



DEPARTMENT OF THE ARMY
WASHINGTON

20 June 2003



MEMORANDUM FOR ACTING CHIEF OF STAFF, ARMY

SUBJECT: Active Component / Reserve Component (AC/RC) Mix

During several recent meetings, the SECDEF has expressed his views that we need to change the AC/RC force mix to enable the rapid deployment of forces without calling up the RC to enable and support the deployment.

It is essential that the Army develop several alternatives for meeting this guidance as soon as possible. If the Army does not respond in a positive and timely manner the OSD and Joint Staff may develop options that would not fully take into account considerations important to the Army. I believe that we can structure a plan that will fully meet the SECDEF's guidance while also taking into account issues important to the Army.

We must take a multi-faceted approach to these issues. At a minimum the Army must:

1. Declare War on the High Demand/Low Density (HD/LD) problem! We have to increase the density of these affected MOS's/units in order to have a positive impact. In some cases, we may need to increase the density in the AC, but there are also areas where increases in the RC would be more appropriate (Civil Affairs). While the TAA is a good process, we can't wait for TAA to give us the perfect answer. We already know that we are short in some areas and we need to move to do as much as we can as rapidly as we can.
2. Improve readiness of RC CSS units. Adapt force structure to end strength.
3. Look deeply into our AC force structure again to see if we can find anyplace (artillery, ADA (shorad)), where we can free up some manpower to allow more AC CSS that can enable the rapid deployments being envisioned by OSD/Joint Staff. We should also examine the lessons from the recent CSS performance in Iraq to see how we can continue to streamline CSS systems. Any spaces identified could be used to balance the AC/RC problem (especially in CSS) or help out with the HD/LD dilemma.
4. Do something real with this concept of "super-volunteers" in the RC. We might initiate a pilot project to test this concept. If we can make it work, we might have a real impact on our CSS problem.
5. Look closely again at our AC CSS force structure to see if we can plan to use it more effectively -- especially for early deploying units in an SDTE.
6. Continue to see if we can convert military spaces to DAC or contract to free up military spaces.

I recognize that the Army has been working various aspects of these issues both through the Joint Staff studies and independent Army analyses. We must capitalize on these current

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efforts, accelerate the pace, and demonstrate our commitment to meet this challenge in the near term. I believe we must demonstrate immediate progress in meeting the SECDEF's guidance.

Please direct appropriate elements under G3 lead to develop alternatives to address this important issue.

R. L. Brownlee
Acting Secretary of the Army

- CF:
- ASA(M&RA)
- Director Army Staff
- G-3
- G-1
- G-4

Disseuse Date	Action Officer and Phone Number	Completed Date
	ENT - Balfour	20-JUN-2003
		20-JUN-2003
		20-JUN-2003

Staff Officer to the Tasking Office

APPROPRIATE ACTION

LEE GUTWALD 703-697-8936

APPROPRIATE ACTION, ADDITIONAL GUIDANCE MAY FOLLOW.

Enclave Contact

Disc Ops Contact