw Pact nations. During that era, the Army Reserve required long mobilization timelines and lacked the readiness necessary to respond quickly to national security crises. In the 1990s, the Army Reserve began its transition to an integral component of the Army's operational force and solidified its role as a critical provider of combat support and combat service support capabilities to the Total Army. After September 11, 2001, the Army Reserve quickly evolved into a robust operational, expeditionary reserve replete with streamlined deployable headquarters and Citizen-Soldiers who embodied an operational mindset and culture. Throughout this evolution and after almost a decade at war, Army Reserve Citizen-Soldiers remain experts and volunteers certified in the Profession of Arms, bonded with their comrades in a shared identity of sacrifice and service to the nation, while committed to the defense of the Constitution.

Providing Essential Operational Capabilities. Army Reserve forces are no longer supplemental reinforcements, but a crucial element of the Army's overall deployable strength and war fighting team. We provide integral support units and specific functions as an element of the operational force. Army Reserve enablers provide cyclical capability across the Army Force Generation (ARFORGEN) model, including the flexibility to surge forces. This contribution is particularly important if the Army encounters security demands and global commitments that exceed the steady-state capacity of supply-based ARFORGEN. ARFORGEN is based on progressive readiness for the operational forces to provide a supply of ready units on an annual basis with greater predictability. This process allows Army Reserve leaders to identify predictable deployment windows and manage readiness and training of forces accordingly. To achieve the readiness progression required by operational readiness cycles, units transition through three ARFORGEN-defined readiness pools— RESET/Train Force Pool, Ready Force Pool, and Available Force Pool.

² Active Duty. Full-time duty in the active military service of the United States. This includes members of the reserve components serving on active duty or full-time training duty, but does not include full-time National Guard duty in a state or Title 32 status.

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Providing Strategic & Operational Depth. Without question, the Army Reserve will continue to provide a portion of essential strategic and operational depth for the Total Army through ARFORGEN (see Figure 1). In addition to rotational units, Army Reserve generating forces, such as Initial Military Training (IMT) and Professional Military Education (PME) training divisions, greatly expand the training capacity of the Total Force. Similarly, twenty-two Operational and Functional Commands (e.g. Engineer, Civil Affairs, and Theater Sustainment Commands), both non-rotational and always available, provide additional capability to the operational force. When necessary, Army Reserve units can deliver integral enablers from the Train/Ready force pools for required surge capability.

Strategic & Operational Depth for the Total Army

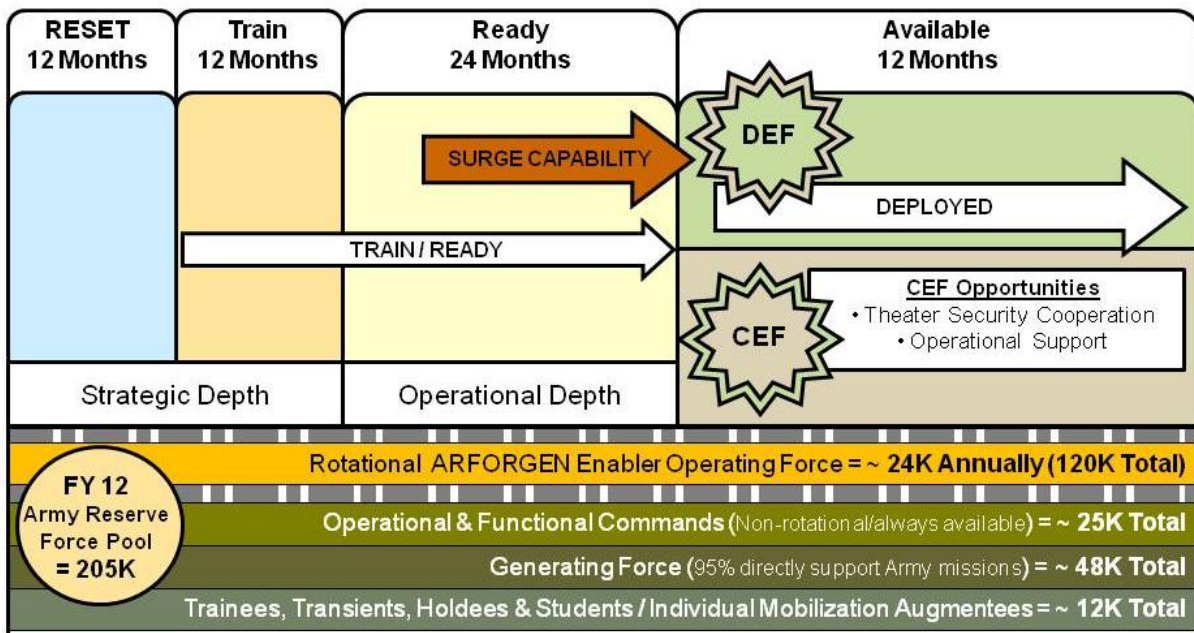


Figure 1

Forces Available. Dedicated Army Reserve Soldiers provide essential skills and capabilities supporting the functions and missions of the Total Army. The growing demand of force requirements necessary to address the complex security environment of the coming decade will ensure that the Army Reserve is routinely called upon as the force of first choice for ready enablers. These Army Reserve enabler packages will be drawn from two distinct sets of available forces:

- **The Army Reserve Operating Force.** The Army Reserve is structured to provide Title 10 deployable enabler forces for Full-Spectrum Operations and steady-state



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security cooperation missions. The Army Reserve will routinely provide forces in a cyclical manner to meet the nation's military demands. Many civil affairs, medical, transportation, and information operations (including Military Information Support Operations) capabilities reside exclusively, or predominately, within the Army Reserve. Under ARFORGEN, our ability to mobilize trained Army Reserve units quickly and responsively is essential to meeting the operational requirements for our nation's security.

- ***The Army Reserve Generating Force.*** Army Reserve units support force generation through Initial Military Training (IMT), mobilization support, and Professional Military Education (PME), as well as sustainment of Army units and personnel (all components) for full spectrum operations. Given its structure, geographic spread, and experience base, the Army Reserve is well suited for future generating force activities and missions. This capacity to augment the training base, mobilization stations, and institutional or garrison activities is critical to the Army's ability to train, equip, and deliver combat forces worldwide. The generating force may also be used in an operational role to provide foreign military training abroad or assist with domestic disaster response.

Generating Force Vignette – In 2015, The 1st Brigade, 95th Training Division (IET), headquartered in Tulsa, Oklahoma, provides two battalions of Drill Sergeants and command and staff support personnel on six-month rotations to conduct its ARFORGEN mission of Basic Combat Initial Entry Training at Ft Jackson, SC, in support of the Army's Training and Doctrine Command's (TRADOC) mission. Army Reserve Drill Sergeants instruct new recruits on everything from basic Soldier skills to core values and human relationship topics to combat skills. The brigade trains four cycles of new recruits and augment the Active Army support base during its one-year mobilization at Ft. Jackson.

Meeting Army Requirements through ARFORGEN. Within ARFORGEN Train/Ready and Available force pools, the Army organizes units into multi-component Expeditionary Force Packages, providing a reliable supply of units based on known, validated mission requirements (including routine and predictable missions). Through ARFORGEN synchronization conferences, units are assigned to Deployment or Contingency Expeditionary Force Packages and task organized to either execute planned operational missions as part of Deployment Expeditionary Forces (DEF) or respond to unplanned contingencies as part of Contingency Expeditionary Forces (CEF).

- ***Deployment Expeditionary Force (DEF) Response.*** The Army Reserve provides combat support and combat service support enablers to the Army in support of named operations and Title 10 response forces for domestic emergencies.



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DEF Response Vignette – In 2018, US Africa Command (AFRICOM) creates a Joint Forces Engineer Command to integrate Department of Defense engineer assets on the African continent in support of a named operation in the Horn of Africa. Multiple engineering projects throughout the continent require coordination and de-confliction to ensure efficient allocation of Army, Navy, and Air Force engineer assets. Elements of the 416th Theater Engineer Command are deployed to form the core of the Joint Engineer Command. The 412th Theater Engineer Command, one of only two Theater Engineer Commands - both Army Reserve assets - integrates multi-service engineer assets, including a Naval Construction Regiment, Air Force civil engineer formations such as Prime Base Engineer Emergency Force (PRIME BEEF) and Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE), as well as Corps of Engineer assets, to meet the Africa Combatant Commands operational requirements.

- **Domestic Emergency.** The Army Reserve provides military support to domestic agencies, states, and local governments for Homeland Response. Army Reserve units are positioned in close proximity to areas that may require domestic military support for disaster response or homeland defense. Despite Title 10 restrictions on Army Reserve employment within the Homeland, the Army Reserve can and should provide support in presidentially-declared national emergencies and under the auspices of a primary (federal) agency when the nation requires such support. Army Reserve Soldiers provide immediate support and services to their neighbors and fellow citizens during national crises.

Homeland Defense/Defense Support of Civil Authorities Vignette – In 2022, the city of Memphis, Tennessee experiences a catastrophic earthquake on the New Madrid fault. Most of the city is destroyed with significant portions flooded by the Mississippi river. The 655th Transportation Company, located 20 miles away in Millington, is mobilized in support of the Federal Primary Agency. Most of the unit's trucks are parked in the motor pool and are undamaged. Unit members are some of the first federal assets to reach Memphis, initially based on the Commander's call using his Immediate Response authority. The Tennessee Governor requests federal help due to the overwhelming size of the disaster. The President declares a National disaster and designates a Primary (Federal) Agency to coordinate the federal government response. The Department of Defense, in support of the Primary Agency provides military assets and retains the 655th Transportation Company on active service using the Secretary of Defense's authority to activate Army Reserve units for domestic disaster responses passed by Congress in 2013.

- **Contingency Expeditionary Force (CEF) Response.** The Army Reserve provides combat support and combat service support enablers to the Army in support of unplanned contingencies and security cooperation.

- **International Emergency.** The Army Reserve can mobilize in support of world-wide contingencies to augment or relieve active Army forces. The Army Reserve is not limited by Title 32 (State) authorities or state-level obligations. Army Reserve capabilities include responsive contingency support tailored to the particular security needs of the nation.

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International Emergency Vignette – In 2015, Haiti is hit by category 4 Hurricane Debra. The storm surge and wind cause significant damage to infrastructure and leave tens of thousands homeless. The island's fresh water sources are contaminated by salt water from the storm surge. The United States responds as part of an international coalition. The Department of Defense initially sends in an Active Army Reverse Osmosis Water Purification Unit (ROWPU), which provides potable water from a variety of raw water sources such as wells, lakes, seas, lagoons, rivers, and oceans. Because most ROWPU units are in the Army Reserve, the Active Army is anxious to reset their ROWPU unit to respond to other disasters or contingencies. Elements of the 377th Theater Sustainment Command are mobilized for three months to backfill the Active Army Unit in Haiti. Within 30 days the 377th deploys to Haiti with the capability of providing 600 gallons of clean water an hour (14,400 gallons a day). The ROWPUs are pulled forward from Army Force Generation Train/Ready Year 4 and begins mobilizing to provide six months of support. In total, Army ROWPU units provide 10 months of support, nine of which are provided by Army Reserve units.

- **Cyber Response.** The Army Reserve plays a pivotal role in providing current, trained Soldiers for network defense and offensive cyber operations. While the Army is a significant user of information technology, it lags behind the civilian and corporate sector in the cyber domain and its institutional testing, validating, and contracting requirements inhibit rapid fielding of information technology. Army Reserve Soldiers increasingly serve as the “bridge” to close the Army’s technology gap by offering current skill-sets and leap-ahead capabilities in the cyber environment. Citizen-Soldiers employed in leading-edge technology companies have critical skills and experience in fielding the latest information technology systems, networks, and cyber security protocols. The Army Reserve Information Operations Command provides approximately 40 percent of the manpower for the Army Cyber Integration Operations Center and additional manning for active Army cyber units that support the Army and the nation.

Cyber Response Vignette – In 2017, an international hacker group launches the Hullabaloo virus across the Internet. Within two weeks, the rapid proliferation of this polymorphic worm virus, first introduced across social networking sites, crippled vital infrastructure within American public utilities and business networks. Corporate and government losses have reached hundreds of millions of dollars and the Department of Defense is struggling to protect critical national infrastructure compromised by this cyber attack. The Army Reserve Information Operations Command is called upon to mobilize two Cyber Specialty Teams specializing in malware/reverse engineering, dynamic defense, and cyber threat analysis. For three months, the teams augment the Army Cyber Command to address this new vulnerability, repair DoD network damage, provide additional network defense assistance, and assist with the cyber forensic inter-agency work necessary to neutralize this criminal hacking group. The Army Reserve teams, filled largely by beneficiaries of Employer Partnership Program corporate arrangements, were full of Information Technology (IT) Specialists with deep experience in the corporate IT departments of Microsoft, CISCO, Symantec, and Northrop-Grumman. They were able to immediately bring real-time, real-world experience to bear on this expansive threat and fill critical capability gaps in Active Army cyber operations.



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- **Security Cooperation.** Security cooperation builds relationships that promote specified US interests, develops allied and friendly capabilities for self-defense and coalition operations, and provides US forces with peacetime and contingency access. Army Reserve capabilities are well-suited to support and participate in security cooperation activities and peace operations world-wide. Army Reserve Soldiers have extensive operational experience and offer civilian skill sets needed for international engagement activities in support of Combatant Command requirements. Army Reserve forces are ideally suited to support missions that improve infrastructure, security, and institutions within foreign nations of strategic interest to the US. As part of a “whole of government” approach, an *enduring* operational Army Reserve is capable of providing significant contributions across the Joint, Interagency, Intergovernmental, and Multi-national (JIIM) spectrum of operations. Security cooperation and capacity-building partnerships also provide operational opportunities to maintain the unparalleled experience and training levels of the operational reserve within the current resource constrained environment. The following are some examples of how the Army Reserve can supply forces for security cooperation support:

- **Medical.** The majority of the Army’s medical capability resides within the Army Reserve. By 2017, the Army Reserve will have nearly 70 percent of all Army medical authorizations. The Army Reserve’s unique balance of civilian and military medical experience makes it the optimal choice for medical security cooperation missions involved in Humanitarian Assistance/Disaster Response (HA/DR) and Building Partner Capacity (BPC).

Security Cooperation Medical Vignette – Army Reserve medical organizations provide medical and dental care while deployed to locations in Vietnam, Cambodia, and Indonesia. Four teams of Army Reserve medical personnel conduct 90-day rotations—providing basic medical treatment, vaccinations, education, etc. to local populations—aimed at strengthening regional relationships with host and partner nations in order to develop the partner nation’s ability to respond during a time of crisis.

- **Engineer.** A significant portion the Army’s engineer capability resides within the Army Reserve. By 2017, the Army Reserve will have nearly 30 percent of all Army engineer authorizations. Some engineer capabilities reside almost exclusively or predominantly within the Army Reserve, such as vertical and horizontal construction. These particular capabilities are essential to building infrastructure and facilities for under-developed partner nations.

Security Cooperation Engineer Vignette – An Army Reserve Engineer Battalion provides command and control for an Engineer Task Force in Nueva Ecija, the Philippines. The Task Force is responsible for constructing badly needed schools; to include plumbing, electricity and restroom facilities, as well as improving the road network around the new school. The four companies of the Engineer Task Force will rotate to the Philippines over a one-year period, receive real-life construction training and experience, and increase access to education for local children while building critical infrastructure in the host nation.



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- **Training Support.** The flexibility of the training support capability within the Army Reserve provides a unique asset to the Army. Beyond institutional training, the Army Reserve can leverage these skills sets to provide direct support to security cooperation missions involved in foreign military training and Security Force Assistance (SFA).

Security Cooperation Training Support Vignette – In 2012, the 95th Training Division sends a team of female Drill Sergeants and Officers to train and mentor women attending the Afghan Army's Officer Candidate School (OCS), as part of the NATO Training Mission-Afghanistan/Combined Security Transition Command-Afghanistan. These candidates, upon graduation from a 20-week course, will assume positions of authority as officers in the Afghan National Army (ANA). The team of US Army Reserve Soldiers conducts the course in two phases. The first eight weeks focus on basic military training such as physical and mental conditioning, leadership and engagement skills, English, weapons familiarization and basic rifle marksmanship, and combat first aid. During the last 12 weeks, the Army Reserve Soldiers teach the Afghan candidates the skills necessary for their follow-on finance and logistics assignments.

Additionally, elements of the Army Reserve Readiness Training Center deploy to Guinea to assist in the development of an NCO Academy and a National Military Academy. The brigade sends three teams of senior NCO's and officers, on four-month rotations, to assist in establishing the schools, identifying standards, and training the cadre to conduct formal classroom and "hands on" training of NCO's and cadets.

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

Vision Statement. As an *enduring* operational force, the Army Reserve is the premier force provider of America's Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, we deliver vital military capabilities essential to the Total Force.

Endstate. Resourced and accessible, the *enduring* operational Army Reserve serves as America's premier reservoir of shared military-civilian skills and capabilities in support and defense of the nation. We will be transformed into an *enduring* operational force as the expeditionary enablers of the Army to execute the Army Force Generation (ARFORGEN) process to meet both Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) requirements, as well as provide strategic depth to the Total Force. We will be supported by appropriate manning, equipping, and training strategies and resourced by Headquarters, Department of the Army. Shaped by the business enterprise approach, the Army Reserve Headquarters will be internally realigned, closed on and operational at Ft. Bragg, NC, and Fort Belvoir, VA, with all other Army Reserve units re-stationed as directed.

(see Appendix A & B – Mission, Vision, & Strategy Summary)



SECTION II – Strategy: The Path to an Operational Force

Strategy Statement. The Army Reserve will be an *enduring* operational force within the Total Army that provides support to combatant commanders and, when required, support to civil authorities. The operational Army Reserve will provide combat support and combat service support enablers for expeditionary missions, security cooperation, and generating force support missions. Through the execution of the Army Reserve Campaign Plan, enterprise leadership will guide and direct the management, development, and implementation of institutional change required to sustain the operational force, while supporting the Army Force Generation process and Army Campaign Plan. Overall, the Army Reserve 2020 Vision & Strategy document informs and guides the required iterative updates of the Army Reserve Campaign Plan and Army Reserve Posture Statement (see Figure 2). This ensures synchronization with Army Campaign Plan guidance, completed reserve component studies, Army-wide transformation efforts, and internal Army Reserve assessments.

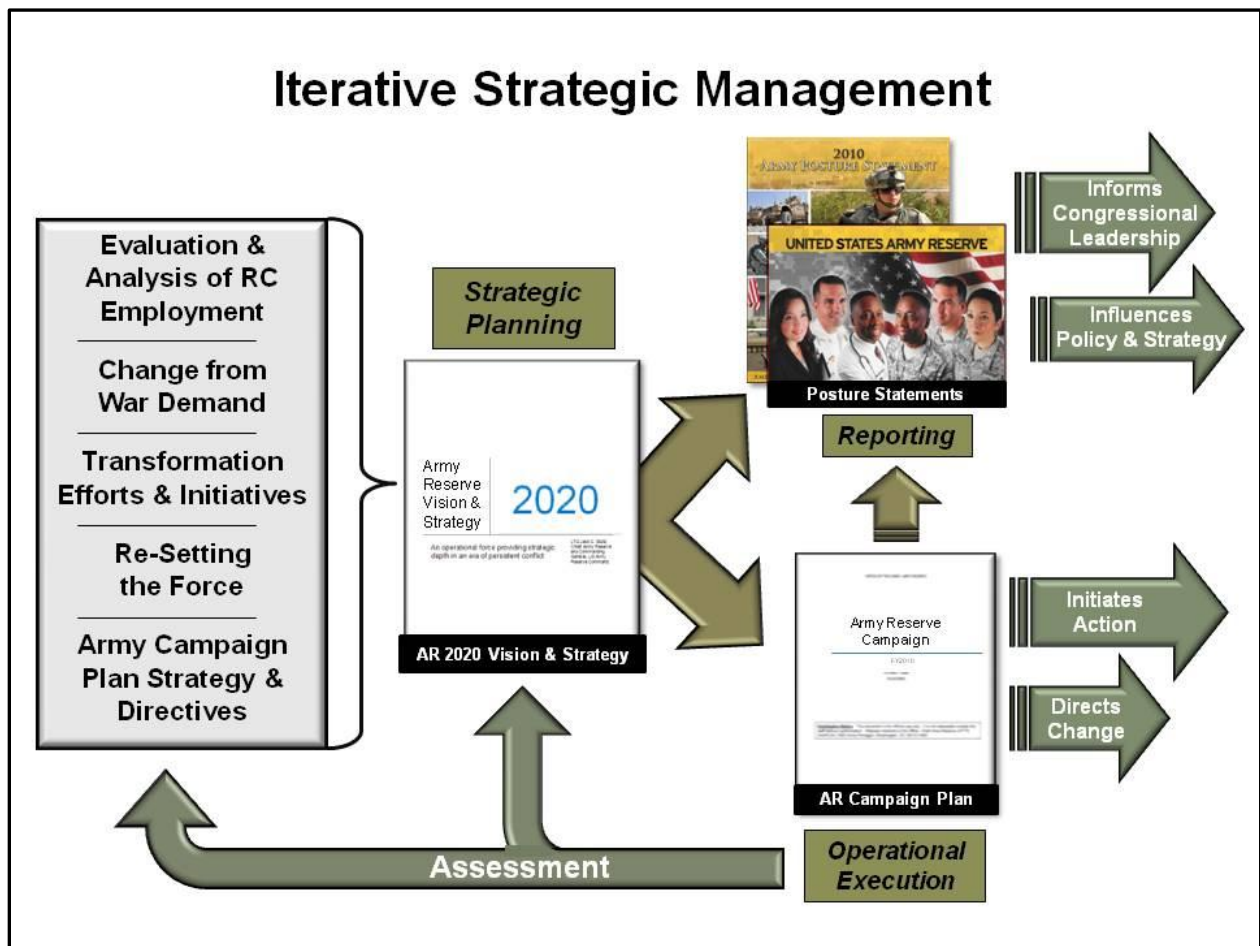


Figure 2

Ends, Ways, & Means. The Army Reserve will pursue four broadly defined major ends of equal importance, each nested within Headquarters, Department of the Army (HQDA), and Forces Command (FORSCOM) outcomes, imperatives, end-states, overarching requirements, and Army Campaign Plan Objectives. These ends are focused on managing change in war demand, guiding transformation efforts and initiatives, re-setting the force, and addressing Army Campaign Plan strategy and directives. Associated with each end are the supporting ways and means in which these desired end-states are to be achieved for the Army Reserve.³

END #1: An Army Reserve that is manned, equipped, trained, and employed as an operational force, fully integrated into the Total Army.

Supporting WAYS & MEANS:

Army Reserve Campaign Plan. The Army Reserve Campaign Plan is the primary strategic management tool developed to implement change in support of the 2020 Vision and Strategy and the Army Campaign Plan. Effective March 2011, the Army Reserve Campaign Plan will be revised and published as an annex to the Army Campaign Plan. The plan will include manning, equipping, and training objectives in support of the ARFORGEN process, as well as those specific initiatives necessary for the Army Reserve to continue its institutional adaptation and transformation to an *enduring* operational force. This plan captures iterative change and specific performance metrics. Additionally, an implementation process will be established with regularly scheduled forums for performance-based assessments and required decisions.

Army Reserve Security Cooperation Strategy. The Army Reserve must be fully integrated into Total Army processes and resourcing necessary to effectively support security cooperation missions worldwide. Essential to this strategy is the development and resourcing of full-time Army Reserve positions and internal policies designed to influence and support security cooperation strategy and missions across all levels of the Joint environment and Army Service Component Commands (see Figure 3). We seek synchronization with both Joint-level and maturing Army-level processes to capture and ensure a consistent demand for the operational Army Reserve. Steady-state security cooperation missions, in the absence of assigned DEF or CEF missions, allows the Army Reserve to retain its operational culture and sustain itself as an element of the operational force, also ensuring utilization during the ARFORGEN Available Year. Additionally, the Army Reserve will create efficiencies for the US government by contributing to the synergistic application of

³ Strategy consists of Ends (objectives towards which an organization strives), Ways (concepts or courses of action), Means (resources or instruments by which some end can be achieved), and, if any of the three are insufficient, Risk (imbalances between ends, ways, and/or means).

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Joint, Interagency, Intergovernmental, and Multinational resources to security cooperation activities around the world.

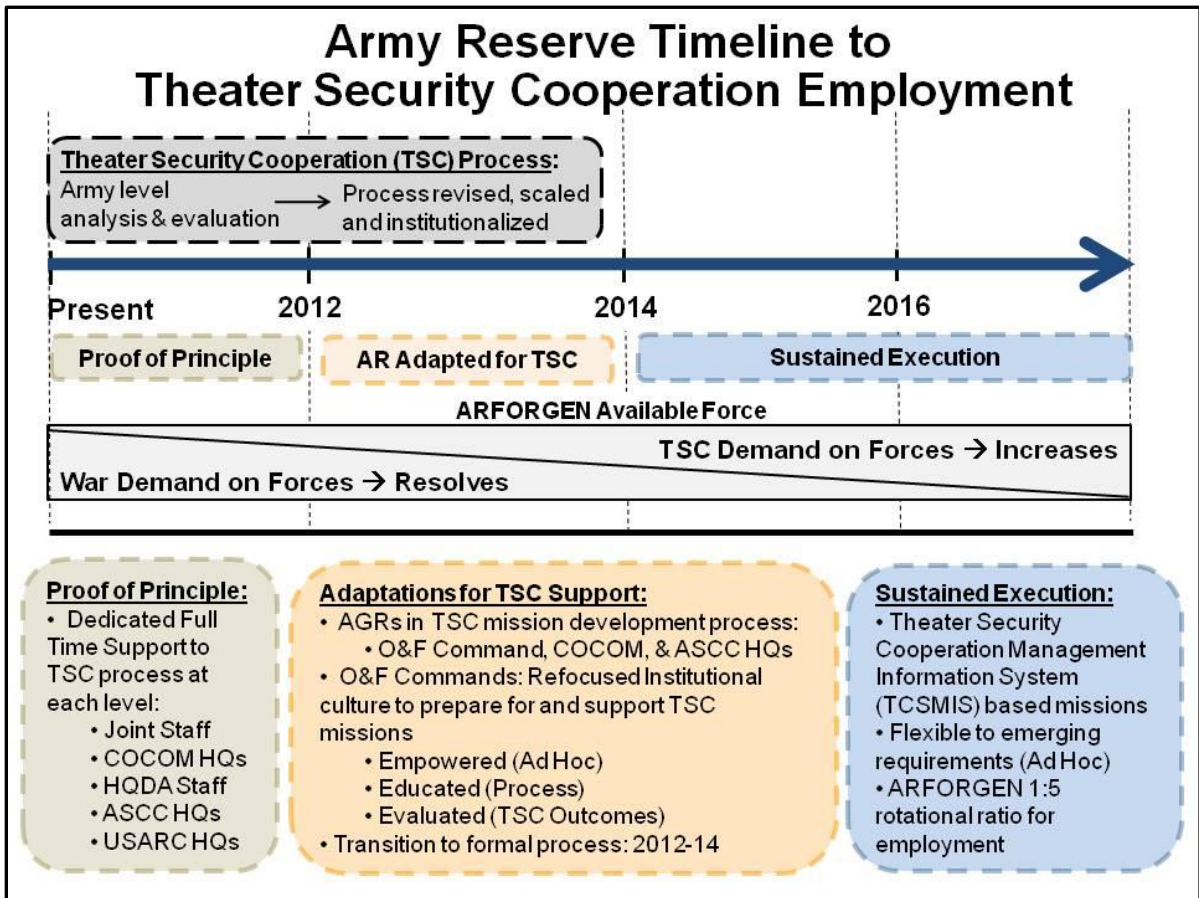


Figure 3

Our intent is to match Army Reserve capabilities to security cooperation requirements in support of the National Military Strategy, Guidance for the Employment of the Force (GEF), and associated Combatant Command Theater Campaign Plans. This integration relies upon combatant commander, Joint, and Army planning and sourcing processes recognizing Army Reserve capabilities (see Figure 4). Army Reserve involvement in security cooperation offers habitual relationships providing greater continuity with partner nations.

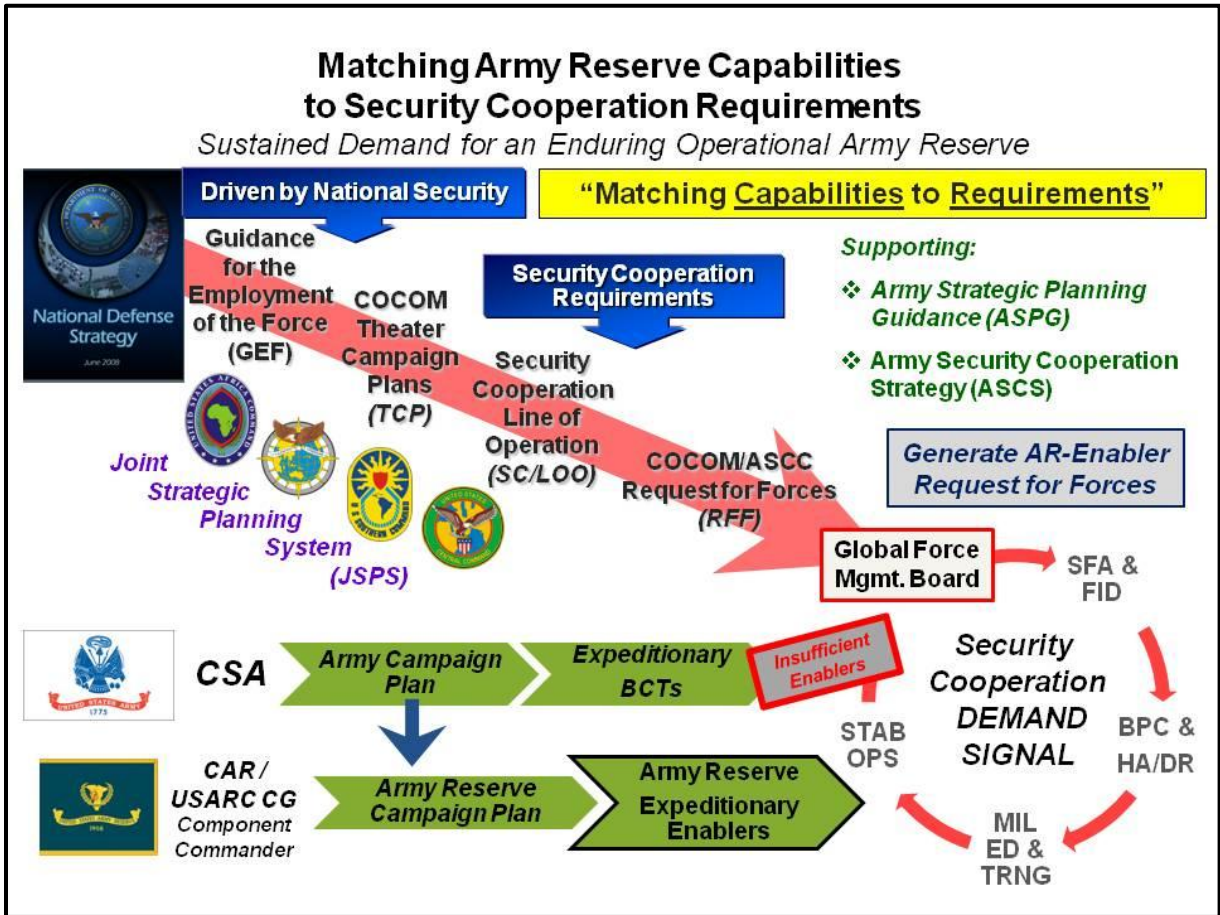


Figure 4

Resources. To remain an operational force, the Army must provide adequate resources to the Army Reserve. This can be achieved by the following:

- **POM Strategy.** Develop a Program Objective Memorandum (POM) 13-17 strategy that includes base funding for the level of operational Army Reserve enablers identified in the Army ARFORGEN Strategy. This will institutionalize training day levels in support of ARFORGEN and combatant commander theater security cooperation activities.
- **TAA.** Develop a Total Army Analysis (TAA) 14-18 strategy that synchronizes current structure, Army ARFORGEN requirements, AC/RC enabler force mix, TAA modeling requirements, and those necessary “buys” required of the Army Reserve by the active component. Additionally, this strategy must include modification required to the support structure and personnel that are essential to supporting and sustaining an *enduring* operational Army Reserve.



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Maximizing the Employment of the Generating Force within the Army Reserve.

Army Reserve Table of Distribution & Allowances (TDA) organizations (primarily Institutional Training and Training Support units) will be used on an ARFORGEN-like rotational basis to either augment or replace active component units in the training base. In the future, the Army Reserve may be used for more than 15-day Annual Training periods (up to 90 to 120 days) to support Army institutional requirements. Army Reserve institutional trainers may also be employed to support security cooperation missions.

Army Reserve Civilian-Acquired Skills Database. A comprehensive Army Reserve Civilian Acquired Skills Database (CASDb) will provide the Army and interagency organizations with a catalog of skills resident in the Army Reserve. The database will allow for input, storage and access to Reserve Soldiers' civilian information and will provide improved sourcing options to fulfill Army and combatant commander requirements.

Contiguous Training. Using successive periods of training (e.g., Annual Training, Inactive Duty Training, etc.), prior to mobilization of Army Reserve organizations and individuals, allows training continuity and minimizes turbulence to the Soldier, their family, and employers. Contiguous training reduces the likelihood that Soldiers will be returned to families and employers for limited periods between training and deployment.

Medical & Dental Readiness. Adequate and timely access to active component medical and dental benefits will ensure Army Reserve Soldiers maintain required medical readiness. The Army Reserve continues to study potential initiatives and pursue those activities necessary to enhance medical readiness for its Soldiers.

Ultimately, transparency in and synchronization of active component operational and resourcing strategies is essential to enabling the Army Reserve to execute requirements to sustain an operational force.

END #2: An Army Reserve transformed to provide expeditionary enablers to the Total Army, meet Combatant Command requirements, and maintain strategic depth.

Supporting WAYS & MEANS:

Army Reserve Enterprise. The Enterprise approach enables Civilian and Military leaders to take a holistic view of Army and Army Reserve objectives and resources by empowering senior leadership to integrate related staff functions. The Enterprise approach integrates the functional staff through collaborative forums to optimize the Army Force Generation process and provide trained and ready units and Soldiers for



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employment. This approach is a change of culture in that leaders function for the good of the enterprise, not just their functional area or staff agency.

- Effective 1 October 2010, the Army Reserve Headquarters was realigned internally to better reflect this new management culture for the coming decade (see *Appendix C – Army Reserve Headquarters*). Lines of authority and supervisory oversight have changed to best incorporate senior-level emphasis on the four Core Enterprises: (1) Human Capital, (2) Readiness, (3) Materiel, and (4) Services and Infrastructure (aligned with HQDA Institutional Adaptation and Army Enterprises). This realigns Army Reserve Headquarters assets into one combined enterprise and more fully integrates “one headquarters at two different locations” – Office of the Chief, Army Reserve (OCAR), staff in the National Capitol Region (to Fort Belvoir, VA, by Fall 2011), and US Army Reserve Command (USARC) staff in Fort McPherson, GA (to Fort Bragg, NC, by Fall 2011).
- A general officer or Senior Executive Service member leads each Core Enterprise. The Chief, Army Reserve/Commanding General, US Army Reserve Command chairs the Army Reserve Enterprise Board. The board is the Army Reserve “corporate” leadership forum that provides collective strategic and operational advice and guidance.
- Army Reserve Enterprise guidance and terms of reference are documented in the Army Reserve Campaign Plan. The plan assigns responsibility to the Core Enterprise leads for achieving campaign objectives and to the Army Reserve Headquarters Staff for achieving major objectives.

Transforming Support Structure. The Army Reserve is in the process of transforming legacy readiness and command & control structure to reflect the needs of an operational force (see Figure 5). Oversized and inefficient Regional Readiness Commands, and their associated down-trace units, were reorganized and streamlined into three types of organizations.

- 22 Operational & Functional Commands were created to organize, equip, and manage deployable units and to provide available deployable headquarters for expeditionary missions.
- Four Regional Support Commands were established to provide logistics, installation management, and institutional support.
- Four training commands were established to provide training and readiness support to all components of the Army.

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- Regional Training Sites/Combat Support Training Centers and Equipment Concentration Sites were established to facilitate preparation and equipping of the operational force.

Transforming FTS/FTE Personnel Support Structure. The Army Reserve will redistribute Full-Time Support (FTS) and Full-Time Equivalent (FTE) assets to the unit-level whenever possible to support future operational requirements. We must also re-configure Above-the-Line FTS positions, those serving above Army Reserve Headquarters-level across the Department of Defense, to better support Army Reserve priorities (see Figure 5). Above-the-Line FTS assets are primarily serving as borrowed military manpower to the agencies they support (particularly large portions of 2,000 non-recruiter positions). Results from the Above-the-Line FTS Force Study will better inform the decision-making process for this realignment. Although FTS manning levels have been consistently set at 73 percent fill, more authorizations are not necessarily needed to meet mission requirements, but a more focused and appropriate placement of FTS positions is required. Above-the-Line FTS assets will focus on Army Reserve Title 10 missions, resourcing, policy, and strategy, as well as mission support for employing the Army Reserve during the ARFORGEN Available Year. Similarly, FTS/FTE assets and personnel policy will be adjusted to codify direct support to the operational Army Reserve.

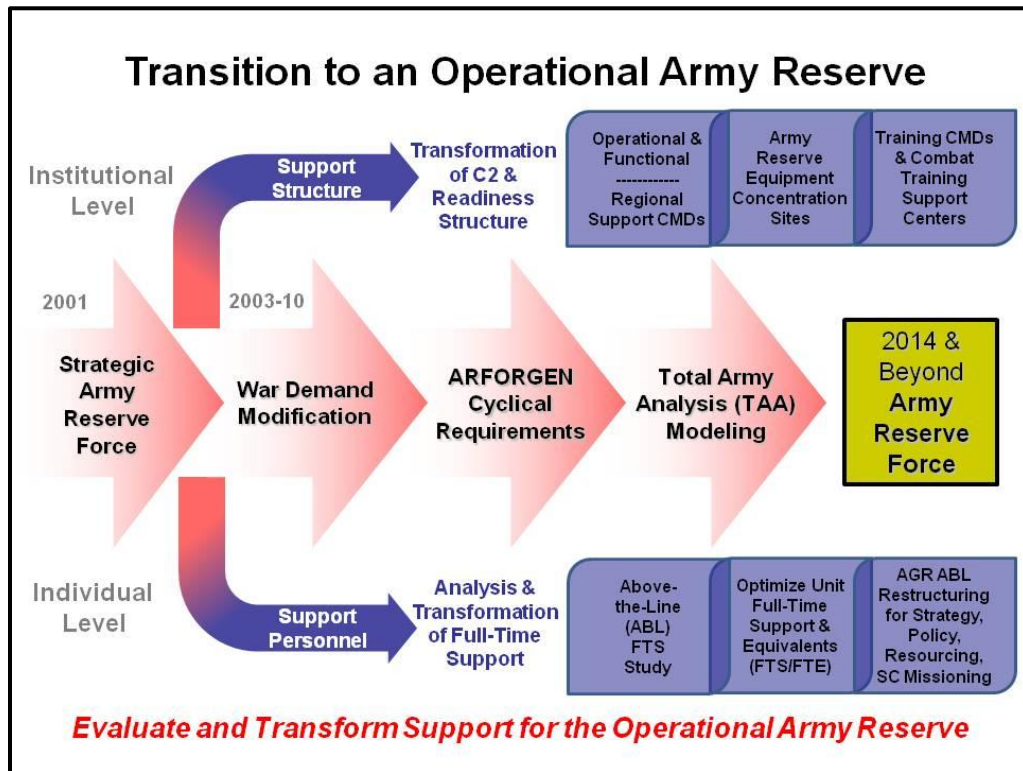


Figure 5

Strategic Communication. We are developing a Strategic Communication Plan for Army Reserve senior leadership to support the promotion of the operational Army Reserve as the enabler force of first choice for enduring, predictable, and recurring security requirements. Plans will focus on messaging to key personnel at critical points and events throughout each year. This plan will communicate five strategic messages: Shaping the Force, Continue Transition to Operational Army Reserve, Base Realignment & Closure (Stationing), Enterprise Approach, and Sustaining the Force.

Assured Access to the Army Reserve. Authority to use Army Reserve forces falls within two areas, Annual Training at the direction of the Secretary of Defense and mobilization approved by the President. Revisions to these existing mobilization authorities are necessary to provide the Army's assured access to the Army Reserve at the required levels necessary to sustain an *enduring* operational Army Reserve. To ensure access to the Army Reserve for unnamed operations, changes to statutory law are required. This strategy requires additional authorities, both of which require legislation:

- **Secretary of Defense Authority to Mobilize Reserve Components for Non-Emergency, Steady-State Security Cooperation Missions.** An *enduring* operational reserve provides the nation with capabilities for combatant commander steady-state requirements detailed in theater security cooperation plans. The Secretary of Defense needs the authority to mobilize (annually) up to 50,000 reserve component forces for a maximum of 270 days. This allows the Department of Defense to resource an operational reserve through the budget cycle.
- **Defense Support of Civil Authorities.** The Secretary of Defense must be able to mobilize Army Reserve units and individuals as Title 10 (federal) forces in support of a (federal) Primary Agency for homeland defense and domestic disaster response. The Secretary of Defense can commit active Army forces supporting a federal response from geographically dispersed bases, but cannot commit Army Reserve forces stationed closer to the actual incident. This may not be the most efficient or economic solution. The American public does not generally distinguish between active or Army Reserve Soldiers and units. They see military assets available locally, but not used. This outcome increases the public perception that the military and federal government are dysfunctional institutions due to outdated, ineffectual, and bureaucratic constraints.

Culture of Cost Management & Efficiencies. The Army Reserve remains committed to refining and improving cost management and efficiencies in full support of the Secretary of the Army's Capabilities Portfolio Review. We will continue to find efficiencies, improve effectiveness of business operations, and transfer cost savings to improved force structure and modernization within the programmed budget.

END #3: A restored, reconstituted, and ready Army Reserve prepared for future full spectrum operations in support of combatant commanders.

Supporting WAYS & MEANS:

Army Reserve ARFORGEN. As the war demand for forces reduces, the Army Reserve will develop and transition to institutionalized processes for providing supply-based enabler forces under the ARFORGEN model. The Army Reserve will produce a steady-state supply of required combat support & combat service support enablers for Total Army requirements, both augmenting and relieving stress on the active Army. We will establish aim-points within the ARFORGEN cycle necessary to ensure the Army Reserve achieves a 9-month Boots-on-the-Ground (BOG) versus Dwell Time ratio of 1:5 (one year deployed and five years at home station). Achieving this ratio allows the Army Reserve to RESET the force and still meet operational requirements for the Total Army. The forces will be employed in the “Available” year for contingencies, as directed, or for security cooperation missions.

Equipping. The Army Reserve coordinates requirements for equipment with the Department of the Army, Deputy Chief of Staff, G8, and Army Materiel Command. We distribute equipment received from all sources, new equipment fielding, cascaded excess equipment, Reset equipment and items released from national sustainment level based on Army Reserve priorities. These priorities are based on the units’ position in the Army Force Generation Model cycle. All equipment is authorized by unit organization documents and accounted for on unit property books. Equipment may be drawn from units to support training aim points or transferred to other higher priority units at the direction of the Army Reserve Material Core Enterprise staff to meet readiness aim points. Conducting unit training with modernized equipment is a critical element to ensuring Army Reserve units are ready prior to their Available Year.

Modernizing. Given current inventory and programmed resourcing, the Army Reserve should be better equipped by 2020 than at any time in its history. Unless currently programmed resourcing changes, however, the Army Reserve will remain critically short in the areas of communications, night vision equipment, command and control and information management systems. A significant portion of the inventory will be substitutes for standard items, dating from the 1990s and early 2000s. This equipment will require overhaul, rebuilding and recapitalization to extend service life, maintain capabilities and support safe operation. The service life of this equipment will have been consumed by contingency operations and expanded training and administrative usage beyond that planned when it was fielded. The Army Reserve will need to invest in new and modernized facilities to support staging and maintaining of equipment.

END #4: A high quality, all-volunteer Army Reserve of Leaders, Soldiers, and Civilians, supported by a network of Families and Employers.

Supporting WAYS & MEANS:

“...the Army [should]...find a way to manage personnel for a ‘continuum of service.’ People have personal and professional needs during different phases of their life. Consequently, the personnel gate needs to swing both ways: Soldiers should be allowed to go from the RC to the AC and vice versa. Except for a few isolated cases, this is not the normal mode.”

– Report from the Independent Panel Review of Reserve Component Employment in an Era of Persistent Conflict, 2 November 2010

Continuum of Service. Establishing a continuum of service that enables Soldiers to meet the needs of service to the nation, their families, and their civilian careers is paramount. The discussion on a continuum of service within the Army is now a long-studied issue. The challenge faced is the existing bureaucratic complexity of over thirty different status definitions between active and reserve duty and the myriad of systems that manage them. The resulting losses of this continued challenge are significant: the cost-savings of stream-lining systems, the efficiencies gained from simplification of integrating benefits, and most importantly, the ability to stem the permanent loss of trained, experienced Soldiers.

Additionally, a continuum of service allows for the flexibility and optimization of the special skills and functions which make up a significant portion of Army Reserve capabilities – all of which are essential to the Total Force. In this era of rapid technological change and reducing resources, there is an unprecedented opportunity to partner the needs of the Army with industry and corporate America. The emergence of technical skills and training integral to the Army and resident within the corporate framework of our economy establishes a confluence of need for technical expertise. The sharing of training and resources between the military and industry, along with an established and functional continuum of service, could provide a significant, cost-efficient institutional adaptation.

In terms of our Soldiers, this continuum can finally account for the intangible – the dedication and service of a Soldier to our nation. This should never be impeded by outmoded, bureaucratic complexity. We need to think in terms of being a “Soldier for Life,” and retain quality, highly experienced Soldiers necessary to sustain the operational force. Continuum of Service provides a solution to meet this need. The Army Reserve seeks to inspire Soldiers to a lifetime of military service, which includes seamless transition between active and reserve status, as well as transition between reserve categories (see Figure 6). In the future, a complete career that satisfies personal, professional, and family commitments may find a Soldier with

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both active and reserve assignments (including periods of inactive reserve service). This will only be possible through a renewed and determined effort to create institutional change and the commensurate legislative change to establish the continuum of service.

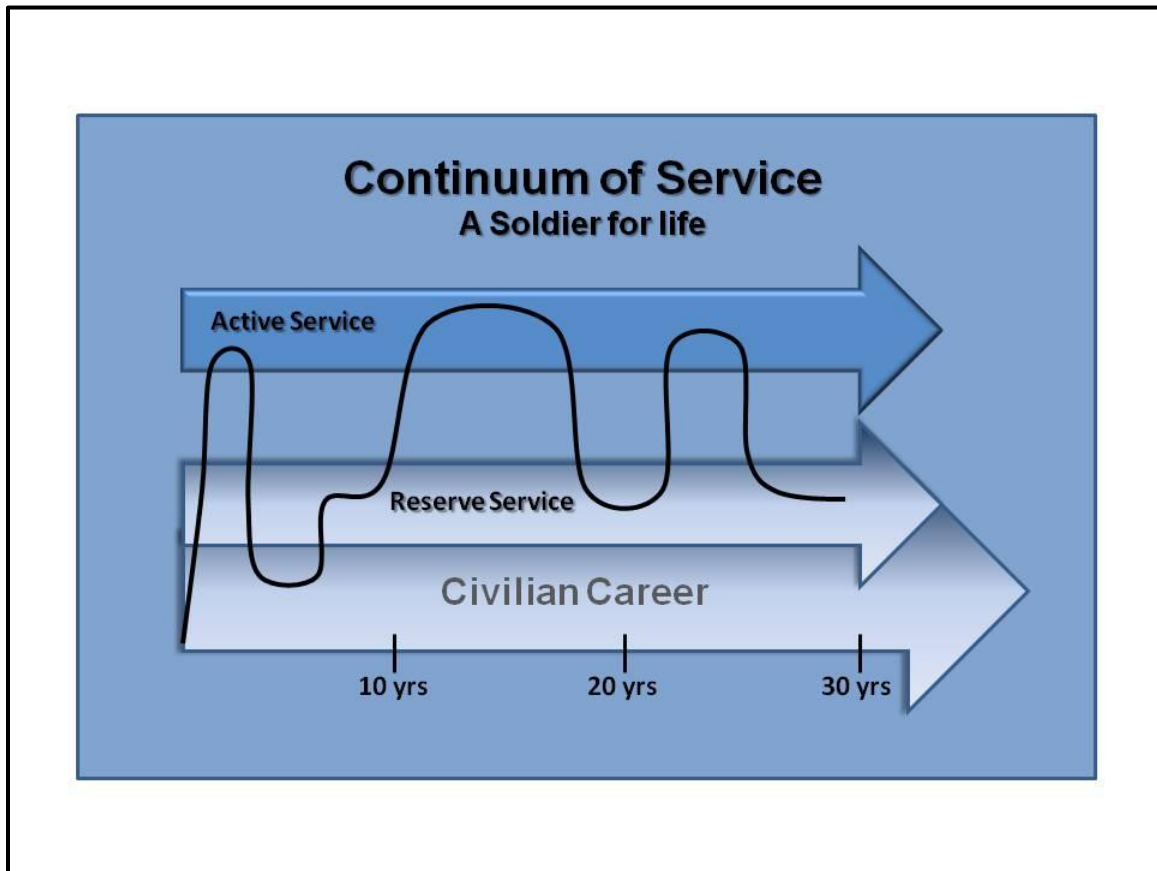


Figure 6

Family & Soldier Support Programs. Army Reserve Soldiers have developed reasonable expectations for the support provided to their families. While the Army has made significant improvements in family programs, health care, housing, child and youth services, recreation, education, and employment opportunities, it is essential to make these support services equitable across all components and tailor them, where necessary, to our unique needs as a reserve component. We will aid in enabling Soldiers and Families by informing them of programs and services available—through information outreach, the use of technology, and by improving our ability to provide services.

An operational Army Reserve requires new approaches to support geographically dispersed Families. Family Programs Office and Army Reserve G1 programs like



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the Army Reserve Family Programs Virtual Installation initiative—the combining of resources at Army Strong Community Centers, the Warrior and Family Assistance Center, and the Family Strong magazine (all accessible through the Army Reserve Family Programs Web Portal) – provide a level of access that ensures the same services provided to active component Soldiers are available to Army Reserve Soldiers and Families. Army Strong Community Centers partner with community organizations to build community capacity and foster effective Federal, State, and Community Partnerships—enhancing the strength, resilience, and readiness of Army Reserve Soldiers and their Families.

Family Resiliency and Extending the Army Community. We must continue to support the resiliency of Army Reserve families and enhance their ability to adapt to stress by maintaining, developing, and supporting programs and services that promote total wellness. Army Reserve Soldiers and their Families benefit from improved medical and dental care, behavioral health support, and spiritual care. Improving the quality of life for Soldier families will occur through initiatives such as the Army Family Action Plan, Army Family Team Building, Yellow Ribbon Reintegration Program, Army Strong Bonds, Army Family Readiness Groups, and the Comprehensive Soldier Fitness Program. These programs connect geographically dispersed Army Reserve families to produce a support network that mirrors that of the active component.

Employer Partnership. The Army Reserve Employer Partnership Office has determined that civilian employers will support emergency and predictable absences of Army Reserve Soldiers from the workplace. In support of the Soldier-Employer relationship, the Army Reserve seeks predictability that facilitates effective management of employee absences during periods of active duty. In creating the Employer Partnership Program, we have teamed with corporations, industry associations, state agencies, and local police departments to create mutually beneficial alliances to share our valuable human capital. We seek to identify additional employment and training opportunities for our Soldiers that simultaneously adds value to both the civilian workforce and the Army Reserve. The Army Reserve benefits from the skills Soldiers bring from their civilian professions. Similarly, Employers profit from a more highly trained, reliable, and disciplined leader.

Force Integration Initiatives. The Army Reserve supports several initiatives that will better integrate the force: (1) elimination and consolidation of numerous Army Reserve duty statuses will improve orders processing efficiencies. (2) full integration of Army Reserve pay, benefits, and personnel systems. (3) provision of equitable access and opportunities for Reserve personnel to attend active component and Joint Professional Military Education. By pursuing the above initiatives, in concert with assured access and combined training initiatives, the Army will no longer be managed as three separate components, but a single integrated force that is prepared for any contingency.



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Recruiting & Retention. The Army Reserve must shape the force through targeted recruiting, retention, and transition activities. Adaptable recruiting and multi-component transition policies and processes will enable Army Reserve Career Counselors and Recruiters to move from aggregate to precision mission achievement focused on critical skills and ARFORGEN requirements. By targeting both MOS and particular Troop Program Unit shortages, we will develop a force balanced in strength, grade, and appropriate fill rate of critical skills required to support ARFORGEN and the 1:5 BOG/Dwell-time ratio. Retaining high-quality Soldiers also requires both sufficient and carefully targeted reenlistment incentives, as well as bold initiatives in IRR to Troop Program Unit affiliation and transition point activities that support a Continuum of Service. Additionally, we must employ force shaping tools such as boards, incentives, reclassification actions, and over-strength policies where necessary to achieve this balancing objective.

Strategic Risk. Risk is identified as the ends (objectives), ways (how/concept) and means (resources) that are insufficient to achieve the desired result – an *enduring* operational Army Reserve. Risk, for this strategy, falls within three areas: Mobilization Authorities, Total Force Policy, and Readiness.

- **Mobilization Authorities.** Significant revisions to current mobilization authorities, as noted above in End #2, are necessary to provide assured access to the Army Reserve for both Deployment Expeditionary Force and Contingency Expeditionary Force missions. Failure to gain legislative change to these authorities limits the ability of the Army Reserve to provide operational forces as required under the ARFORGEN model.

- **Total Force Policy.** The adoption of an Army Total Force Policy that standardizes access, training, equipment, and pay and personnel systems is crucial to the operational reserve concept. Without a Total Force Policy that integrates the Army Reserve into the Total Army we risk becoming irrelevant to the active Army.

- **Readiness.** Nine years of mobilization and employment for current contingencies has produced the most experienced, ready Army Reserve in history and yielded unprecedented readiness levels. The following two primary elements are essential to this readiness:

- **Funding:** From 2001 to 2010, the Army Reserve received \$52.7 billion. This included \$32.1 billion in Reserve Personnel, Army (RPA), funding, \$20.6 billion in Operations and Maintenance, Army Reserve (OMAR), funding, plus similar Overseas Contingency Operations (OCO) supplements. If the Department of the Army chooses to institutionalize an operational Army Reserve, then the Army will retain necessary capability while preserving strategic depth. Alternatively, if the Department chooses to forgo the \$52 billion investment, then over the next decade the Army Reserve will revert to a strategic reserve. The

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change would occur slowly over the first few years, and then accelerate, by default, as the hard won operational experience of Soldiers atrophies from non-use and further resource constraints (see Figure 7). Other choices fall between the two courses described above and would also provide associated readiness decrements. The Army Reserve must receive base budget funding, as noted above in End #2, for the required training days and associated costs necessary to support the supply-based ARFORGEN model and the operational Army Reserve. Failure to adequately resource an operational Army Reserve, previously sourced through Overseas Contingency Operations funding, will result in Army Reserve enabler shortfalls to the Total Army. Recapitalization of readiness, through employment of Army Reserve forces for operational missions, such as security cooperation, is the most efficient and cost effective answer to the nation's national security requirements.

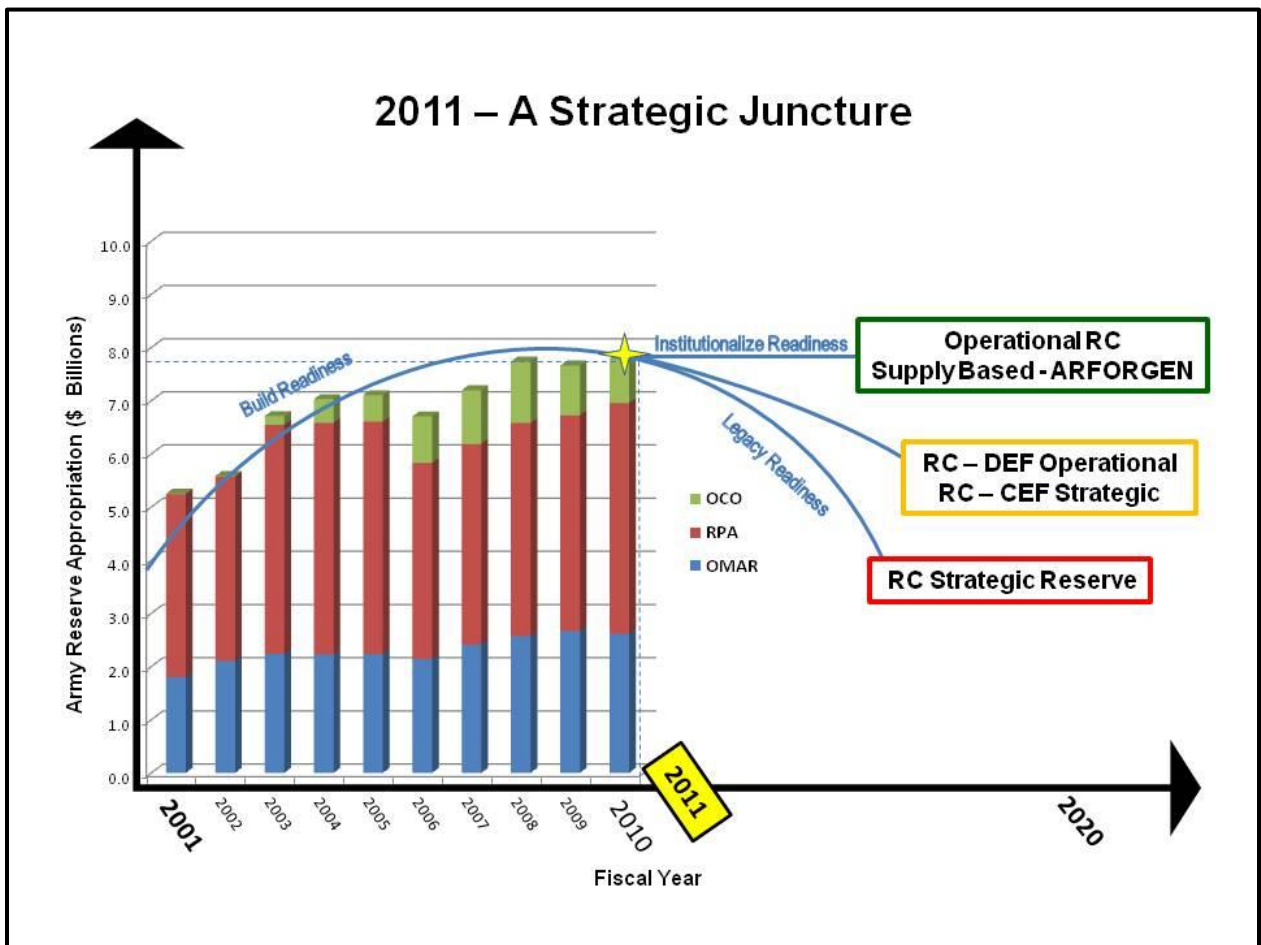


Figure 7

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“Effective use of the Reserve Component also helps preserve and enhance the All-Volunteer Force by increasing its capacity and expanding the range of capabilities it provides. ...Reserve men and women volunteer knowing that they will periodically serve on active duty. They also serve expecting to be judiciously used, given meaningful work to do, and provided the right training and equipment to complete the mission. The Department [of Defense] will work to meet these expectations.”

– Quadrennial Defense Review Report, February 2010

- **Personnel:** Today’s Army Reserve Soldiers joined or re-enlisted to be a part of the operational force and have an expectation for operational employment. It is imperative to retain these experienced Soldiers by providing them with operational missions. In contrast, the Soldiers of the legacy, strategic reserve left service in significant numbers from 2004 to 2006 (see Figure 8). Reverting to a Strategic Reserve would entail a similar significant loss of our most operationally experienced Army Reserve Soldiers.

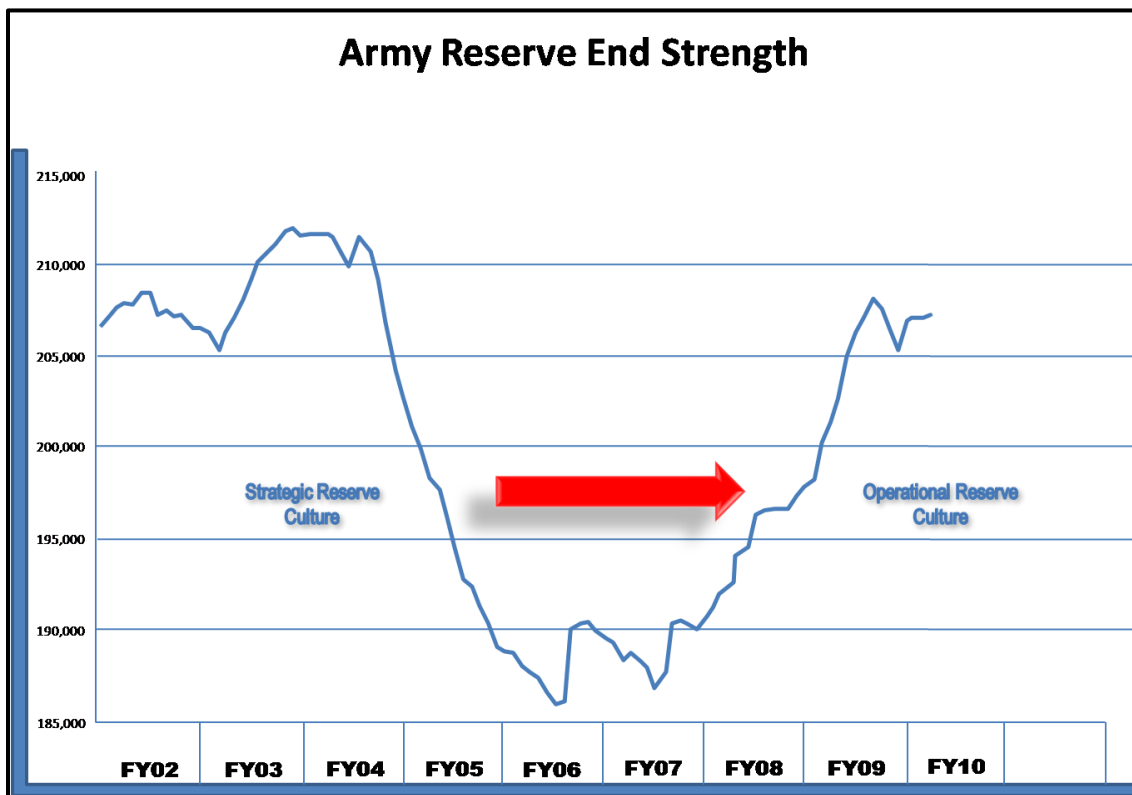


Figure 8



CONCLUSION – 2011: A Strategic Juncture

The nation and the Department of Defense are at a seminal point in US history. With the drawdown of forces in Iraq nearing, and the drawdown in Afghanistan proposed within the next several years, a decline in Department of Defense budgets is expected for the near to mid-term while still preparing for future operations in an unstable and complex security environment. Choices made now will determine the Army force mix and capability in 2020. A composite force optimized to provide available, effective expeditionary enablers, with robust strategic depth at reduced cost, is an essential capability needed by our combatant commanders.

Simply put, we are an operational Army Reserve that efficiently provides support to the Army and combatant commanders. When employed as an operational force, the Army Reserve offers both strategic agility and depth and is a cost-effective solution in a resource-constrained environment.

The Army Reserve 2020 Strategy supports the National Military Strategy by envisioning an enduring operational Army Reserve in full support of combatant commanders and Army requirements in an uncertain security environment.



APPENDIX A – Army Reserve Mission & Vision Summary

Army Reserve 2020

Mission

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

Vision

As an enduring operational force, the Army Reserve is the premier force provider of America's Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, we deliver vital military capabilities essential to the Total Force.

Endstate

Resourced and accessible, the enduring operational Army Reserve serves as America's premier reservoir of shared military-civilian skills and capabilities in support and defense of the nation. We will be transformed into an enduring operational force as the expeditionary enablers of the Army to execute the Army Force Generation (ARFORGEN) process to meet both Deployment Expeditionary Force (DEF) and Contingency Expeditionary Force (CEF) requirements, as well as provide strategic depth to the Total Force. We will be supported by appropriate manning, equipping, and training strategies and resourced by Headquarters, Department of the Army. Shaped by the business enterprise approach, the Army Reserve Headquarters will be internally realigned, closed on and operational at Ft. Bragg, NC, and Fort Belvoir, VA, with all other Army Reserve units re-stationed as directed.



APPENDIX B – Army Reserve Strategy Summary

Army Reserve 2020

Strategy Statement

The Army Reserve will be an enduring operational force within the Total Army that provides support to combatant commanders and, when required, support to civil authorities. The operational Army Reserve will provide combat support and combat service support enablers for expeditionary missions, security cooperation, and generating force support missions. Through the execution of the Army Reserve Campaign Plan, enterprise leadership will guide and direct the management, development, and implementation of institutional change required to sustain the operational force, while supporting the Army Force Generation process and Army Campaign Plan. Overall, the Army Reserve 2020 Vision & Strategy document informs and guides the required iterative updates of the Army Reserve Campaign Plan and Army Reserve Posture Statement. This ensures synchronization with Army Campaign Plan guidance, completed Reserve Component studies, Army-wide transformation efforts, and internal Army Reserve assessments.

Objectives

- ❖ An Army Reserve that is manned, equipped, trained, and employed as an operational force, fully integrated into the Total Army.
- ❖ An Army Reserve transformed to provide expeditionary enablers to the Total Army, meet Combatant Command requirements, and maintain strategic depth.
- ❖ A restored, reconstituted, and ready Army Reserve prepared for future full spectrum operations in support of combatant commanders.
- ❖ A high quality, all-volunteer Army Reserve of Leaders, Soldiers, and Civilians, supported by a network of Families and Employers.



APPENDIX C – Army Reserve Headquarters

