AMERICA'S ARMY RESERVE
AT A GLANCE
CAPABLE · COMBAT-READY · LETHAL

2020
America's Army Reserve generates combat-ready units and Soldiers for the Army and Joint Warfighter that are trained, equipped and lethal to win our nation's wars.

— GENERAL DWIGHT D. EISENHOWER, ARMY CHIEF OF STAFF, JULY 1946
“Army Reserve at a Glance” is a communication outreach tool produced by Army Reserve Communications (facts and figures as of May 2019). The analysis model for the Army Reserve national and state economic impacts is the Regional Input-Output Modeling System (RIMS II) developed by the Bureau of Economic Analysis. All Maps were built using ArcGIS v10.3.1, spring 2019 by Office of the Chief Army Reserve, Installation Management Directorate. Facilities listed or maps and within data blocks represent locations of Army Reserve and Armed Forces Reserve Centers and units assigned to other non-USAR locations. Data used to populate numbers of units came from ASIP retrieved 21 May 2019. Data used to populate the number of Soldiers assigned was an aggregation of Total Army COMPO 3 from ASIP. Vignettes and photos provided by U.S. Army Reserve public affairs professionals. Army Reserve at a Glance incorporates photo composition, textures and other design elements to enhance the visual impact of the publication. Contents in this product have been adapted and condensed from the Army Reserve Posture Statement/oral testimony and products previously published by Army Reserve Communications.
ON BEHALF OF THE SOLDIERS AND FAMILIES OF AMERICA’S ARMY RESERVE, and Employers who share the best talent on Earth with this Team, it is my pleasure to present this latest edition of Army Reserve at a Glance – a report on the posture, strength and capabilities of the Army Reserve, as well as our economic impact across the Nation and around the globe. We appreciate your sustained commitment to this force of dedicated professionals as they serve the people of the United States and live the Army Values.

In a complex and unsettled global environment characterized by a resurgence of great power competition between nations, America’s Army Reserve has responded aggressively and relentlessly to increase its readiness and lethality – driving its ability to support large-scale combat operations to a new level.

Bringing essential enabling capabilities to the fight, we have adapted our strategy to anticipate and match the threats of tomorrow, shifting our focus from predictable rotational deployments and episodic readiness to an expeditionary posture capable of executing combat and combat support operations against peer adversaries with unprecedented speed and scale.

Driving this change has been tough work for the entire team. At its core, it has demanded that we grow and embrace a new culture, focused on warfighting readiness, ensuring the continued criticality of this Component as an essential partner in the Total Force. This has required a fundamental shift in both mindset and perspective, but through inspired leadership, boundless energy and the enthusiastic commitment of this team at all echelons, we have come a long way – not only in terms of increased readiness, but in the new spirit that has taken hold across this force. It is, to be sure, producing the most capable, combat-ready and lethal Army Reserve in the history of the nation.

For well over a Century, America’s Army Reserve has answered the Nation’s call. Tomorrow will be no different. We are ready for the challenges of our time. Looking ahead, I will continue to rely on you – America’s leaders and influencers – to encourage our fellow citizens in communities, on campuses and across congressional districts, to see themselves as our teammates in national security, sharing superb talent with us as we build and sustain the most powerful Federal Reserve force in History.

As we continue to trek down the Road to Awesome be assured that America’s Army Reserve will lead the way.

Lt. Gen. Charles D. Luckey  
Chief of Army Reserve and Commanding General, U.S. Army Reserve Command

WWW.ARMYRESERVEWARRIORCITIZEN.COM | 5
“WHEN CALLED TO SERVE, WE WILL FIGHT. AND WE WILL WIN.”

ARMY RESERVE AT A GLANCE

TODAY, THE GREATEST THREAT TO U.S. STRATEGIC INTERESTS AND GLOBAL STABILITY IS NOT TERRORISM; IT IS RESURGENT GREAT POWER COMPETITION. Rapid advances in disruptive technologies, and new concepts of warfare spanning all domains, inform our focus on increased combat-readiness, an expeditionary mindset and the capability to deter and defeat aggression across the globe.

America’s Army Reserve is ready: training and maintaining the mission-critical forces and capabilities the Army needs to build expeditionary combat power and sustain a campaign-capable force. The Army Reserve comprises nearly twenty percent of the Army’s organized units, half its total maneuver support and sustainment capabilities, and a quarter of its mobilization base-expansion capacity. With more than 200,000 Soldiers and civilian employees, and 2,000 units spread across 20 Time Zones, America’s Army Reserve is poised, positioned and ready to support the warfighter anywhere on earth.

In response to the changing global security environment, the Army Reserve has pushed into a new state of operational readiness, improving the posture and capabilities of its forces to respond quickly to evolving threats from multiple sources. Under this construct, key early-deploying force capabilities are postured to aggregate and deploy rapidly with the requisite mobility, survivability, lethality and netted mission command architecture to fight and win on the battlefield.

The Army Reserve provides the Army with a significant number of units in the following capabilities.

<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th># OF UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>306</td>
</tr>
<tr>
<td>Transportation</td>
<td>273</td>
</tr>
<tr>
<td>Engineer</td>
<td>268</td>
</tr>
<tr>
<td>Quartermaster</td>
<td>149</td>
</tr>
<tr>
<td>Military Police</td>
<td>118</td>
</tr>
</tbody>
</table>

SPECIALIZED CAPABILITIES

The Army Reserve is structured with specialized capabilities that are vital to defeating a near peer, high-end competitor, including some not present elsewhere in the Joint Force. These include:

- Sustainment capabilities that are needed for major combat operations, but too expensive to keep on active duty when not required, such as theater-level transportation and sustainment.
- Career skills that are in high demand in the civilian sector and difficult to retain on active duty, such as medical, legal, engineering and cyber.

TODAY, THE GREATEST THREAT TO U.S. STRATEGIC INTERESTS AND GLOBAL STABILITY IS NOT TERRORISM; IT IS RESURGENT GREAT POWER COMPETITION. Rapid advances in disruptive technologies, and new concepts of warfare spanning all domains, inform our focus on increased combat-readiness, an expeditionary mindset and the capability to deter and defeat aggression across the globe.

The Army Reserve provides the Army with a significant number of units in the following capabilities.

<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th># OF UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical</td>
<td>306</td>
</tr>
<tr>
<td>Transportation</td>
<td>273</td>
</tr>
<tr>
<td>Engineer</td>
<td>268</td>
</tr>
<tr>
<td>Quartermaster</td>
<td>149</td>
</tr>
<tr>
<td>Military Police</td>
<td>118</td>
</tr>
</tbody>
</table>

SUPPORTING CAPABILITIES FOR THE TOTAL FORCE

A Soldier from the 350th Engineer Company, of Bell, California, fires an M2 .50-caliber machine gun from an M113 Armored Personnel Carrier during a Combat Support Training Exercise. (Photo by Master Sgt. Michel Sauret)

A Soldier from the 350th Engineer Company, of Bell, California, fires an M2 .50-caliber machine gun from an M113 Armored Personnel Carrier during a Combat Support Training Exercise. (Photo by Master Sgt. Michel Sauret)

WWW.ARMYRESERVEWARRIORCITIZEN.COM

CAPABILITY # OF UNITS
Medical 306
Transportation 273
Engineer 268
Quartermaster 149
Military Police 118
The Army Reserve contributes to the Army’s Total Force by providing a significant percentage of maneuver support and sustainment capabilities.

In addition to a broad spectrum of low-density enabling units throughout its force, the following unit types exist only in the Army Reserve:

- Theater Engineer Commands
- Civil Affairs Commands
- Petroleum Operations
- Biological-Agent Defense
- Medical Minimal Care Detachments

EMERGING CAPABILITIES WITH CONNECTIONS TO THE PRIVATE SECTOR

- Cyber operations
- Army Space
- Basic research
- Advanced technology adaptation and integration
- Non-traditional accessions

SUPPORT & SUSTAINMENT CAPABILITIES

<table>
<thead>
<tr>
<th>Capability</th>
<th>USAR %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Affairs</td>
<td>87</td>
</tr>
<tr>
<td>PSYOP</td>
<td>83</td>
</tr>
<tr>
<td>Chaplain</td>
<td>81</td>
</tr>
<tr>
<td>Military History</td>
<td>76</td>
</tr>
<tr>
<td>Quartermaster</td>
<td>59</td>
</tr>
<tr>
<td>Transportation</td>
<td>56</td>
</tr>
<tr>
<td>Medical</td>
<td>53</td>
</tr>
<tr>
<td>Adjutant General</td>
<td>42</td>
</tr>
<tr>
<td>Chemical</td>
<td>41</td>
</tr>
<tr>
<td>Information Ops</td>
<td>40</td>
</tr>
<tr>
<td>Public Affairs</td>
<td>38</td>
</tr>
<tr>
<td>Engineers</td>
<td>35</td>
</tr>
<tr>
<td>Military Intelligence</td>
<td>31</td>
</tr>
<tr>
<td>Military Police</td>
<td>26</td>
</tr>
<tr>
<td>Space</td>
<td>26</td>
</tr>
<tr>
<td>JAG</td>
<td>20</td>
</tr>
</tbody>
</table>

UNIQUE UNIT TYPES IN THE ARMY RESERVE

A Soldier with Task Force 76, CBRN Response Element (CRE), communicates with the command center during a joint training exercise in Homestead, Florida. (Photo by Sgt. 1st Class Javier Orona)

Far left: Soldiers of the 369th Transportation Company prepare for qualifications during Operation Cold Steel III at Fort Hunter Liggett, California. (Photo by Sgt. Heather Doppke)
ARMY RESERVE AT A GLANCE

“... I want to put reality on a ‘one Army’ concept. It’s about the nation. It’s about why we fight wars and how we protect our country. At the end of the day, it is one singular Army that is mutually interdependent on each other for success.”
— General Mark A. Milley, Chief of Staff of the United States Army, 2015–2019

READY WHEN THE NATION CALLS

THE CHANGING NATURE OF WARFARE AND RAPID ADVANCE OF TECHNOLOGY DEMANDS increased readiness and capability to deter and, if necessary, defeat aggression. As the sole, dedicated federal reserve of the Army, Army Reserve Soldiers, comprising ready units-of-action from across the Nation and beyond, must be able to quickly mobilize, deploy, fight and win as part of the Total Force anywhere in the world.

PRIORITY ONE
Meeting the challenge of fielding a sufficiently robust, capable, ready and lethal array of forces from the ranks of a part-time force is no small task, particularly in today’s evolving and increasingly dynamic global security environment. But that part-time force is also our strength, for it encompasses a new generation of Army Reserve Soldiers and leaders, highly skilled and educated in 148 career fields that correspond to the capabilities our forces require to conduct, sustain and prevail in combat operations.

As we continue to build and sustain the readiness that is our first and most important priority, we are grateful for the steadfast support of the families who sustain our Soldiers and the employers who enable them to serve the Army and the Nation.

WWW.ARMYRESERVEWARRIORCITIZEN.COM

“... I want to put reality on a ‘one Army’ concept. It’s about the nation. It’s about why we fight wars and how we protect our country. At the end of the day, it is one singular Army that is mutually interdependent on each other for success.”
— General Mark A. Milley, Chief of Staff of the United States Army, 2015–2019
READY FORCE X

Over the past three years, the Army Reserve has developed a new readiness construct—Ready Force X (or RFX)—to meet the readiness challenges presented by large-scale expeditionary operations. At its core, this “Fight Fast” capability optimizes processes and prioritizes resourcing in order to deliver capabilities at the speed of relevance for a major war.

Under the RFX construct, the Army Reserve has, through energetic and committed leadership, built and sustained increased levels of individual and collective readiness; prioritizing the equipping and modernization of specific formations and capabilities, and creating a level of focus and ethos—across the force—that is indefinitely sustainable and able to generate the capabilities required to match a variety of contingencies.

Because training is crucial to readiness, the Army Reserve conducted Individual and Collective training events with the rest of the Army, and Combat Support Training Exercises with Joint and multinational partners that reflect the new threat environments our forces are likely to face in the future.

From 2017 through 2019, hundreds of units and thousands of Soldiers and crews cycled through multiple training events with Army, Joint and multinational partners at four premier training locations: Fort McCoy, Wisconsin; Fort Hunter Liggett, California; Fort Knox, Kentucky; and Joint Base McGuire-Dix-Lakehurst, New Jersey. In 2018, another 3,000 ground crews and 1,000 vehicle crews were trained and validated in crew-served weapons qualifications. Modernization initiatives included the accelerated funding and acquisition of key weapons systems, such as the Joint Light Tactical Vehicle, to ensure that Army Reserve Soldiers and units were familiarized with the capabilities and employment of key systems years ahead of the initial fielding plan.

At the individual level, RFX also requires every Soldier to embrace the personal mandate of readiness. While many aspects of collective or unit readiness can be tuned-up quickly upon mobilization, key individual Soldier requirements, such as physical fitness, medical readiness, tactical discipline, professional education and fieldcraft proficiency, must be “baked in” to the entire force. We are, in the end, all in RFX.

For left: A Soldier qualifies with a Mark 19 40 mm grenade machine gun during Operation Cold Steel II, hosted by U.S. Army Civil Affairs and Psychological Operations Command (Airborne). (Photo by Spc. Brianna Saville)

Below: Soldiers from the 396th Combat Support Hospital work together on a MEDEVAC litter carry during a promotional photoshoot at Fort Hunter Liggett, California. (Photo by Master Sgt. Michel Sauret)
ARMY RESERVE INNOVATION COMMAND

To counter the threat rapid technological advancements pose to U.S. land power dominance and technological superiority, America’s Army Reserve has stood up a new command to improve the readiness and lethality of the future force.

Combining the resident skill, capability and experience of Citizen Soldiers who are already experts in the fields of science, cyber, artificial intelligence and more, with new private sector leaders and innovators willing to pursue and expand their careers in the Army Reserve, the new Army Reserve Innovation Command will drive operational innovation, concepts and capabilities to anticipate, identify and resolve technology and innovation challenges to improve the readiness and lethality of the future force.

As Direct Support to Army Futures Command, Army Reserve Innovation Command will also integrate its technical knowledge within the larger Department of Defense community – with a plan to introduce and conduct the Army’s pilot Senior Evaluators Training Course in 2020.

WHERE WE'RE GOING

WHERE WE’VE BEEN; WHERE WE ARE; WHERE WE’RE GOING

This focus on fighting fast against a peer or near-peer adversary, is a stark and challenging departure from the rotational readiness models that have been employed over the last 18 years of sustained operations, primarily in the CENTCOM Theater of Operations.

In the Army Reserve, cybersecurity evolved from a few data processing units, to what is today a force of cyber warrior citizens with expertise in areas of industry-specific knowledge, expertise and skill in advanced technology fields. As Soldiers, Army Reserve signal and cyber units serve in direct support of Third Army, Army Central Command in Southwest Asia, and homeland defense missions. In their civilian capacities, Army Reserve cyber warriors work in more than 60 corporate, financial and academic institutions including Uber, Google, IBM, MIT, Carnegie Mellon University and the Naval Post Graduate School. They also support myriad missions to include cyber protection of critical infrastructure networks, and work in more than 30 government agencies including the Department of Homeland Security, the National Security Agency, the Federal Bureau of Investigation and the Defense Intelligence Agency.

Right: Soldiers from the 391st Mobile Augmentation Company, Boise, Idaho, inspect a Mine Clearing Line Charge to ensure all safety measures are in place. (Photo by Sgt. 1st Class Jason Proseus)
SOLDIERS, FAMILIES AND EMPLOYERS

Our challenge remains straightforward and dynamic, but also tough: this team needs to be ready enough to be relevant, but not so ready that our Soldiers cannot maintain good, meaningful civilian jobs and healthy, sustaining family lives.

This challenge is exacerbated by the simple fact that we must recruit and retain our ranks where Soldiers live and work, and anticipate emerging demographics by moving force structure to not only where talent resides today, but where it will be tomorrow. This process demands agility, synchronization and integrated planning. It also relies, without exception, upon the enduring support of thousands of employers across America as well as our Soldiers' Families.

Supporting Soldiers, veterans and military families across business industry and academia, the Army Reserve's Private/Public Partnership (P3) initiative is continuing to build a nationwide network of not-for-profit, for-profit and academic organizations. P3 assists Army Reserve Soldiers in gaining access to unique training opportunities that allow them to apply their expertise and leadership skills to real-world projects that correlate with their military experience. The goal of P3 is to establish mutually-beneficial relationships and opportunities that enhance Soldier readiness and bring additional capabilities to America's Army Reserve, and the Nation.

This part-time force would not be possible without the support of civilian employers around the globe. They are our essential partners in national security — sharing the best talent in the world — as they continue the commitment and sacrifice which allows Soldiers to serve the Nation while maintaining rewarding civilian employment. America owes these employers a deep appreciation for sharing their workplace talent with America's Army Reserve.

We need to work together to alleviate the tension between being ready enough to be relevant, but not so ready that our Soldiers can’t maintain good, meaningful civilian jobs, and healthy, sustaining family lives.


Col. Stephen D. Smith, center, 79th Theater Sustainment Command chief of staff, acts as commander of troops for the 79th TSC's change of command ceremony. (Photo by Sgt. 1st Class Alexandra Hays)

SOLDIERS AT A GLANCE

We need to work together to alleviate the tension between being ready enough to be relevant, but not so ready that our Soldiers can’t maintain good, meaningful civilian jobs, and healthy, sustaining family lives.


Col. Stephen D. Smith, center, 79th Theater Sustainment Command chief of staff, acts as commander of troops for the 79th TSC's change of command ceremony. (Photo by Sgt. 1st Class Alexandra Hays)
BY THE NUMBERS

FY 2020

$278,935,131
ECONOMIC IMPACT

3,050
NON-DOD JOBS SUPPORTED

$86,609,474
NON-DOD WAGES

$216,005,218
DOLLARS SPENT

$120,234,121
TOTAL MIL PAYROLL

$19,879,581
TOTAL CIV PAYROLL

Soldiers of the Tuscaloosa-based 75th Combat Support Hospital recently provided dental and medical treatments to residents of Thomasville and Monroeville. The event was part of the Department of Defense Innovative Readiness Training (IRT) program.

Soldiers of the Tuscaloosa-based 75th Combat Support Hospital recently provided dental and other reserve forces, home skills and enhance interoperability at exercises such as River Assault, conducted at Fort Chaffee, Arkansas. Bridging operations like this are critical to the mobility of U.S. and Joint military forces.

The Mobile-based 375th Engineer Company, along with Marines and other reserve forces, hone skills and enhance interoperability at exercises such as River Assault, conducted at Fort Chaffee, Arkansas. Bridging operations like this are critical to the mobility of U.S. and Joint military forces.

The Mobile-based 375th Engineer Company, along with Marines and other reserve forces, hone skills and enhance interoperability at exercises such as River Assault, conducted at Fort Chaffee, Arkansas. Bridging operations like this are critical to the mobility of U.S. and Joint military forces.

Soldiers of the Tuscaloosa-based 75th Combat Support Hospital recently provided dental and medical treatments to residents of Thomasville and Monroeville. The event was part of the Department of Defense Innovative Readiness Training (IRT) program, which delivers joint training opportunities while providing no-cost health care to communities in need.

BIRMINGHAM-BASED DEPLOYMENT SUPPORT COMMAND manages and technically supervises Military Surface Deployment & Distribution Command-aligned Army Reserve units performing terminal, rail, and deployment/distribution support missions and functions. The command also provides technical training and readiness oversight to all Army units performing terminal, rail, deployment/distribution support, movement control, and watercraft missions and functions.

ALABAMA
An Alaska-based detachment of the 962nd Quartermaster (Mortuary Affairs) — headquartered at Fort Shafter, Hawaii — was one of two detachments deploying between 2018 and 2019 to 10 locations across seven countries.

Lee Army Reserve Centers on Joint Base Elmendorf Richardson and Fort Wainwright are the primary training locations for Alaska-based Army Reserve Soldiers. Units include the 3rd Mobilization Support Group; the 3301st Mobilization Support Battalion; the 196th Infantry Training Brigade’s 2nd Battalion; the 962nd Quartermaster (Mortuary Affairs) Detachment; the Theater Support Group-Pacific and the 127th Chaplain Detachment.

The 196th Infantry Training Brigade is the training brigade of the Pacific, validating and training reserve forces throughout the region. Recently, the 297th Military Police Company prepared for deployment while also supporting the 196th Infantry Training Brigade in preparing deploying Soldiers for the Central Command region.
**ARIZONA**

**THE TUSCON-BASED 7220TH MEDICAL SUPPORT UNIT** recently provided medical, dental and support services to mobilizing and demobilizing active, reserve, National Guard and civilian personnel. These specialized services were in support of the Army mission at the Soldier Readiness Processing Center located at Fort Bliss, Texas.

Soldiers from the 56th Military Police Company, of Mesa, conducted security for a combined arms breach scenario during a Combat Support Training Exercise at Fort Hunter Liggett, California. The CSTX provided realistic training for thousands of Soldiers and a multitude of functional areas, including military police, medical, chemical, logistics and transportation.

Command Sgt. Maj. Craig Owens, the command sergeant major of the 200th Military Police Command, leads a team-building ruck march along with command sergeant majors from the brigades and battalions during a ‘CSM Huddle’ in Scottsdale, Arizona. (Photo by Master Sgt. Michel Sauret)
<table>
<thead>
<tr>
<th>FY 2020 BY THE NUMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$134,055,030</strong></td>
</tr>
<tr>
<td><strong>ECONOMIC IMPACT</strong></td>
</tr>
<tr>
<td><strong>1,482</strong></td>
</tr>
<tr>
<td><strong>NON-DOD JOBS SUPPORTED</strong></td>
</tr>
<tr>
<td><strong>$41,651,900</strong></td>
</tr>
<tr>
<td><strong>NON-DOD WAGES</strong></td>
</tr>
<tr>
<td><strong>$112,072,266</strong></td>
</tr>
<tr>
<td><strong>DOLLARS SPENT</strong></td>
</tr>
<tr>
<td><strong>$58,196,128</strong></td>
</tr>
<tr>
<td><strong>TOTAL MIL PAYROLL</strong></td>
</tr>
<tr>
<td><strong>$11,751,477</strong></td>
</tr>
<tr>
<td><strong>TOTAL CIV PAYROLL</strong></td>
</tr>
</tbody>
</table>

**ARYKANSAS**

Along the Arkansas River sits Fort Chaffee, home to Operation River Assault exercises for more than nine years. River Assault is a large-scale, multi-component training event that brings bridging units, as well as aviation, medical, military police and other support personnel from across the force, to a 300-meter gap of the Arkansas River.

Little Rock's own 489th Engineer Battalion recently commanded a task force of engineer units – two Army Reserve, one Marine unit and a unit from the National Guard – honing joint training skills and building a bridge across the river in just four hours. Supporting the warfighter and responding to foreign and domestic emergencies, the 90th Sustainment Brigade, based at Camp Robinson, provides support functions to include transportation, maintenance, personnel, finance and logistics for deployed assets.

The 90th Sustainment Brigade, based at Camp Robinson, provides support functions to include transportation, maintenance, personnel, finance and logistics for deployed assets.

Civil Affairs Logistics Military Police Chemical Medical PSYOP Engineers Legal

**ARKANSAS AT A GLANCE**

- Army Reserve at a Glance
- Facilities Units/Sets
- Soldiers Civilians
FORT HUNTER LIGGETT PROVIDES A REALISTIC AUSTERE TRAINING ENVIRONMENT replicating 20 percent of the earth’s surface. More than 70,000 Joint Force, international and federal government personnel train there annually.

Sub-installation Parks Reserve Forces Training Area in the greater San Francisco area supports thousands of Soldiers and sister services regionally with facilities, a MOUT (Military Operations on Urban Terrain) site and battlefield simulation capabilities.

The 63rd Readiness Division, based in Mountain View, provides an array of critical support functions for Soldiers within a seven-state region and delivers a foundation for military construction projects, base operations management, equipment maintenance, refurbishment and logistics. The 63rd RD also provides critical Human Resources programs such as Yellow Ribbon Reintegration Program, Retirement Services and Casualty Assistance.

Los Alamitos’ 79th Theater Sustainment Command is regionally aligned to U.S. Army Africa. The 79th TSC is responsible for supporting one of the largest and most complex areas of operation on the globe. It provides units for worldwide deployment to meet the U.S. Army’s rotational and contingency mission requirements.
The 11th Expeditionary Combat Aviation Brigade evacuates casualties and conducts personnel recovery, conducts maintenance procedures and provides air traffic services.

Soldiers of the United States Army Reserve’s only space battalion provide commands with unique capabilities including offensive and defensive space control, missile warning, satellite communications, and remote sensing.

The 11th Expeditionary Combat Aviation Brigade, based at Fort Carson, provides air assault capability to maneuver forces, positions personnel, provides supplies and equipment; evacuates casualties and conducts personnel recovery, conducts maintenance procedures and provides air traffic services. The 11th ECAB is prepared to conduct operations in a Defense Support of Civil Authorities environment; provide accurate and timely information collection; and destroy, defeat, disrupt, or delay enemy forces.
Danbury’s civil affairs units serve as liaisons between the Army and civilian authorities to identify critical requirements needed by local citizens during combat or crisis situations.

CONNECTICUT

CONNECTICUT’S UNIQUE LOCATION AS THE GEOGRAPHIC LINK between New England and the mid-Atlantic states allows its Army Reserve units to provide support to civil authorities in case of natural disasters ranging from a devastating nor’easter in Massachusetts to a hurricane-produced storm surge in Delaware.

Civil affairs units in Danbury serve as a liaison between the Army and civilian authorities, identifying critical requirements needed by local populations during combat or crisis situations such as natural and man-made disasters. Nearly 90 percent of the Army’s civil affairs assets reside in the Army Reserve.

In West Hartford, medical professionals in local units bring critical civilian medical expertise to the battlefield, and also conduct Innovative Readiness Training missions in underserved communities across the United States. More than 50 percent of all medical assets in the Army reside in the Army Reserve.

Pfc. Scott Smullen, 325th Military Intelligence Battalion, East Windsor, Connecticut, leads other Soldiers during a mystery event at the U.S. Army Reserve Best Warrior Competition. (Photo by Spc. Lisa Velazco)
Newark’s 485th Chemical Battalion trains in chemical, biological, radiological and nuclear defense techniques, which makes them an important asset to civil authorities in the event of a domestic attack or natural disaster.

The 7221st combines its training exercises with other military organizations, to include the 772nd Marine Heavy Helicopter Squadron. Also stationed at Newark is the 485th Chemical Battalion, whose training in chemical, biological, radiological and nuclear defense techniques make them an important asset to civil authorities in the event of a domestic attack or natural disaster.

With a focus on logistical support, Delaware’s largest contingent of Soldiers – based in Dover – are among the Army Reserve’s 149 Quartermaster units. The Army Reserve comprises 65 percent of all quartermaster assets in the Army.
The Pensacola-based 350th Civil Affairs Command, one of four Army Reserve civil affairs commands, brings regional and transregional expertise to global U.S. Operations.

The Pensacola-based 350th Civil Affairs Command is one of four Army Reserve civil affairs commands, nested under U.S. Army Civil Affairs & Psychological Operations Command (Airborne). They are integrated into global U.S. operations, including Iraq, Afghanistan, Horn of Africa, European, Pacific, and Central/South American regions. Civil Affairs, Psychological Operations and Information Operations Soldiers combine regional and transregional expertise, political-military awareness, and cross-cultural communication skills to conduct and support civil-military operations for conventional and special operations forces.

Pfc. Alexis Jones of Winter Garden, Florida, a horizontal construction engineer with the 160th Military Police Battalion headquartered in Tallahassee, provides security while fellow Soldiers carry a simulated casualty to a collection point during the 200th Military Police Command’s Best Warrior Competition. (Photo by Master Sgt. Michel Sauret)
BY THE NUMBERS

FY 2020

$405,851,253
ECONOMIC IMPACT

4,130
NON-DOD JOBS SUPPORTED

$127,971,215
NON-DOD WAGES

$291,572,715
DOLLARS SPENT

$181,785,116
TOTAL MIL PAYROLL

$31,924,845
TOTAL CIV PAYROLL

HEADQUARTERED IN EAST POINT, THE 335TH SIGNAL COMMAND (THEATER) has more than 4,000 active-duty and reserve Soldiers and provides signal and cyber units in direct support of combatant commanders throughout the globe.

These highly specialized Soldiers bring networking, information technology and cybersecurity practices from private industry, academia and defense to the total force making them capable and combat-ready signal and cyber warriors.

The 3rd Medical Command (Deployment Support), based in Forest Park, supports and supervises more than 7,000 Soldiers throughout 21 states east of the Mississippi River. The command prepares Soldiers and units for mobilization – delivering health care to service members, multinational forces and other personnel in accordance with Theater Medical Rules of Engagement. The 3rd MCDS supports U.S. Army Central Command, most notably in the Middle East.
HONOLULU'S 9TH MISSION SUPPORT COMMAND IS ALIGNED OPERATIONALLY WITH U.S. ARMY PACIFIC COMMAND to provide forces for overseas operations. The “Pride of the Pacific” includes Soldiers from Hawaii, Alaska, American Samoa, Japan, Korea, Guam and Saipan.

With the islands of Hawaii geographically forward-postured and strategically dispersed, the 9th MSC conducts more than 40 multicomponent and multinational exercises per year.

The 311th Signal Command (Theater), headquartered at Fort Shafter, manages, secures and defends Army networks throughout the Pacific Theater.

More than 50 Soldiers responded to the Pacific’s first Immediate Response Authority mobilization when Super Typhoon Yutu devastated Saipan and the Commonwealth of the Northern Mariana Islands.

One of the Army’s most famed units – the 100th Battalion/442nd Infantry Regiment – resides in the Army Reserve. The unit has the distinction of having earned the most Medals of Honor in U.S. Army history, following the heroism of more than 1,400 Japanese-Americans who enlisted following the attacks on Pearl Harbor. The Army Reserve’s sole infantry battalion now consists of five companies dispersed across the Pacific.

With the islands of Hawaii geographically forward-postured and strategically dispersed, the 9th MSC conducts more than 40 multicomponent and multinational exercises per year.

The 311th Signal Command (Theater), headquartered at Fort Shafter, manages, secures and defends Army networks throughout the Pacific Theater.

More than 50 Soldiers responded to the Pacific’s first Immediate Response Authority mobilization when Super Typhoon Yutu devastated Saipan and the Commonwealth of the Northern Mariana Islands.

One of the Army’s most famed units – the 100th Battalion/442nd Infantry Regiment – resides in the Army Reserve. The unit has the distinction of having earned the most Medals of Honor in U.S. Army history, following the heroism of more than 1,400 Japanese-Americans who enlisted following the attacks on Pearl Harbor. The Army Reserve’s sole infantry battalion now consists of five companies dispersed across the Pacific.
The Idaho–based 391st Mobile Augmentation Company brings capabilities that make it easier for allied units to maneuver, enhancing the combatant commander’s ability to shape the battlefield.
BY THE NUMBERS

FY 2020

$300,061,244
ECONOMIC IMPACT

3,404
NON-DOD JOBS SUPPORTED

$95,128,931
NON-DOD WAGES

$271,925,445
DOLLARS SPENT

$167,797,483
TOTAL MIL PAYROLL

$24,482,243
TOTAL CIV PAYROLL

THE 416TH THEATER ENGINEER COMMAND, headquartered in Darien, is postured to support both domestic events and combat operations by providing theater-level engineer assets from across its 37-state footprint. The 416th participates in humanitarian operations and joint training exercises around the world.

Fort Sheridan’s Central Area Medical Readiness Group participated in an Innovative Readiness Training exercise called Southeast Illinois Wellness—a civil-military program designed to improve military readiness while providing no-cost quality health care services to local residents.

Engineers from the 317th Engineer Company, located at Elwood, applied their construction expertise to increase training capabilities for the Army Reserve and other military organizations. The Soldiers honed their skills by building a 4,000 square foot Quonset hut at the Joliet Training Area, Elwood, during annual training.

ILLINOIS

23 FACILITIES
127 UNITS/DETS
6,202 SOLDIERS
250 CIVILIANS

USAR Support
Command 1st Army,
Rock Island

USAR Support
Command 1st Army,
Rock Island

USAR Support
Command 1st Army,
Rock Island

USAR Support
Command 1st Army,
Rock Island

USAR Support
Command 1st Army,
Rock Island

USAR Support
Command 1st Army,
Rock Island

chemical
medical
quartermaster
transportation
logistics
engineer
military police
psop
civil affairs
military intelligence
training support

www.armyreserveamericacitizens.com

PHOTO OPPOSITE: Soldiers from the 739th Multi-Role Bridge Company of Granite City, the 652nd Engineer Detachment and Marines from the 6th Engineer Support Battalion teamed up for sling-load operations at the Fort Chaffee Maneuver Training Center during Operation River Assault. (Photo by Staff Sgt. Roger Ashley)
BY THE NUMBERS
FY 2020
$246,995,969
ECONOMIC IMPACT
1,994
NON-DOD JOBS SUPPORTED
$73,575,472
NON-DOD WAGES
$151,036,201
DOLLARS SPENT
$82,789,471
TOTAL MIL PAYROLL
$12,632,837
TOTAL CIV PAYROLL

The 310th Expeditionary Sustainment Command is a multifunctional command with more than 8,000 Soldiers throughout an eight-state region.

MUSCATATUCK URBAN TRAINING CENTER, a 1,000-acre urban training facility in Butlerville hosted more than 6,000 joint and multinational service members during Guardian Response 2019.

Led by the Army Reserve’s 78th Training Division and 84th Training Command, Guardian Response tested the ability of multicomponent forces to provide capabilities for Defense Support of Civil Authorities in the event of a chemical, biological, radiological or nuclear catastrophe.

The exercise simulated the detonation of a nuclear device in a large city. This valuable scenario allowed service members to train under extraordinary circumstances – enhancing their ability, if and when needed – to save lives, alleviate suffering and mitigate great property damage.

INDIANA

Medical
Logistics
Transportation
Quartermaster
Military Police
Engineer
PSYOP
Domance
Training Support

Soldiers with the 602nd Support Maintenance Company, based in Fort Hood, Texas, work to flip an overturned vehicle using a M984 HEMTT during Guardian Response 19 at Muscatatuck Urban Training Center, Indiana, May 4, 2019. (Photo by Staff Sgt. Christopher J. Sofia)

INDIANA

Medical
Logistics
Transportation
Quartermaster
Military Police
Engineer
PSYOP
Domance
Training Support

The 310th Expeditionary Sustainment Command is a multifunctional command with more than 8,000 Soldiers throughout an eight-state region.

MUSCATATUCK URBAN TRAINING CENTER, a 1,000-acre urban training facility in Butlerville hosted more than 6,000 joint and multinational service members during Guardian Response 2019.

Led by the Army Reserve’s 78th Training Division and 84th Training Command, Guardian Response tested the ability of multicomponent forces to provide capabilities for Defense Support of Civil Authorities in the event of a chemical, biological, radiological or nuclear catastrophe.

The exercise simulated the detonation of a nuclear device in a large city. This valuable scenario allowed service members to train under extraordinary circumstances – enhancing their ability, if and when needed – to save lives, alleviate suffering and mitigate great property damage.

INDIANA

Medical
Logistics
Transportation
Quartermaster
Military Police
Engineer
PSYOP
Domance
Training Support

Soldiers with the 602nd Support Maintenance Company, based in Fort Hood, Texas, work to flip an overturned vehicle using a M984 HEMTT during Guardian Response 19 at Muscatatuck Urban Training Center, Indiana, May 4, 2019. (Photo by Staff Sgt. Christopher J. Sofia)
The 103rd Sustainment Command (Expeditionary) provides theater-level logistical and sustainment support to Army Service Component Commands, Joint Task Forces and Joint Forces Commands and deployed in support of Operations Iraqi Freedom, New Dawn and Enduring Freedom.

Honoring the legacy of the famed “Cactus Division” that landed in southern France in 1944, 103rd ESC Soldiers continue to answer the Nation’s call, having deployed in support of Operations Iraqi Freedom, New Dawn and Enduring Freedom.
The 389th Engineer Battalion, headquartered in Davenport, loaded military vehicles and equipment into 38 railcars in support of Operation Resolute Castle 2019, an Army Europe-led multinational operation held in Poland.

The 451st Sustainment Command (Expeditionary), based in Wichita, is the newest sustainment command in the Army Reserve. Comprised of more than 4,000 Soldiers across the Midwest, these Soldiers plan, coordinate, and control sustainment operations for Army Service Component Commands, Joint Task Forces and Joint Forces Commands.

The 451st ESC provides combat support and combat service support in areas ranging from supply, transportation, field services and maintenance. The command is designed to deploy into a theater of operations, assume command of the sustainment units in place and provide distribution, financial, and human resource management.

The 389th Engineer Battalion, headquartered in Davenport, worked with Fort McCoy Logistics Readiness Center (LRRC) personnel to load 38 railcars with military vehicles and equipment for future participation in Operation Resolute Castle 2019, an Army Europe-led multinational operation held in Poland.
The Army Reserve Aviation Command, headquartered at Fort Knox, exercises mission command over all Army Reserve aviation assets. When operating under the Defense Support of Civilian Authorities program, the ARAC supports all FEMA regions and is ready to assist local first responders during natural disasters or civil emergencies. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement and theater aviation support for military operations.

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America. The command trains and evaluates units on their collective training proficiency in meeting Mission Essential Tasks and Commander’s Training Objectives, providing the timely feedback and assessments required to sustain collective readiness.

The 84th TC is the executing agent for the Army Reserve’s Combat Support Training Program and Mission Command Training Program. The CSTP is comprised of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments. The MCTP immerses headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.

When operating under the Defense Support of Civilian Authorities program, the ARAC supports all FEMA regions and is ready to assist local first responders during natural disasters or civil emergencies. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement and theater aviation support for military operations.

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America. The command trains and evaluates units on their collective training proficiency in meeting Mission Essential Tasks and Commander’s Training Objectives, providing the timely feedback and assessments required to sustain collective readiness.

The 84th TC is the executing agent for the Army Reserve’s Combat Support Training Program and Mission Command Training Program. The CSTP is comprised of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments. The MCTP immerses headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.

When operating under the Defense Support of Civilian Authorities program, the ARAC supports all FEMA regions and is ready to assist local first responders during natural disasters or civil emergencies. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement and theater aviation support for military operations.

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America. The command trains and evaluates units on their collective training proficiency in meeting Mission Essential Tasks and Commander’s Training Objectives, providing the timely feedback and assessments required to sustain collective readiness.

The 84th TC is the executing agent for the Army Reserve’s Combat Support Training Program and Mission Command Training Program. The CSTP is comprised of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments. The MCTP immerses headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.

When operating under the Defense Support of Civilian Authorities program, the ARAC supports all FEMA regions and is ready to assist local first responders during natural disasters or civil emergencies. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement and theater aviation support for military operations.

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America. The command trains and evaluates units on their collective training proficiency in meeting Mission Essential Tasks and Commander’s Training Objectives, providing the timely feedback and assessments required to sustain collective readiness.

The 84th TC is the executing agent for the Army Reserve’s Combat Support Training Program and Mission Command Training Program. The CSTP is comprised of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments. The MCTP immerses headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.

When operating under the Defense Support of Civilian Authorities program, the ARAC supports all FEMA regions and is ready to assist local first responders during natural disasters or civil emergencies. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement and theater aviation support for military operations.

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America. The command trains and evaluates units on their collective training proficiency in meeting Mission Essential Tasks and Commander’s Training Objectives, providing the timely feedback and assessments required to sustain collective readiness.

The 84th TC is the executing agent for the Army Reserve’s Combat Support Training Program and Mission Command Training Program. The CSTP is comprised of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments. The MCTP immerses headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.
Based on Belle Chasse, Louisiana, the 377th Theater Sustainment Command is the largest command in the Army Reserve, with an operational mission to support U.S. Northern Command during contingency operations.

**LOUISIANA**

**THE 377TH THEATER SUSTAINMENT COMMAND** is the largest command in the Army Reserve with more than 35,000 Soldiers located in 35 states.

Based on Belle Chasse, the command has an operational mission to support U.S. Northern Command during contingency operations including disaster relief and emergency response in support of Defense Support of Civil Authorities. Additionally, the command works with its partners to provide sustainment solutions for the United States, Canada and Mexico to respond to catastrophic events ranging from natural disasters to chemical attacks.

More than 100 Soldiers from the 602nd Military Police Detention Company, Bossier City, recently returned from a deployment mission at Guantanamo Bay Naval Base, Cuba, where they were responsible for the custody and welfare of detainees.

Based in Belle Chasse, Louisiana, the 377th Theater Sustainment Command is the largest command in the Army Reserve with more than 35,000 Soldiers located in 35 states.
BY THE NUMBERS
FY 2020
$1,000,000,000

ECONOMIC IMPACT
0,000
NON-DOD JOBS SUPPORTED

$800,000,000
NON-DOD WAGES

$800,000,000
DOLLARS SPENT

$800,000,000
TOTAL MIL PAYROLL

$800,000,000
TOTAL CIV PAYROLL

MANY UNITED STATES MILITARY ACADEMY CADETS at West Point, New York, receive their first opportunity to apply leadership skills under the guidance of instructors with Lewiston’s 3rd Training Battalion, 304th Regiment.

The instructors have mobilized annually for the past 30 years to serve as part of the academy’s military instructor staff and contribute to cadet training. The battalion’s drill sergeants direct and assess cadet, ROTC and foreign military officer training programs and competitions in military tactics and skills.

Auburn’s 619th Transportation Company provides vehicles and logistical support, and trains in combat scenarios, unscripted ambushes, attacks, improvised explosive device events and other tactical challenges.

Army Reserve motor transport operators are responsible for supervising or operating wheeled vehicles to transport personnel and cargo. The 619th is one of 248 transportation companies in the Army Reserve positioned around the globe. More than half of all transportation assets in the Total Army reside in the Army Reserve.

Sgt. Brandon Mills of Saco, Maine, a trainer assigned to the 3rd Battalion, 304th Infantry Regiment, U.S. Military Academy, 104th Training Division (Leader Training), 108th Training Command, advises what type of adjustments are needed on the M203 grenade launcher at West Point, New York. (Photo by Sgt. Carlos Garcia)
MARYLAND

SEVERAL ARMY RESERVE COMMANDS ARE LOCATED IN THE GREATER BALTIMORE AREA. Fort Meade’s 200th Military Police Command provides the full range of military police support to the combatant commander, enabling protection and promoting the rule of law.

U.S. Army Legal Command, located in Gaithersburg, is a one-star command of more than 1,700 Soldiers that controls the operations of 28 Legal Operations Detachments providing multifunctional legal support to commanders, Soldiers and family members in support of military operations.

The 352nd Civil Affairs Command, located at Fort Meade, serves as a liaison between the Army, civilian authorities and populations in deployed locales. These Soldiers combine regional expertise, language competency, political awareness and cross-cultural communication skills to conduct operations.
BY THE NUMBERS

FY 2020

$204,616,887
ECONOMIC IMPACT

1,747
NON-DOD JOBS SUPPORTED

$59,457,187
NON-DOD WAGES

$154,152,112
DOLLARS SPENT

$86,766,612
TOTAL MIL PAYROLL

$11,457,690
TOTAL CIV PAYROLL

80th Training Command’s Regional Training Site—Maintenance Devens hosts numerous courses within the ordnance career field.

The ARCOG supports missions against U.S. adversaries in cyberspace and empowers Army, joint and combined maneuver forces in the delivery of kinetic effects.

Also located near Devens is the 80th Training Command’s Regional Training Site—Maintenance Devens, which hosts numerous courses within the ordnance career field. This accredited training institution offers courses in-house and at remote locations through mobile training teams that travel throughout the northeast.

Devens was also the site of a freedom ride training event, which tested Soldiers on basic warrior tasks such as land navigation, physical fitness and marksmanship.

PHOTO OPPOSITE: Sgt. Thomas Crump, a chemical, biological, radiological and nuclear (CBRN) specialist assigned to the 327th Chemical Company, marks the bullet holes on his target during a qualification round at Fort Devens, Massachusetts. (Photo by Sgt. 1st Class Brent C. Powell)

CYBER PROTECTION TEAM 180 at Devens Reserve Forces Training Area is now mission-ready, having achieved Initial Operation Capability in December 2018. Locally, the team serves as a key part of the Army Reserve Cyber Operations Group’s Northeast Cyber Protection Center.

The ARCOG supports missions against U.S. adversaries in cyberspace and empowers Army, joint and combined maneuver forces in the delivery of kinetic effects.

Also located near Devens is the 80th Training Command’s Regional Training Site—Maintenance Devens, which hosts numerous courses within the ordnance career field. This accredited training institution offers courses in-house and at remote locations through mobile training teams that travel throughout the northeast.

Devens was also the site of a freedom ride training event, which tested Soldiers on basic warrior tasks such as land navigation, physical fitness and marksmanship.

PHOTO OPPOSITE: Sgt. Thomas Crump, a chemical, biological, radiological and nuclear (CBRN) specialist assigned to the 327th Chemical Company, marks the bullet holes on his target during a qualification round at Fort Devens, Massachusetts. (Photo by Sgt. 1st Class Brent C. Powell)
ANN ARBOR’S 406TH COMBAT SUSTAINMENT SUPPORT BATTALION stands ready to deploy in support of combat and humanitarian operations. The headquarters company deploys as a command and control module, with or without its organic elements.

Petroleum supply specialists from the 952nd Quartermaster Company, based in Livonia, recently participated in Quartermaster Liquid Logistics Exercise Expanded 2019 at Fort Pickett, Virginia. QLLEX-E is a liquid logistics training exercise that tests each participating unit's combat supply expertise and culminates in an evaluation of all units' theater sustainment capabilities.

Soldiers assigned to the 414th Civil Affairs Battalion, Southfield, participated in a pre-validation exercise at Camp Grayling in an effort to test their collective, individual and team-level skills on a number of civil affairs responsibilities as well as some general expeditionary operations. Tasks included assisting the local government in the stabilizing of operations when deployed.

PHOTO OPPOSITE: Military police Soldiers with the 300th Military Police Brigade, Inkster, Michigan, set up an OE-254 during Operation Guardian Justice at Fort McCoy, Wisconsin, (Photo by Sgt. Audrey Hayes)
THE 372ND ENGINEER BRIGADE, based at Fort Snelling, provides command and control for four engineer battalions throughout the Midwest. The 372nd traces its roots back to World War II, where it served as the 372nd Engineer Group.

The brigade is postured to support both domestic events and contingency operations by providing capable and combat-ready engineer assets, as well as participating in humanitarian operations and joint training exercises around the world.
### BY THE NUMBERS
FY 2020

- **$199,463,068** ECONOMIC IMPACT
- **1,809** NON-DOD JOBS SUPPORTED
- **$60,234,188** NON-DOD WAGES
- **$127,083,689** DOLLARS SPENT
- **$61,496,885** TOTAL MIL PAYROLL
- **$11,653,548** TOTAL CIV PAYROLL

### MISSISSIPPI

The 412th Theater Engineer Command serves as the senior engineer advisor to the theater commander. Minesweeping and route clearance operations are among its numerous capabilities.

Some capabilities include conducting assault gap crossings, emplacing obstacles on the battlefield, route reconnaissance, minesweeping and route clearance operations. The 412th also employs wet and dry gap bridging systems and conducts and prepares reconnaissance reports for road, route, tunnel, bridge, and ford sites; constructs base camps, internment facilities and maintains roads and airfields.

Jackson-based 894th Quartermaster Company advises Afghan National Defense and Security Forces on proper fuel operation procedures to ensure the fuel distributed in Afghanistan meets standards. The train, advise, and assist mission in Kabul, Afghanistan, is part of an ongoing partnership.

![Spc. Erica Alexander, from the 412th Theater Engineer Command, assigned to Combined Joint Task Force-Operation In بلقش داسکولو (Camp Shelby), Mississippi, (U.S. Air Force photo by Tech. Sgt. Shaiwo W. Wilson)](image-url)
The 102nd Training Division provides mission-critical, combat-ready Soldiers in the engineer, chemical and military police career fields.

Soldiers assigned to Army Reserve Medical Command’s 7215th Medical Support Unit from St. Louis, and U.S. Army medical personnel assigned to the 24th Medical Detachment, provided no-cost health care services at Harrisburg Middle School, in partnership with Delta Regional Authority and Harrisburg, Illinois.

The Southeast Illinois Wellness Innovative Readiness Training mission is part of a civil-military program that builds mutually beneficial partnerships between U.S. communities and the Department of Defense to meet training and readiness requirements across services and components, while addressing public and civil societal needs.

FORT LEONARD WOOD’S 102ND TRAINING DIVISION is a generating force that builds and improves readiness by providing mission-critical, combat-ready Soldiers in the engineer, chemical and military police career fields.
The 652nd Regional Support Group is responsible for the reception, staging, onward movement and integration of Soldiers and equipment into theater.

HELENA’S 652ND REGIONAL SUPPORT GROUP provides base support and sustainment operations for units during overseas deployments.

Responsible for the reception, staging, onward movement, and integration of Soldiers and equipment into theater, the 652nd RSG can serve stateside as a brigade-sized command, responsible for all assigned units during defense support of civil authorities operations.

Ft. William Henry Harrison hosted the 2018 Army Reserve Best Warriors and Army Reserve Drill Sergeants of the Year to help prepare them for the next-level Army’s Best Warrior and Drill Sergeant of the Year competitions. The training included a 12-mile foot march in the Elkhorn Mountain Range.

Fort William Henry Harrison hosted the 2018 Army Reserve Best Warriors and Army Reserve Drill Sergeants of the Year to help prepare them for the next-level Army’s Best Warrior and Drill Sergeant of the Year competitions. The training included a 12-mile foot march in the Elkhorn Mountain Range.
The 916th Forward Engineer Support Team partnered with researchers from the Army Corps of Engineers to develop processes for contingency site selection and management to decrease negative impacts on natural resources and the environment.

Twenty-two Army Reserve Soldiers renewed their oath of service to the United States of America during a 2018 mass re-enlistment ceremony at a local minor league baseball game in Papillion, part of an annual military appreciation night that salutes members of the armed forces and veterans while strengthening relationships between the Army Reserve and local communities.

THE 7246TH MEDICAL SUPPORT UNIT, based in Elkhorn, recently participated at the Bureau of Indian Health Service clinics, bringing care to Native Americans living on reservations, while benefitting from a real-world training environment. The mission, conducted in partnership with the Rosebud Indian Health Service, brought much-needed medical expertise to the local tribal population.

The 916th Forward Engineer Support Team partnered with researchers from the Army Corps of Engineers to develop processes for contingency site selection and management to decrease negative impacts on natural resources and the environment.

Twenty-two Army Reserve Soldiers renewed their oath of service to the United States of America during a 2018 mass re-enlistment ceremony at a local minor league baseball game in Papillion, part of an annual military appreciation night that salutes members of the armed forces and veterans while strengthening relationships between the Army Reserve and local communities.

THE 7246TH MEDICAL SUPPORT UNIT, based in Elkhorn, recently participated at the Bureau of Indian Health Service clinics, bringing care to Native Americans living on reservations, while benefitting from a real-world training environment. The mission, conducted in partnership with the Rosebud Indian Health Service, brought much-needed medical expertise to the local tribal population.

The 916th Forward Engineer Support Team partnered with researchers from the Army Corps of Engineers to develop processes for contingency site selection and management to decrease negative impacts on natural resources and the environment.

Twenty-two Army Reserve Soldiers renewed their oath of service to the United States of America during a 2018 mass re-enlistment ceremony at a local minor league baseball game in Papillion, part of an annual military appreciation night that salutes members of the armed forces and veterans while strengthening relationships between the Army Reserve and local communities.

THE 7246TH MEDICAL SUPPORT UNIT, based in Elkhorn, recently participated at the Bureau of Indian Health Service clinics, bringing care to Native Americans living on reservations, while benefitting from a real-world training environment. The mission, conducted in partnership with the Rosebud Indian Health Service, brought much-needed medical expertise to the local tribal population.

The 916th Forward Engineer Support Team partnered with researchers from the Army Corps of Engineers to develop processes for contingency site selection and management to decrease negative impacts on natural resources and the environment.

Twenty-two Army Reserve Soldiers renewed their oath of service to the United States of America during a 2018 mass re-enlistment ceremony at a local minor league baseball game in Papillion, part of an annual military appreciation night that salutes members of the armed forces and veterans while strengthening relationships between the Army Reserve and local communities.

THE 7246TH MEDICAL SUPPORT UNIT, based in Elkhorn, recently participated at the Bureau of Indian Health Service clinics, bringing care to Native Americans living on reservations, while benefitting from a real-world training environment. The mission, conducted in partnership with the Rosebud Indian Health Service, brought much-needed medical expertise to the local tribal population.
The 313th Military Police Detachment, based in Sloan, specializes in criminal, traffic and accident investigations. Many of the MPs at the 313th also work as law enforcement officers in their civilian careers. These parallel career tracks allow the citizen-Soldiers of the 313th to bring the latest law enforcement advancements, methods and technologies to their military profession.

The 650th Regional Support Group took part in Operation Cold Steel II at Fort McCoy. Following the gunnery exercise, the 650th provided capabilities to U.S. and Canadian forces at Maple Resolve 18 in Wainwright, Alberta, Canada.

The primary missions of the 650th Inland Cargo Transfer Company and 257th Transportation Company (CBT HET) are to relocate heavy maneuver forces on the battlefield and provide heavy equipment transportation for tactical and operational relocation. The 645th and the 257th are two of Nevada’s larger units and vital to nearly all stateside transportation exercises in Nevada and within their multi-state region.

Sgt. Artem Patouga (left), assigned to the 327th Chemical Company, performs maintenance on a M1135 Nuclear, Biological, Chemical Reconnaissance Vehicle while Sgt. Zachary Blocker, 329th Chemical Company, looks on at the George W. Dunaway Army Reserve Center in Sloan, Nevada. (Photo by Sgt. 1st Class Brent C. Powell)
NEW HAMPSHIRE

SOLDIERS FROM LONDONDERRY’S 1ST BATTALION, 304TH INFANTRY REGIMENT, competed in a freedom ride at Fort Devens, Massachusetts, to help them better train incoming recruits, reinforcing basic skills such as land navigation and weapons proficiency through competitive events and ensuring future Army Reserve Soldiers receive the best possible training and opportunities.

Londonderry is also home to several engineer units with resident expertise in masonry, firefighting, survey and design and vertical construction. In addition to playing an essential role in exercises and missions across the globe, engineering capabilities are critical in response to natural disasters and other emergencies at home.

The 362nd Mobile Public Affairs Detachment also calls Londonderry home. This specialized unit provides timely and accurate photo and video coverage of key Army Reserve activities at home and abroad.

Pfc. Brandon Wirth, a combat medic and native of Manchester, New Hampshire, assigned to the 456th Area Support Medical Company, waits for a “patient” to be processed through a decontamination line during a training exercise at Homestead-Miami Speedway, Homestead, Florida. (Photo by Sgt. 1st Class Brent C. Powell)
JOINT BASE MCGUIRE-DIX-LAKEHURST in central New Jersey serves as a hub for Army Reserve activity in the Garden State, led by the 99th Readiness Division, a two-star headquarters that provides programs and installation support services to enable trained and ready Army Reserve units and individuals to mobilize and deploy in support of national military strategy.

Also on base is the 78th Training Division that conducts key Army Reserve training events, such as the Combined Service Training Exercise and Guardian Response, preparing units to be combat-ready by immersing them in realistic scenarios.

The 244th Expeditionary Combat Aviation Brigade conducts theater aviation operations and can also assist at home during times of natural disaster or emergency. The 77th Sustainment Brigade provides transportation and logistics support by moving supplies, troops and equipment around the world to support the Army Reserve’s mission.
BY THE NUMBERS
FY 2020

$56,540,785
ECONOMIC IMPACT

449
NON-DOD JOBS SUPPORTED

$16,204,555
NON-DOD WAGES

$38,011,903
DOLLARS SPENT

$22,077,192
TOTAL MIL PAYROLL

$2,644,082
TOTAL CIV PAYROLL

THE 877TH QUARTERMASTER COMPANY, Albuquerque, provided much-needed fuel for vehicles during Exercise Maple Resolve 19-01, an annual brigade-level validation exercise for the Canadian army’s High Readiness Brigade. The exercise is designed to develop partnerships among forces and increase interoperability.

Above: Sgt. Victor Bustillos, a petroleum supply specialist with the 877th Quartermaster Company, Albuquerque, New Mexico, sets up a fuel hose during Exercise Maple Resolve 19-01. (Photo by Spc. Adam Worthey)

Right: Sgt. Cris Brown, a petroleum supply specialist with the 877th Quartermaster Company, places a stake in the ground during Exercise Maple Resolve 19-01. (Photo by Spc. Adam Worthey)
NEW YORK

THE ARMY RESERVE HAS A STRONG PRESENCE THROUGHOUT THE EMPIRE STATE.

At the other end of the spectrum, Rochester’s 198th Army Band, and the 78th Army Band’s detachment at Fort Totten, Queens, build esprit de corps and public support through military and community engagements. These highly skilled Soldiers add another layer of skill and professionalism to the Army Reserve.

The Army Reserve also collaborates with military installations throughout the state. Recently, Canandaigua’s 680th Engineer Company and Oswego’s 444th Mobile Augmentation Company participated in the Ready Force Breach exercise at Fort Drum to validate their proficiency and readiness.

The 353rd Civil Affairs Command serves as a liaison between the Army and civilian authorities and populations in deployed locales by combining regional expertise, political awareness and cross-cultural communication skills.

The U.S. Army Civil Affairs and Psychological Operations Command (Airborne) combines regional and trans-regional expertise, political-military awareness and cross-cultural communication skills to conduct and support civil-military operations for conventional and special operations forces.

Fort Bragg is home to the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), a two-star headquarters that provides Army and Joint Forces commanders with 87 percent of the DoD’s civil affairs forces and 83 percent of its psychological operations forces. USACAPOC (Airborne) Soldiers are integrated in current U.S. operations across the globe and combine regional and trans-regional expertise, political-military awareness and cross-cultural communication skills to conduct and support civil-military operations for conventional and special operations forces.

Also at Fort Bragg is U.S. Army Reserve Command Headquarters, the only three-star general officer command in the Army Reserve and the second-largest command in the Army.

BY THE NUMBERS
FY 2020

$348,914,787
ECONOMIC IMPACT

2,893
NON-DOD JOBS SUPPORTED

$97,907,768
NON-DOD WAGES

$280,603,776
DOLLARS SPENT

$135,682,744
TOTAL MIL PAYROLL

$59,149,099
TOTAL CIV PAYROLL

NORTH CAROLINA

THE 108TH TRAINING COMMAND (IET), Charlotte, supports two of TRADOC’s five core function leads — The Center for Initial Military Training, and Cadet Command. This capability provides trained and ready drill sergeant units, instructors, leader-trainers as well as the expertise to conduct Initial Entry Training and Cadet Training.

Spc. Andrew Zuber, a military police Soldier from the 805th Military Police Company in Cary, North Carolina, poses for a photo at Camp Butner, North Carolina. (Photo by Sgt. Elizabeth Taylor)
Engineer assets, including the 461st Engineer Company (Vertical Construction), 308th Engineer Detachment (Real Estate Team) and 945th Engineer Platoon (Asphalt), perform different aspects of construction, including electrical, carpentry, plumbing, as well as heavy equipment operation.

SOLDIERS ASSIGNED TO 7410TH TROOP MEDICAL CLINIC, based in Fargo, deployed to Fort Hood, Texas, to run a medical clinic for units training and mobilizing there. The clinic provides sick call operations and respond to injuries that may occur during training events, supporting up to 12,000 Soldiers.

Assigned to the Army Reserve Medical Command, the 7410th’s primary mission is to provide medical personnel and units to support active army bases and mobilization sites in order to sustain military operations around the world.

In addition to medical capabilities, the state hosts various engineer assets, including the 461st Engineer Company (Vertical Construction), based in Fargo; the 308th Engineer Detachment (Real Estate Team) and the 945th Engineer Platoon (Asphalt), both based in Bismarck. Soldiers assigned to these units perform different aspects of construction, including electrical, carpentry, plumbing, and heavy equipment operations.
The 848th Forward Surgical Team assisted in the development of forward surgical capabilities by working with Regional Health Command-Pacific to provide lectures, as well as hands-on demonstrations, to the Malaysian Armed Forces (MAF).

The 848th FST worked with Regional Health Command-Pacific (RHC-P) to assist in the development of forward surgical capabilities by working with Regional Health Command-Pacific to provide lectures, as well as hands-on demonstrations, to the Malaysian Armed Forces (MAF).
The 95th Training Division (Initial Entry Training) serves at all four Army Basic Combat Training sites, with the primary task of leading recruits through “Echo Mission,” a capstone field exercise that incorporates all elements of recruit training in the context of challenging military operations scenarios.

Fort Sill’s 95th Training Division (Initial Entry Training) is one of two Army Reserve divisions fulfilling that critical role. They serve at all four Army Basic Combat Training sites, with the primary task of leading recruits through “Echo Mission,” a capstone field exercise incorporating all elements of recruit training in the context of stressful military operations scenario that includes simulated IED attacks, ambushes and casualties.

Oklahoma City’s 401st Engineer Company (Multi-Role Bridge Company) is an example of how the Army Reserve provides combat and humanitarian mission commanders with specialized personnel capable of crossing rivers, lakes and other obstacles with both floating and dry-support bridges. Combat engineers of the 401st maintain readiness by training with active-duty bridging engineers during exercises like River Assault.
Soldiers from the 320th Tactical Psychological Operations Company supported the 25th Infantry Division during the multi-echelon Warfighter 19-01 exercise, which tested the division’s ability to manage, direct and synchronize multiple brigades with air and ground assets under continuous operations.

The exercise tested the division’s ability to manage, direct and synchronize multiple brigades with air and ground assets under continuous, 24-hour, unified land operations. The 320th also participated in Operation Cold Steel II, hosted by the 79th Theater Sustainment Command at Fort Hunter Liggett, California.

Elements of the brigade participated in Exercise Balikatan 2019, an annual joint military exercise of the United States and the Philippines. These Soldiers worked on a construction project at an elementary school in Bataan, Philippines, enhancing and strengthening the combatant commander’s relationships with partner nations.

Soldiers with 354th Civil Affairs Brigade, based in Clackamas, Oregon, put on their protective Joint Service Lightweight Integrated Suit Technology during a training exercise.

Soldiers from the 320th Tactical Psychological Operations Company, an Army Reserve unit based in Portland, supported the 25th Infantry Division from Sept. 30 to Oct. 11, 2018, during the multi-echelon Warfighter 19-01 exercise.
Pennsylvania offers several key training sites. The 80th Training Command has training centers at Fort Indiantown Gap and Tobyhanna, instructing courses in ordnance and signal career fields.

Based at Letterkenny Army Depot in Chambersburg, Army Reserve Soldiers with the Defense Information Systems Agency support Joint Force Headquarters and the White House Communications Agency with defensive-cyber and mission command capabilities.

All Soldiers must train regularly to maintain their unique skill sets, and Pennsylvania offers several key training sites. The 80th Training Command has training centers at Fort Indiantown Gap and Tobyhanna, conducting courses in ordnance and signal career fields.

The Keystone Local Training Area in northwestern Pennsylvania reopened as a key training site for Soldiers throughout the commonwealth. Johnstown’s 458th Engineer Battalion, the first unit to fire on Keystone’s reopened ranges, also participated in a troop-construction project to refurbish the site, which had been closed since 2012.

FY 2020
BY THE NUMBERS

$551,737,975 ECONOMIC IMPACT

5,419 NON-DOD JOBS SUPPORTED

$168,658,918 NON-DOD WAGES

$421,895,095 DOLLARS SPENT

$219,797,929 TOTAL MIL PAYROLL

$43,284,606 TOTAL CIV PAYROLL

Pfc. Malik Wertman from the 327th Quartermaster Battalion of Williamsport, Pennsylvania,qualifies on the M4 at Joint Base McGuire-Dix-Lakehurst. (Photo by Capt. Ernest Marq)

Logistics
Aviation
Engineer (Firefighter)
Military Police
Chemical
Quartermaster
Civil Affairs
Medical
PSYOP
Transportation
Signal
Cybersecurity
Training Support

THE ARMY RESERVE HAS A STRONG PRESENCE THROUGHOUT THE KEYSTONE STATE, highlighted by Coraopolis’ 316th Sustainment Command (Expeditionary), a one-star command that deployed to Iraq in support of Operation Iraqi Freedom and to Kuwait in support of Operation Enduring Freedom.
Soldiers from Delta Company, 249th Engineer Battalion (Prime Power), were recognized for their crucial efforts in restoring power in locations across Puerto Rico following Hurricane Maria.

Rhode Island is also home to several Army Reserve medical units — the 327th Medical Logistics Company in Newport, the 912th Forward Surgical Battalion Team in Cranston, and the 338th Minimal Care Detachment in Narragansett. Assigned Soldiers, including doctors and nurses, provide myriad medical services, many of which leverage skills honed in the civilian sector.

Also in Cranston, the 301st Terminal Supervision Team, 532nd Port Management Team and 888th Movement Control Team, make the most of being located in a coastal area by moving supplies, troops and equipment around the world to support the Army Reserve’s mission.
Army Reserve drill sergeants provide a significant presence in developing today’s forces through both Basic Training and Task Force Marshall. Task Force Marshall provides basic skills refresher training to mobilized Inactive Ready Reserve Soldiers and Navy Individual Augmentees deploying in support of contingency operations.

The 81st Readiness Division, based at Fort Jackson, provides the Army with ready Soldiers, equipment and facilities through base operations, administrative and customer support, and vehicle maintenance for more than 50,000 Soldiers throughout nine Southeastern states, Puerto Rico and the U.S. Virgin Islands. The 81st covers 254 facilities and 45 maintenance shops which provide essential capabilities for both warfighting and civil homeland emergency response through Defense Support to Civil Authorities.

SOUTH CAROLINA IS VITAL TO TRAINING SOLDIERS through the U.S. Army Drill Sergeant Academy at Fort Jackson.
ARMY RESERVE MEDICAL PROFESSIONALS FROM ACROSS THE COUNTRY travel to South Dakota to sharpen their medical skills through Innovative Readiness Training missions, including missions with Crow Creek Indian Health Services and the Lower Brule Indian Reservation.

The 323rd Chemical Biological Radiological Nuclear Radiation Company, based in Sioux Falls and Vermillion, stands ready to defend Americans in combat and at home against weapons of mass destruction and toxic agents from other sources. Trained to handle dangerous materials and execute demolition operations, 323rd CBRN Soldiers also partner with local agencies to provide a coordinated response in the event of a disaster.

The 452nd Ordnance Company, located in Aberdeen, provides essential support to any warfighting effort with a mission to manage field ammunition supply points and move critical ammunition across the battlefield. In April 2019, members of the 452nd deployed to Europe in support of Operation Atlantic Resolve.
Soldiers assigned to the 7239th Medical Support Unit provided health care services at the Verne E. Gibbs Health Center and Chief Redstone Health Clinic in Wolf Point, Montana, leveraging the Department of Defense’s Innovative Readiness Training.

The 390th Engineer Company participated in Beyond the Horizon 18 in El Emate, El Salvador, to construct a schoolhouse featuring latrines, offices and a kitchen, and honing their skills in project management, masonry, plumbing and carpentry – ensuring they were well-prepared for a 2019 deployment to the Horn of Africa.

The exercise improved Soldier proficiency in an environment that allowed Soldiers at varying levels of expertise to enhance their skillsets.

Through Department of Defense’s Innovative Readiness Training – a civil-military program that builds partnerships between U.S. communities and the DoD – Soldiers assigned to Army Reserve Medical Command’s 7239th Medical Support Unit, Chattanooga, in partnership with Fort Peck Indian Health Service, offered health care services at the Verne E. Gibbs Health Center and Chief Redstone Health Clinic in Wolf Point, Montana. The missions meet training and readiness requirements for service members while integrating them as a team to serve local populations.

Sgt. Artem Patouga, a native of Chattanooga, Tennessee, performs maintenance on an M1135 Nuclear, Biological, Chemical Reconnaissance Vehicle (NBCRV) at the George W. Dunaway Army Reserve Center in Sloan, Nevada. (Photo by Sgt. 1st Class Brent Powell)
The Army Reserve Innovation Command, headquartered in Houston – with outposts in technology hubs around the country – is focused on enhancing the readiness of the future force by harnessing resident civilian skills and experience in specialized fields, driving innovation, concepts and capabilities.

The 4th Sustainment Command (Expeditionary), San Antonio, executes mission command of sustainment units in order to plan, coordinate and lead operational sustainment, theater distribution management, and redeployment of forces to support ongoing operations throughout the area of operation.

The 80th Training Command has a Regional Training Site-Maintenance at Fort Hood that provides instruction for Soldiers in the ordnance career field. Instructors assigned to the 94th Training Division, 80th TC, train Soldiers to rig and recover tracked vehicles during a two-week course.
The 807th Medical Command (Deployment Support), Salt Lake City, is structured to deploy as a theater-wide military medical command and control team.

The 807th MCDS is responsible for all the Army Reserve’s deployable field medical units— FROM Ohio to California—providing general medical, surgical, dental, ambulance, behavioral health, preventive medicine, and veterinary support to units and civilian populations.

The 76th Operational Response Command, Salt Lake City, is the Army Reserve’s center for Defense Support of Civil Authorities, coordinating its support to state and local officials, first responders, and other federal agencies during emergencies or natural disasters.

Salt Lake City’s 96th Sustainment Brigade recently joined the Ogden-based Operation Sustained Fury. Soldiers supported the exercise with logistics and participated in challenging training events, such as a 40-hour combat lifesaving course that included a mass casualty scenario with role-playing Soldiers exhibiting mock-combat injuries.
Detachment 3, 2200th Military Intelligence Support Group, processes, analyzes and distributes strategic and tactical intelligence regarding enemy forces and potential battle areas.

Colchester’s Detachment 3, 2200th Military Intelligence Support Group, processes, analyzes and distributes strategic and tactical intelligence regarding enemy forces and potential battle areas—a key component of America’s warfighting capability, especially in today’s world of peer and near-peer competitors.

Vermont continues to support its Army Reserve Soldiers in important ways. In March 2019, Norwich University announced a nearly $1 million Reserve Forces Scholarship Program that will fund the education of Army Reserve Soldiers in cybersecurity issues through Norwich’s College of Continuing and Graduate Studies. Norwich is partnered with the Army Reserve to develop a cyber-education curriculum that aligns with federal standards and cybersecurity needs.

Pvt. Brian Jones, a carpentry masonry specialist with the Rutland-based 424th Engineer Company, cuts excess rebar at Eucalypto school construction site during exercise Beyond the Horizon. (Photo by Sgt. Anshu Pandeya)
The Military Intelligence Readiness Command provides ready Soldiers and units to meet the operational intelligence requirements of combatant commands and the national intelligence community.

Richmond’s 80th Training Command has a force of more than 6,500 Army Reserve Soldiers and 270 civilians authorized to 85 units in 35 states, including Fort Lee’s 94th Training Division. These highly specialized units develop, educate and train Soldiers, civilians and leaders.

Fort Belvoir’s Military Intelligence Readiness Command provides trained, equipped and ready Soldiers and units to meet the operational intelligence requirements of combatant commands and the national intelligence community.

Headquartered at Naval Station Norfolk, the Joint Enabling Capabilities Command-Army Reserve Element (JECC-ARE) provides flexible, joint expeditionary planners, public affairs professionals and experienced communications experts for joint operations.

Virginia is home to several key Army Reserve assets, to include the Office of the Chief of the Army Reserve, where military and civilian personnel focus on national policy and programs that impact the component, coordinating with Pentagon partners, members of Congress and federal agencies to insure the reserve component continues to be a relevant and lethal resource multiplier to the total Army force.
WASHINGTON

AT JOINT BASE LEWIS-MCCORD, THE 301ST MANEUVER ENHANCEMENT BRIGADE recently conducted Exercise Vibrant Response, a large-scale, domestic terrorism scenario designed to ensure Citizen Soldiers remain trained and ready to provide skills to local, state and federal agencies during emergencies.

The 301st also completed chemical, biological, radiological and nuclear response training to prepare Soldiers to rapidly deploy in response to domestic CBRN incidents – gaining vital familiarity with equipment and processes.

Soldiers assigned to Army Reserve Medical Command’s 7451st Medical Backfill Battalion and U.S. Army medical personnel assigned to the 304th Medical Detachment, based at Joint Base Lewis-McChord, provided no-cost health care services at the Escontrias Early Child Center in Socorro, Texas.

Soldiers from 104th Training Division, also based at Fort Lewis, provided support to Cadet Summer training in Fort Knox, Kentucky, the U.S. Army’s Basic Camp to develop and reinforce Army values in ROTC cadets.
By the Numbers

FY 2020

$1,000,000,000
Economic Impact

0,000
Non-DOD Jobs Supported

$000,000,000
Non-DOD Wages

$000,000,000
Dollars Spent

$00,000,000
Total MIL Payroll

Total CIV Payroll

Soldiers Assigned to the 779th Engineer Company in Parkersburg, completed a complex small-arms fire attack training lane during the Army Reserve’s Combat Support Training Exercise 91-18-01.

The joint multinational exercise included more than 11,000 service members from 160 units who helped validate Army Reserve unit readiness requirements.

The New Martinsville-based 459th Engineer Company, known as the “River Rats,” participated in a three-day training event to support the Department of Defense’s Immediate Response Authority. The company practiced assembling and dissembling six sections of an Improved Ribbon Bridge over the lake, highlighting disaster flood relief with rafting operations, boats and emergency bridge replacement. Under Immediate Response Authority, local commanders may authorize Army Reserve units and Soldiers to take action to save lives, prevent human suffering or mitigate great property damage.

Staff Sgt. Devron West, a chemical, biological, radiological and nuclear specialist with the U.S. Army Reserve’s 300th Chemical Company from Morgantown, West Virginia, loads ammunition in the M2 .50 caliber machine gun. (Photo by Sgt. Russell Toof)

West Virginia

The 459th Engineer Company participated in a three-day training event to support the Department of Defense’s Immediate Response Authority.

Facilities

Units/DETs

Soldiers

Civilians

22

47

2,008

79

157,288,526
Economic Impact

1,670
Non-DOD Jobs Supported

47,086,375
Non-DOD Wages

129,866,027
Dollars Spent

54,327,208
Total MIL Payroll

7,736,388
Total CIV Payroll

Army Reserve at a Glance

WWW.ARMYRESERVEWARRIORCITIZEN.COM
By the Numbers

FY 2020

Economic Impact
$1,000,000,000

Non-DOD Jobs Supported
6,000

Non-DOD Wages
$100,000,000

Dollars Spent
$100,000,000

Total MIL Payroll
$100,000,000

Total CIV Payroll
$100,000,000

Fort McCoy provides support and facilities for the field and classroom training of more than 150,000 military personnel from all services.

Wisconsin

Fort McCoy is Wisconsin’s sole federally-operated Army installation. Uniformed and civilian members of the Fort McCoy team maintain premier training grounds and support infrastructure for large-scale exercises and other training with nearly 60,000 acres of terrain and maneuver space.

Each year, Fort McCoy provides support and facilities for the field and classroom training of more than 150,000 military personnel from all services.

Fort McCoy is also the home of the 88th Readiness Division that provides essential base operations support in the areas of personnel, operations, information management, logistics and facility management across its 19-state region.

The 86th Training Division (Operations), Fort McCoy, provides instruction for two career fields and professional military education for officer and enlisted personnel.

Overseas, the 651st Quartermaster Company provides support to humanitarian missions and, domestically, these Soldiers are poised to respond in the event of a national emergency through Defense Support of Civil Authorities.

Maple Resolve is a multinational Canadian brigade-level validation exercise for the Canadian Army’s High Readiness Brigade and is designed to develop partnership among forces and increase interoperability.

These water treatment specialists operate Reverse Osmosis Water Purification Units, or ROWPUs, which filter 3,000 gallons of fresh water an hour, 2,000 gallons if the source has salt or other heavy impurities. Providing safe water is an Emergency Support Function under the National Response Framework, which provides the structure for coordinating federal interagency support for a federal response to an incident.
COMPOSED OF ADVISORS AND SPECIALIZED GROUPS who develop and execute Army Reserve plans, policies and programs, the Office of the Chief of Army Reserve is located in the Pentagon, with a satellite office at Fort Belvoir, Va.

The Chief of Army Reserve is the principal advisor to the Secretary and Chief of Staff of the Army on all Army Reserve matters. The Office of the Chief plans, prepares and resources the force, and is responsible for the justification, defense and execution of the personnel, operations and maintenance, and construction budgets.

The District of Columbia is home of the Army Corps of Engineers’ Reserve Support to Disasters Office. The RESRO program matches volunteer Army Reserve Soldiers willing to mobilize on short notice for at least 60 days with the Corps’ response to Stafford Act emergencies, such as floods, earthquakes or other natural disasters.
BY THE NUMBERS
FY 2020
$1,000,000,000 ECONOMIC IMPACT
0,000 NON-DOD JOBS SUPPORTED
$000,000,000 NON-DOD WAGES
$000,000,000 DOLLARS SPENT
$000,000,000 TOTAL MIL PAYROLL
TOTAL CIV PAYROLL

THE FORT BUCHANAN-BASED 1ST MISSION SUPPORT COMMAND is the largest federal U.S. Army command in the Caribbean and provides mission control over Army Reserve units in Puerto Rico and the Virgin Islands, ensuring units can successfully execute their wartime missions.

Many 1st Mission Support Command Soldiers speak a second language, bringing significant depth to the Army and the Joint Force.

Many 1st Mission Support Command Soldiers speak a second language, bringing significant depth to the Army and the Joint Force.

Capt. Michael J. Rodriguez shakes hands with a local citizen while coordinating road clearing operations in Yauco, Puerto Rico after Hurricane Maria devastate the infrastructure. (Photo by Staff Sgt. Felix R. Fimbres)

Military Police
Finance
Engineer
Civil Affairs
Medical
Logistics
Quartermaster
Transportation
Support
Training Support
Public Affairs
## FY 2020

### BY THE NUMBERS

<table>
<thead>
<tr>
<th>ECONOMIC IMPACT</th>
<th>$25,020,875</th>
</tr>
</thead>
<tbody>
<tr>
<td>NON-DOD JOBS SUPPORTED</td>
<td>299</td>
</tr>
<tr>
<td>NON-DOD WAGES</td>
<td>$7,502,244</td>
</tr>
<tr>
<td>DOLLARS SPENT</td>
<td>$25,930,727</td>
</tr>
<tr>
<td>TOTAL MIL PAYROLL</td>
<td>$1,273,077</td>
</tr>
<tr>
<td>TOTAL CIV PAYROLL</td>
<td>$14,826,350</td>
</tr>
</tbody>
</table>

### MORE THAN 550 ARMY RESERVE SOLDIERS ARE BASED ON THE ISLAND OF GUAM.

Military police, engineer, quartermaster, administrative support and infantry, are among Guam’s resident Army Reserve capabilities.

The 9th Mission Support Command oversees units on this unincorporated territory of the United States and part of the Mariana Island chain.

In 2018, the 303rd Maneuver Enhancement Brigade stood up and exercised newly formed Joint Task Force-East and Joint Task Force-West during Exercise Pacific Sentry, testing their capabilities to support and react as a collective team to disasters and contingencies.

### GUAM

The 9th Mission Support Command oversees units on this unincorporated territory of the United States and part of the Mariana Island chain.

In 2018, the 303rd Maneuver Enhancement Brigade stood up and exercised newly formed Joint Task Force-East and Joint Task Force-West during Exercise Pacific Sentry, testing their ability to support and react as a collective team to disasters and contingencies.
The first indoor rifle range started operations, and as it is the only range on the island, a partnership has developed with local and federal security and protection entities such as the Department of Homeland Security and the Coast Guard.

Two infantry companies of the 100th Battalion, 442nd Infantry Regiment, are based in American Samoa. These Bravo and Charlie Company “Go for Broke” Soldiers participate regularly in training exercises throughout the Pacific Rim sustaining readiness and building relations with America’s allies.

The first indoor rifle range, the Modular Small Arms Range, was recently officially opened for training April 2019. Prior to this construction, Soldiers of American Samoa had to fly across the Pacific to conduct their regular required training. As it is the only range on the island, a partnership with local and federal security and protection entities such as the Department of Homeland Security and the Coast Guard train at the Army-run facility.
The roughly two dozen Soldiers of the St. Thomas–based 512th Movement Control Team are part of the only Army Reserve unit on the Virgin Islands. Since 2019, detachment Soldiers have been immersed in realistic training to sustain their operational readiness – ensuring they are prepared to bring critical transportation capabilities if mobilized in support of the Army and the Nation.

In 2018, the 512th MCT detachment Soldiers joined the annual Virgin Island-based Vigilant Guard exercise for the first time. U.S. Northern Command, testing the coordination of reserve component and active-duty units with civilian authorities role-playing with FEMA officials, leads these full-scale natural disaster scenario exercises.
MORE THAN 150 ARMY RESERVE SOLDIERS LIVE ON SAIPAN, the largest of the 15 islands that constitute the Commonwealth of the Northern Mariana Islands. The island was devastated by Super Typhoon Yutu, the largest storm to ever hit U.S. soil.

On Oct. 30, 2018, the 9th Mission Support Command mobilized approximately 300 Soldiers from Guam, the Northern Mariana Islands and the Pacific area, supporting relief and recovery efforts following the devastation of Super Typhoon Yutu in order to save lives and human suffering. The mobilization was the first time Immediate Response Authority was used for mobilization in the Pacific.

In concert and coordination with various federal, state, local, interagency and nongovernmental organization partners, U.S. Army Reserve Soldiers transported FEMA and American Red Cross relief supplies and equipment to support their fellow citizens, assisting with debris clearance and distributing commodities.

As the sole federal facility on the island of Saipan, the U.S. Army Reserve provided its facilities as a staging area for relief operations and recovery efforts following the devastation of Super Typhoon Yutu.
FUNCTIONAL + GEOGRAPHIC COMMANDS
U.S. ARMY RESERVE COMMANDS NATIONWIDE

THIS MAP DEPICTS THE LOCATION OF MAJOR COMMANDS within their geographic region, with Readiness Divisions providing centralized delivery of Soldier and family support programs. Readiness Divisions also provide senior Army Reserve representation, available for disaster response efforts in the region.
THE ARMY RESERVE AVIATION COMMAND, Fort Knox, Kentucky, provides command and control for all Army Reserve aviation assets. The ARAC provides air traffic services, airfield management, aeromedical evacuation, combat aviation brigade reinforcement, theater aviation support and coordination of aviation staging and onward movement in order to support Army or joint operations.

With more than 3,500 Soldiers and 192 aircraft in 12 states, the Army Reserve Aviation Command is one-of-a-kind, providing command and control for all Army Reserve aviation, including air assault, air movement, aeromedical evacuation, and inter- and intra-theater transportation. Additionally, the command supports all FEMA regions within the United States to assist in emergency response.

CH-47 Chinooks from the 5-159th General Support Aviation Battalion line the tarmac at Simmons Army Airfield, North Carolina. (Photo by Maj. Kimberly Farmer Mendez)
As the Army Reserve adapts and transforms, it is seizing the initiative to develop and nurture the U.S. Army asymmetric advantages and prevent operational surprise.

As a screening force, the ARIC is uniquely able to assist in identifying the latest technology trends, solving military challenges and incorporating commercial innovation into institutional processes.

The Army Reserve Innovation Command is leveraging innovation, concepts and capabilities to enhance the readiness of the future force, accelerate modernization within the Army Reserve, and capitalize on resident civilian knowledge, skills and experience.

With a direct supporting relationship to the Army Futures Command, the Army Reserve Innovation Command facilitates a deeper connection between private sector and the larger defense community. As a screening force, the ARIC is uniquely able to assist in identifying the latest technology trends, solving military challenges and incorporating commercial innovation into institutional processes.

Headquartered in Houston, with subordinate groups in: Austin, Texas; Boston; and Mountain View, California – as well as outposts in technology hubs around the country – the Army Reserve Innovation Command is focused on leveraging specialized skills acquired in the private sector to solve Army Problems.

Some of the advanced technology fields being pursued include:

- Artificial Intelligence
- Quantum Computing
- Biomedicine
- Robotics
- Computer Materials Science
- Engineering

PHOTO OPPOSITE: Chaplain candidate 2nd Lt. Joseph Ubing experiments with virtual reality goggles during an Army Reserve Innovation Command battle assembly at the command’s headquarters in Houston, Texas. (Photo by Lt. Col. Adam Collett)
ARMY RESERVE MEDICAL COMMAND (ARMEDCOM)

ARMY RESERVE MEDICAL COMMAND provides medical, dental, blood donor and veterinary services, bringing critical medical expertise to Soldier Readiness Processing and Troop Medical Clinic operations at Mobilization Force Generation Installations located throughout the United States.

In 2018, ARMEDCOM mobilized or deployed more than 800 Soldiers in support of active-duty military treatment facilities and Soldier Readiness Processing centers, both at home and abroad. ARMEDCOM also supported four of DoD’s Innovative Readiness Training missions in six separate locations, providing more than 7,000 different types of medical services – translating into much needed help for more than 4,000 people in communities across America, and real-world training for future ‘Fight Fast’ missions.

In concert with these missions, ARMEDCOM also provided more than 2,700 Soldiers to total force training and mission support, engaged in 61 major exercises across 30 locations – designing, executing and assessing individual and collective training while delivering quality health care to exercise participants.

Spc. Travis Nolin, a combat medic assigned to Army Reserve Medical Command’s 7215th Medical Support Unit, based in St. Louis, Missouri, takes vitals for a resident during an Innovative Readiness Training (IRT) exercise at Southern Illinois Wellness. (Photo by Lt. Col. Angela Wooldridge)
The Military Intelligence Readiness Command (MIRC) is part of the adaptive and innovative intelligence enterprise, responsible for collecting and fusing intelligence in support of operational missions. It provides the joint force and intelligence community with trained and ready Soldiers, mission-tailored teams, deployable units, and state-of-the-art intelligence production and training facilities. The MIRC’s mission set includes conducting signal intelligence, strategic intelligence, geospatial intelligence, counterintelligence, human intelligence, technological intelligence and processing, exploitation and dissemination operations. Formed in 2005, the MIRC has deployed more than 6,500 Soldiers, providing operational intelligence support to every national intelligence agency, Combatant Command and Army Service Component Command in support of worldwide contingency operations.

The Military Intelligence Readiness Command is part of the adaptive and innovative intelligence enterprise, responsible for collecting and fusing intelligence in support of operational missions. It provides the joint force and intelligence community with trained and ready Soldiers, mission-tailored teams, deployable units, and state-of-the-art intelligence production and training facilities. The MIRC’s mission set includes conducting signal intelligence, strategic intelligence, geospatial intelligence, counterintelligence, human intelligence, technological intelligence and processing, exploitation and dissemination operations. Formed in 2005, the MIRC has deployed more than 6,500 Soldiers, providing operational intelligence support to every national intelligence agency, Combatant Command and Army Service Component Command in support of worldwide contingency operations.

A Soldier with the 259th Military Intelligence Brigade, Military Intelligence Readiness Command, walks to a vehicle staging area. (Photo by Staff Sgt. Kenneth Barkhart)
U.S. ARMY CIVIL AFFAIRS & PSYCHOLOGICAL OPERATIONS COMMAND (AIRBORNE)

THE U.S. ARMY CIVIL AFFAIRS & PSYCHOLOGICAL OPERATIONS COMMAND (AIRBORNE) is a two-star headquarters that provides Army and Joint Forces commanders with 95 percent of the conventional DoD civil affairs forces and all its conventional psychological operations forces.

USACAPOC (A) Soldiers are currently integrated in global operations across the world, providing operational and tactical Civil Affairs, Psychological Operations and Information Operations capabilities to enhance the lethality of the conventional force across the full range of military operations. The command also provides airborne oversight for USARC and is the only strategic CA structure in DoD. Civil Affairs, Psychological Operations and Information Operations Soldiers combine regional and trans-regional expertise, political-military awareness and cross-cultural communication skills to enhance lethality for maneuver commanders across the full spectrum of military operations.

THE U.S. ARMY CIVIL AFFAIRS & PSYCHOLOGICAL OPERATIONS COMMAND (AIRBORNE) is a two-star headquarters that provides Army and Joint Forces commanders with 95 percent of the conventional DoD civil affairs forces and all its conventional psychological operations forces.
The Army Reserve Legal Command has mission command of 1,800 personnel stationed in 104 cities in 43 states in the continental U.S. and two OCONUS locations. It is home to 60 percent of all Army Reserve legal assets, which includes judge advocates, legal administrators, paralegal noncommissioned officers, junior enlisted personnel and civilian para-professionals. Twenty-eight legal operations detachments rely on the legal command headquarters for training, equipping, managing, supporting and mobilizing legal assets, with professional legal forces ready to provide multifunctional legal operational support.

In addition to serving the legal needs of Army Reserve Soldiers, families and retirees on a daily basis, the USARLC is missioned to train and mobilize with the active Army – providing forward deployed and backfill support to active-duty units and installation legal offices.

Opposite page inset: Staff Sgt. Michael Crocker, a paralegal noncommissioned officer from Woodbridge, Virginia, with the 151st Legal Operations Detachment, United States Army Reserve Legal Command, assembles a M9 during the 2018 U.S. Army Reserve Best Warrior Competition. (Photo by Pfc. Keely Key)

Below: Sgt. Andrew Chang, a paralegal specialist with the 4th Legal Operations Detachment, United States Army Reserve Legal Command, takes up a prone position during the Best Warrior Competition. (Photo by Master Sgt. Michel Sauret)
THE 1ST MISSION SUPPORT COMMAND PROVIDES MISSION COMMAND to Army Reserve units in Puerto Rico and the U.S. Virgin Islands, ensuring units are ready to deploy and execute their wartime missions. Most of the Soldiers of the 1st MSC possess bilingual skills, which brings value to the Army and Joint Force.

Army Reserve units have served in Puerto Rico since 1922 when the 373rd Infantry was moved to the Organized Reserve and headquartered in San Juan. Over the past generation, the command has overseen a multitude of successful deployments in support of various DoD operations, including Joint Guard, Noble Eagle, Operation Iraqi Freedom and Operation Enduring Freedom.

Left: Pfc. Alejandro Alcala, an ammunition specialist from Juana Diaz, Puerto Rico, with the 266th Ordnance Company, 1st Mission Support Command, competes in the ruck march event at the 2018 U.S. Army Reserve Best Warrior Competition at Fort Bragg, North Carolina. (Photo by Pfc. Navy Key)

Right: Alcala and other Soldiers form a perimeter during an event at the 2018 U.S. Army Reserve Best Warrior Competition at Fort Bragg, North Carolina. (Photo by Spc. Devin A. Patterson)

1ST MISSION SUPPORT COMMAND

THE 1ST MISSION SUPPORT COMMAND PROVIDES MISSION COMMAND to Army Reserve units in Puerto Rico and the U.S. Virgin Islands, ensuring units are ready to deploy and execute their wartime missions. Most of the Soldiers of the 1st MSC possess bilingual skills, which brings value to the Army and Joint Force.

Army Reserve units have served in Puerto Rico since 1922 when the 373rd Infantry was moved to the Organized Reserve and headquartered in San Juan. Over the past generation, the command has overseen a multitude of successful deployments in support of various DoD operations, including Joint Guard, Noble Eagle, Operation Iraqi Freedom and Operation Enduring Freedom.

Left: Pfc. Alejandro Alcala, an ammunition specialist from Juana Diaz, Puerto Rico, with the 266th Ordnance Company, 1st Mission Support Command, competes in the ruck march event at the 2018 U.S. Army Reserve Best Warrior Competition at Fort Bragg, North Carolina. (Photo by Pfc. Navy Key)

Right: Alcala and other Soldiers form a perimeter during an event at the 2018 U.S. Army Reserve Best Warrior Competition at Fort Bragg, North Carolina. (Photo by Spc. Devin A. Patterson)
While in garrison, the “Desert Medics” train Soldiers and units for mobilization to deliver cutting-edge combat health care to U.S. service members, multinational forces and other personnel in accordance with the Medical Rules of Engagement.

Globally engaged, the 3rd MCDS mobilizes, deploys and redeploys forces to support our nation’s defense anywhere in the world, establishing the 3rd MCDS as the single medical enabler supporting the United States Army Central Command, most notably in the Middle East.

The 3rd MCDS also specializes in mission command and control of theater medical units that deliver Army Health System support for brigade combat teams, divisions, corps, joint and multinational forces.
Expeditionary in nature, the command can rapidly deploy a mission command headquarters capability, providing regionalized support to forces in support of USEUCOM, the Army Service Component Command, and/or attached Army Reserve units in theater. The 7th MSC is a critical component of the Total Force in Europe, relied upon for combat-ready capabilities. These capabilities include civil affairs, deployable base cluster management and base camp design, movement control, coalition systems integration/liaison support, officer professional military education instruction, medical support, and CBRN event assessment. The command enables integration at the service, joint and multinational levels in Europe and is capable of interfacing with NATO allies and other partners in the event of a contingency operation, as well as a natural or man-made disaster.
9TH MISSION SUPPORT COMMAND

THE 9TH MISSION SUPPORT COMMAND is strategically forward-posted and geographically dispersed, providing U.S. Army Pacific with capable forces at key launch points. Soldiers of the 9th Mission Support Command speak 29 languages in a command that crosses seven time zones, two U.S. states, two U.S. Territories, a Commonwealth and two foreign countries.

The 9th MSC is ready to rapidly mobilize and engage, as recently demonstrated through decisive execution of the first Immediate Response Authority mobilization in the Pacific, answering the call for help when Super Typhoon Yutu devastated Saipan and the Commonwealth of the Northern Mariana Island in 2018, sending 350 Soldiers to aid in the recovery and relief effort, seamlessly integrating into the joint Department of Defense and FEMA-led disaster response.

The 9th MSC also plays a vital role in more than 40 exercises under the U.S. Army Pacific Theater Security Cooperation Program, standing ready to provide humanitarian assistance, disaster relief and Defense Support of Civil Authorities.

THE 9TH MISSION SUPPORT COMMAND is strategically forward-postured and geographically dispersed, providing U.S. Army Pacific with capable forces at key launch points. Soldiers of the 9th Mission Support Command speak 29 languages in a command that crosses seven time zones, two U.S. states, two U.S. Territories, a Commonwealth and two foreign countries.

Left: Soldiers assigned to the 100th Battalion, 442nd Infantry Regiment, 9th Mission Support Command fire the first rounds in a small arms range in American Samoa, Apr. 27, 2019. The MSAR is a state of the art, self-contained indoor range with the highest safety ratings. This range allows Soldiers in American Samoa to qualify on their individual weapon systems and meet U.S. Army Standards without leaving home soil. (Photo by Sgt. Stephanie Ramirez)

A Soldier with 1st Battalion, 1st Special Forces Group, 10th Special Forces Group, 3rd Armored Brigade Combat Team, 25th Infantry Division trains in the Philippine Islands, May 24, 2019. (Photo by Staff Sgt. Jameson Miller)

DIRECT REPORTING UNITS
- U.S. Army Pacific Support Unit – Fort Shafter, Hawaii
- 656th Regional Support Group – Camp Humphreys, Republic of Korea
- 323rd Maneuver Enhancement Brigade – Fort Shafter, Hawaii
- 202nd Transportation Terminal Battalion – Fort Shafter, Hawaii
- 3rd Multinational Support Group – Fort Wainwright, Alaska
- Theater Support Group – Pacific – Fort Shafter, Hawaii
- 322nd Civil Affairs Brigade – Fort Shafter, Hawaii
- 1984th U.S. Army Hospital – Pacific – Fort Shafter, Hawaii
- 456th Multi-Functional Training Brigade – Honolulu, Hawaii
- 10th Battalion, 662nd Infantry – Fort Shafter, Hawaii

SPECIALIZED CAPABILITIES
- Army Reserve units in direct support of USARPAC and PACOM
- Army Reserve capabilities are actively used in theater engagement operations
- The 9th MSC provides all Army Reserve capability in American Samoa, Korea, Saipan and Japan

9TH MISSION SUPPORT COMMAND
HONOLULU, HAWAII
31 UNITS
3,471 SOLDIERS
163 CIVILIANS

WWW.ARMYRESERVEWARRIORCITIZEN.COM
MOUNTAIN VIEW’S 63RD READINESS DIVISION, “BLOOD AND FIRE” SOLDIERS, carry on the legacy of the 63rd Infantry Division by providing an array of critical support functions for Soldiers within a seven-state region.

The Soldiers and civilians of the 63rd Readiness Division support readiness through military construction projects, base operations management, equipment maintenance, refurbishment and logistics. The 63rd RD also provides critical human resources and administrative support to more than 43,000 Soldiers and their families, including Yellow Ribbon Reintegration Program, Retirement Services, Casualty Assistance and Strong Bonds workshops.

The Mission Command Support Group within the 63rd Readiness Division employs its public affairs units to inform our public stakeholders regarding Army activities in the U.S. and around the world, while the Army bands engage year-round within the communities and throughout the country.

63rd ID regiments earned seven Presidential Unit Citations in recognition of their combat record, which included the capturing of more than 21,000 enemy soldiers.

DID YOU KNOW?

MOUNTAIN VIEW’S 63RD READINESS DIVISION, “BLOOD AND FIRE” SOLDIERS, carry on the legacy of the 63rd Infantry Division by providing an array of critical support functions for Soldiers within a seven-state region.

The 63rd Readiness Division hosted and selected top-notch noncommissioned officers into the prestigious Sergeant Audie Murphy Award program by leading and hosting a competitive SAMA board. (Photo by Sgt. Lena Wakayama)
The 76th Operational Response Command (ORC) is home to two Chemical, Biological, Radiological and Nuclear (CBRN) brigades, a space brigade, a Regional Support Group, the Army Reserve’s Consequence Management Unit, Army Reserve Elements, 10 Regional Emergency Preparedness Liaison Officer (EPLO) Teams, and 53 State EPLO Teams. In the role of Task Force 76, they are the headquarters for the Command and Control CBRN Response Element-Alpha, a rapid response capability for CBRN incidents and natural disasters in the homeland. The 76th ORC also provides augmentation and operational capabilities as directed to Combatant, Unified, and Joint Commanders, to DoD Agencies, and to civilian authorities.

In the role of Task Force 76, they are the headquarters for the Command and Control CBRN Response Element-Alpha, a rapid response capability for CBRN incidents and natural disasters in the homeland. The 76th ORC also provides augmentation and operational capabilities as directed to Combatant, Unified, and Joint Commanders, to DoD Agencies, and to civilian authorities.

The 76th Operational Response Command is the Army Reserve’s center for defense support of civil authorities, providing support to state and local officials, first responders and other federal agencies during emergencies or natural disasters.
79TH THEATER SUSTAINMENT COMMAND

THE 79TH THEATER SUSTAINMENT COMMAND supports the national military strategy by providing trained and ready sustainment units for worldwide deployment to meet the U.S. Army’s rotational and contingency mission requirements.

The 79th TSC is the newest of the Army’s Theater Sustainment Commands and one of only two TSCs in the Army Reserve. Deployable, with units dispersed across 19 states west of the Mississippi, the 79th is capable of providing logistical support to an entire theater. Regionally aligned to U.S. Army Africa, it is also responsible for supporting one of the largest and most complex areas of operation in the world.

Sgt. Michael Nolasco, an automated logistical specialist with the 79th Theater Sustainment Command, plots points during the Best Warrior Competition at Fort Hunter Liggett, Calif., April 17, 2019. (Photo by Sgt. Heather Doppke)
The 80th Training Command (TASS) prides itself in maintaining the ability to adapt its posture to meet emerging requirements in today’s complex operating environment. By resourcing and conducting 1,443 courses each year, 80th TC (TASS) instructors are capable of developing, educating, and training nearly 47,000 students, both military and civilian, in areas of military occupational specialty reclassification, professional military education, and functional training in direct support of Army Reserve Command and Training and Doctrine Command missions and objectives.

Instructors from 13th Battalion, 100th Regiment, a subordinate unit to the 80th TC (TASS), teach their students on proper sling load operations during the 89B Ammunition Supply Course at the Sparta-Fort McCoy Airport in Wisconsin. (Photos by Scott Sturkol)
FOR MORE THAN A CENTURY, THE WILDCATS OF THE 81ST DIVISION HAVE CALLED FORT JACKSON HOME. The Army established Camp Jackson in World War I to train the then-81st Division (National Army).

Bearers of the “Wildcat” patch, the first official patch of the U.S. Army, continue to play a vital role in combat capability, readiness and lethality as the 81st Readiness Division.

The 81st RD provides the Army with ready Soldiers, equipment and facilities through base operations, administrative and customer support, and vehicle maintenance for over 50,000 Soldiers throughout nine Southeastern states, Puerto Rico and the U.S. Virgin Islands. The Wildcat’s “paw print” covers 254 facilities, the New Equipment Fielding Facility and 45 maintenance shops which provide essential capabilities for both warfighting and civil homeland emergency response through Defense Support to Civil Authorities.
The 84th TC oversees the Combat Support Training Program and Mission Command Training Program, ensuring units from across the Army Reserve are trained and ready for deployment. The CSTP is composed of Combat Support Training Exercises, which are large-scale collective training exercises designed to immerse units into tactical training environments that closely replicate what they might experience in operational deployments. The MCTP also engages headquarters and staffs in a digital environment that closely replicates how they will function in an operational environment.

The 84th TC trains and evaluates units on collective training proficiency of Mission Essential Tasks and Commander’s Training Objectives in a complex and dynamic environment – providing commanders with timely feedback and assessments to sustain collective readiness.

DID YOU KNOW?

The legacy of the 84th traces back to the 84th Infantry Division, which landed on Omaha Beach in Normandy and moved to the vicinity of Gulpen, the Netherlands, in November 1944.
THE 85TH SUPPORT COMMAND PROVIDES ARMY RESERVE TRAINERS who possess the capabilities to partner with and train Army leaders in focused areas of leadership, training, equipping and unit manning in order to support First Army’s mission to successfully deploy units to win on the battlefield.

The 85th Support Command’s nine Brigade Support Elements and 45 Army Reserve battalions, dispersed across 25 states, provide observer coach/trainer support to assist First Army with mobilization certification for deploying Army Reserve and National Guard units.

The 85th Support Command was constituted as the 85th Infantry Division on Aug. 5, 1917, and activated at Camp Custer, Michigan, to deploy overseas in July 1918. The division later served in World War II and participated in the campaigns of Rome-Anno, Po Valley and North Apennines.

The 88th Readiness Division partners with commands in a 19-state region to enhance Soldier, family, equipment and facility readiness in support of the nation’s requirements.

The 88th Readiness Division, headquartered at Fort McCoy, Wisconsin, oversees 760 facilities totaling 9,334,001 square feet and manages 12 Local Training Areas in 11 states covering 7,593 acres.

In recognition of its consistently high level of performance, the 88th Readiness Division won the 2019 Army Community of Excellence Award as the top Army Reserve command. Since 2011, the division has won the award every year it was eligible to enter the competition.

The 88th operates the Fort McCoy Draw Yard, available for units to draw vehicles for training and exercises. Units from as far away as Hawaii and Guam benefit by not having to transport their vehicles to and from Fort McCoy for training. The Army Reserve benefits by saving an estimated $13 million each year in transportation costs.

The 88th Readiness Division also serves as the command and control headquarters for four Army bands, 12 Public Affairs units and six Military History units.

The 88th Readiness Division also serves as the command and control headquarters for four Army bands, 12 Public Affairs units, and six Military History units.

In recognition of its consistently high level of performance, the 88th Readiness Division won the 2019 Army Community of Excellence Award as the top Army Reserve command. Since 2011, the division has won the award every year it was eligible to enter the competition.

An Army Reserve Soldier guides a Joint Light Tactical Vehicle (JLTV) at Fort McCoy, Wisconsin. There are 60 JLTVs at the 88th Readiness Division Draw Yard, the first in the Army Reserve’s inventory. (U.S. Army Reserve photo)
The 99th Readiness Division maintains 276 Army Reserve installations, buildings and facilities, supporting more than 550 units with consistent, realistic training opportunities and modern equipment – enhancing Soldier readiness and providing logistical and material support.

Covering the northeastern region of the U.S., the 99th also supports Army Reserve families, employers and communities through numerous programs and partnerships as well as being available for Defense Support to Civil Authorities.

**DIRECT REPORTING UNITS**
- 361st Theater Public Affairs Support Element – Fort Totten, N.Y.

**SPECIALIZED CAPABILITIES**
- Personnel/Readiness support
- Real property management
- Maintenance readiness
- Fifty percent of the Army Reserve’s deployable public affairs units
- Twenty-five percent of the Army Reserve’s band assets

**Did you know?**
The 99th ID is recognized as a concentration camp liberating unit by the United States Holocaust Memorial Museum.
108TH TRAINING COMMAND (INITIAL ENTRY TRAINING)

THE 108TH TRAINING COMMAND (IET) HAS BEEN INSTRUMENTAL in providing quality training to Soldiers from all Army components for more than 60 years.

The 108th TC supports two of TRADOC’s five core functions: The Center for Initial Military Training and Cadet Command — providing professionally trained and ready Drill Sergeant units, instructors, leader trainers and command expertise to conduct Initial Entry Training and Cadet Training.

The 108th TC (Initial Entry Training), the only command in the Army Reserve with Drill Sergeant positions, focuses on turning citizens into warriors. Redesignated in 2008, the unit focuses on training initial entry Soldiers, as well as ROTC and U.S. Military academy Cadets. The 108th TC provides expert force-generating, operational and strategic military training capabilities while also delivering subject matter experts globally in support of contingency, stability and partnership operations throughout a multi-agency and multinational environment.

U.S. Army Drill Sergeant Academy Drill Sergeant Leader Ernest Daniels, 98th Training Division (IET), prepares to inspect a formation of Drill Sergeant candidates at the USADSA. (Photo by Spc. Tynisha Daniel, 108th Training Command)

THE 108TH TRAINING COMMAND (IET) HAS BEEN INSTRUMENTAL in providing quality training to Soldiers from all Army components for more than 60 years.
Subordinate elements of the 200th MPC are primarily MP units, but also include some chaplain detachments. It is the largest military police organization across the DoD and is the primary provider of detention operations forces for the joint force. The 200th MPC is responsible for leading, training, commanding and deploying nearly 14,000 Soldiers and 12,130 civilians.

In times of crisis, the 200th MPC is designated as the theater provost marshal and commander of detention operations. Soldiers of the 200th MPC conduct route security, customs operations, detainee operations, internment and resettlement operations, criminal investigations, provide protective services to the joint force and military law enforcement.

Left: Spc. Jake Tatge, a military police Soldier with the 346th MP Company, was selected to represent the Army in a photoshoot, shown here on an Armored Security Vehicle. (Photo by Master Sgt. Michel Sauret)

Opposite page: Pfc. Keylin Perez, a Soldier with the 200th Military Police Command’s Headquarters Company, stands in front of the formation bearing the unit guidon during a field training exercise. (Photo by Master Sgt. Michel Sauret)
311TH SIGNAL COMMAND (THEATER)

The 311th Signal Command (Theater), one of only three 2-star signal commands in the Army, provides trained and ready forces in order to plan, install, operate, maintain, secure and defend Army, joint, and coalition networks throughout the Indo-Pacific Theater.

The 311th SC (T) and its subordinate units are stationed across 16 time zones, ranging from Alaska to Korea and from Hawaii to California, supporting cyberspace operations to ensure U.S. and allied freedom of action in cyberspace and to deny the same of our adversaries.

The unit’s core mission is to maintain and defend the Pacific LandWarNet, a secure Army network used throughout the Indo-Pacific region and also support the Army Network Enterprise vision through alignment with NETCOM’s Global Network Enterprise objectives.

In Fiscal Year 2019, the 311th deployed three rotations of Reserve forces to the Republic of Korea as part of Task Force Phoenix to support network improvements; and simultaneously provided ongoing support for three iterations of U.S. Army Pacific’s series of Pacific Pathways exercises in Thailand and the Philippines.
One of three theater signal commands in the Army, the 335th SC (T) has the distinction of having served in Iraq and Afghanistan longer than any other command in the Army Reserve. A professional and adaptable team, 335th SC (T) Soldiers bring the best networking, information technology and cybersecurity practices from private industry, academia and defense to the total force, making them some of the most capable and combat-ready Signal and Cyber warriors in the U.S. military.

335TH SIGNAL COMMAND (THEATER) PROVIDES SIGNAL AND CYBER UNITS in direct support of Army Central Command in Southwest Asia and combatant commanders around the globe. Its mission—plan, engineer, install, operate, maintain, secure and defend the Army’s portion of the Department of Defense Information Network in support of U.S. Army, Joint and Combined Forces Commanders.

Sgt. Delmar Davis, a senior information technology specialist with the 335th Signal Command (Theater), tosses an M67 grenade into a bunker during the 335th Signal Command (Theater) Best Warrior Competition at Fort Gordon, Georgia. (Photo by Staff Sgt. Leron Richards)

335TH SIGNAL COMMAND (THEATER) EAST POINT, GEORGIA

33 UNITS
4,066 SOLDIERS
122 CIVILIANS

DIRECT REPORTING UNITS
- 505th Tactical Theater Signal Brigade – Las Vegas, Nev.
- 359th Tactical Theater Signal Brigade – Fort Gordon, Ga.
- U.S. Army Reserve Cyber Protection Brigade – Adelphi, Md.
- U.S. Cyber Command (ARE) – Fort Meade, Md.
- Defense Information Systems Agency (ARE) – Chambersburg, Pa.
- Joint Enabling Capabilities Command (ARE) – Norfolk, Va.
- 192nd Signal Company (COMCAM) (AIRBORNE) – East Point, Ga.

SPECIALIZED CAPABILITIES
- DoD Information Network Operations
- Defensive Cyber Operations
- En route and Early Entry Communications
- Expedient Communications Infrastructure
- Information Operations
- Joint Task Force Planning
- Tactical Documentation
- Visual Information Support

WWW.ARMYRESERVEWARRIORCITIZEN.COM
The organization has an operational mission to support U.S. Northern Command during contingency operations. The mission focus includes disaster and emergency relief to supplement the Defense Support of Civil Authorities response to nationwide catastrophes. Additionally, the command works with its partners to provide sustainment solutions for the United States, Canada, and Mexico to respond to events ranging from natural disasters to chemical attacks.

Additionally, the 377th TSC and its major subordinate commands deliver readiness and lethality by providing theater-wide logistics and sustainment support for U.S. and allied forces deployed globally.
THE 412TH THEATER ENGINEER COMMAND (TEC) MOBILIZES AND DEPLOYS TO ANY THEATER and provides mission command for all engineer assets within the theater of operations, also serving as the senior engineer advisor to the theater commander.

The TEC deploys an early entry deployable command post (DCP) with multiple engineering capabilities, and the DCP can be expanded and tailored to the operation as the mission requires.

Some of these capabilities include conducting assault gap crossings, emplacing obstacles to prevent the enemy from maneuvering on the battlefield, route reconnaissance, mine sweeping, and route clearance operations. The 412th employs wet and dry gap bridging systems and conducts and prepares reconnaissance reports for road, route, tunnel, bridge, and ford sites, constructs base camps, internment facilities, and maintains roads and airfields.

The command deploys to provide sustained United States Army Corps of Engineers contract construction and engineering execution while also providing Department of Public Works base facilities management, design solutions for minor facility repair and maintenance facilities, environmental assessments and remediation expertise.

A U.S. Army Apache attack helicopter searches for Opposing Forces as it flies over U.S. Army Reserve Soldiers in the 718th Engineer Company, 412th Theater Engineer Command, based at Fort Benning, Georgia, using D7G Dozers to dig an anti-vehicle ditch on Fort Irwin, California. (Photo by Sgt. 1st Class Clinton Wood)

THE 412TH THEATER ENGINEER COMMAND VICKSBURG, MISSISSIPPI

136 UNITS
11,702 SOLDIERS
270 CIVILIANS

DIRECT REPORTING UNITS
- 411th Engineer Brigade – New Windsor, N.Y.
- 124th Engineer Brigade – Montgomery, Ala.

SPECIALIZED CAPABILITIES
- Horizontal and vertical construction
- Sapper, bridging and route clearance
- Technical engineering support
- The 412th is one of two Theater Engineer Commands in the Army
416TH THEATER ENGINEER COMMAND

THE 416TH TEC MAINTAINS MISSION COMMAND OF ENGINEER ASSETS to provide full-spectrum engineering services in the supported theater, to include counter-mobility, mobility, survivability and general engineering.

In addition to its 16 consecutive years of deployments in support of overseas contingency operations, the command has a national and global impact as it participates in joint training exercises and operations throughout Europe, Africa, Central America and the Middle East.

Domestically, the 416th TEC trains and equips units and Soldiers in 26 of the western states and the District of Columbia.

SOLDIERS

416TH THEATER ENGINEER COMMAND
DARIEN, ILLINOIS

119 UNITS
11,294 SOLDIERS
315 CIVILIANS

DIRECT REPORTING UNITS

- 420th Engineer Brigade – Bryan, Texas
- 372nd Engineer Brigade – Fort Snelling, Minn.
- 378th FEST-M – Darien, Ill.
- 301st FEST-M – Denver, Colo.
- Contingency Response Unit – Washington, D.C.
- 208th Digital Liaison Detachment – Fort Carson, Colo.

SPECIALIZED CAPABILITIES

- Horizontal and vertical construction
- Support, bridging, route clearance, mobility and counter-mobility
- Technical engineering support
- Geospatial, and survey and design
- Firefighting and emergency services

WWW.ARMYRESERVEWARRIORCITIZEN.COM

In addition to its 16 consecutive years of deployments in support of overseas contingency operations, the command has a national and global impact as it participates in joint training exercises and operations throughout Europe, Africa, Central America and the Middle East.

Domestically, the 416th TEC trains and equips units and Soldiers in 26 of the western states and the District of Columbia.

Soldiers from the 469th Mobile Augmentation Company, travel the Improved Ribbon Bridge (IRB) during River Assault, a key U.S. Army Reserve training event, run by the 420th Engineer Brigade, 416th TEC, at Fort Chaffee, Arkansas, July 25, 2018. (Photo by Sgt. 1st Class Jason Proseus)

The M160 Robotic Mine Flail, designed to clear areas of anti-personnel mines, kicks up rocks and dirt as members of the 469th Engineer Platoon, 416th TEC, clear a mine field during a training exercise on their newest piece of equipment. (Photo by Maj. Dan Marchik)
THE 807TH MC(DS), THE LARGEST MEDICAL COMMAND IN THE ARMY RESERVE, is responsible for managing all of the Army Reserve’s deployable field medical units from Ohio to California. It consists of 125 units across 26 states and more than 10,000 Soldiers and civilians.

The 807th MC(DS) is a two-star command, providing seamless Army Health System support to theater and combatant commands through the critical medical warfighting functions and the full-spectrum of medical operations. These capabilities enable the 807th MC(DS) to assess medical threats and ensure the overall health of the force.

Regionally aligned to support U.S. Southern Command (South and Central America), the 807th MC(DS) provides specialized, critical medical skills for missions to the U.S. European Command, U.S. Pacific Command, U.S. Africa Command, U.S. Central Command, and U.S. Northern Command. In Fiscal Year 2019, the 807th MC(DS) provided medical support for nearly 40 Overseas Deployment Training events and supported more than a dozen stateside training exercises – to include Homeland Operations and Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) first-responder training.

Capitalizing on joint, total force training opportunities, the 807th MC(DS) supports operations to enhance security, stability and cooperation, and stands as a ready force for conducting military and humanitarian operations at home and abroad.
U.S. ARMY RESERVE INSTALLATIONS
Soldiers from the 396th Combat Support Hospital assist 101-60 Black Hawks to land to simulate a patient load during a promotional photo shoot at Fort Hunter Liggett, California. (Photo by Master Sgt. Michel Sauret)
Fort McCoy won the U.S. Fish & Wildlife Service's 2018 Military Conservation Partnership Award and the 2019 Army Communities of Excellence – Bronze Award.

Each year, Fort McCoy provides support and facilities for the field and classroom training of nearly 150,000 military personnel from all services for numerous Army Reserve exercises, including the Combat Support Training Exercise, Red Dragon, Warrior Exercise, and Global Medic. Operation Cold Steel, held at Fort McCoy, was the largest live-fire exercise in Army Reserve history, developed to train and certify more than 400 crews over a seven-week period.

Fort McCoy is also the home of the 88th Readiness Division, which provides essential base operations support in the areas of personnel, operations, information management, logistics and facility management in their 19-state region in the northwest quadrant of the country.
FORT BUCHANAN

U.S. ARMY GARRISON FORT BUCHANAN, under the Installation Management Command-Readiness, is the only federal military installation in the Caribbean.

Fort Buchanan is a team of teams who together ensure readiness by providing opportunities for tough and realistic training, cultivating relationships with our community partners off the installation, and ensuring we have a robust disaster preparedness plan that inculcates unity of effort vice unity of command.

Fort Buchanan is charged with building readiness for more than 15,000 active duty, National Guard and Reserve Component Soldiers, Sailors, Airmen, Marines and Coast Guardsmen, training, working or living on the installation. Our mission is to be a forward based training and staging platform dedicated to enhancing unit readiness for rapid deployment in support of Combatant Commanders.

Established as Camp Buchanan in 1923 and re-designated as Fort Buchanan in 1940, the installation has supported the warfighter and deploying forces for almost 100 years. Today, as an Army Reserve installation, Fort Buchanan’s strategic focus is to become the central hub for all Department of Defense activities in the Caribbean, committed to excellence, and focused on improving the readiness of our supported commanders.

We Are Fort Buchanan! ¡Somos el Fuerte Buchanan!

Soldiers of the 1st Battalion, 333rd Regiment (Multifunctional Training) gathered at Fort Buchanan, Puerto Rico, for the 1st Mission Support Command transformation integration ceremony. The 1st Mission Support Command Garita patch was placed on the sleeves of Soldiers in commemoration of the transition of the 1-333rd Battalion from the 94th Training Division-Force Sustainment to 1st Mission Support Command.

FORT BUCHANAN

FORT BUCHANAN, PUERTO RICO

TENANT ORGANIZATIONS

- 1st Mission Support Command
- Puerto Rico National Guard Joint Forces HQ
- 1/350th Logistics Support Battalion
- 1st Battalion, 39th Regiment
- 2nd Battalion, 348th Regiment
- 402nd Civil Affairs Battalion
- 265 Headquarters, 5th Brigade, 94th TR
- 98th Training Division FTSD/1st Battalion, 389th Regiment
- 174th CTR Legal Operations
- 319 TC Co, Det. 1 FTSD, Command Army
- 81st Readiness Division Inspector General
- Navy Operational Support Center
- Joint Task Force North

INSTALLATION SPECIFICATIONS

- 756 acres
- Serves more than 15,000 active duty, National Guard and Reserve Component Soldiers, Sailors, Airmen, Marines and Coast Guardsmen

ARMY RESERVE AT A GLANCE

ARMY RESERVE WARRIOR CITIZEN

WWW.ARMYRESERVEWARRIORCITIZEN.COM

FORT BUCHANAN, 199
FORT DEVENS

COMPRISED OF MORE THAN 5,000 ACRES, DEVENS RESERVE FORCES TRAINING AREA IS THE "ARMY INSTALLATION" IN NEW ENGLAND, enabling individual and battalion and below training to support Readiness and the Army Training Strategy.

Devens RFTA provides state-of-the-art training capabilities, standardized services, and sustainable infrastructure, enabling the operational readiness of the Total Army Force as well as filling a critical need for training areas and ranges. Devens RFTA is designated as a FEMA Region I center with an operations center, billets, feeding, and equipment staging area. Devens RFTA’s ranges include M9, M16, M203, M249, M419, and M60; Demolition, Mortar, Hand Grenade; and Sniper Qualification.

Left: Sergeant Thomas Crump, 327th Chemical Company fires his M16A2 rifle at a 25-meter target during rifle qualification at Devens Reserve Forces Training Area. (Photo by Spc. 1st Class Kenneth Updike)

Right: Sgt. Jeffrey Vanpelt, an automated logistical specialist, assigned to the 342nd Chemical Company fires rounds at a target with a M9 pistol during a qualification course on Fort Devens, Massachusetts. (Photo by Sgt. 1st Class Brent C. Powell)
CAMP PARKS

CAMP PARKS, HOME OF THE ARMY’S 91ST DIVISION, AND PART OF THE U.S. ARMY COMBAT SUPPORT TRAINING CENTER AT FORT HUNTER LIGGETT, is located in the eastern reaches of the San Francisco Bay Area near the City of Livermore, California in Alameda County. The Parks Reserve Forces Training Area, historically known as Camp Parks, is located in the city of Dublin, California, 28 miles southeast of Oakland.

In July 1959, the installation was transferred to the United States Army. In 1973, the Army determined that Camp Parks was needed as a mobilization and training center for Reserve Components in the event of war or natural disaster. Thousands of National Guard and Army Reserve Soldiers — and 94 Naval Reserve Seabees — train for war at Camp Parks. One occupant, 1st Brigade of the 91st Division trains Army units using computer simulators.

Camp Parks serves more than 250 units with more than 20,000 Army Reserve and National Guard Soldiers in the greater San Francisco area. Assets include a rappelling tower, leadership reaction course, state-of-the-art medical skills lab, and a distance learning center equipped with 26 computers, and bed space for more than 800. The facility was built during World War II, and was commissioned 19 January 1943 as Camp Parks. Originally, it was home to the Navy Seabees then transferred to the Air Force who established a basic training center during the Korean War, and renamed the facility Parks Air Force Base.

In July 1959, the installation was transferred to the United States Army and in 1973, the Army determined that Camp Parks was needed as a mobilization and training center for Reserve Components in the event of war or natural disaster. Thousands of National Guard and Army Reserve Soldiers — and 94 Naval Reserve Seabees — train for war at Camp Parks. One occupant, 1st Brigade of the 91st Division trains Army units using computer simulators.

Staff Sgt. Ethan Kruger, with the Camp Parks Noncommissioned Officer Academy, 83rd U.S. Army Reserve Readiness Training Center, 100th Training Division, moves jumping logs look easy as he maneuvers through the obstacle course at Fort Knox, Kentucky. (Photo by Maj. Addie Leonhardt)
U.S. ARMY RESERVE HISTORY
Led by former President Theodore Roosevelt, the “Preparedness Movement” set the stage for the National Defense Act of 1916, which created the Officer’s Reserve Corps and the Enlisted Reserve Corps, predecessors to the current Army Reserve.

THE RESERVE CORPS AND NATIONAL ARMY

Congress created the Officer’s Reserve Corps, Enlisted Reserve Corps and Reserve Officers’ Training Corps in 1916. Once war was declared, the Officer Reserve Corps grew dramatically, providing more than 89,000 officers. Within the Enlisted Reserve Corps, 15,000 Soldiers served in the Medical Department. More than 80,000 Enlisted Reserve Corps or Regular Army Reserve Soldiers served in World War I.

THE ORGANIZED RESERVE

Beginning in 1942, the Army activated 26 Organized Reserve infantry divisions and hundreds of other units. From 1942 to 1944, Organized Reserve officers constituted 52 percent of all officers killed in action, 28 percent of those missing in action and 27 percent of those captured by the enemy. All told, approximately one quarter of all Army officers—200,000—serving in World War II were from the Organized Reserve.

“There is no component of more importance to the security establishment than the Organized Reserve Corps. The new Reserve Corps can and must become the well-trained citizen Army Reserve required to supplement immediately, in an emergency, our small Regular Army and our National Guard.”

— General of the Army Dwight D. Eisenhower, Army Chief of Staff, July 1946
The “Total Force Policy,” developed in the early 1970s, integrated active and reserve forces enabling the nation to maintain an active force as small as possible to meet peacetime commitments, while using the reserves for force generation in times of conflict. The policy was championed by Army Chief of Staff Gen. Creighton Abrams, shaped by his view that, “They’re not going to take us to war again without the Reserve.” As designed, integration of the active and reserve components ensured critical linkage between the employment of force and public support for military action.

The Army Reserve has evolved into an operational reserve for Total Army and Joint Force requirements. The Army Reserve can “quickly task organize into force packages...[that] can be tailored to support a full range of missions, including homeland response, theater security cooperation and overseas contingency operations.”

During the Korean War (1950-1953), more than 240,000 Army Reserve Soldiers were called to active duty, though that experience demonstrated that the mobilization system in place at the time was “not properly organized to permit an orderly augmentation of the armed forces.” Through the Armed Forces Reserve Act of 1952, Congress transformed the Organized Reserve Corps into the U.S. Army Reserve, and divided the structure into a Ready Reserve, Standby Reserve and Retired Reserve.
When creating the Army Reserve, Congress authorized 24 inactive duty training days a year, up to 17 days of active duty training and gave the president the authority to call to active duty up to 1 million personnel from the reserve components to meet requirements in excess of those provided by the "Regular components." Following the Korean War, and in response to force structure challenges, the Army sought to maintain the integrity of mobilized Army Reserve units by not stripping personnel out of organized units as replacements for other units. Rather, reserve units were mobilized and deployed as fully trained and manned units. At the end of the Vietnam War, and following the reduction of Active Army end-strength from 1.5 million to 785,000, the 1973 "Total Force Policy" placed an increased reliance on reserve units for rapid deployment, and integrated active duty and reserve forces into a "total force." Integrating active and reserve forces enabled the nation to maintain an active force as small as possible to meet peacetime commitments, while utilizing the reserves for force generation in times of conflict. The Total Force Policy gave rise to the "Abrams Doctrine," named for Army Chief of Staff General Creighton Abrams.

"They’re not going to take us to war again without the Reserves.”
— Gen. Creighton Abrams, Army Chief of Staff, 1972–74
To improve the combat readiness of the reserve components, Congress created the United States Army Reserve Command in 1990 to provide for more centralized management.

One of the most impactful changes to the force mix was the 1993 "Offsite Agreement," which stabilized force structure and end-strength reductions, enabling the Army to place more operational reliance on the Army Reserve. As directed by then Chief of Staff of the Army, each of the reserve components would take on distinct roles, with a majority of the Army's technical enablers residing in the Army Reserve, available for peacetime and combat operations.

After the invasion of Kuwait by Iraq in 1990, Army Reserve forces filled the breach. Approximately 80,000 Army Reserve Soldiers were activated, and about 40 percent of the Operation Desert Storm ground forces were either from National Guard or Reserve units. Then, during the Balkans conflict from 1995 to 2000, Army Reserve Soldiers made up 70 percent of the Army's combat support and combat service support elements.

Following the global response to the 9/11 terrorist attacks, the Army developed a force generation model that made reserve component contributions fundamental to meeting the nation's security requirements. During this period, the Army Reserve achieved unprecedented levels of readiness, underscoring its current role as an operational force.

At the height of the Global War on Terror, the reserve components comprised nearly 28 percent of U.S. forces deployed to Afghanistan and Iraq.

Today, the Army Reserve’s operational role has expanded to include units prepared to mobilize and deploy on compressed timelines. As throughout history, whether as part of the operational force or providing operational and strategic depth, America's Army Reserve is ready deploy with the mobility, survivability, connectivity and lethality needed to win on the battlefield.
The U.S. Army Reserve has always been comprised of men and women with great talents and abilities. Those abilities manifest themselves through leadership, bravery and strong ambition.

Among those who have answered the call to serve, some famous names have emerged. These men and women not only proved themselves to be great Soldiers but great citizens as well. From politicians to entertainers to presidents of the United States, here are some Citizen Soldiers you may well recognize …

### Eddie Rickenbacker
**WORLD WAR I**
Eddie Rickenbacker is the highest-scoring American fighter ace of World War I with 26 confirmed victories, retiring with the rank of major. He earned the Medal of Honor for attacking seven enemy planes on his own, resulting in one going down. Rickenbacker served as a military consultant for the U.S. Government during World War II.

### Harry S Truman
**WORLD WAR I**
Harry Truman served as a captain commanding Battery D, 129th Field Artillery. After the war, he entered public service and served in the Army Reserve attaining the rank of colonel. He later became the 33rd President. In 1948, President Truman signed Executive Order 9981 desegregating the armed forces.

### Charles W. Whittlesey
**WORLD WAR I**
Charles Whittlesey was awarded the Medal of Honor for commanding the famous “Lost Battalion” of the 77th Infantry Division. Whittlesey served as one of six honorary pallbearers at the Tomb of the Unknown Soldier dedication on Nov. 11, 1921, in Arlington National Cemetery.

### William J. Donovan
**PRE-WORLD WAR II**
William J. Donovan was awarded the Medal of Honor in World War I and became the first commander of the 301st Cavalry Regiment, 41st Cavalry Division, Organized Reserve in the interwar years. He formed the Office of Strategic Services (OSS), which later became the Central Intelligence Agency (CIA), during World War II.

### Ronald Reagan
**PRE-WORLD WAR II**
Ronald Reagan enlisted in the Army Enlisted Reserve on Apr. 29, 1937, as a Private assigned to Troop B, 322nd Cavalry at Des Moines, Iowa. He was appointed second lieutenant in the Officers’ Reserve Corps of the 1104th Engineer Combat Battalion in the 41st Cavalry Division with the 1104th Infantry Division. After the war, he entered public service and served stateside in the 1st Motion Picture Unit, making training films for the war effort. The unit produced over 400 training films during the war. He became the 40th President.

### Mel Brooks
**WORLD WAR II**
Mel Brooks served as a corporal and combat engineer in the 78th Infantry Division with the 1104th Engineer Combat Battalion. The unit built bridges, cleared blocked roads, and deactivated landmines ahead of advancing Allied forces. He is one of few entertainers that have won an Emmy, an Oscar, a Grammy, and a Tony award. In 2013, he received the 41st American Film Institute Life Achievement.

Be bold. When you embark for strange places, don’t leave any of yourself safely on shore. Have the nerve to go into unexplored territory.

— Alan Alda
Leonard Nimoy
COLD WAR ERA
Leonard Nimoy enlisted in the Army Reserve in 1953 and served a total of 18 months. He spent most of his time at Fort McPherson, Georgia, and was discharged in 1955 having earned the rank of sergeant. He became famous for his role in the television series, “Star Trek,” portraying half-Vulcan, half-human science officer of the U.S.S. Enterprise, Spock. He was also prominent in stage and major motion pictures as well as a respected photographer.

One doesn’t become a Soldier in a week— it takes training, study and discipline. There is no question that the finest Army in the world is found in the United States.
— Daniel Inouye

Jaster is the third female to earn the Army Ranger Tab.

… on attending the final “swamp phase” at Ranger School.

... they’ll bury me here before I quit.
— Maj. Lisa Jaster

John Fogerty
VIETNAM ERA
John Fogerty served briefly in the Army Reserve. During his one year term from 1966 to 1967, Fogerty served at Fort Bragg, Fort Knox, and Fort Lee. He later became the famous front man for Creedence Clearwater Revival (CCR).

Henry Kissinger
WORLD WAR II
Henry Kissinger served in the 84th Infantry Division. As a Jewish immigrant from Germany, Kissinger was assigned to the military intelligence section of the 84th and volunteered for hazardous duty during the Battle of the Bulge. Due to his fluency in German, he was reassigned to the Counter Intelligence Corps as a sergeant and was involved in establishing civilian administration and tracking down Nazis. He later became the 56th Secretary of State and Nobel Peace Prize recipient.

Malcolm Forbes
WORLD WAR II
Malcolm Forbes was assigned to a heavy machine gun section of the 334th Infantry Regiment, 84th Infantry Division. He was wounded in the Battle of Aachen in Germany and spent ten months recovering before being discharged in August 1945 and receiving the Bronze Star and Purple Heart. He later became a famous publisher and entrepreneur.

Daniel Inouye
WORLD WAR II
Daniel Inouye served as a captain in the 442nd Regimental Combat Team. He was awarded the Distinguished Service Cross, upgraded in 2000 to the Medal of Honor, for his actions fighting Germans in Italy. After the war, Inouye entered public service and became a United States Senator representing Hawaii.

Alan Alda
KOREA
Alan Alda enrolled in the Reserve Officer Training Corps while in college and went to Fort Benning, Georgia, for a year after graduation. Alda served as an Army Reserve artillery officer before going on to become an actor, well known for his portrayal of Hawkeye, the witty field surgeon in the hit television series “M.A.S.H.”

John Fogerty
VIETNAM ERA
John Fogerty served briefly in the Army Reserve. During his one year term from 1966 to 1967, Fogerty served at Fort Bragg, Fort Knox, and Fort Lee. He later became the famous front man for Creedence Clearwater Revival (CCR).
Jason Fetty 
AFGHANISTAN
Spc. David Hutchinson, 420th Engineer Brigade, was ambushed by enemy insurgents firing rocket propelled grenades and machine guns from a hillside in Afghanistan, May 2008. He quickly returned heavy fire, destroying the machine-gun position, killing at least five enemy insurgents. Despite collapsing from being wounded in the hip and still under intense enemy fire—risked his life to rescue a wounded Afghan police officer. For his actions that day, Ruske, a Colorado Springs, Colorado native, was awarded the Silver Star, the nation’s third-highest military award for valor.

Gregory Ruske 
AFGHANISTAN
Sgt. Gregory Ruske, a third generation Army Soldier, assigned to 5025th Garrison Support Unit, was shot in the leg while leading the Khost medical facility, February 2007, when Taliban insurgents attacked his unit. In the ensuing six-hour battle, Ruske—with the help of his wounded first sergeant as the counrty moved out and attending officials and physicians while nearby personnel were evacuated. The standout escalated into a physical altercation until, recognizing the bomber’s intent, Fetty dove to the ground as the vest detonated. Due to his actions, countless lives were spared and vital medical resources were saved.

Deshauna Barber
Capt. Deshauna Barber, commander of the 99thth Quartermaster Detachment, Rockville, Maryland, crowned the third female to earn the Army Ranger Tab, Oct. 16, 2015. Her success was instrumental in the recent Department of Defense decision to allow female service members to serve in any job for which they meet gender-neutral performance standards.

Gregory Ruske
IRAQ WAR
Sgt. James Witkowski, 729th Transportation Company, and 100 fellow Soldiers were transporting supplies through a village in Iraq, October 2005. Insurgents attacked the convoy with small arms, rocket-propelled grenades, mortars and armor piercing rounds. Through the mile-long ambush, he returned 30-caliber machine gun fire. When a grenade landed inside his truck, Witkowski made the split-second decision to shield his comrades, taking the full brunt of the detonation with his body and saving the lives of three Soldiers. His actions enabled the convoy to clear away with only minor injuries. Witkowski was posthumously awarded the Silver Star, the nation’s third-highest military award for valor.

James Witkowski
AFGHANISTAN
Sgt. James Witkowski, 729th Transportation Company, and 100 fellow Soldiers were transporting supplies through a village in Iraq, October 2005. Insurgents attacked the convoy with small arms, rocket-propelled grenades, mortars and armor piercing rounds.

Lisa Jaster
Maj. Lisa Jaster, an individual mobilization augmentee with the U.S. Army Corps of Engineers in Huntsville, Alabama, became the first woman actively serving in the United States military to win the 2016 MuSA title. Barber took the stage as an ambassador for Soldiers and veterans and dedicated her platform to shining a light on the very serious issues of post-traumatic stress disorder and gender equality in the services.

Sam Kendricks
On July 27, 2017, Lt. Sam Kendricks set an American record at the U.S. track and field championships. With a clearance of 19 feet, 10.12 inches (6.00 meters), it is currently the highest vault in the world. Kendricks, an Oxford, Mississippi native, is the 2017 World Champion pole vault. The Olympic athlete won the Bronze Medal during the 2016 Summer Olympics in Rio de Janeiro and gained attention across the globe for stopping mid-stride in the preliminary round and dropping his pole to render honors during the playing of the National anthem.

Jeremy Church
IRAQ WAR
Pfc. Jeremy Church, 724th Transportation Company, was the Army Reserve’s first Silver Star recipient in the Iraq War and the first since the Vietnam War. When his convoy was ambushed by more than 150 al-Sadr soldiers in April 2004, Church navigated one-handed through the kill zone while firing his M-16 out the windows. Once safely away and security was established, Church and fellow Soldiers rushed to load the wounded. With no room left, Church volunteered to stay behind firing at and killing insurgents until the recovery team returned. He loaded up several more wounded before sweeping the area for sensitive items and evacuating.
DEFENSE SUPPORT OF CIVIL AUTHORITIES + IMMEDIATE RESPONSE AUTHORITY
America’s Army Reserve includes substantial capabilities vital in disaster response and stands ready to support lead agencies for domestic emergencies and disaster relief efforts. Section 12304a of the 2012 National Defense Authorization Act provides authority for the Service Reserve Components to assist citizens and communities in the United States during domestic emergencies to save lives, prevent human suffering and mitigate great property damage.

America’s Army Reserve provides federal support to DSCA during emergencies with capabilities such as aviation lift, search and rescue or extraction, quartermaster (food, shelter, potable water, heated tents, etc.), civil affairs and public information as well as a significant portion of full-spectrum engineer capability.

For example, Army Reserve medical evacuation helicopters can rapidly transport patients to critical-care facilities, and our fixed-wing aircraft can provide rapid transportation within a disaster response area. Army Reserve heavy-lift helicopters can rapidly deliver critical supplies, equipment and construction material into affected areas. The Army Reserve is fully integrated into the standing Department of Defense task force postured for response to Chemical, Biological, Radiological and Nuclear (CBRN) events.

America’s Army Reserve provides all of the Army’s Emergency Preparedness Liaison Officers and half of those in the Department of Defense. These EPLOs serve as conduits, maintaining communications among the Department of Defense, federal, state and local governments, and nongovernmental organizations to coordinate assistance among all parties during emergency response events. In fiscal year 2016, 53 EPLOs were

AMERICA’S ARMY RESERVE IS STRUCTURED WITH DUAL-PURPOSE CAPABILITIES and, as such, is a Federal Response Partner, maintaining a ready posture for Defense Support to Civil Authorities operations as a resource and capability provider. The National Defense Authorization Act of 2012 expanded the Army Reserve capability to conduct DSCA response with increased mobilization authorities to rapidly activate units.

Army Reserve Soldiers practice decontamination skills at Marstontown, New York, July 10, 2018. These Soldiers are part of a national response element that works with civil authorities to provide manpower, vehicles, and equipment to perform decontamination as well as chemical, biological, and radiological clean-up tasks that would be in high demand in the event of a biological or chemical warfare attack. (Photo by Staff Sgt. Felix R. Fimbres)
NEARLY 200,000 ARMY RESERVE SOLDIERS ARE TRAINED, EQUIPPED AND ORGANIZED TO PERFORM A FULL RANGE OF OPERATIONS—including disaster response with facilities located in over 1,200 communities across the nation. Key Army Reserve capabilities available for disaster response include:

• Aviation: Medical Evacuation, Medium and Heavy Lift Helicopters, Search and Rescue
• Engineers: Search and Rescue, Debris Removal, Horizontal and Vertical Construction, Portable Bridges
• Medical: Ground Ambulance, Combat Support Hospitals, Special Medical Teams, Veterinary Services
• Communications: Communications capability including satellite
• Logistics: Water, Petroleum, Generators, General Logistics
• Transportation: Light, Medium, and Heavy Trucks, Watercraft
• CBRN: Army Reserve Chemical, Biological, Radiological, and Nuclear response capabilities are trained and ready

mobilized for a total of 336 man-days in response to homeland requirements, including the Republican and Democratic National Conventions.

The Army Reserve will conduct DSCA response in two ways—immediate and deliberate. These responses differ in the authorities under which they are conducted and the source of the support request. Responses can be conducted independently or as part of a larger response effort.

Deliberate response is conducted by Army Reserve units and Soldiers under the mobilization authority specified in Title 10 U.S. Code Section 12304 and Title 10 U.S. Code Section 12304a.

Title 10 USC Section 12304 authorizes federal reserve units, including the Army Reserve, to respond to certain emergencies and humanitarian assistance in other nations. This includes the authority to order up to 200,000 members of the component to active duty for a continuous period of up to 365 days to provide assistance to either the federal government or an individual state in time of a serious man-made disaster, accident or natural catastrophe.

Title 10 USC Section 12304a (enacted with the passage of the 2012 National Defense Authorization Act) authorizes federal component units to provide disaster assistance to address a major natural disaster or emergency in the United States. This includes the authority to order any unit, and any member not assigned to a unit organized to serve as a unit of the component to active duty for a continuous period of not more than 120 days to respond to a governor’s request.

As listed in DoD Directive 3025.18, a request for assistance from a civil authority (tribal authority, mayor, chief of police, sheriff, chief of emergency management, etc.) is required to initiate the Immediate Response Authority. Following the request, Army Reserve units within the affected area may respond immediately to imminently serious disasters or attacks as required by civil authorities and within limits established by law.


WWW.ARMYRESERVEWARRIORCITIZEN.COM | 226

IMMEDIATE RESPONSE AUTHORITY

IMMEDIATE RESPONSE AUTHORITY

Mobilized for a total of 336 man-days in response to homeland requirements, including the Republican and Democratic National Conventions.

The Army Reserve will conduct DSCA response in two ways—immediate and deliberate. These responses differ in the authorities under which they are conducted and the source of the support request. Responses can be conducted independently or as part of a larger response effort.

Deliberate response is conducted by Army Reserve units and Soldiers under the mobilization authority specified in Title 10 U.S. Code Section 12304 and Title 10 U.S. Code Section 12304a.

Title 10 USC Section 12304 authorizes federal reserve units, including the Army Reserve, to respond to certain emergencies and humanitarian assistance in other nations. This includes the authority to order up to 200,000 members of the component to active duty for a continuous period of up to 365 days to provide assistance to either the federal government or an individual state in time of a serious man-made disaster, accident or natural catastrophe.

Title 10 USC Section 12304a (enacted with the passage of the 2012 National Defense Authorization Act) authorizes federal component units to provide disaster assistance to address a major natural disaster or emergency in the United States. This includes the authority to order any unit, and any member not assigned to a unit organized to serve as a unit of the component to active duty for a continuous period of not more than 120 days to respond to a governor’s request.

As listed in DoD Directive 3025.18, a request for assistance from a civil authority (tribal authority, mayor, chief of police, sheriff, chief of emergency management, etc.) is required to initiate the Immediate Response Authority. Following the request, Army Reserve units within the affected area may respond immediately to imminently serious disasters or attacks as required by civil authorities and within limits established by law.

STRATEGIC RESOURCES
**The Army Reserve Legislative Affairs Division** engages Congressional Members and staff, state governors, elected officials, and Military and Veteran Service Organizations in order to inform them about Army Reserve equities, mission, genotypes, and initiatives. Additionally, the LAD team tells the Army Reserve story through facilitating engagements and events with Army Reserve senior leaders, Soldiers, civilian employees, and family members in an effort to build enduring relationships that foster trust and confidence in the Army Reserve.

In accordance with congressional statutory requirements, the Army Reserve’s Legislative Affairs Division is directly responsible to the Chief of Army Reserve (CAR) for ensuring the integration of the CAR’s strategic priorities. Their role is to coordinate and disseminate timely, critical and accurate information to Members of Congress, congressional committees and professional staff members. They also serve as a conduit between Members of Congress, constituents, government and non-government entities, providing accurate, clear and concise formulated written and oral responses to professional and congressional inquiries.

Support at the local, state and federal government level is provided by 12 legislative affairs representatives in its corporate office and four full-time legislative liaisons located at each of its four Regional Support Commands.

**Army Reserve Legislative Affairs Program**

The Army Reserve Legislative Affairs Program is one of the Army Reserve’s key outreach programs. Comprised of 100 active and retired legislators and former elected officials, the Army Reserve Legislative Affairs Legislative Affairs Program provides a powerful means of message delivery to the American people.

ARAs provide a relevant and invaluable link between communities and the Army Reserve, and are relied upon to:

- Seek support from elected officials and engage stakeholders at all levels of local and state government.
- Forge and sustain enduring relationships between Army Reserve units and local communities to improve the understanding of and appreciation for the Army Reserve.
- Open doors in business, industry and institutions of higher learning.

**Ambassadors Program**

The Army Reserve Ambassador Program is one of the Army Reserve’s key outreach programs. Comprised of 100 active and retired legislators and former elected officials, the Army Reserve Legislative Affairs Program provides a powerful means of message delivery to the American people.

ARAs have the advantage of strategic timing, long term relationship building, and the ability to provide an effective conduit between elected officials and engage stakeholders at all levels of local and state government.

Their relationships and contacts they have now and the ones they develop in the future as Army Reserve Ambassadors will ensure that the Army Reserve voice is heard by the American people. The Army Reserve Ambassador Program is just one of the ways the Army’s Federal Reserve Force is enhancing relationships through outreach efforts – communicating the great value of America’s Army Reserve.
ACKNOWLEDGEMENTS

Melissa Russell, Editor in Chief
Sgt. 1st Class Philip Valentino, Managing Editor
Sgt. Audrey Hayes, Public Affairs Specialist

MAPS/FACILITIES:
Matthew Wheeler, Andrea Parish

ECONOMIC IMPACT:
Lt. Col. Marken Orser

PUBLIC AFFAIRS SUPPORT:

SPECIAL THANKS TO: