AMERICA'S ARMY RESERVE

AT A GLANCE

CAPABLE · COMBAT-READY · LETHAL

2020

U.S. ARMY

AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

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 DWIGHT D. EISENHOWER**, ARMY CHIEF OF STAFF, JULY 1946

VISION

America's Army Reserve: the most capable, combat-ready and lethal Federal Reserve Force in the history of the nation.

MISSION

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.

"Army Reserve at a Glance" is a communication outreach tool produced by Army Reserve Communications (facts and figures as of May 2019).

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SERVING IN 20 TIME ZONES, ACROSS THE GLOBE AND AROUND THE CLOCK...

THE SUN NEVER SETS ON AMERICA'S ARMY RESERVE

$8,118,252,000
DOLLARS SPENT

$17,851,642,804
ECONOMIC IMPACT

$5,180,907,824
NON-DOD WAGES

155,181
NON-DOD JOBS

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 pressed 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

“WHEN CALLED TO SERVE, WE WILL FIGHT. AND WE WILL WIN.”

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

AMERICA'S ARMY RESERVE

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.

Staff Sgt. Shane Seleznoff, a Stryker vehicle commander assigned to the 360th Chemical Company, 76th Operational Response Command, loads ammunition into a M2 .50 caliber machine-gun prior to a gunnery crew moving to a practice range as part of Operation Gauntlet. (Photo by Sgt. 1st Class Brent C. Powell)

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 to 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.

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.

SUPPORTING CAPABILITIES FOR THE TOTAL FORCE

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

CAPABILITY	# OF UNITS
Medical	306
Transportation	273
Engineer	268
Quartermaster	149
Military Police	118

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)

UNIQUE UNIT TYPES IN THE ARMY RESERVE

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

COMMANDS / CAPABILITIES

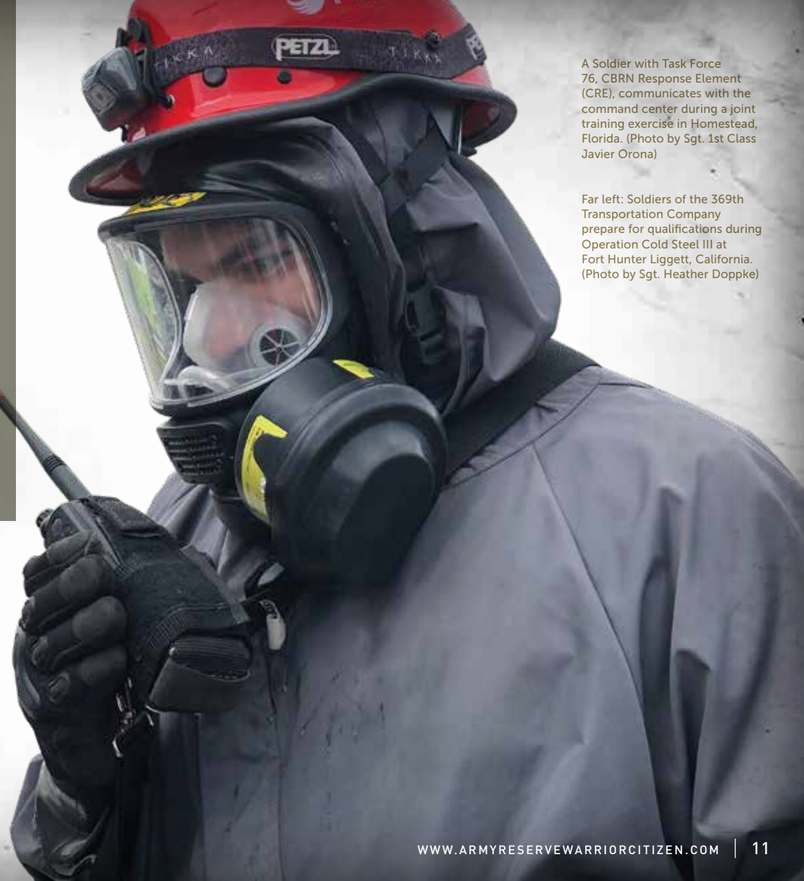
- **Theater Engineer Commands**
- **Civil Affairs Commands**
- **Petroleum Operations**
- **Biological-Agent Defense**
- **Medical Minimal Care Detachments**

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	USAR %
Civil Affairs	87
PSYOP	83
Chaplain	81
Military History	76
Quartermaster	59
Transportation	54
Medical	53
Adjutant General	42
Chemical	41
Information Ops	40
Public Affairs	38
Engineers	35
Military Intelligence	31
Military Police	26
Space	24
JAG	20

The Army Reserve contributes to the Army's Total Force by providing a significant percentage of maneuver support and sustainment capabilities.



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)

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.

Right: Spc. Jason Delgado, 328th Combat Support Hospital, prepares a stretcher while practicing lifesaving skills in Manhattan, New York. (Photo by Staff Sgt. Felix Fimbres)

Far right: A combat engineer Soldier from the 374th Engineer Company, of Concord, California, gives a thumbs-up to his gunner after completing a combined arms breach during a Combat Support Training Exercise. (Photo by Master Sgt. Michel Sauret)

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.

"... 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.

Far 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)

COLD STEEL: BY THE NUMBERS
[FY17-19]

TRAINED

18 ARMY RESERVE MASTER GUNNERS

1st FEMALE MASTER GUNNER

350 VEHICLE CREW EVALUATORS TRAINED by First Army and Army Reserve Master Gunners

READY

15,000 ARMY RESERVE SOLDIERS

12 Million ROUNDS OF AMMUNITION

100,000 ROUNDS OF MARK 19, 40 MM GRENADES

5,000+ VEHICLE CREWS (92%) qualified (Gunnery Table VI)

600+ CREWS FIRING DISTINGUISHED (Highest possible score)

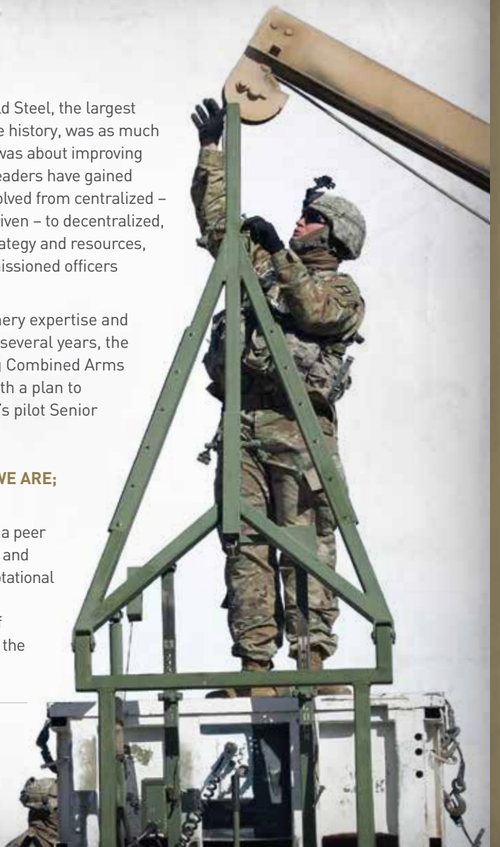
TRAINED AND READY

The introduction of Operation Cold Steel, the largest live-fire exercise in Army Reserve history, was as much about changing the culture as it was about improving gunnery skills. As Soldiers and leaders have gained proficiency, the operation has evolved from centralized – U.S. Army Reserve Command-driven – to decentralized, with commanders driving the strategy and resources, and junior leaders and noncommissioned officers executing live fire events.

As a result of the extensive gunnery expertise and knowledge gained over the past several years, the Army Reserve is now supporting Combined Arms Support Command's efforts – with a plan to introduce and conduct the Army's pilot Senior Gunner Course in 2020.

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.



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

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 to help solve military-unique challenges; serve as a long-term screening force for the Army and the Department of Defense; and facilitate bilateral dialogue that matches areas of interest with the latest technology trends.

While the Army Reserve Innovation Command is headquartered in Houston, Texas, it will establish locations throughout the United States, with a significant presence in technology hubs like Boston, Silicon Valley, New York City, Austin, Seattle and other locations.

A Soldier participates in Simulation Training with an Unstablized Gunnery Trainer–Crew system. (Photo by Spc. Brianna Saville)

CYBERSECURITY AND THE ARMY RESERVE

Today, more than any other time in history, the United States relies on data and information systems at nearly every level of national power. U.S. military information networks are no longer simply platforms for communications and mission command, but enable every aspect of warfighting functions – from logistics and maintenance to the integration of virtually every facet of battlefield operations. This reality creates a new war fighting domain that is subject to contest and massive disruption.

Over the last several years, the threat to these systems from nation-states, non-state actors, terrorists, and even criminal networks, has become increasingly more pervasive and sophisticated, posing a risk to military operations, forces and communities. As a result, the nature of our cyber posture also shifted, from passive defense with a reliance on firewalls, to active defense with an emphasis on highly skilled and critically thinking cyber professionals.

In the Army Reserve, cybersecurity evolved from a few data processing units, to what is today a force of cyber warrior citizens with years 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 40 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.

For other than a few seasoned Soldiers who trained to fight an existential competitor — The Threat — in a Cold War that led to the fall of the Berlin Wall, where we are going is not where we have been.

Not only does RFX drive all aspects of training to build increasingly high levels of individual and collective readiness, it enables the Army Reserve to prioritize the equipping and modernization of specific formations or capabilities with a sustained level of focus because the lead capability sets and formations inside the RFX architecture do not "rotate" arbitrarily from one year to the next.

This key attribute – the ability to plan and sustain a coherent training, equipping and resourcing strategy, for the bulk of America's Army Reserve, across a number of years — will deliver ever greater capability and lethality going forward.

The Army Reserve has also adapted how it trains – challenging Soldiers and units with relevant scenarios that emulate the full-spectrum, all-domain aspects of the future fight.

Through strenuous training exercises and battle-drills designed to stress the force in fast-paced, lethal and austere environments, the Army Reserve has focused on combat-readiness and fieldcraft to an unprecedented level. Moreover, we have placed an unprecedented priority on instilling a sense of ownership, and insistence on Standards and Discipline, at all echelons of the team. This is critical work, requiring engaged leadership at every level, and relentless persistence across all facets of our operations.

Building on three years of expanded and year-round Cold Steel gunnery operations, expanded Combat Support Training Exercises (CSTXs), routine and embedded rotations at the Army's Combat Training Centers, and ever closer collaboration with active Army and National Guard, we continue to explore expanded options to build and sustain readiness for tomorrow. Working closely with the other components of the Army and, in many cases, with close partners and allies from around the world, America's Army Reserve continues to build and expand upon opportunities to train the way we will fight; together.

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.

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

Col. Stephen R. 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, 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.

ECONOMIC IMPACT

BY STATE AND TERRITORY

FY 2020

BY THE NUMBERS

$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.

PHOTO OPPOSITE:

Sgt. Brandon Alkire, 926th Engineer Brigade, based in Montgomery, Alabama, provides security as another Soldier operates a BHL Backhoe during a Combat Support Training Exercise. (Photo Illustration. Photos by Sgt. 1st Class Clinton Wood)

23 FACILITIES — **99** UNITS/DETS — **4,444** SOLDIERS — **203** CIVILIANS

ALABAMA

- Engineer
- Chemical
- Medical
- Logistics
- Transportation
- Quartermaster
- Training Support

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.

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.

FY 2020

BY THE NUMBERS

$17,934,078
ECONOMIC IMPACT

189
NON-DOD JOBS SUPPORTED

$5,743,391
NON-DOD WAGES

$15,950,327
DOLLARS SPENT

$8,251,892
TOTAL MIL PAYROLL

$1,273,077
TOTAL CIV PAYROLL

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.

2 FACILITIES

9 UNITS/DETS

305 SOLDIERS

13 CIVILIANS

ALASKA

Medical
Engineer
Installation Support

ALASKA-BASED SOLDIERS ARE ACCUSTOMED TO FUNCTIONING IN EXTREME WEATHER and stay ready through the Arctic winters, often training for several months consecutively in subzero temperatures.

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.

Sgt. Justin Richardson, a chemical operations biological interdiction specialist team leader from Anchorage, Alaska, with the 365th Chemical Company and Soldiers deploy from a helicopter after completing a mystery event at the 2018 U.S. Army Reserve Best Warrior Competition. (Photo by Spc. Tynisha L. Daniel)

FY 2020

BY THE NUMBERS

$162,620,674
ECONOMIC IMPACT

1,514
NON-DOD JOBS SUPPORTED

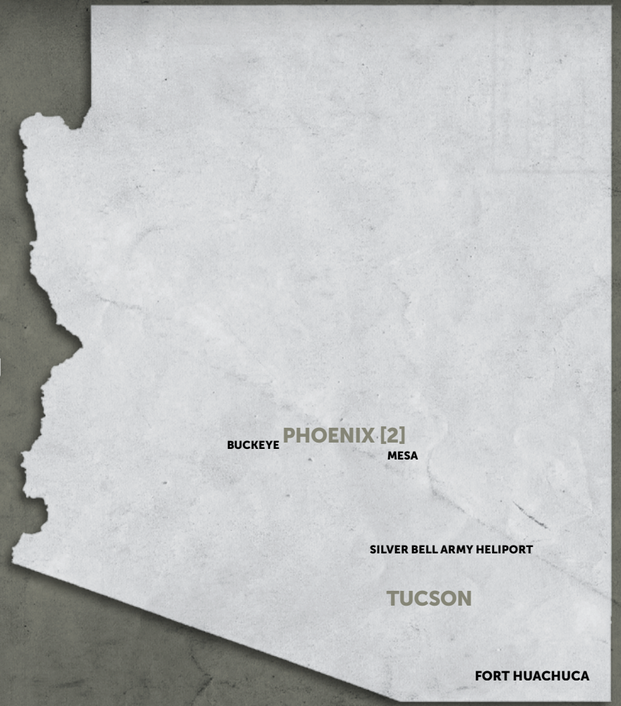
$50,566,241
NON-DOD WAGES

$119,160,399
DOLLARS SPENT

$84,088,129
TOTAL MIL PAYROLL

$8,226,034
TOTAL CIV PAYROLL

Arizona's 7220th MSU recently delivered key medical and dental services to deploying, redeploying, mobilizing and demobilizing personnel.



7 FACILITIES

55 UNITS/DETS

3,108 SOLDIERS

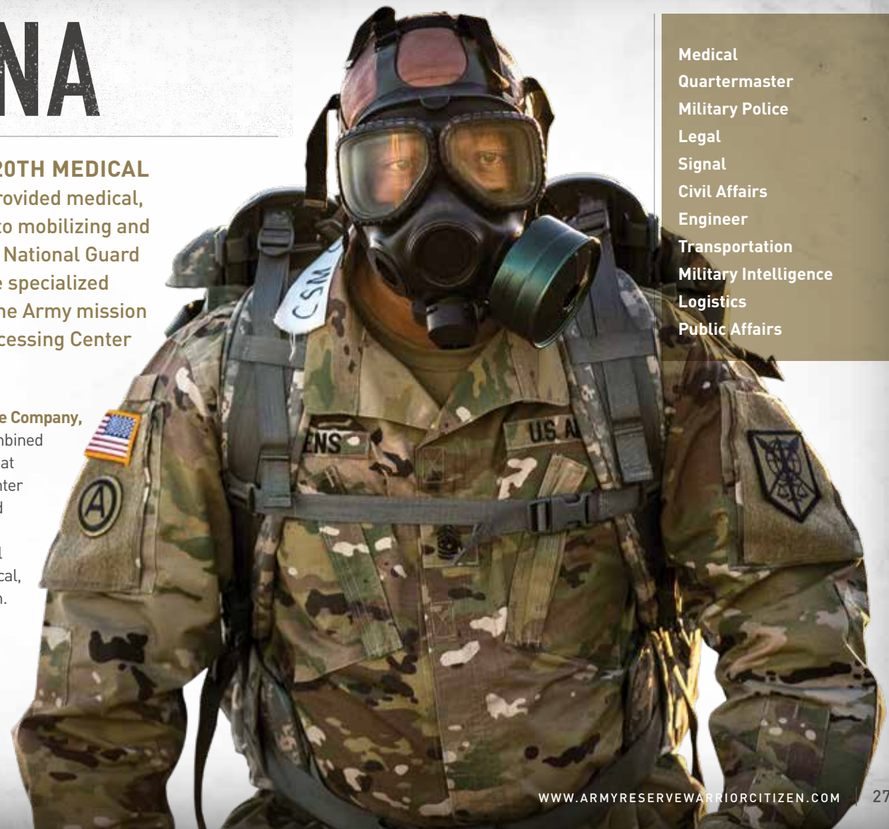
84 CIVILIANS

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 sergeants major from his brigades and battalions during a 'CSM Huddle' in Scottsdale, Arizona. (Photo by Master Sgt. Michel Sauret)



- Medical
- Quartermaster
- Military Police
- Legal
- Signal
- Civil Affairs
- Engineer
- Transportation
- Military Intelligence
- Logistics
- Public Affairs

FY 2020

BY THE NUMBERS

$134,055,030
ECONOMIC IMPACT

1,482
NON-DOD JOBS SUPPORTED

$41,651,900
NON-DOD WAGES

$112,072,266
DOLLARS SPENT

$58,196,128
TOTAL MIL PAYROLL

$11,751,477
TOTAL CIV PAYROLL

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

PHOTO OPPOSITE:

Soldiers with the 489th Engineer Battalion, part of the 420th Engineer Brigade, conduct wet gap crossing training during River Assault 2018 at Fort Chaffee, Arkansas. (Photo by 1st Sgt. Daniel Griego)

13 FACILITIES — **38** UNITS/DETS — **2,151** SOLDIERS — **120** CIVILIANS

ARKANSAS

- Civil Affairs
- Logistics
- Military Police
- Chemical
- Medical
- PSYOP
- Engineers
- Legal

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.

FY 2020

BY THE NUMBERS

$949,281,028
ECONOMIC IMPACT

7,584
NON-DOD JOBS SUPPORTED

$289,697,039
NON-DOD WAGES

$677,040,182
DOLLARS SPENT

$450,634,454
TOTAL MIL PAYROLL

$72,565,369
TOTAL CIV PAYROLL

The 79th Theater Sustainment Command is responsible for supporting one of the largest and most complex areas of operation on the globe.

PHOTO OPPOSITE:

Medical Soldiers from the 396th Combat Support Hospital work together on a MEDEVAC litter carry during a promotional photoshoot for Army Reserve marketing and recruiting at Fort Hunter Liggett, California. (Photo by Master Sgt. Michel Sauret)

33 FACILITIES — **273** UNITS/DETS — **16,656** SOLDIERS — **741** CIVILIANS

CALIFORNIA

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, and provides units for worldwide deployment to meet the U.S. Army's rotational and contingency mission requirements.

- Signal
- Medical
- Logistics
- Aviation
- Quartermaster
- Legal
- Military Police
- Chemical
- Civil Affairs
- Engineer (Firefighter)
- PSYOP
- Cybersecurity
- Military Intelligence
- Transportation

FY 2020

BY THE NUMBERS

$211,264,317
ECONOMIC IMPACT

1,968
NON-DOD JOBS SUPPORTED

$65,398,069
NON-DOD WAGES

$141,582,404
DOLLARS SPENT

$87,497,108
TOTAL MIL PAYROLL

$12,534,908
TOTAL CIV PAYROLL

The 11th Expeditionary Combat Aviation Brigade evacuates casualties and conducts personnel recovery; conducts maintenance procedures and provides air traffic services.

PHOTO OPPOSITE: Aeromedical Evacuation (MEDEVAC) aircraft and air crews from the 11th Expeditionary Combat Aviation Brigade, Colorado Springs, take off from Naval Air Station Joint Reserve Base, Fort Worth, Texas, to provide assistance to residents affected by Hurricane Harvey. (Photo by Capt. Matthew Roman)

12 FACILITIES — **69** UNITS/DETS — **3,234** SOLDIERS — **128** CIVILIANS

COLORADO

THE 2ND SPACE BATTALION, 1ST SPACE BRIGADE, IS BASED IN COLORADO SPRINGS. Its mission is to plan, integrate, synchronize and execute space situational awareness, space and technical operations support, and assigned contingency activities in support of the Army, joint and combined forces and civil authorities.

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.

- Logistics
- Medical
- Space
- Aviation
- Civil Affairs
- Engineer
- Military Police
- PSYOP
- Transportation
- Training Support

FY 2020

BY THE NUMBERS

$59,217,776
ECONOMIC IMPACT

479
NON-DOD JOBS SUPPORTED

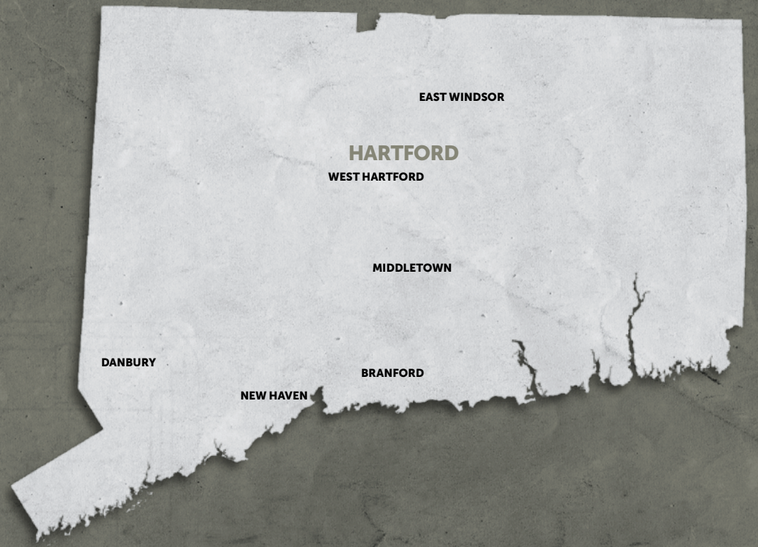
$17,534,813
NON-DOD WAGES

$49,810,653
DOLLARS SPENT

$32,195,905
TOTAL MIL PAYROLL

$3,525,443
TOTAL CIV PAYROLL

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.



4 FACILITIES

16 UNITS/DETS

1,190 SOLDIERS

36 CIVILIANS

CONNECTICUT

- Quartermaster
- Civil Affairs
- Medical
- Military Police
- Transportation

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 conducts 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)

FY 2020

BY THE NUMBERS

$33,008,382
ECONOMIC IMPACT

284
NON-DOD JOBS SUPPORTED

$8,624,387
NON-DOD WAGES

$28,374,282
DOLLARS SPENT

$16,909,614
TOTAL MIL PAYROLL

$1,468,935
TOTAL CIV PAYROLL

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.

3 FACILITIES
11 UNITS/DETS
625 SOLDIERS
15 CIVILIANS

DELAWARE

- Medical
- Chemical
- Transportation
- Quartermaster

JOINT TRAINING IS PARAMOUNT TO NEWARK'S 7221ST MEDICAL SUPPORT UNIT as military branches often work together for contingency operations.

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.

Soldiers from the 7221st Medical Support Unit train in the indoor urban simulator at the New Jersey National Guard's Joint Training and Training Development Center, Joint Base McGuire-Dix-Lakehurst, New Jersey. (U.S. Air National Guard photo by Master Sgt. Matt Hecht)

FY 2020

BY THE NUMBERS

$243,088,530
ECONOMIC IMPACT

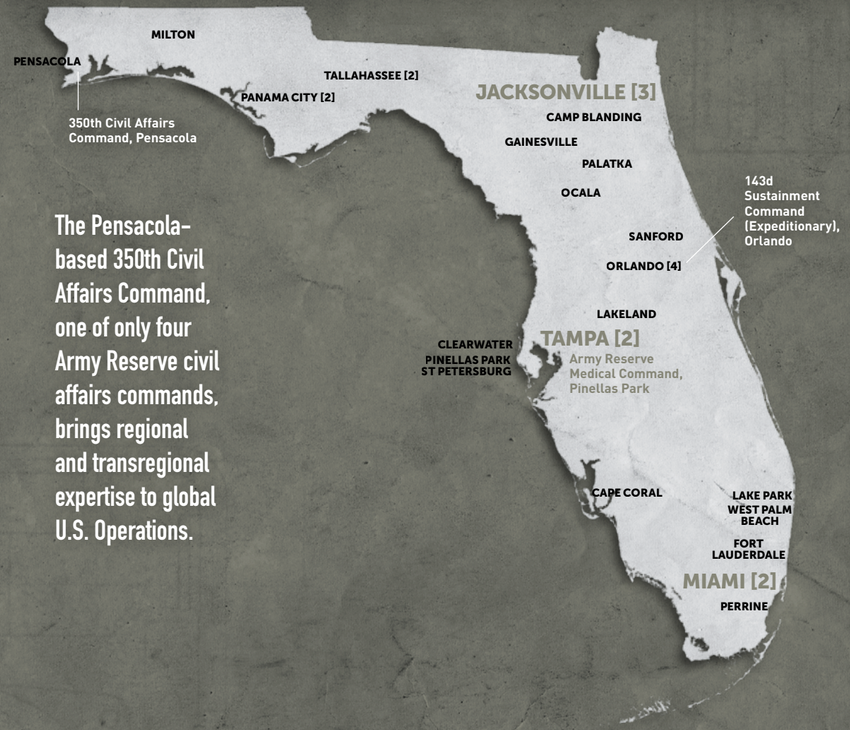
1,037
NON-DOD JOBS SUPPORTED

$22,111,373
NON-DOD WAGES

$375,803,771
DOLLARS SPENT

$229,240,257
TOTAL MIL PAYROLL

$33,197,922
TOTAL CIV PAYROLL



The Pensacola-based 350th Civil Affairs Command, one of only four Army Reserve civil affairs commands, brings regional and transregional expertise to global U.S. Operations.

33 FACILITIES

173 UNITS/DETS

8,473 SOLDIERS

339 CIVILIANS

FLORIDA

ARMY RESERVE MEDICAL COMMAND, BASED IN PINELLAS PARK, delivers medical, dental, blood donor and veterinary services. ARMEDCOM medical professionals also support Soldier Readiness Processing and Troop Medical Clinic operations at Mobilization Force Generation Installations located throughout the United States.

- Logistics
- Medical
- Military Intelligence
- Aviation
- Engineer
- Civil Affairs
- Military Police
- Quartermaster
- Signal
- Training Support
- Transportation

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)

FY 2020

BY THE NUMBERS

$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

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.

PHOTO OPPOSITE:
Spc. William McKinnon, a military police Soldier from the 433rd Military Police Company, fires a M320 grenade launcher during annual training exercise Centurion Focus on Fort Stewart, Georgia. (Photo by Sgt. Elizabeth Taylor)

22 FACILITIES — **131** UNITS/DETS — **6,719** SOLDIERS — **326** CIVILIANS

GEORGIA

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.

- Signal (CBT Camera)
- Quartermaster (Aerial Delivery)
- Logistics
- Medical
- Military Intelligence
- Engineer
- Chemical
- Personnel Services
- Training Support
- Transportation
- Ordnance

FY 2020

BY THE NUMBERS

$133,338,214
ECONOMIC IMPACT

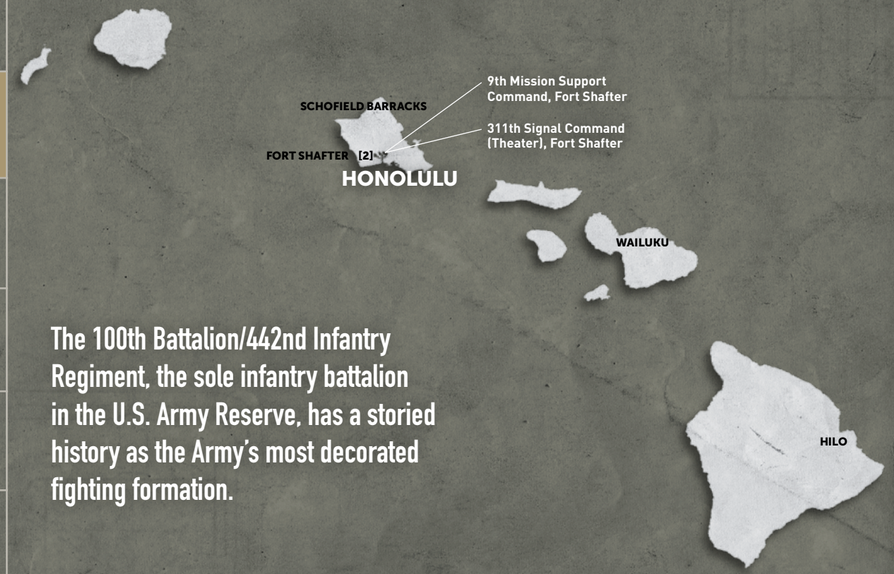
1,248
NON-DOD JOBS SUPPORTED

$40,394,371
NON-DOD WAGES

$90,055,288
DOLLARS SPENT

$60,739,334
TOTAL MIL PAYROLL

$10,086,684
TOTAL CIV PAYROLL



The 100th Battalion/442nd Infantry Regiment, the sole infantry battalion in the U.S. Army Reserve, has a storied history as the Army's most decorated fighting formation.

5 FACILITIES | **43** UNITS/DETS | **2,245** SOLDIERS | **103** CIVILIANS

HAWAII

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.

- Medical
- Signal
- Logistics
- Engineer
- Quartermaster
- Transportation
- Infantry
- Military Intelligence
- Civil Affairs
- Training Support

Soldiers with 1st Platoon, E Company, 100th Battalion, 442nd Infantry Regiment, 9th Mission Support Command, provide security for military vehicles and equipment being offloaded at a dock in Koumac, New Caledonia. (Photo by Staff Sgt. James Kennedy Benjamin)

FY 2020

BY THE NUMBERS

$69,368,176
ECONOMIC IMPACT

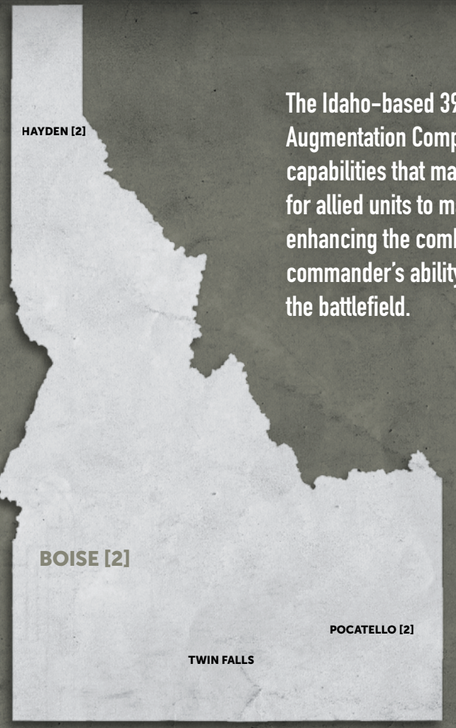
687
NON-DOD JOBS SUPPORTED

$21,836,697
NON-DOD WAGES

$51,525,185
DOLLARS SPENT

$24,214,568
TOTAL MIL PAYROLL

$5,190,236
TOTAL CIV PAYROLL



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.

PHOTO OPPOSITE:

The 321st Engineer Battalion and Idaho Army National Guard Soldiers conducted a live-fire M58 Mine Clearing Line Charge (MICLIC) range June 13, 2018, at the Orchard Combat Training Center, Boise, Idaho. (Photo by Spc. Jonnie Riley)

7 FACILITIES

15 UNITS/DETS

895 SOLDIERS

53 CIVILIANS

IDAHO

- Quartermaster
- Engineer
- Transportation
- Ordnance (Ammo)
- Training Support
- Legal

COMBAT ENGINEERS FROM BOISE'S 391ST MOBILE AUGMENTATION COMPANY (MAC) sharpened their skills at the National Training Center, Fort Irwin, California.

The 391st MAC enhances the combatant commander's ability to shape the battlefield by simultaneously facilitating allied units' ability to maneuver while denying freedom of movement to enemy units

Soldiers assigned to the 814th Transportation Battalion, based in Boise, transported equipment to various training sites across North America, supporting Army and Marine units during Nationwide Move, an Army Reserve-directed mission that connects and integrates real-world requirements to available transportation units.

FY 2020

BY THE NUMBERS

$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

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

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)

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

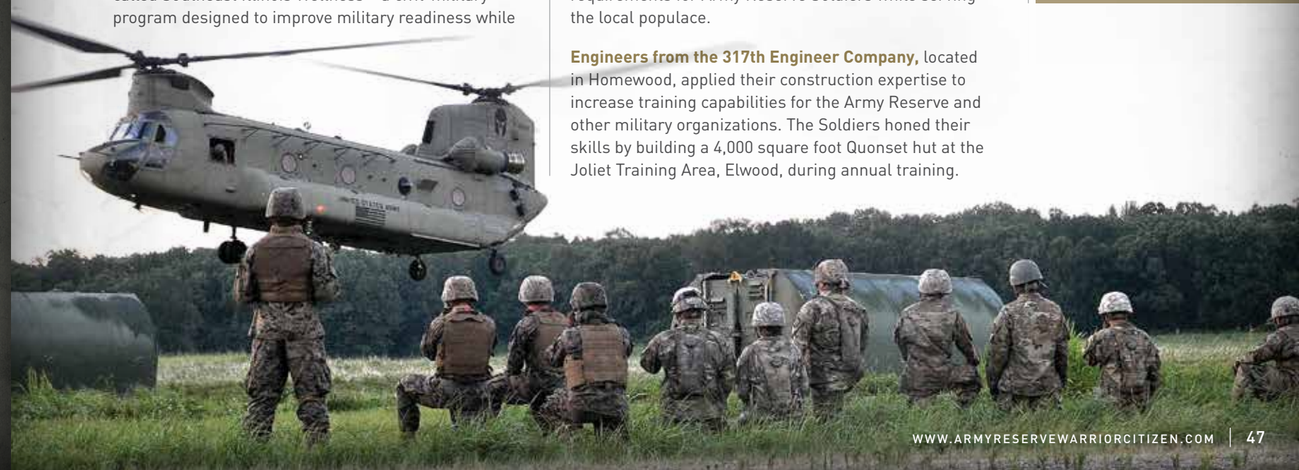
ILLINOIS

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. These missions met training and readiness requirements for Army Reserve Soldiers while serving the local populace.

Engineers from the 317th Engineer Company, located in Homewood, 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.

- Chemical
- Medical
- Quartermaster
- Transportation
- Logistics
- Engineer
- Military Police
- PSYOP
- Civil Affairs
- Military Intelligence
- Training Support



FY 2020

BY THE NUMBERS

$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.

17 FACILITIES — **69** UNITS/DETS — **3,060** SOLDIERS — **129** CIVILIANS

INDIANA

- Medical
- Logistics
- Transportation
- Quartermaster
- Military Police
- Engineer
- PSYOP
- Ordnance
- Training Support

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.

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)

FY 2020

BY THE NUMBERS

$188,726,575
ECONOMIC IMPACT

1,746
NON-DOD JOBS SUPPORTED

$56,677,448
NON-DOD WAGES

$131,496,361
DOLLARS SPENT

$72,481,370
TOTAL MIL PAYROLL

$9,988,755
TOTAL CIV PAYROLL

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.

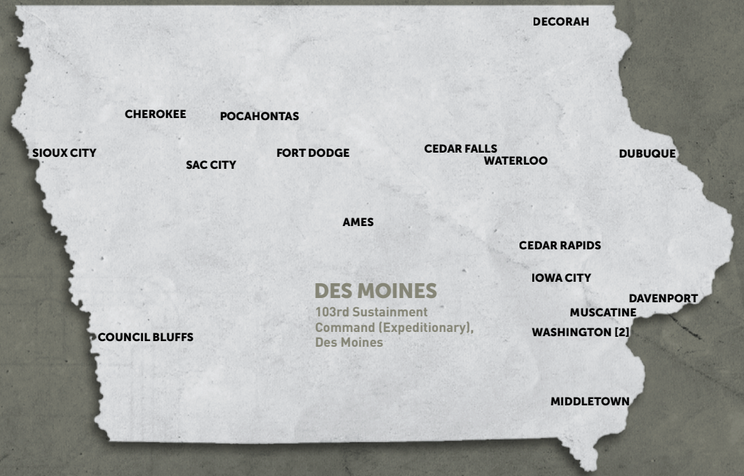


PHOTO OPPOSITE: Staff Sgt. Nick Simonson, a platoon sergeant for the 339th Military Police Company (Combat Support), headquartered in Davenport, Iowa, runs to an "injured" Soldier during a route reconnaissance-training event as part of their Warrior Exercise (WAREX) at Fort Hunter Liggett, California. (Photo by Master Sgt. Michel Sauret)

15 FACILITIES — **57** UNITS/DETS — **2,679** SOLDIERS — **102** CIVILIANS

IOWA

DES MOINES' 103RD SUSTAINMENT COMMAND (EXPEDITIONARY) provides theater-level logistic and sustainment support to Army Service Component Commands, Joint Task Forces and Joint Forces Commands with its 6,000 Army Reserve Soldiers spread across 62 units in the Midwest.

- Military Police
- Medical
- Engineer
- Logistics
- Transportation
- Quartermaster
- Training Support

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.

FY 2020

BY THE NUMBERS

$217,366,117
ECONOMIC IMPACT

2,346
NON-DOD JOBS SUPPORTED

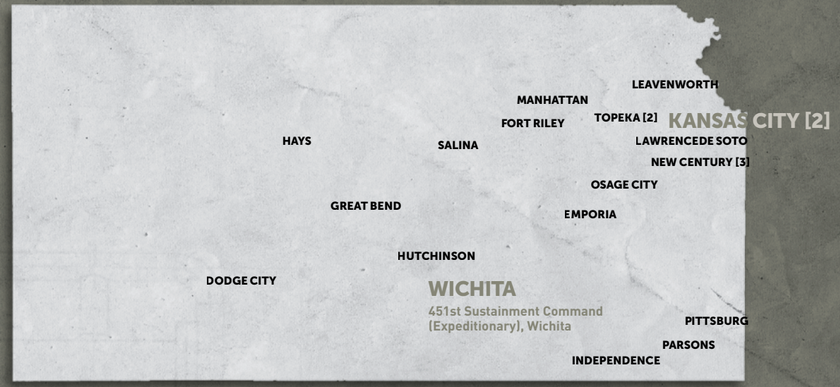
$66,761,921
NON-DOD WAGES

$182,772,925
DOLLARS SPENT

$94,693,839
TOTAL MIL PAYROLL

$19,977,510
TOTAL CIV PAYROLL

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.



21 FACILITIES — **72** UNITS/DETS — **3,500** SOLDIERS — **204** CIVILIANS

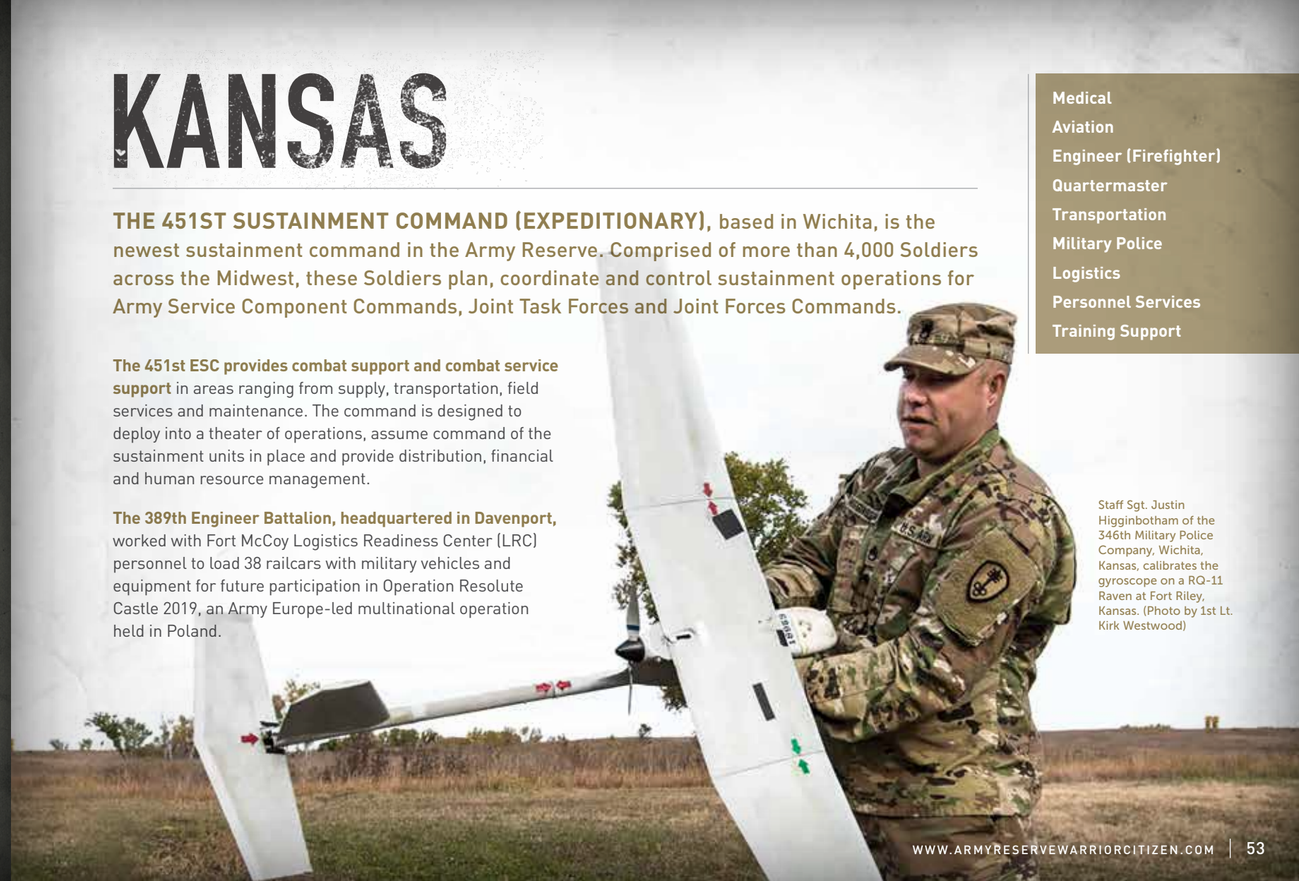
KANSAS

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.

- Medical
- Aviation
- Engineer (Firefighter)
- Quartermaster
- Transportation
- Military Police
- Logistics
- Personnel Services
- Training Support

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 (LRC) 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.



Staff Sgt. Justin Higginbotham of the 346th Military Police Company, Wichita, Kansas, calibrates the gyroscope on a RQ-11 Raven at Fort Riley, Kansas. (Photo by 1st Lt. Kirk Westwood)

FY 2020

BY THE NUMBERS

$257,927,765
ECONOMIC IMPACT

2,388
NON-DOD JOBS SUPPORTED

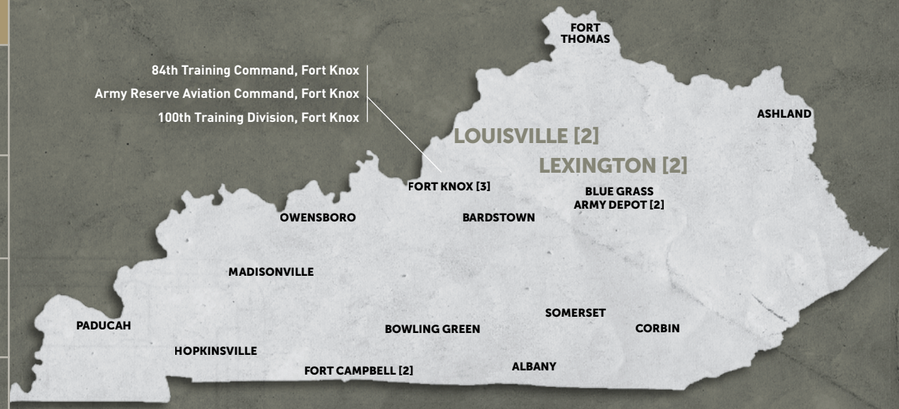
$72,673,954
NON-DOD WAGES

$201,934,200
DOLLARS SPENT

$102,512,845
TOTAL MIL PAYROLL

$33,589,638
TOTAL CIV PAYROLL

The 84th Training Command, headquartered at Fort Knox, exercises mission command over six training divisions across America.



20 FACILITIES — **73** UNITS/DETS — **3,789** SOLDIERS — **343** CIVILIANS

KENTUCKY

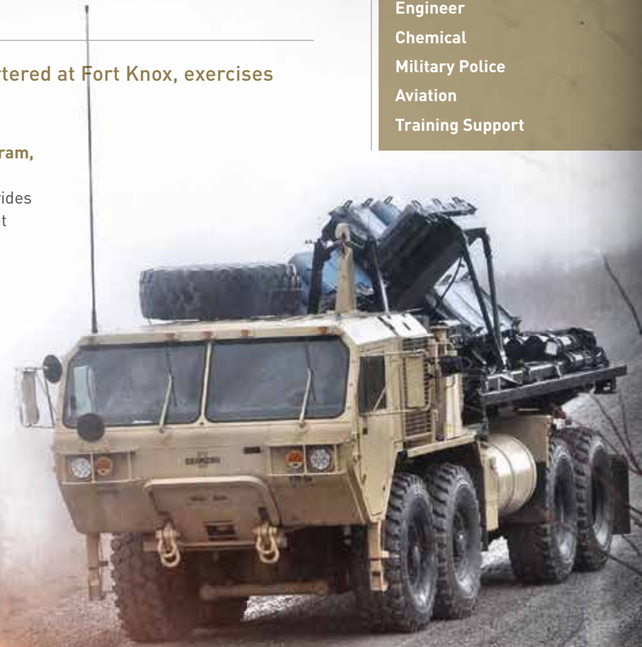
- Transportation
- Medical
- Engineer
- Chemical
- Military Police
- Aviation
- Training Support

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.



Soldiers from the 979th Mobility Augmentation Company, based in Lexington, Kentucky, in a M977 Heavy Expanded Mobility Tactical Truck with a mounted M-136 Volcano Mine System react to a simulated roadside bomb on Fort Knox, Kentucky. (Photo by Staff Sgt. Roger Ashley)

FY 2020

BY THE NUMBERS

$132,408,421
ECONOMIC IMPACT

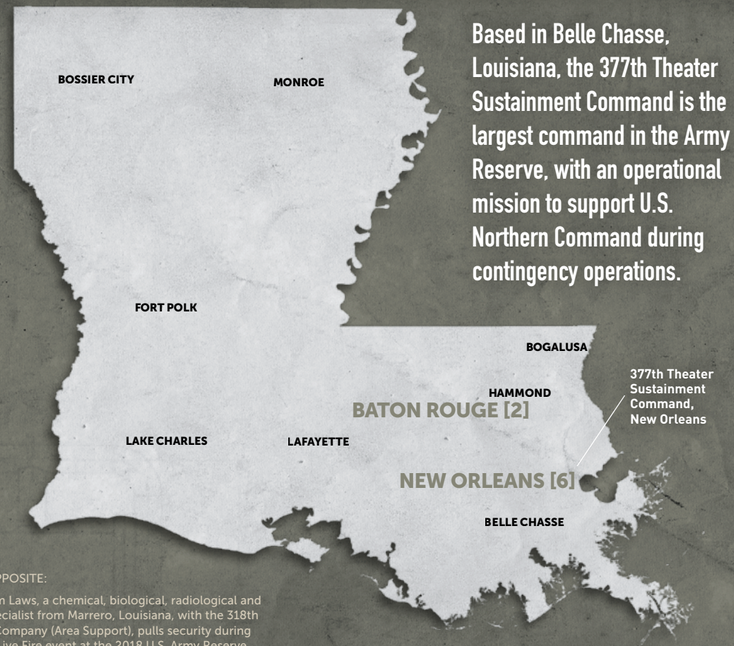
1,258
NON-DOD JOBS SUPPORTED

$38,518,799
NON-DOD WAGES

$103,962,126
DOLLARS SPENT

$60,928,722
TOTAL MIL PAYROLL

$12,241,122
TOTAL CIV PAYROLL



Based in 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.

PHOTO OPPOSITE:

Spc. William Laws, a chemical, biological, radiological and nuclear specialist from Marrero, Louisiana, with the 318th Chemical Company (Area Support), pulls security during the Urban Live Fire event at the 2018 U.S. Army Reserve Best Warrior Competition at Fort Bragg, North Carolina. (Photo by Pfc. Keely Key)

9 FACILITIES — **42** UNITS/DETS — **2,252** SOLDIERS — **125** CIVILIANS

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 in 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.

- Medical
- Logistics
- Finance
- Quartermaster
- Legal
- Transportation
- Training Support

FY 2020

BY THE NUMBERS

$25,794,039
ECONOMIC IMPACT

293
NON-DOD JOBS SUPPORTED

$8,218,618
NON-DOD WAGES

$18,737,536
DOLLARS SPENT

$8,522,446
TOTAL MIL PAYROLL

$881,361
TOTAL CIV PAYROLL

Instructors of the Lewiston-based 3rd Training Battalion, 304th Regiment, have mobilized annually for the past 30 years to serve as part of the United States Military Academy at West Point instructor staff and contribute to cadet training.

3 FACILITIES | **6** UNITS/DETS | **315** SOLDIERS | **9** CIVILIANS

MAINE

Transportation
Training Support
Military Police

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 304th'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)

FY 2020

BY THE NUMBERS

$256,106,264
ECONOMIC IMPACT

2,755
NON-DOD JOBS SUPPORTED

$82,743,672
NON-DOD WAGES

$216,851,133
DOLLARS SPENT

$136,575,572
TOTAL MIL PAYROLL

$17,529,286
TOTAL CIV PAYROLL

U.S. Army Legal Command provides multifunctional legal support to commanders, Soldiers, and family members in support of military operations.

18 FACILITIES

104 UNITS/DETS

5,048 SOLDIERS

179 CIVILIANS

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.

- Legal
- Intelligence
- Cybersecurity
- Medical
- Civil Affairs
- Transportation
- Military Police
- PSYOP
- Signal
- Quartermaster
- Training Support
- Ordnance

A Light Medium Tactical Vehicle from the 200th Military Police Command rolls onto Cape Wrath as part of a port operations exercise with the 1398th Deployment Distribution Support Battalion in Baltimore. (Photo by Master Sgt. Michel Sauret)

FY 2020

BY THE NUMBERS

$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.

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 course at Fort Devens, Massachusetts. (Photo by Sgt. 1st Class Brent C. Powell)

17 FACILITIES — **72** UNITS/DETS — **3,207** SOLDIERS — **117** CIVILIANS

MASSACHUSETTS

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.

- Transportation
- Intelligence
- Cybersecurity
- Medical
- Military Police
- Chemical
- Engineer (Firefighter)
- Quartermaster
- Training Support

FY 2020

BY THE NUMBERS

$189,820,961
ECONOMIC IMPACT

1,618
NON-DOD JOBS SUPPORTED

$56,517,237
NON-DOD WAGES

$145,566,365
DOLLARS SPENT

$85,522,065
TOTAL MIL PAYROLL

$9,988,755
TOTAL CIV PAYROLL

Southfield-based Soldiers of the 414th Civil Affairs Battalion train to assist local governments in 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)

15 FACILITIES | **62** UNITS/DETS | **3,161** SOLDIERS | **102** CIVILIANS

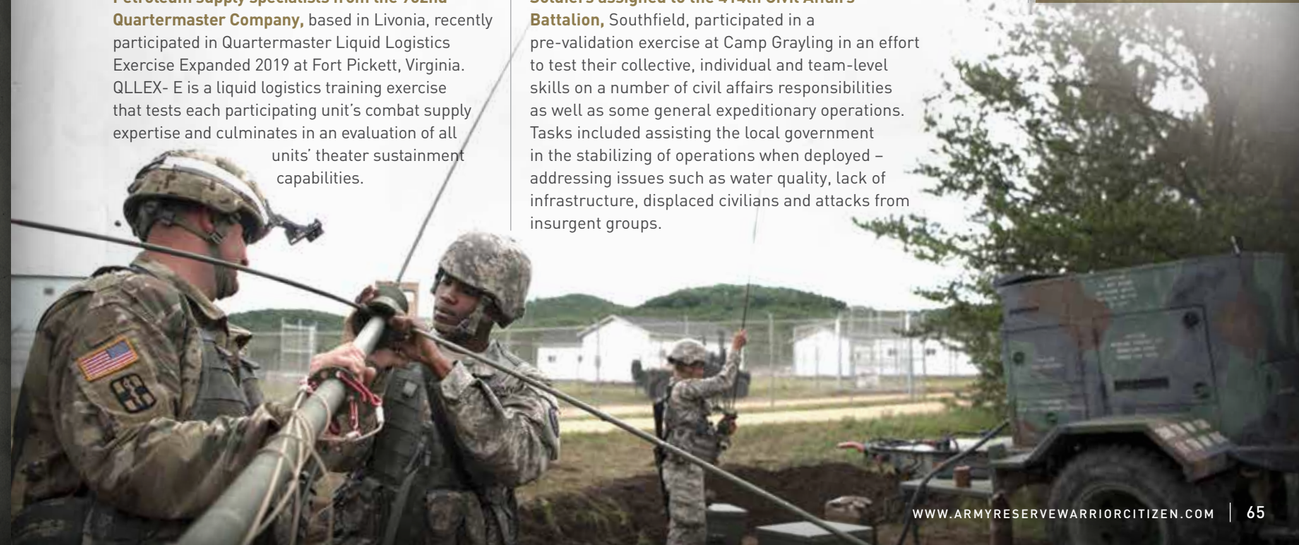
MICHIGAN

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.

- Military Intelligence
- Transportation
- Medical
- Civil Affairs
- Engineer
- Military Police
- Quartermaster
- Training Support
- PSYOP

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 – addressing issues such as water quality, lack of infrastructure, displaced civilians and attacks from insurgent groups.



FY 2020

BY THE NUMBERS

$186,792,223
ECONOMIC IMPACT

1,812
NON-DOD JOBS SUPPORTED

$58,748,521
NON-DOD WAGES

$141,293,339
DOLLARS SPENT

$88,227,603
TOTAL MIL PAYROLL

$11,457,690
TOTAL CIV PAYROLL

PHOTO OPPOSITE:

Staff Sgt. Ethan Kruger, a wheeled-vehicle mechanic from Rollingstone, Minnesota, with the Noncommissioned Officer Academy, 80th Training Command (The Army School System), navigates the weaver obstacle on the Fort Bragg Air Assault School obstacle course. (Photo by Sgt. 1st Class Lisa M. Litchfield)

The 372nd Engineer Brigade provides command and control of four engineer battalions throughout the Midwest.

12 FACILITIES — **50** UNITS/DETS — **3,261** SOLDIERS — **117** CIVILIANS

MINNESOTA

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.

- Medical
- Chemical
- Engineers
- Civil Affairs
- Legal
- Transportation
- PSYOP
- Military Police
- Training Support
- Postal

FY 2020

BY THE NUMBERS

$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

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.

17 FACILITIES

47 UNITS/DETS

2,273 SOLDIERS

119 CIVILIANS

MISSISSIPPI

THE 412TH THEATER ENGINEER COMMAND, Vicksburg, mobilizes and deploys to any theater with multiple engineering capabilities, providing mission command for all engineer assets, and serving as the senior engineer advisor to the theater commander.

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.

- Transportation
- Engineer (Firefighter)
- Logistics
- Quartermaster
- Personnel Services
- Legal
- Training Support

Spc. Erica Alexander, from the 412th Theater Engineer Command, assigned to Combined Joint Task Force-Horn of Africa, cuts lumber for footings while building lodging at a forward operating location in East Africa. (U.S. Air Force photo by Tech. Sgt. Shawn Nickel)

FY 2020

BY THE NUMBERS

$260,155,854
ECONOMIC IMPACT

2,820
NON-DOD JOBS SUPPORTED

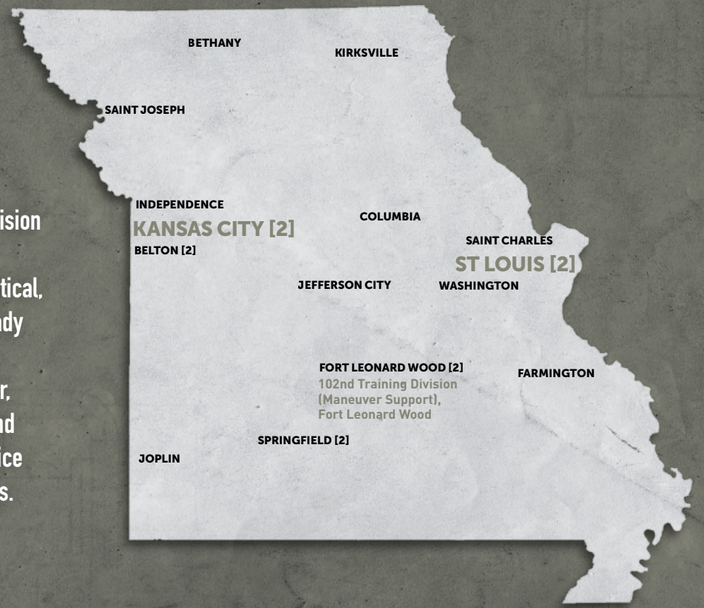
$79,336,873
NON-DOD WAGES

$224,646,832
DOLLARS SPENT

$136,223,852
TOTAL MIL PAYROLL

$22,817,451
TOTAL CIV PAYROLL

The 102nd Training Division provides mission-critical, combat-ready Soldiers in the engineer, chemical and military police career fields.



19 FACILITIES | **103** UNITS/DETS | **5,035** SOLDIERS | **233** CIVILIANS

MISSOURI

- Transportation
- Medical
- Engineer
- Logistics
- Quartermaster
- Personnel Services
- Training Support
- Military Intelligence
- Military Police
- Chemical
- Civil Affairs
- Ordnance
- PSYOP

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.

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.

Staff Sgt. John Stone, a chemical, biological, radiological and nuclear (CBRN) noncommissioned officer assigned to the 379th Chemical Company, pauses to check out the sunset at Fort Riley, Kansas, during Operation Gauntlet. Stone is a native of Columbia, Missouri. (Photo by Sgt. 1st Class Brent Powell)

FY 2020

BY THE NUMBERS

$71,081,863
ECONOMIC IMPACT

672
NON-DOD JOBS SUPPORTED

$20,465,530
NON-DOD WAGES

$48,139,133
DOLLARS SPENT

$25,567,337
TOTAL MIL PAYROLL

$3,231,656
TOTAL CIV PAYROLL

The 652nd Regional Support Group is responsible for the reception, staging, onward movement and integration of Soldiers and equipment into theater.

6 FACILITIES
21 UNITS/DETS
945 SOLDIERS
33 CIVILIANS

MONTANA

- Medical
- Transportation
- Quartermaster
- Ordnance (Ammo)
- Engineers
- Adjutant General
- Training Support

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.

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.

Spc. John Mundey (left), 2018 Army Reserve Soldier of the Year, leads the way as Sgt. Chase Craig, 2018 Army Reserve NCO of the Year, escorts a high value target during a military operation on urban terrain training exercise at Fort William Henry Harrison, Montana. (Photo by Master Sgt. Michael Chann)

FY 2020

BY THE NUMBERS

$81,391,946
ECONOMIC IMPACT

995
NON-DOD JOBS SUPPORTED

$26,524,522
NON-DOD WAGES

$69,892,720
DOLLARS SPENT

$35,523,717
TOTAL MIL PAYROLL

$5,581,951
TOTAL CIV PAYROLL

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.

PHOTO OPPOSITE:

Soldiers with various units in Nebraska take the oath of enlistment during a mass re-enlistment ceremony at an Omaha Storm Chasers baseball game in Papillion, Nebraska. (Photo by Sgt. Christopher Jackson)

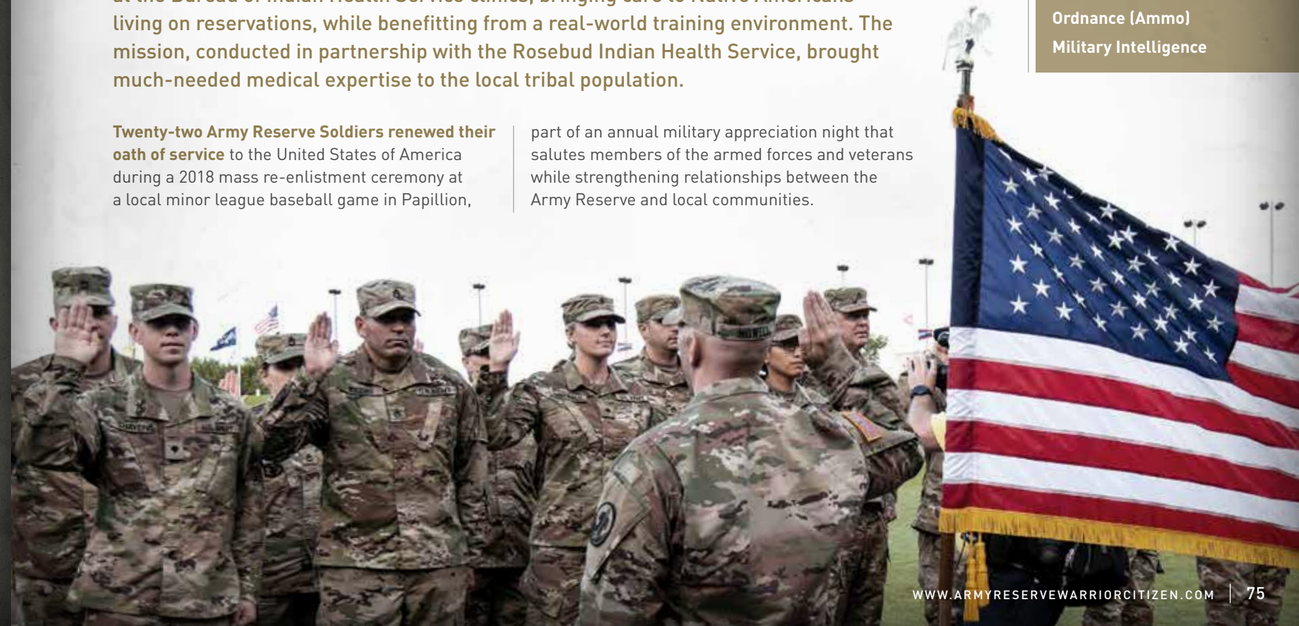
9 FACILITIES — **33** UNITS/DETS — **1,313** SOLDIERS — **57** CIVILIANS

NEBRASKA

- Medical
- Logistics
- Transportation
- Military Police
- Engineer (Firefighter)
- Quartermaster
- Ordnance (Ammo)
- Military Intelligence

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.

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.



FY 2020

BY THE NUMBERS

$62,982,984
ECONOMIC IMPACT

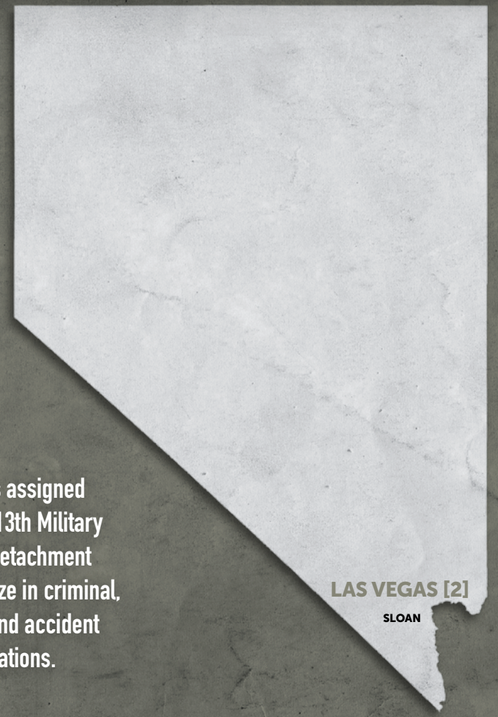
630
NON-DOD JOBS SUPPORTED

$19,453,965
NON-DOD WAGES

$58,626,336
DOLLARS SPENT

$42,044,065
TOTAL MIL PAYROLL

$4,602,662
TOTAL CIV PAYROLL



Soldiers assigned to the 313th Military Police Detachment specialize in criminal, traffic and accident investigations.

3 FACILITIES

30 UNITS/DETS

1,554 SOLDIERS

47 CIVILIANS

NEVADA

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.

- Medical
- Chemical
- Transportation
- Military Police
- Signal
- Engineer
- Civil Affairs
- PSYOP
- Quartermaster

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 645th 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)

FY 2020

BY THE NUMBERS

$48,883,760
ECONOMIC IMPACT

511
NON-DOD JOBS SUPPORTED

$15,267,754
NON-DOD WAGES

$40,275,592
DOLLARS SPENT

$23,267,629
TOTAL MIL PAYROLL

$3,623,372
TOTAL CIV PAYROLL

The 362nd Mobile Public Affairs Detachment provides photo and video coverage of key Army Reserve activities at home and abroad.

4 FACILITIES | **16** UNITS/DETS | **860** SOLDIERS | **37** CIVILIANS

NEW HAMPSHIRE

- Engineer (Firefighter)
- Transportation
- Medical
- Legal
- Military Police
- Training Support

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)

FY 2020

BY THE NUMBERS

$205,768,570
ECONOMIC IMPACT

1,800
NON-DOD JOBS SUPPORTED

$60,724,428
NON-DOD WAGES

$178,798,578
DOLLARS SPENT

$105,380,716
TOTAL MIL PAYROLL

$30,455,910
TOTAL CIV PAYROLL

The 78th Training Division prepares units to be combat-ready by coordinating and conducting Army Reserve training events and immersing units in realistic scenarios.

PHOTO OPPOSITE:

Sgt. Ian Rivera and two other Soldiers navigate an obstacle course during a photoshoot at Joint Base McGuire-Dix-Lakehurst, New Jersey. (Photo by Master Sgt. Michel Sauret)

12 FACILITIES

68 UNITS/DETS

3,895 SOLDIERS

311 CIVILIANS

NEW JERSEY

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.

- Medical
- Engineer
- Aviation
- Civil Affairs
- PSYOP
- Quartermaster
- Transportation
- Signal
- Logistics
- Chemical
- Cyber
- Military Intelligence

FY 2020

BY THE NUMBERS

$56,540,785
ECONOMIC IMPACT

449
NON-DOD JOBS SUPPORTED

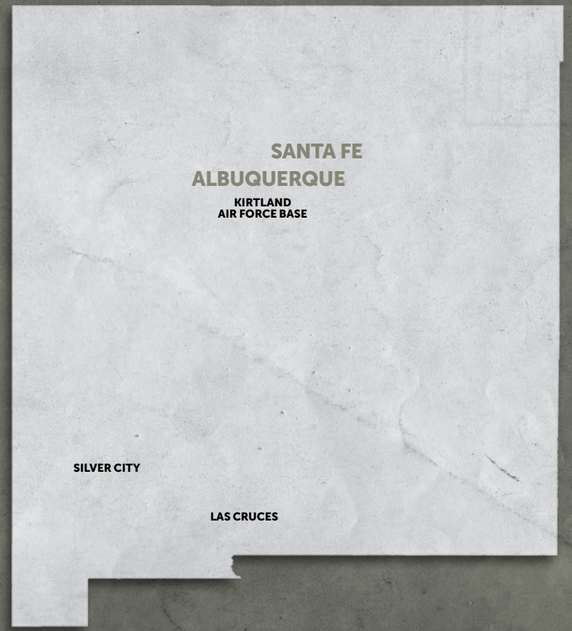
$16,204,555
NON-DOD WAGES

$38,011,903
DOLLARS SPENT

$22,077,192
TOTAL MIL PAYROLL

$2,644,082
TOTAL CIV PAYROLL

The 877th Quartermaster Company kept vehicles fueled during Exercise Maple Resolve 19-01, an annual brigade-level validation exercise for the Canadian army's High Readiness Brigade.



4 FACILITIES

18 UNITS/DETS

816 SOLDIERS

27 CIVILIANS

NEW MEXICO

- Medical
- Quartermaster
- Transportation
- Engineer
- Training Support

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)

FY 2020

BY THE NUMBERS

$371,125,157
ECONOMIC IMPACT

4,182
NON-DOD JOBS SUPPORTED

$116,417,412
NON-DOD WAGES

$333,470,651
DOLLARS SPENT

$201,887,266
TOTAL MIL PAYROLL

$31,924,845
TOTAL CIV PAYROLL

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.

29 FACILITIES — **161** UNITS/DETS — **7,462** SOLDIERS — **326** CIVILIANS

NEW YORK

THE ARMY RESERVE HAS A STRONG PRESENCE THROUGHOUT THE EMPIRE STATE. From its headquarters at Fort Wadsworth, Staten Island, the 353rd Civil Affairs Command prepares to serve as a liaison between the Army and civilian authorities and populations in deployed locales. These Soldiers combine regional expertise, political awareness and cross-cultural communication skills to conduct operations.

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.

- Logistics
- Medical
- Military Intelligence
- Transportation
- Engineer
- Quartermaster
- Legal
- Civil Affairs
- Chemical
- Ordnance
- Military Police
- PSYOP
- Training Support

Spc. Craig Gaghich with the 680th Engineer Company, 497th Engineering Battalion, approaches an M113 Armored Personnel Carrier to begin convoy operations during Exercise Ready Force Breach at Fort Drum, New York. (U.S. Army photo by Sgt. Andrew Carroll)

FY 2020

BY THE NUMBERS

$348,914,787
ECONOMIC IMPACT

2,893
NON-DOD JOBS SUPPORTED

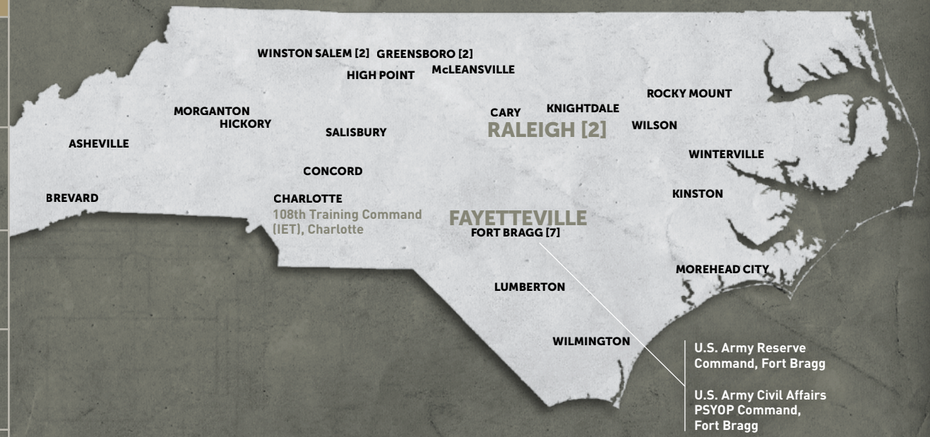
$97,907,768
NON-DOD WAGES

$280,603,776
DOLLARS SPENT

$135,682,744
TOTAL MIL PAYROLL

$59,149,099
TOTAL CIV PAYROLL

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.



26 FACILITIES — **107** UNITS/DETS — **5,015** SOLDIERS — **604** CIVILIANS

NORTH CAROLINA

- Civil Affairs
- Medical
- Logistics
- Aviation
- Transportation
- Quartermaster
- Signal
- Military Police
- Engineer
- Training Support

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.

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 (A) 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.

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)

FY 2020

BY THE NUMBERS

$25,813,877
ECONOMIC IMPACT

284
NON-DOD JOBS SUPPORTED

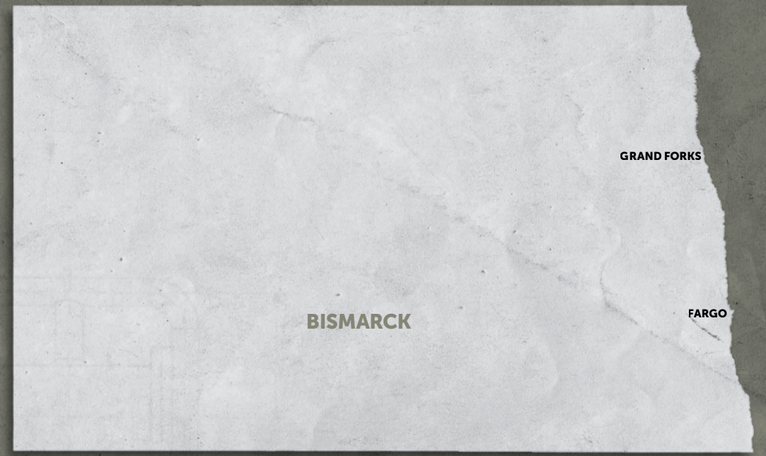
$8,035,762
NON-DOD WAGES

$15,966,280
DOLLARS SPENT

$5,681,630
TOTAL MIL PAYROLL

$1,175,148
TOTAL CIV PAYROLL

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.



3 FACILITIES | **6** UNITS/DETS | **210** SOLDIERS | **12** CIVILIANS

NORTH DAKOTA

Medical
Engineer
Ordnance

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.

Lt. Col. Rebecca Joyce, commander of the 7410th Troop Medical Clinic, based in Fargo, inspects troops during pre-mobilization training Feb. 2, 2018. (Photo by Maj. A. Sean Taylor)

FY 2020

BY THE NUMBERS

$251,789,125
ECONOMIC IMPACT

2,314
NON-DOD JOBS SUPPORTED

$74,143,871
NON-DOD WAGES

$240,024,754
DOLLARS SPENT

$149,616,266
TOTAL MIL PAYROLL

$20,858,871
TOTAL CIV PAYROLL

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).

20 FACILITIES | **94** UNITS/DETS | **5,530** SOLDIERS | **213** CIVILIANS

OHIO

ARMY RESERVE SOLDIERS FROM THE STATE OF OHIO provide unique capabilities to the Army. With personnel from the 983rd Engineer Battalion, the 342nd, 447th and 377th Military Police Companies and 848th Forward Surgical Team, resident federal units are ready when called.

The 983rd, based in Monclova, recently returned home from a nine-month deployment. More than 150 Soldiers assigned to the Monclova-based battalion supported engineering missions throughout the Middle East region.

The 342nd, 447th, and 377th MP companies participated in Combat Support Training Exercise (CSTX) 86-18-02 at Fort McCoy, Wisconsin, in August of 2018, validating and strengthening their individual and unit level training.

The 848th FST worked with Regional Health Command-Pacific (RHC-P) to assist in the development of forward surgical capabilities, providing lectures, as well as hands-on demonstrations with scenario-based practical exercises, to the Malaysian Armed Forces (MAF).

- Military Intelligence
- Training Support
- Engineer
- Transportation
- Legal
- Civil Affairs
- Quartermaster
- Medical
- Military Police
- PSYOP
- Signal

Pfc. Octaviace Drummond of the 810th Quartermaster Battalion, headquartered in Maineville, Ohio, competes in the Army Physical Fitness Test as part of the 310th ESC 2017 Best Warrior Competition. (Photo by Spc. William Sanders)

FY 2020

BY THE NUMBERS

$163,645,761
ECONOMIC IMPACT

1,489
NON-DOD JOBS SUPPORTED

$49,440,756
NON-DOD WAGES

$108,577,967
DOLLARS SPENT

$61,307,497
TOTAL MIL PAYROLL

$10,674,258
TOTAL CIV PAYROLL

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.

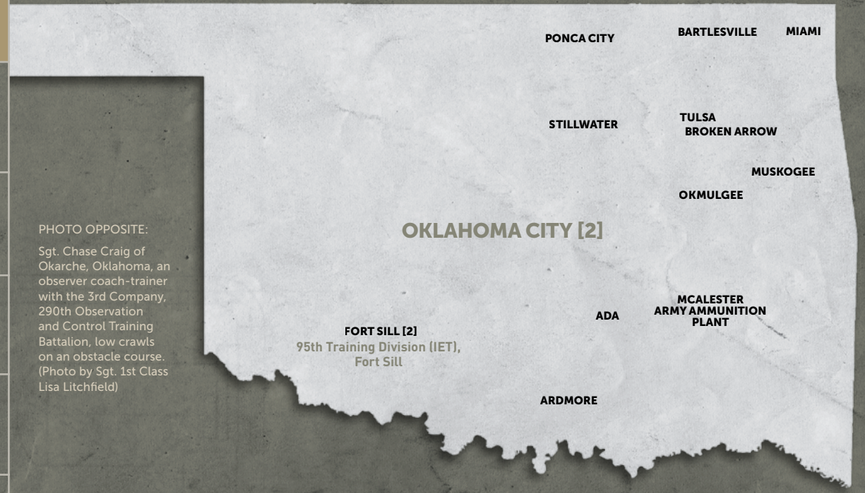


PHOTO OPPOSITE:
Sgt. Chase Craig of Okarche, Oklahoma, an observer coach-trainer with the 3rd Company, 290th Observation and Control Training Battalion, low crawls on an obstacle course. (Photo by Sgt. 1st Class Lisa Litchfield)

11 FACILITIES — **50** UNITS/DETS — **2,266** SOLDIERS — **109** CIVILIANS

OKLAHOMA

- Personnel Services
- Legal
- Engineer
- Civil Affairs
- Military Police
- Quartermaster
- Transportation
- Training Support

THE ARMY RESERVE PROVIDES MORE THAN HALF OF THE ARMY'S DRILL SERGEANTS, making their contribution critical to a future force capable of meeting rapidly evolving global challenges.

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 a 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.

FY 2020

BY THE NUMBERS

$28,768,451
ECONOMIC IMPACT

290
NON-DOD JOBS SUPPORTED

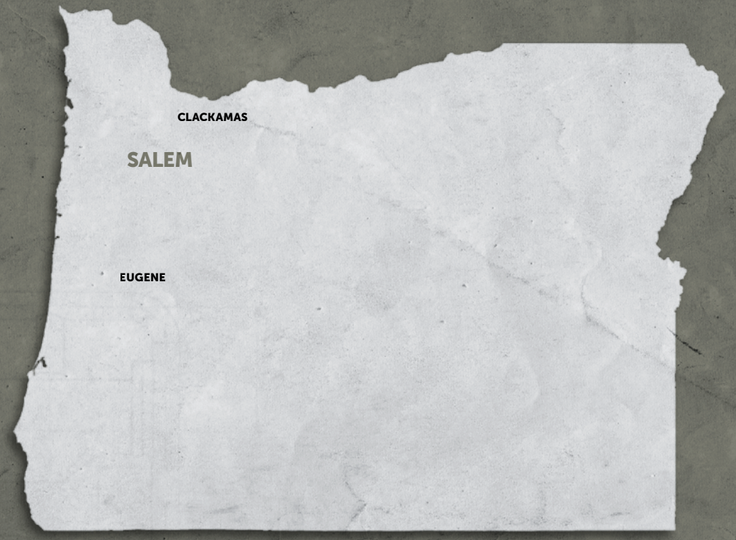
$9,009,126
NON-DOD WAGES

$22,111,481
DOLLARS SPENT

$13,690,024
TOTAL MIL PAYROLL

$1,566,864
TOTAL CIV PAYROLL

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.



2 FACILITIES | **18** UNITS/DETS | **506** SOLDIERS | **16** CIVILIANS

OREGON

- Engineers
- Civil Affairs
- Transportation
- PSYOP
- Training Support
- Personnel Services

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.

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. (Photo by Staff Sgt. Christopher Sofia)

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

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.

49 FACILITIES — **180** UNITS/DETS — **8,124** SOLDIERS — **442** CIVILIANS

PENNSYLVANIA

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.

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.

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 Wang)

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

FY 2020

BY THE NUMBERS

$47,329,248
ECONOMIC IMPACT

410
NON-DOD JOBS SUPPORTED

$14,111,096
NON-DOD WAGES

$30,862,982
DOLLARS SPENT

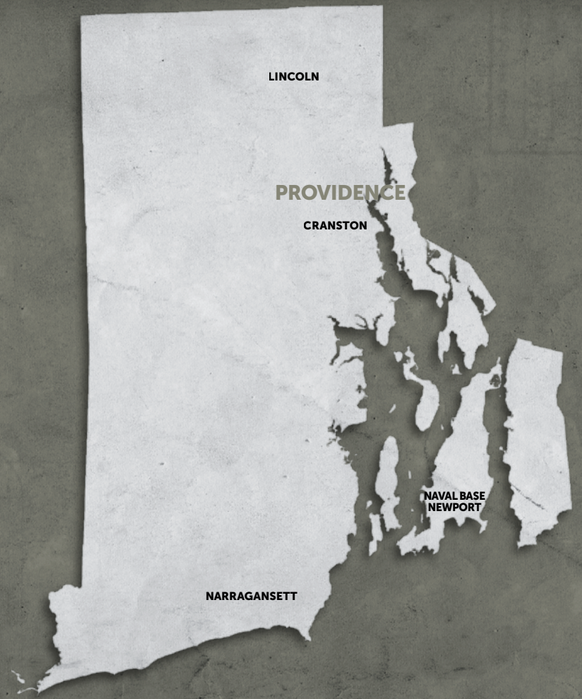
$16,449,673
TOTAL MIL PAYROLL

$1,566,864
TOTAL CIV PAYROLL

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.

PHOTO OPPOSITE:

Pvt. Michael Bailey, a power line distribution specialist assigned to Delta Company, 249th Engineer Battalion (Prime Power), Cranston, Rhode Island, removes a loose branch to repair damaged power lines in Rio Grande, Puerto Rico. (U.S. Air Force photo by Tech. Sgt. Larry E. Reid Jr.)



4 FACILITIES
11 UNITS/DETS
608 SOLDIERS
16 CIVILIANS

RHODE ISLAND

- Engineer (Power Line)
- Medical
- Civil Affairs
- Training Support
- Transportation

THE 443RD CIVIL AFFAIRS BATTALION, headquartered at Naval Station Newport, trains for the unique overseas mission of serving as liaison between the Army and civilian authorities and populations.

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.

FY 2020

BY THE NUMBERS

$211,644,152
ECONOMIC IMPACT

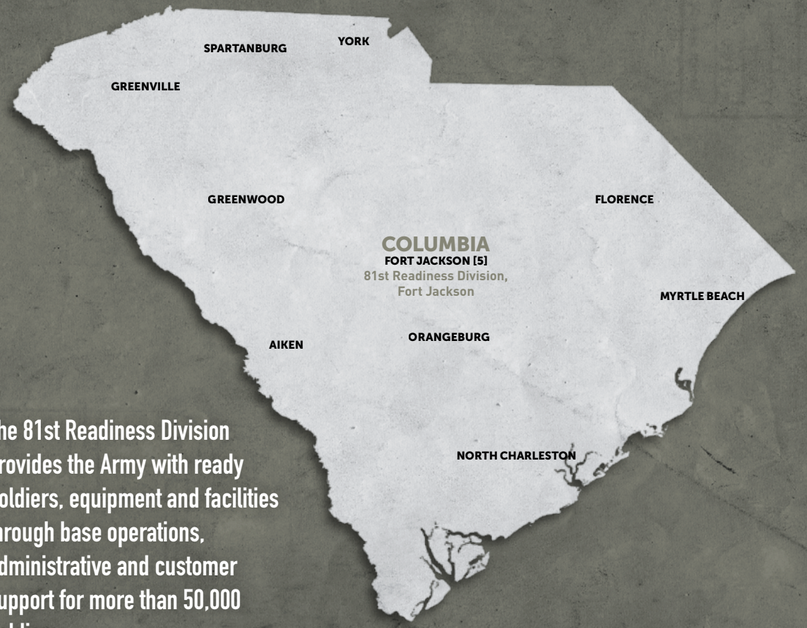
1,889
NON-DOD JOBS SUPPORTED

$59,763,244
NON-DOD WAGES

$182,945,342
DOLLARS SPENT

$98,292,205
TOTAL MIL PAYROLL

$33,589,638
TOTAL CIV PAYROLL



The 81st Readiness Division provides the Army with ready Soldiers, equipment and facilities through base operations, administrative and customer support for more than 50,000 Soldiers.

15 FACILITIES | **71** UNITS/DETS | **3,633** SOLDIERS | **343** CIVILIANS

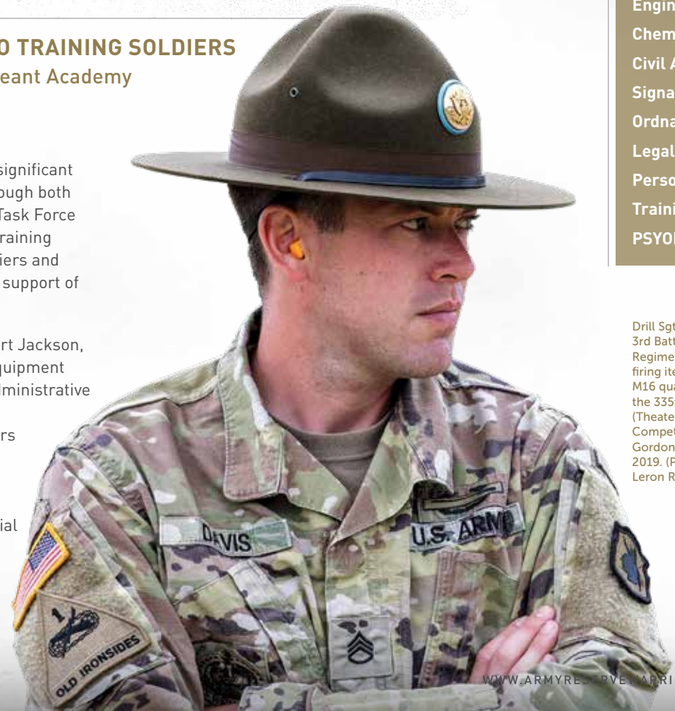
SOUTH CAROLINA

SOUTH CAROLINA IS VITAL TO TRAINING SOLDIERS through the U.S. Army Drill Sergeant Academy at Fort Jackson.

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.

- Medical
- Transportation
- Logistics
- Engineer
- Chemical
- Civil Affairs
- Signal
- Ordnance
- Legal
- Personnel Services
- Training Support
- PSYOP



Drill Sgt. Larry Davis, 3rd Battalion, 323rd Regiment, waits for the next firing iteration during the M16 qualification range of the 335th Signal Command (Theater) Best Warrior Competition 2019 at Fort Gordon, Georgia, April 19, 2019. (Photo by Staff Sgt. Leron Richards)

FY 2020

BY THE NUMBERS

$31,281,793
ECONOMIC IMPACT

319
NON-DOD JOBS SUPPORTED

$9,449,134
NON-DOD WAGES

$22,875,165
DOLLARS SPENT

$15,123,959
TOTAL MIL PAYROLL

$783,432
TOTAL CIV PAYROLL

Trained to handle dangerous materials and execute demolition operations, the 323rd Chemical Biological Radiological Nuclear Radiation Company also partners, when needed, with local agencies to provide coordinated disaster response.

2 FACILITIES | **5** UNITS/DETS | **559** SOLDIERS | **8** CIVILIANS

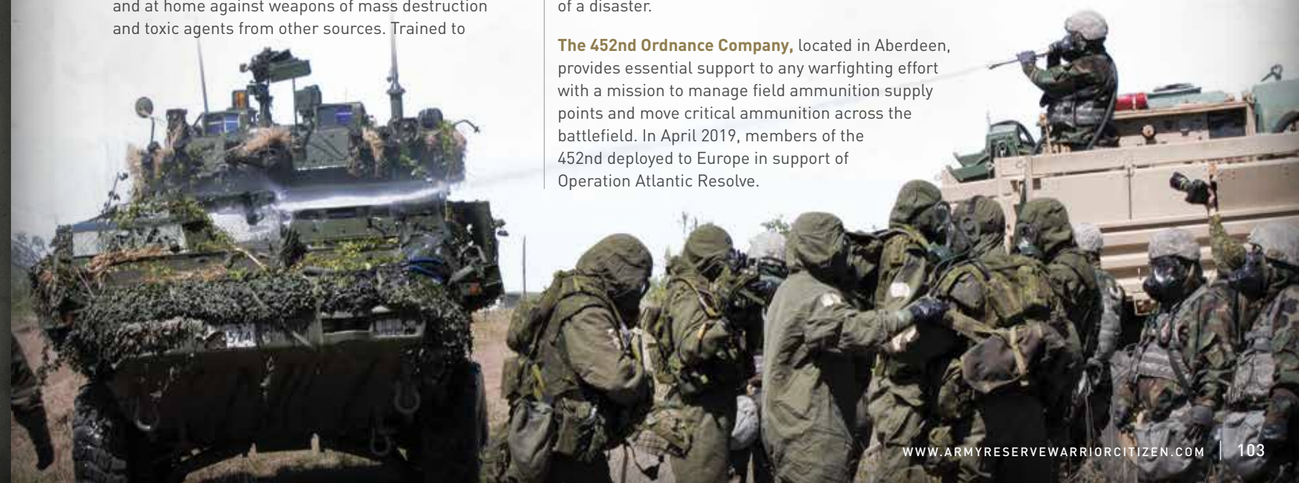
SOUTH DAKOTA

Chemical
Ordnance (Ammo)
Training Support

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.



Sioux Falls-based 323rd Chemical Company Soldiers and Canadian Soldiers train together during simulated DECON operations at Maple Resolve 18-01, Canadian Forces Base, Wainwright, Alberta, Canada. (Photo by Sgt. 1st Class Chanelcherie DeMello)

FY 2020

BY THE NUMBERS

$162,009,252
ECONOMIC IMPACT

1,699
NON-DOD JOBS SUPPORTED

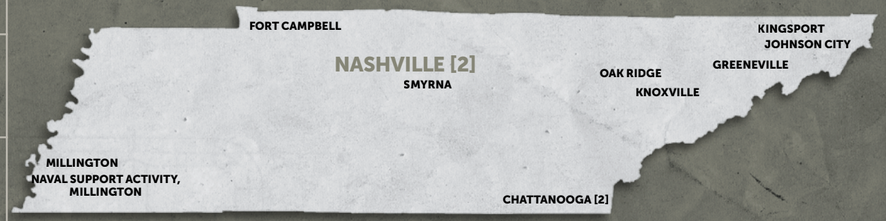
$50,773,501
NON-DOD WAGES

$151,856,681
DOLLARS SPENT

$98,562,759
TOTAL MIL PAYROLL

$10,870,116
TOTAL CIV PAYROLL

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.



12 FACILITIES — **72** UNITS/DETS — **3,643** SOLDIERS — **111** CIVILIANS

TENNESSEE

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.

- Medical
- Engineer
- Legal
- PSYOP
- Civil Affairs
- Transportation
- Quartermaster
- Military Police
- Chemical
- Training Support

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)

FY 2020

BY THE NUMBERS

$990,965,029
ECONOMIC IMPACT

8,367
NON-DOD JOBS SUPPORTED

$293,626,156
NON-DOD WAGES

$665,473,704
DOLLARS SPENT

$421,820,471
TOTAL MIL PAYROLL

$71,781,936
TOTAL CIV PAYROLL

PHOTO OPPOSITE:
Soldiers from various units gather around a HH-60M Blackhawk helicopter during a MEDEVAC class taught by members of Charlie Company, 7th Battalion, 158th Aviation Regiment headquartered out of Fort Hood, Texas. (Photo by Spc. Justin Snyder)

The Army Reserve Innovation Command is focused on leveraging specialized skills acquired in the commercial sector by harnessing operational innovation, concepts and capabilities to enhance the readiness of the future force.

48 FACILITIES — **290** UNITS/DETS — **15,591** SOLDIERS — **733** CIVILIANS

TEXAS

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.

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

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.

FY 2020

BY THE NUMBERS

$215,085,847
ECONOMIC IMPACT

1,775
NON-DOD JOBS SUPPORTED

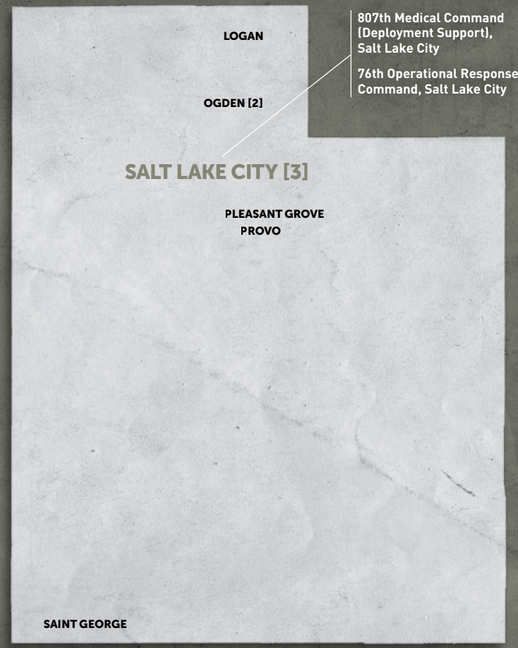
$65,123,980
NON-DOD WAGES

$133,448,616
DOLLARS SPENT

$84,899,790
TOTAL MIL PAYROLL

$15,864,493
TOTAL CIV PAYROLL

The 76th Operational Response Command 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.



9 FACILITIES
51 UNITS/DETS
3,138 SOLDIERS
162 CIVILIANS

UTAH

FORT DOUGLAS-BASED 807TH MEDICAL COMMAND (DEPLOYMENT SUPPORT), across 26 states, 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 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.

- Logistics
- Quartermaster
- Transportation
- Medical
- Signal
- Military Police
- Chemical
- Training Support
- Personnel Services

Lt. Col. Juli Fung-Hayes (center), an emergency medicine physician with the 2nd Medical Brigade, leads a medic team from the 396th Combat Support Hospital, through a trauma and critical care scenario in a field hospital during a promotional photoshoot. (Photo by Master Sgt. Michel Sauret)

FY 2020

BY THE NUMBERS

$26,616,710
ECONOMIC IMPACT

291
NON-DOD JOBS SUPPORTED

$8,372,123
NON-DOD WAGES

$15,972,880
DOLLARS SPENT

$6,141,571
TOTAL MIL PAYROLL

$685,502
TOTAL CIV PAYROLL

Detachment 3, 2200th Military Intelligence Support Group, processes, analyzes and distributes strategic and tactical intelligence regarding enemy forces and potential battle areas.

3 FACILITIES

5 UNITS/DETS

227 SOLDIERS

7 CIVILIANS

VERMONT

- Engineer
- Legal
- Transportation
- Training Support

SOLDIERS FROM RUTLAND'S 424TH VERTICAL CONSTRUCTION COMPANY are experts in electrical, masonry and plumbing, making them an invaluable resource for disaster relief and emergency management at home, as well as helping to repair, rebuild and expand communities overseas.

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)

FY 2020

BY THE NUMBERS

$344,857,790
ECONOMIC IMPACT

3,749
NON-DOD JOBS SUPPORTED

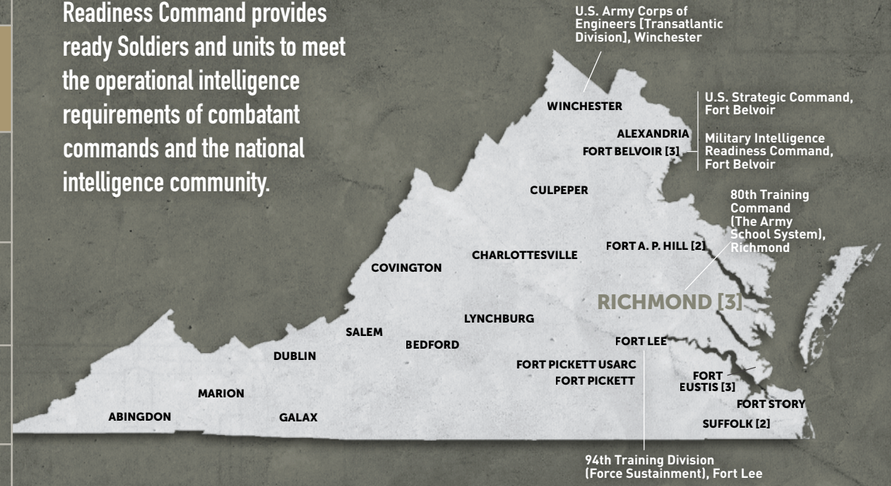
$106,919,612
NON-DOD WAGES

$320,500,387
DOLLARS SPENT

$184,463,599
TOTAL MIL PAYROLL

$40,640,523
TOTAL CIV PAYROLL

The Military Intelligence Readiness Command provides ready Soldiers and units to meet the operational intelligence requirements of combatant commands and the national intelligence community.



28 FACILITIES — **138** UNITS/DETS — **6,818** SOLDIERS — **415** CIVILIANS

VIRGINIA

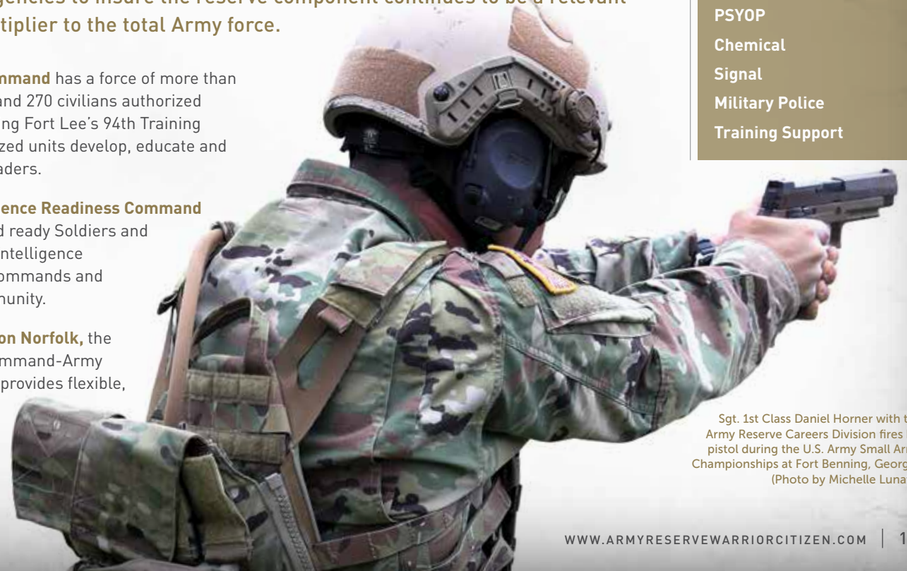
VIRGINIA IS HOME TO SEVERAL KEY ARMY RESERVE ASSETS, to include the Office of the Chief of the Army Reserve, where military and civilian personnel focus on national policy and programs that impact the component, coordinating with Pentagon partners, members of Congress and federal agencies to insure the reserve component continues to be a relevant and lethal resource multiplier to the total Army force.

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.

- Military Intelligence
- Medical
- Engineer (Power Line)
- Aviation
- Inf. Operations
- Legal
- Quartermaster
- Civil Affairs
- Transportation
- PSYOP
- Chemical
- Signal
- Military Police
- Training Support



Sgt. 1st Class Daniel Horner with the Army Reserve Careers Division fires his pistol during the U.S. Army Small Arms Championships at Fort Benning, Georgia. (Photo by Michelle Lunato)

FY 2020

BY THE NUMBERS

$307,574,138
ECONOMIC IMPACT

2,625
NON-DOD JOBS SUPPORTED

$89,099,760
NON-DOD WAGES

$248,402,812
DOLLARS SPENT

$170,259,523
TOTAL MIL PAYROLL

$24,286,385
TOTAL CIV PAYROLL

Soldiers from the 104th Training Division support Cadet Summer Training at Fort Knox, Kentucky, the U.S. Army's Basic Camp to develop and reinforce Army values in ROTC cadets.

14 FACILITIES — **116** UNITS/DETS — **6,293** SOLDIERS — **248** CIVILIANS

WASHINGTON

AT JOINT BASE LEWIS-MCCHORD, 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 166th 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.

Medical Soldiers from the 396th Combat Support Hospital, headquartered at Fairchild Air Force Base, Washington, work together on a MEDEVAC litter carry during a promotional photoshoot. (Photo by Master Sgt. Michel Sauret)

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

FY 2020

BY THE NUMBERS

$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

The 459th Engineer Company participated in a three-day training event to support the Department of Defense's Immediate Response Authority, highlighting disaster flood relief with rafting operations, boats and emergency bridge replacement.

22 FACILITIES

47 UNITS/DETS

2,008 SOLDIERS

79 CIVILIANS

WEST VIRGINIA

- Military Police
- Engineer
- Medical
- Chemical
- Quartermaster
- Ordnance (Ammo)
- Training Support

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)

FY 2020

BY THE NUMBERS

$322,916,419
ECONOMIC IMPACT

3,135
NON-DOD JOBS SUPPORTED

$102,576,789
NON-DOD WAGES

$241,369,401
DOLLARS SPENT

$106,625,263
TOTAL MIL PAYROLL

$48,474,841
TOTAL CIV PAYROLL

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

19 FACILITIES

75 UNITS/DETS

3,941 SOLDIERS

495 CIVILIANS

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 80th Training Command has a Regional Training Site-Maintenance at Fort McCoy that provides instruction for two career fields and professional military education for officer and enlisted personnel.

- Ordnance
- Engineer (Firefighter)
- Military Police
- Chemical
- Civil Affairs
- Medical
- Quartermaster
- Training Support

Ashton Phillips, 965th Dental Company, provides security at Combat Support Training Exercise (CSTX) 86-18-02 at Fort McCoy, Wisconsin. (Photo by Spc. John Russell)

FY 2020

BY THE NUMBERS

$7,590,222
ECONOMIC IMPACT

92
NON-DOD JOBS SUPPORTED

$2,433,434
NON-DOD WAGES

$7,588,625
DOLLARS SPENT

$4,085,362
TOTAL MIL PAYROLL

$293,786
TOTAL CIV PAYROLL

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.

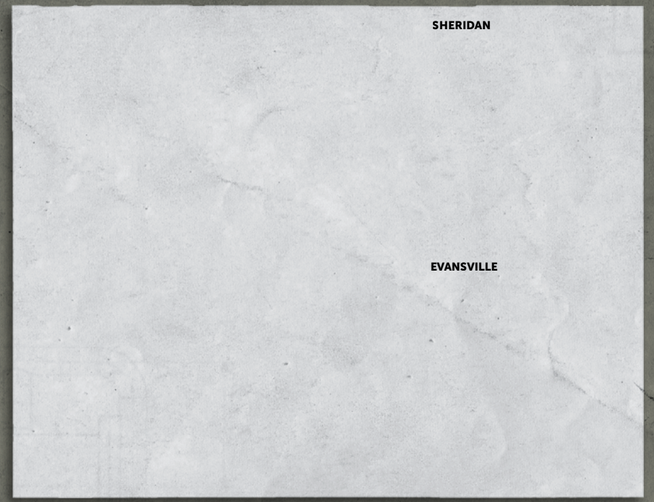


PHOTO OPPOSITE: Pvt. James St. Gelaism, 651st Quartermaster Company, Evansville, Wyoming, operates an Electric Raw Water Pump during Combat Support Training Exercise. (Photo by Spc. John Russell)

1 FACILITY
2 UNITS/DETS
151 SOLDIERS
3 CIVILIANS

WYOMING

Quartermaster
Transportation

WATER TREATMENT SPECIALISTS ASSIGNED TO THE 651ST QUARTERMASTER COMPANY in Evansville delivered potable water to Soldiers during Exercise Maple Resolve 19-01 at the 3rd Canadian Division Support Base Detachment Wainwright, Alberta, Canada.

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.

FY 2020

BY THE NUMBERS

$18,838,938
ECONOMIC IMPACT

198
NON-DOD JOBS SUPPORTED

$5,975,044
NON-DOD WAGES

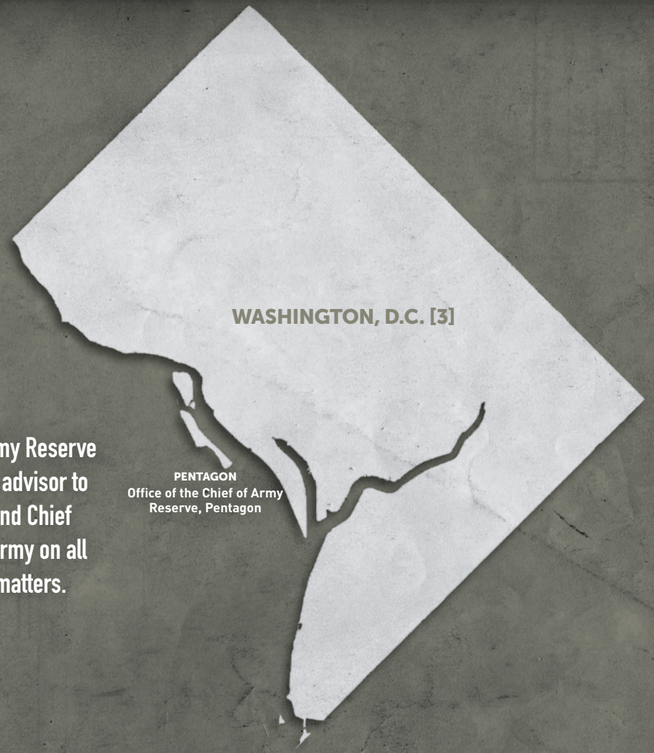
$11,291,983
DOLLARS SPENT

$1,893,876
TOTAL MIL PAYROLL

$587,573
TOTAL CIV PAYROLL

PHOTO OPPOSITE:

A group of approximately 90 U.S. Army Reserve Soldiers from the 3rd Transportation Brigade (Expeditionary), march in a practice parade to prepare for the upcoming Presidential Inauguration Parade in Washington, D.C. (Photo by Master Sgt. Michel Sauret)



The Chief of Army Reserve is the principal advisor to the Secretary and Chief of Staff of the Army on all Army Reserve matters.

3 FACILITIES

3 UNITS/DETS

70 SOLDIERS

6 CIVILIANS

WASHINGTON, D.C.

Military Intelligence
Counterterrorism

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 RESDRO 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.

FY 2020

BY THE NUMBERS

$172,043,316
ECONOMIC IMPACT

1,970
NON-DOD JOBS SUPPORTED

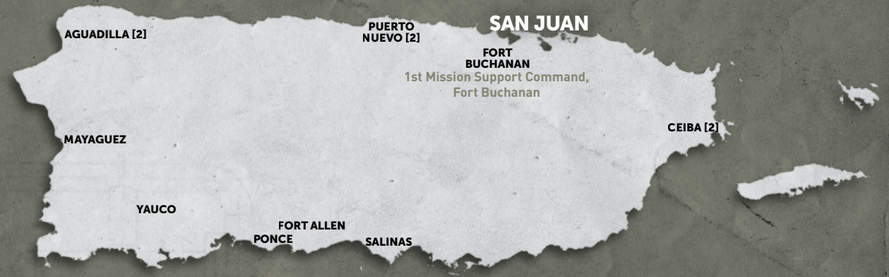
$51,441,782
NON-DOD WAGES

$198,758,624
DOLLARS SPENT

$128,513,068
TOTAL MIL PAYROLL

$19,683,723
TOTAL CIV PAYROLL

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



14 FACILITIES — **77** UNITS/DETS — **4,750** SOLDIERS — **201** CIVILIANS

PUERTO RICO

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.

- Military Police
- Finance
- Engineer
- Civil Affairs
- Medical
- Logistics
- Quartermaster
- Transportation
- Signal
- Training Support
- Public Affairs

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

FY 2020

BY THE NUMBERS

$25,020,875
ECONOMIC IMPACT

299
NON-DOD JOBS SUPPORTED

$7,502,244
NON-DOD WAGES

$25,930,727
DOLLARS SPENT

$14,826,350
TOTAL MIL PAYROLL

$1,273,077
TOTAL CIV PAYROLL

PHOTO OPPOSITE:

Guam-based Soldiers with the 9th Mission Support Command, and the Guam Army National Guard make their way out of a U.S. Air Force C-130 at the Francisco C. Ada International Airport. (Photo by Staff Sgt. James Kennedy Benjamin)

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.

3 FACILITIES

9 UNITS/DETS

548 SOLDIERS

13 CIVILIANS

GUAM

- Engineer
- Military Police
- Quartermaster
- Medical
- Infantry

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 ability to support and react as a collective team to disasters and contingencies.

FY 2020

BY THE NUMBERS

$11,739,830
ECONOMIC IMPACT

131
NON-DOD JOBS SUPPORTED

$3,537,235
NON-DOD WAGES

$13,424,923
DOLLARS SPENT

$9,766,993
TOTAL MIL PAYROLL

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.

PHOTO OPPOSITE:

Soldiers with B Company, 100th Infantry Battalion, 442nd Infantry Regiment, conduct a ruck march as part of a situational training exercise. (Photo by Capt. Linda Gerron)

1 FACILITY | **7** UNITS/DETS | **361** SOLDIERS | **0** CIVILIANS

AMERICAN SAMOA

Infantry
Quartermaster
Chaplain

THE 9TH MISSION SUPPORT COMMAND SOLDIERS REPRESENT the only Army presence in American Samoa. Home to six Army Reserve units, American Samoa maintains among the highest enlistment rates in the U.S. and its territories.

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.

FY 2020

BY THE NUMBERS

$4,683,227
ECONOMIC IMPACT

63
NON-DOD JOBS SUPPORTED

$1,372,664
NON-DOD WAGES

$3,500,025
DOLLARS SPENT

$568,163
TOTAL MIL PAYROLL

The roughly two dozen Soldiers of the St. Thomas-based 512th Movement Control Team are composed of transportation management coordinators.

1 FACILITY | **1** UNIT/DET | **21** SOLDIERS | **1** CIVILIAN

U.S. VIRGIN ISLANDS

Transportation

THE ROUGHLY TWO DOZEN SOLDIERS OF THE ST. THOMAS-BASED 512TH MOVEMENT CONTROL TEAM DETACHMENT 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.

Soldiers assigned to the 512th Movement Control Team carry food and water from a UH-60 Black Hawk during a resupply mission at St. Thomas, U.S. Virgin Islands, after Hurricane Irma. (Photo by Spc. Anthony Martinez)

FY 2020

BY THE NUMBERS

$6,405,868
ECONOMIC IMPACT

80
NON-DOD JOBS SUPPORTED

$1,899,524
NON-DOD WAGES

$5,922,867
DOLLARS SPENT

$2,813,760
TOTAL MIL PAYROLL

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.

1 FACILITY

2 UNITS/DETS

104 SOLDIERS

0 CIVILIANS

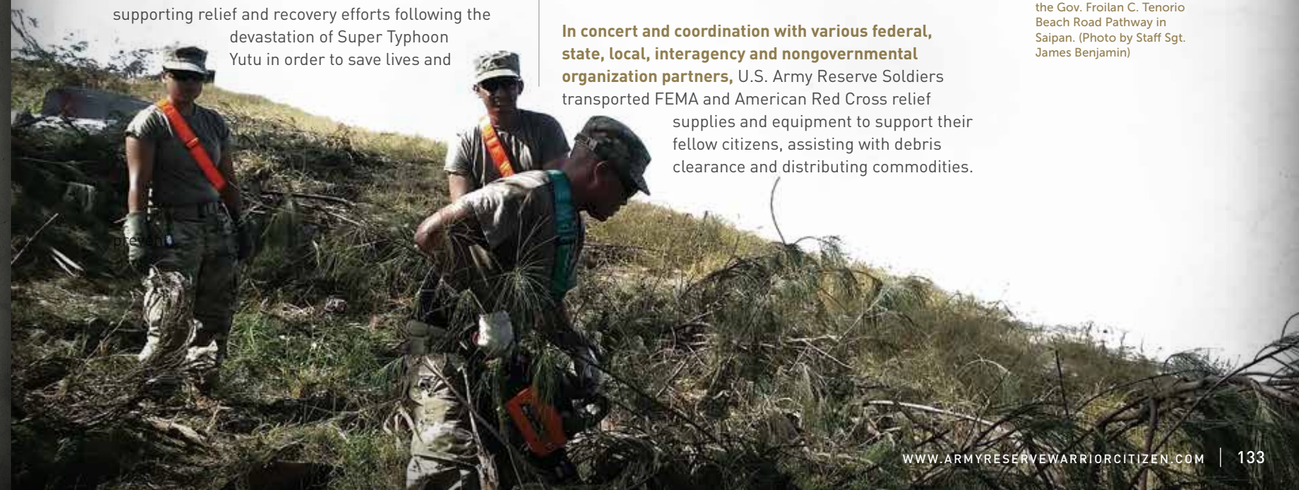
SAIPAN

Infantry
Quartermaster

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.

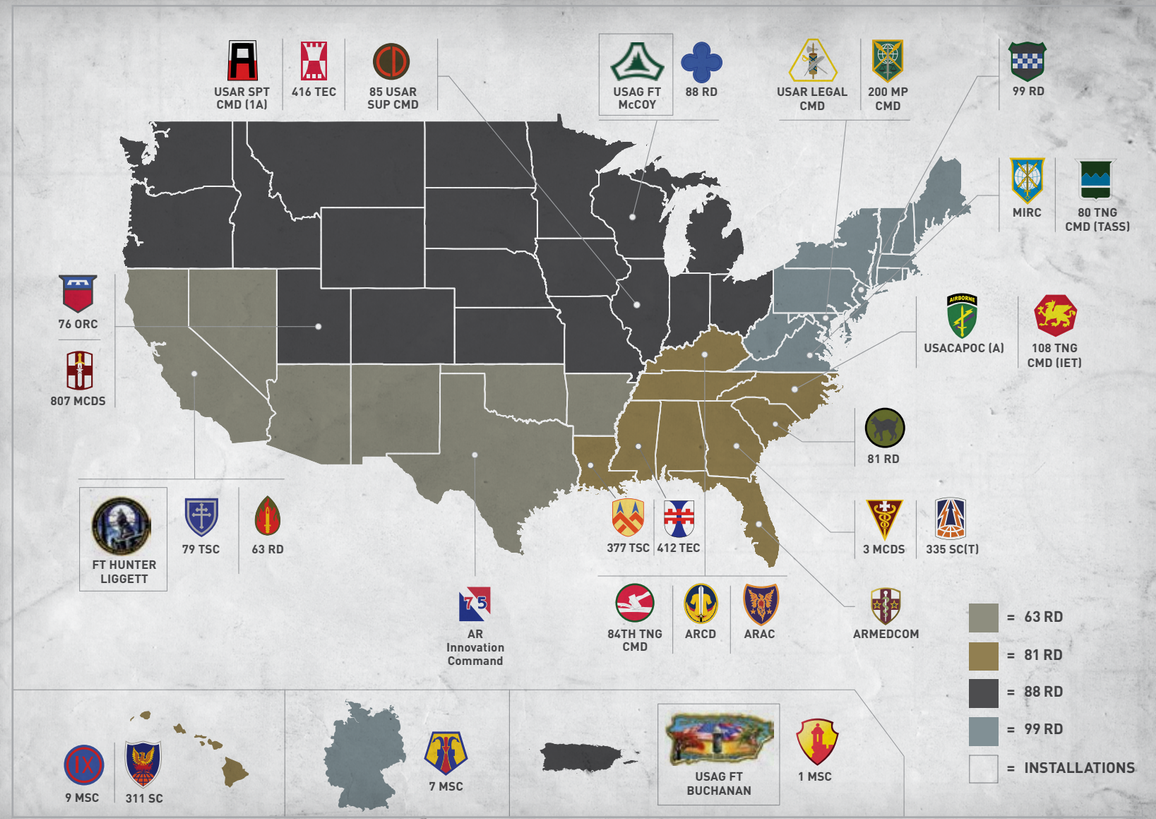


Soldiers with the 302nd Quartermaster Company cut and remove debris left by Super Typhoon Yutu along the Gov. Froilan C. Tenorio Beach Road Pathway in Saipan. (Photo by Staff Sgt. James Benjamin)

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.



Rise Above!

ARMY RESERVE AVIATION COMMAND

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)

ARMY RESERVE AVIATION COMMAND

FORT KNOX, KENTUCKY

10	3,579	583
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- **11th Expeditionary Combat Aviation Brigade – Fort Carson, Colo.**
- **244th Expeditionary Combat Aviation Brigade JB McGuire-Dix – Lakehurst, N.J.**

DID YOU KNOW?

The (formerly designated) 11th Aviation Command was constituted in 1963 to move one-third of a division's infantry battalions and supporting units in a single helicopter lift.

ARMY RESERVE INNOVATION COMMAND

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.

PHOTO OPPOSITE: Chaplain candidate 2nd Lt. Jonah Ubong 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 INNOVATION COMMAND

HOUSTON, TEXAS

3	107	26
UNITS	SOLDIERS	CIVILIANS

SPECIALIZED CAPABILITIES

Some of the advanced technology fields being pursued include:

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

Civilian Soldier Medic

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 Wallace)

ARMY RESERVE MEDICAL COMMAND (ARMEDCOM)

PINELLAS PARK, FLORIDA

118	6,000	120
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- AMEDD Professional Management Command – Forest Park, Ga.
- Medical Readiness and Training Command – San Antonio, Texas
- Western Medical Area Readiness Support Group – San Pablo, Calif.
- Central Medical Area Readiness Support Group – Fort Sheridan, Ill.
- Northeast Medical Area Readiness Support Group – Fort Wadsworth, N.Y.
- Southeast Medical Area Readiness Support Group – Nashville, Tenn.

SPECIALIZED CAPABILITIES

- Medical Support Units for Medical Soldier Readiness
- Medical Professional Augmentation to all Services
- Blood Collection Support to all Services
- Veterinary Support to all Services
- Individual and Collective Military Medical Training
- Administrative Management of Low-Density, High-Demand Medical Specialties
- Army Reserve-wide Medical Credentialing

Always Engaged

MILITARY INTELLIGENCE READINESS COMMAND

ARMY RESERVE INTELLIGENCE plays an essential role in U.S. domestic and global security operations. The MIRC provides trained, equipped, and ready Soldiers and units to meet the operational intelligence requirements of Combatant Commands and the national intelligence community.

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 Burkhart)

MILITARY INTELLIGENCE READINESS COMMAND

FORT BELVOIR, VIRGINIA

44	7,528	120
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 259th Expeditionary Military Intelligence Brigade - JB Lewis McChord, Wash.
- 336th Expeditionary Military Intelligence Brigade - JB McGuire Dix Lakehurst, N.J.
- 505th Military Intelligence Brigade (Theater) - Camp Bullis, Texas
- Theater Intelligence Support Command - Fort Belvoir, Va.
- National Intelligence Support Group - Fort Belvoir, Va.
- Army Reserve Operation Group - San Antonio, Texas
- 648th Regional Support Group - St. Louis, Mo.
- Five Army Reserve Intelligence Support Centers – N.J., Ill., Ga., Texas, Calif.
- Four Military Intelligence Army Reserve Elements - AFRICOM, CENTCOM, EUCOM and PACOM

SPECIALIZED CAPABILITIES

- Theater Intelligence Support
- Strategic Intelligence Support to Combatant Commands and Combat Support Agencies
- Intelligence Community integration and support

By Sword, Deed and Word

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.

Right: Soldiers participate in a downed gunner training exercise while conducting crew-served weapons training hosted by the U.S. Army Civil Affairs & Psychological Operations Command. (Photo by Sgt. Tracy McKithern)

Opposite page: Spc. Josiah Salyer, a chaplain assistant with the 490th Civil Affairs Battalion, peers through a AN/PAS 13 thermal weapon sight during Operation Cold Steel III, hosted by the U.S. Army Civil Affairs & Psychological Operations Command. (Photo by Staff Sgt. Christopher J. Sofia)

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.

U.S. ARMY CIVIL AFFAIRS & PSYCHOLOGICAL OPERATIONS COMMAND (AIRBORNE)

FORT BRAGG, NORTH CAROLINA

96	12,780	376
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 151st Theater Information Operations Group – Fort Totten, N.Y.
- 350th Civil Affairs Command – Pensacola, Fla.
- 351st Civil Affairs Command – Mountain View, Calif.
- 352nd Civil Affairs Command – Fort Meade, Md.
- 353rd Civil Affairs Command – Staten Island, N.Y.
- 2nd Psychological Operations Group – Twinsburg, Ohio
- 7th Psychological Operations Group – Mountain View, Calif.
- 1st CA and PSYOP Training Brigade – Fort Bragg, N.C.

SPECIALIZED CAPABILITIES

- Trans-Regional Civil Information Management
- 1 of 3 Army IO Groups
- USAR's airborne proponent with oversight of all USAR Airborne operations.

Victory with Justice

U.S. ARMY RESERVE LEGAL COMMAND

THE ARMY RESERVE PROVIDES APPROXIMATELY 40 PERCENT OF THE ARMY'S ATTORNEYS and hosts the only large-scale collective training event for military law professionals in the Department of Defense.

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 a Best Warrior Competition. (Photo by Master Sgt. Michel Sauret)

U.S. ARMY RESERVE LEGAL COMMAND

GAITHERSBURG, MARYLAND

29	1,800	48
UNITS	SOLDIERS	CIVILIANS

SPECIALIZED CAPABILITIES

- National Security Law Support
- Trial Defense Services
- Command Discipline and Military Justice Support
- Judge teams
- Court Reporters for Courts-Martial Support
- Legal Assistance to Soldiers
- Defense Support to Civil Authorities (DSCA) Legal Support
- International Education and Training

Hooah! Garita Warriors!

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. Keely 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

FORT BUCHANAN, PUERTO RICO

44	4,733	72
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 166th Regional Support Group – Fort Buchanan, Puerto Rico
- 210th Regional Support Group – Aguadilla, Puerto Rico
- Mission Command Support Group (P)
- 363rd Public Affairs Detachment

SPECIALIZED CAPABILITIES

- Logistical Support: petroleum, water, laundry/bath, mortuary affairs, ordnance and transportation
- Military Police: law and order, guard and internment
- Engineer: Horizontal, Vertical, Facilities, and Concrete Signal Units
- Human Resources
- Postal Services
- Financial Management
- Maintenance Support
- Medical, Civil Affairs, Public Affairs, Training Support

Desert Medics

3RD MEDICAL COMMAND

THE 3RD MEDICAL COMMAND (DEPLOYMENT SUPPORT) provides mission command for 7,300 trained and ready Soldiers throughout 21 states east of the Mississippi River.

Right: Spc. Antonio Williams, a dental specialist assigned to the 810th Dental Company, 3rd Medical Command (Deployment Support), wears a protective mask while on patrol. (Photo by Sgt. Chad Guthrie)

Opposite page: Spc. Antonio Williams, a dental specialist assigned to 810th Dental Company, 3rd Medical Command (Deployment Support), provides security for the Combat Support Training Exercise at Fort McCoy, Wisconsin. (Photo by Sgt. Chad Guthrie)

While in garrison, the "Desert Medics" train Soldiers and units for mobilization to deliver cutting-edge combat health care to U.S. service members, multicoalition 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.

3RD MEDICAL COMMAND

FOREST PARK, GEORGIA

94	7,300	160
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 5th Medical Brigade – Birmingham, Ala.
- 8th Medical Brigade – Staten Island, N.Y.
- 332nd Medical Brigade – Nashville, Tenn.
- 338th Medical Brigade – Horsham Air Guard Station, Pa.
- 804th Medical Brigade – Devens, Mass.
- 510th Regional Support Group – Sembach, Germany

SPECIALIZED CAPABILITIES

- Provides support and technical supervision for 7,300 Soldiers
- Combat Support Hospitals
- Health care specialists, X-ray technicians, ophthalmology, nurses, physician assistants, physicians, dentists, surgeons and veterinarians
- Medical Logistics

An Ocean Closer

7TH MISSION SUPPORT COMMAND

THE 7TH MISSION SUPPORT COMMAND HAS BEEN A FORWARD PRESENCE FOR THE ARMY RESERVE IN EUROPE SINCE 1956. The 7th MSC is a key provider of trained and ready forces in support of theater security cooperation missions and global force contingencies.

Right: Col. John E. Dethlefs (left), commander of 209th Digital Liaison Detachment, interacts with German army Capt. Christian Hartl of the S1 staff, 23rd Mountain Infantry, during the Joint Warfighting Assessment 18 at Grafenwoehr Training Area. (Photo by Sgt. Daniel Friedberg)

Opposite page: Team leaders from the 6th Alpini Regiment of the Italian army give instruction on cold weather survival to 22 members of the 2500th Digital Liaison Detachment. The units climbed to Refugio peak near Wiessenbach, Italy, during the DLD's battle assembly. (Courtesy photo)

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.

7TH MISSION SUPPORT COMMAND

KAISERSLAUTERN, GERMANY

23	1,091	56
UNITS	SOLDIERS	CIVILIANS

MAJOR AND DIRECT REPORTING UNITS

- 361st Civil Affairs Brigade - Kaiserslautern, Germany
- 510th Regional Support Group – Sembach, Germany
- 209th Digital Liaison Detachment – Wiesbaden, Germany
- 2500th Digital Liaison Detachment – Vicenza, Italy
- Medical Support Unit – Europe – Kaiserslautern, Germany
- 7th Intermediate Leader Education Detachment – Grafenwoehr, Germany
- 446th Movement Control Battalion – Kaiserslautern, Germany
- 83rd Combat Service Support Battalion – Sembach, Germany
- 773rd Chemical Support Team – Kaiserslautern, Germany

SPECIALIZED CAPABILITIES

- Army Reserve units in direct support of U.S. Army Europe and EUCOM
- Facilitate interoperability and integration of Army units with joint and multinational forces through our Digital Liaison Detachments
- Provide engineer assessments, planning, and design and construction management services to Army units through our Forward Engineer Support Team – Advance
- Enable cross border freedom of movement with hybrid movement control/civil affairs teams placed at key terrain in coordination with national movement centers

Pride of the Pacific

9TH MISSION SUPPORT COMMAND

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.

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.

Left: Soldiers assigned to the 100th Battalion, 442nd Infantry Regiment, 9th Mission Support Command fire the first rounds in the modular 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 system and meet U.S. Army Standards without leaving home soil. (Photo by Sgt. Stephanie Ramirez)

A Soldier with 1st Platoon, E Company, 100th Battalion, 442nd Infantry Regiment, 9th Mission Support Command, opens fire on training targets during a live-fire exercise in Plum, New Caledonia, May 15, 2019. (Photo by Staff Sgt. James Kennedy Benjamin)

9TH MISSION SUPPORT COMMAND

HONOLULU, HAWAII

31	3,471	163
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- U.S. Army Pacific Support Unit – Fort Shafter, Hawaii
- 658th Regional Support Group – Camp Humphreys, Republic of Korea
- 303rd Maneuver Enhancement Brigade – Fort Shafter, Hawaii
- 302nd Transportation Terminal Battalion – Fort Shafter, Hawaii
- 3rd Mobilization 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
- 4960th Multi-Functional Training Brigade – Honolulu, Hawaii
- 100th Battalion, 442nd 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

Blood and Fire

63RD READINESS DIVISION

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.

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)

63RD READINESS DIVISION

MOUNTAIN VIEW, CALIFORNIA

18	488	871
UNITS	SOLDIERS	CIVILIANS

SPECIALIZED CAPABILITIES

- **Real property management**
- **Maintenance readiness**
- **Public Affairs**

DID YOU KNOW?

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.

Onaway

76TH OPERATIONAL RESPONSE COMMAND

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.

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, 11 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.

Soldiers from the 379th Chemical Company, 76th Operational Response Command, run a decontamination line to treat "victims" of a simulated chemical attack during training exercise Operation Homestead 19 at Homestead Miami Speedway, Homestead, Florida. (Photo by Sgt. 1st Class Brent C. Powell)

76TH OPERATIONAL RESPONSE COMMAND

SALT LAKE CITY, UTAH

62	6,300	142
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 10 Regional and 53 State Emergency Preparedness Liaison Office (EPLO) Teams
- 11 Army Reserve Elements
- 209th Regional Support Group - Kansas City, Mo.
- 415th CBRN Brigade – Greenville, S.C.
- 455th CBRN Brigade – Sloan, Nev.
- 1st Space Brigade – Colorado Springs, Colo.
- Task Force 76 – Salt Lake City, Utah
- Consequence Management Unit – Abingdon, Md.

SPECIALIZED CAPABILITIES

- Chemical, Biological, Radiological, Nuclear defense capabilities
- EPLO coordination support for the Army
- U.S. Army Reserve support to the Army space program
- The Army Reserve's main headquarters for Direct Support of Civilian Authorities (DSCA) response

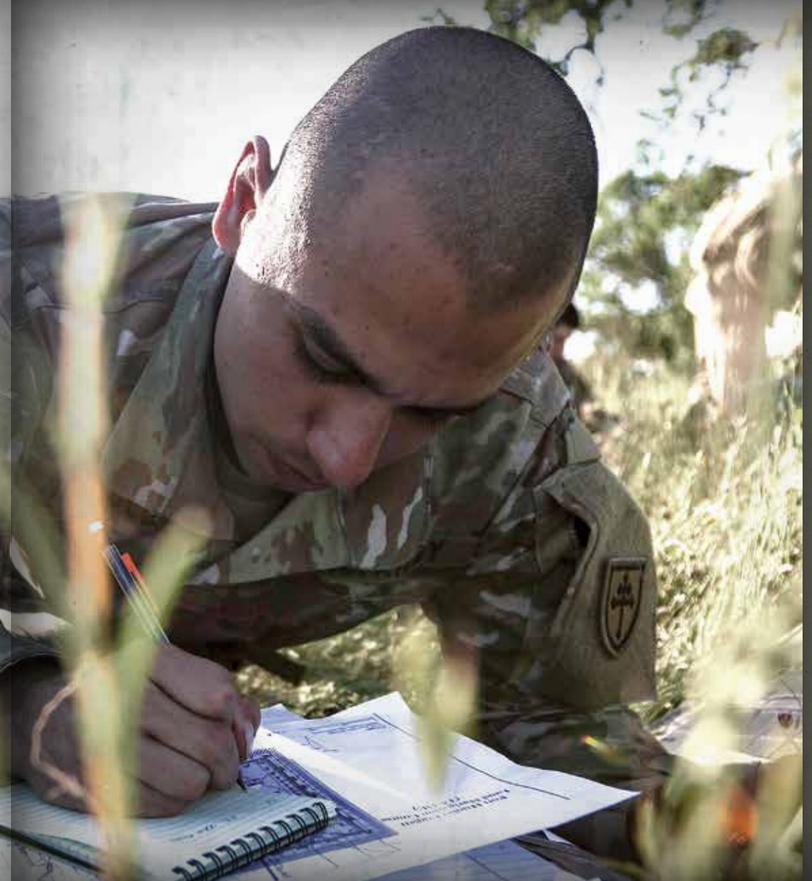
To Do For Country

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, California, April 17, 2019. (Photo by Sgt. Heather Doppke)



79TH THEATER SUSTAINMENT COMMAND

LOS ALAMITOS, CALIFORNIA

212	20,870	424
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 4th Sustainment Command (Expeditionary) – San Antonio, Texas
- 311th Sustainment Command (Expeditionary) – Los Angeles, Calif.
- 364th Sustainment Command (Expeditionary) – Marysville, Wash.
- 451st Sustainment Command (Expeditionary) – Wichita, Kan.

SPECIALIZED CAPABILITIES

- Over the Shore Logistics Delivery
- Bulk Water and Petroleum Management
- Land Transportation Delivery and Management
- Logistic Mission Command for all levels within a theater of operation
- Water purification

Only Moves Forward!

80TH TRAINING COMMAND (TASS)

THE 80TH TRAINING COMMAND (THE ARMY SCHOOL SYSTEM) has a force of over 6,500 Army Reserve Soldiers and 270 civilians authorized to 85 units across 35 states nationwide, including synergistic relationships with institutional training units in Hawaii, Puerto Rico and Germany.

The 80th TC (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 1,663 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), train their students on proper sling load operations during the 89B Ammunition Supply Course at the Sparta-Fort McCoy Airport in Wisconsin. (Photo by Scott Sturkol)

80TH TRAINING COMMAND (TASS)

RICHMOND, VIRGINIA

85	6,507	278
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 94th Training Division – Fort Lee, Va.
- 100th Training Division – Fort Knox, Ky.
- 102nd Training Division – Fort Leonard Wood, Mo.

SPECIALIZED CAPABILITIES

- MOS reclassification for the following career fields: Chemical, Civil Affairs, Engineer, Health Services, Military Intelligence, Military Police, Ordnance, Psychological Operations, Quartermaster, Signal, Soldier Support, and Transportation
- Noncommissioned Officer Professional Development Courses
- Officer Intermediate Level Education Courses
- Additional Skill Identifier courses
- Special Qualification Identifier courses

DID YOU KNOW?

At the end of World War I, the U.S. War Department rated the 80th Division as its top division in the National Army.

Train Maintain Sustain

81ST READINESS DIVISION

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).

A Soldier participates in weapons qualification on the M16 assault rifle at the firing range on Fort Jackson, May 13, 2019.

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 81st Readiness Division Soldiers, known as the Wildcats, celebrated the unit's 100th year of service to the U.S. Army and the Nation during the 81st RD Centennial Ball at Fort Jackson, S.C., Feb. 9, 2019, at the Officers Club. (Photo by Sgt. Christina M. Dion)

81ST READINESS DIVISION

FORT JACKSON, SOUTH CAROLINA

22	484	1,065
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 313th Army Band – Birmingham, Ala.
- 208th Army Band – Concord, N.C.
- 100th Army Band – Fort Knox, Ky.

SPECIALIZED CAPABILITIES

- Real property management, 258 facilities, 6.99 million square feet, supporting 50,000 personnel
- 45 maintenance shops and equipment storage facilities in 9 states and Puerto Rico
- Maintenance Readiness: Recognized as best maintenance program in the Army Reserve for three consecutive years
- Music Support: 3 Army bands
- Recipient of the 2016 Army Communities of Excellence Award

84TH TRAINING COMMAND

Strike Hard

THE 84TH TRAINING COMMAND 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.

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.

Opposite page: Soldiers of the 68th Engineer Construction Company, based in Fort Hood, Texas, conduct simulated urban search and rescue operations in an area with a chemical, biological, radiological or nuclear contamination in Muscatacuck Urban Training Center, Indiana, during Guardian Response 19, a joint, multicomponent training exercise controlled by the 78th Training Division. (Photo by Sgt. Phillip Scaringi)

Below: A Mobile Training Team weapons instructor at Operation Cold Steel teaches a class on how to operate a mounted M240B machine gun to a 419th Transportation Company Soldier during Combat Support Training Exercise 91-19-01 at Fort Hunter Liggett, California. (Photo by Staff Sgt. Kevin Spence)

84TH TRAINING COMMAND

FORT KNOX, KENTUCKY

22	5,162	109
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 78th Training Division – JB McGuire-Dix-Lakehurst, N.J.
- 86th Training Division – Fort McCoy, Wis.
- 91st Training Division – Fort Hunter Liggett, Calif.
- Atlantic Training Division – JB McGuire-Dix-Lakehurst, N.J.
- Great Lakes Training Division – Fort Sheridan, Ill.
- Pacific Training Division – Camp Parks, Calif.

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.

Custer Division

85TH SUPPORT COMMAND

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.

Left: Soldiers, assigned to the 85th Support Command's force protection G3 staff, thank police officers from the Arlington Heights Police Department for their participation following an active-shooter training exercise at the command headquarters. (Photo by Anthony L. Taylor)

Brig. Gen. Kris Belanger, commanding general, 85th Support Command, leads a command run with Command Sgt. Maj. Vernon Perry during the 85th Support Command's Leader Huddle. (Photo by Anthony L. Taylor)

85TH SUPPORT COMMAND

ARLINGTON HEIGHTS, ILLINOIS

55	4,113	83
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- Support to First Army consists of 45 Reserve Battalions, a Headquarters and Headquarters Company, a First Army Augmentation Detachment and 9 Brigade Elements

SPECIALIZED CAPABILITIES

- Training support to assist First Army with mobilization certification for deploying Army Reserve and National Guard units
- Training support battalions provide Observer-Coach/Trainer capabilities to First Army
- Logistical support battalions provide logistical and maintenance support to First Army units who provide training and evaluations to reserve component forces
- Partnering with reserve component forces

We are Big Blue!

88TH READINESS DIVISION

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 RD sets the conditions that enable readiness for roughly 53,000 Soldiers in 605 units at 247 sites. The division oversees 760 facilities totaling 9,534,003 square feet and manages 12 Local Training Areas in 11 states covering 7,593 acres.

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.

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)

88TH READINESS DIVISION

FORT McCOY, WISCONSIN

25	620	1,265
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 338th Army Band – Livonia, Mich., and Whitehall, Ohio
- 312th Army Band – Lawrence, Kan.
- 484th Army Band – Milwaukee, Wis., and Arlington Heights, Ill.
- 204th Army Band – Vancouver, Wash., and Fort Snelling, Minn.

SPECIALIZED CAPABILITIES

- Real property management
- Maintenance readiness
- Environmental stewardship
- Facility security
- Administrative support

99TH READINESS DIVISION

Dauntless!

THE 99TH READINESS DIVISION'S MISSION is to integrate capabilities with Reserve Commands to provide geographic programs and services that enhance individual and unit readiness, mobilization and deployment of Army Reserve forces.

Soldiers fire rounds of the 99th Readiness Division change of command ceremony on Joint Base McGuire-Dix-Lakehurst. (Photo by Sgt. Bethany Huff)

The 99th Readiness Division maintains 274 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.

99TH READINESS DIVISION

JOINT BASE MCGUIRE-DIX-LAKEHURST, NEW JERSEY

19	378	1,052
UNITS	SOLDIERS	CIVILIANS

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.

First in Training

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 function leads: 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)

108TH TRAINING COMMAND (INITIAL ENTRY TRAINING)

CHARLOTTE, NORTH CAROLINA

50	7,183	156
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 95th Training Division (Initial Entry Training) – Fort Sill, Okla.
- 98th Training Division (Initial Entry Training) – Fort Benning, Ga.
- 104th Training Division (Leader Training) – Joint Base Lewis-McChord, Wash.

SPECIALIZED CAPABILITIES

- Initial Entry Training
  - Basic Combat Training
  - One Station Unit Training
- Leadership Training
  - ROTC Basic Camp
  - ROTC Advanced Camp
  - U.S. Military Academy Cadet Summer Training
- Drill Sergeant Training
  - U.S. Army Drill Sergeant Academy
- Joint/Multicomponent Training
  - Task Force Marshall

Commanding the Best

200TH MILITARY POLICE COMMAND

THE 200TH MILITARY POLICE COMMAND, ONE OF ONLY TWO MILITARY POLICE COMMANDS IN THE ARMY, provides the full range of military police support to large-scale ground operations whenever and wherever required. As the Army Reserve's senior military police command, the 200th MPC trains and prepares four brigade headquarters, 22 battalion headquarters and 53 companies dispersed across the continental U.S.

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 providing mission command for more than 97 percent of the Army Reserve's MP assets. 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)

200TH MILITARY POLICE COMMAND

FORT MEADE, MARYLAND

118	12,130	173
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 11th Military Police Brigade - Los Alamitos, Calif.
- 290th Military Police Brigade - Nashville, Tenn.
- 300th Military Police Brigade - Inkster, Mich.
- 333rd Military Police Brigade - Farmingdale, N.Y.

SPECIALIZED CAPABILITIES

- Detention Operations
- Security and Mobility Support
- Criminal Investigations
- Limited Law Enforcement

The Theater Voice

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.

Right inset:
A Soldier assigned to Headquarters and Headquarters Detachment, 41st Signal Battalion Maintenance Support Team (MST) conducts quarterly training on the Camp Morse radio tower in Seoul, Korea. (Photo courtesy of 1st Signal Brigade PAO)

Opposite page: Spc. Nicolas Cholula, a combat documentation production specialist from Oxnard, California, with the 311th Signal Command (Theater Support Unit), does a functions check during the Weapons Assemble and Disassemble event at the 2018 U.S. Army Reserve Best Warrior Competition. (Photo by Pfc. Keely Key)

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 its 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.

311TH SIGNAL COMMAND (THEATER)

FORT SHAFTER, HAWAII

18	2,361	1,178
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 516th Signal Brigade – Fort Shafter, Hawaii
- 1st Signal Brigade – Camp Humphries, Republic of Korea

SPECIALIZED CAPABILITIES

- Theater level communications management
- Recruit, Train, and Retain a Ready Workforce
- Build, modernize, protect, extend, operate, and maintain the Pacific LandWarNet
- The 311th SC (T) and its subordinate units are stationed across 16 time zones, ranging from Alaska to Korea, and from Hawaii to California

Ready Lightning

335TH SIGNAL COMMAND (THEATER)

THE 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.

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.

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	4,066	122
UNITS	SOLDIERS	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.
- 1st Information Operations Command (RCIS) - Fort Belvoir, Va.
- Joint Enabling Capabilities Command (ARE) – Norfolk, Va.
- 982nd Signal Company (COMCAM) (AIRBORNE) – East Point, Ga.

SPECIALIZED CAPABILITIES

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

Can Do, Anytime, Anywhere!

377TH THEATER SUSTAINMENT COMMAND

THE 377TH THEATER SUSTAINMENT COMMAND IS THE LARGEST COMMAND IN THE ARMY RESERVE with more than 35,000 Soldiers located in 35 states. Based in Belle Chasse, Louisiana, the 377th TSC has responsibility for domestic assets that support homeland defense and provides a force of highly-trained Soldiers ready to deploy worldwide.

Spc. Tyler Lawrence, representing the 310th ESC, 377th Theater Sustainment Command, gives direction before leading a team down a trail during the Combined Best Warrior Competition at Fort Knox, Kentucky. (Photo by Master Sgt. Angele Ringo)

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.

Sgt. Michael Mangan (left) with the 439th Quartermaster Company, 377th Theater Sustainment Command, and Sgt. Justin Richardson (right), with the 365th Chemical Company, participate in a simulated exercise that culminated in an urban live fire event. (Photo by Spc. Joshua Talley)

377TH THEATER SUSTAINMENT COMMAND

NEW ORLEANS, LOUISIANA

402	35,530	764
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 103rd Sustainment Command (Expeditionary) – Des Moines, Iowa
- 143rd Sustainment Command (Expeditionary) – Orlando, Fla.
- 310th Sustainment Command (Expeditionary) – Indianapolis, Ind.
- 316th Sustainment Command (Expeditionary) – Coraopolis, Pa.
- Army Reserve Sustainment Command – Birmingham, Ala.
- Deployment Support Command – Birmingham, Ala.
- 3rd Transportation Brigade (Expeditionary) – Fort Belvoir, Va.

SPECIALIZED CAPABILITIES

- Logistical support to include maintenance, parachute rigging, and laundry/bath
- All logistical supply to include, ammunition, bulk water and petroleum management
- Logistics delivery to include Over the Shore, land transportation delivery and management
- Logistic mission command for all levels within a theater of operation

Build to Serve

412TH THEATER ENGINEER COMMAND

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 those capabilities include conducting assault gap crossings, emplacing obstacles to prevent the enemy from maneuvering on the battlefield, route reconnaissance, minesweeping, 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)

412TH THEATER ENGINEER COMMAND

VICKSBURG, MISSISSIPPI

136	11,702	270
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 411th Engineer Brigade – New Windsor, N.Y.
- 926th Engineer Brigade – Montgomery, Ala.
- 302d Maneuver Enhancement Brigade – Westover ARB, Mass.

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

Serving by Building

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.

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

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.

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 Theater Engineer Command, train on their newest piece of equipment. (Photo by Maj. Dan Marchik)

416TH THEATER ENGINEER COMMAND

DARIEN, ILLINOIS

119	11,294	315
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 420th Engineer Brigade – Bryan, Texas
- 301st Maneuver Enhancement Brigade - JB Lewis-McChord, Wash.
- 372nd Engineer Brigade - Fort Snelling, Minn.
- 647th Regional Support Group - Wichita, Kan.
- 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
- Sapper, bridging, route clearance, mobility and counter-mobility
- Technical engineering support
- Geospatial, and survey and design
- Firefighting and emergency services

Mission First, Never Quit!

807TH MEDICAL COMMAND (DEPLOYMENT SUPPORT)

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.

Soldiers from the 396th Combat Support Hospital, 807th Medical Command (Deployment Support), perform a litter carry during a promotional photoshoot for Army Reserve marketing and recruiting. (Photo by Master Sgt. Michel Sauret)

807TH MEDICAL COMMAND (DEPLOYMENT SUPPORT)

FORT DOUGLAS, UTAH

120	10,617	212
UNITS	SOLDIERS	CIVILIANS

DIRECT REPORTING UNITS

- 2nd Medical Brigade – Camp Parks, Calif.
- 139th Medical Brigade – Independence, Mo.
- 176th Medical Brigade – Seagoville, Texas
- 307th Medical Brigade – Blacklick, Ohio
- 330th Medical Brigade – Fort Sheridan, Ill.

SPECIALIZED CAPABILITIES

- Medical Mission Command
- Combat Support Hospitals/Field Hospitals
- Preventive Medicine
- Medical Logistics
- Combat and Operational Stress Control
- Forward Resuscitative and Surgical
- Veterinary Services
- Head/Neck Surgical
- Ground Medical Evacuation
- Dental
- Blood Support (Laboratory)
- Optometry

U.S. ARMY RESERVE INSTALLATIONS

FORT HUNTER LIGGETT

THE U.S. ARMY GARRISON FORT HUNTER LIGGETT provides training for maneuver support and sustainment units of the Army Reserve, and offers training opportunities to all U.S. military components and allied nations.

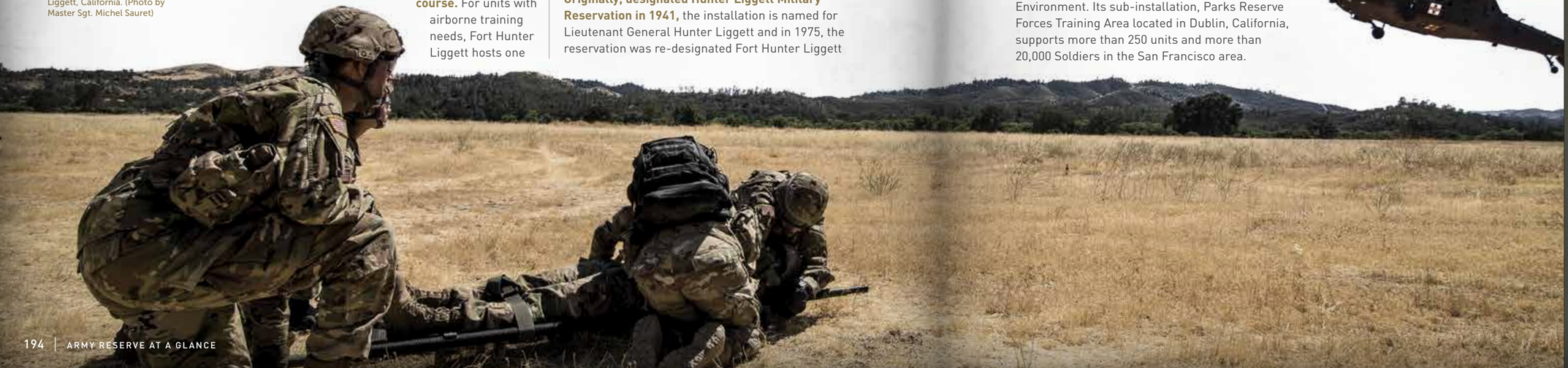
Soldiers from the 396th Combat Support Hospital await UH-60 Black Hawks to land to simulate a patient load during a promotional photoshoot at Fort Hunter Liggett, California. (Photo by Master Sgt. Michel Sauret)

Available resources include Tactical Training Bases, Military Operations on Urban Terrain sites, a five-mile Convoy Live Fire Course, weapons qualifications ranges, a live-fire shoot house, and an urban assault course. For units with airborne training needs, Fort Hunter Liggett hosts one of only four C-17 cargo aircraft capable dirt assault strips in the U.S., dozens of parachute drop zones, a heliport, and restricted airspace up to 24,000 feet.

Originally, designated Hunter Liggett Military Reservation in 1941, the installation is named for Lieutenant General Hunter Liggett and in 1975, the reservation was re-designated Fort Hunter Liggett Military Installation. Today, the command is officially designated as the U.S. Army Garrison Fort Hunter Liggett with Parks Reserve Forces Training Area located in Dublin, California, as a sub-installation.

The garrison mission is to maintain and allocate training areas, airspace, facilities and ranges in order to support reserve and active components field maneuvers, live fire exercises, testing, and Institutional Training. Additionally, the installation provides quality of life and logistical support to training units.

Fort Hunter Liggett is one of six pilot installations for Net Zero—Energy and Waste by the Assistant Secretary of the Army for Installation, Energy and Environment. Its sub-installation, Parks Reserve Forces Training Area located in Dublin, California, supports more than 250 units and more than 20,000 Soldiers in the San Francisco area.



FORT HUNTER LIGGETT

FORT HUNTER LIGGETT, CALIFORNIA

TENANT ORGANIZATIONS

- 91st Training Division
- TASS (The Army School System) Training Center (TTC)
- 63rd Readiness Division Equipment Concentration
- Site 170
- 3rd Brigade, 356th Logistics Support Battalion
- 106th Signal Brigade Network Enterprise Center
- 404th Army Field Support Brigade Logistics Readiness Center

INSTALLATION SPECIFICATIONS

- 160,000+ acres
- Supports more than 250 units and more than 20,000 Soldiers in the greater San Francisco area
- JNTC Certified Training Base (Joint National Capability Catalog)
- Strategic Partnership with Camp Roberts (CANG)

FORT McCOY

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 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.

Left: Pfc. Tyler Anderson, 965th Dental Company, provides security at Combat Support Training Exercise (CSTX) 86-18-02 at Fort McCoy, Wisconsin, Aug. 11, 2018. (Photo by Spc. John Russell)

Fort McCoy won the U.S. Fish & Wildlife Service's 2018 Military Conservation Partnership Award and the 2019 Army Communities of Excellence – Bronze Award.

Below: A Soldier from the 808th Engineer Company operates a 120M Motor Grader during a Combat Support Training Exercise at Fort McCoy, Wisconsin. (Photo by Spc. John Russell)

FORT McCOY

FORT McCOY, WISCONSIN

TENANT ORGANIZATIONS

- 88th Readiness Division
- 181st Multi-Functional Training Brigade
- 11th Battalion (MI)/100th Training Division
- 13th/100th Battalion (OD)
- 86th Training Division
- Noncommissioned Officer Academy
- Regional Training Site - Maintenance
- Regional Training Site - Medical
- Wisconsin State Patrol Academy

INSTALLATION SPECIFICATIONS

- More than 40 units & tenants
- 148,733 service members trained in 2018
- Brigade-sized operations
- All aspects of ULO (Unified Land Operations)
- L-V-C ITE (Live, Virtual, and Constructive Integrated Training Environment)
- JIIM (Joint, Interagency, Intergovernmental, and Multinational)

FORT BUCHANAN

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

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 the 1st MSC.

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!

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, 389th Regiment
- 2nd Battalion 348th Regiment
- 402nd Civil Affairs Battalion
- 265 Headquarters, 5th Brigade, 94th TR
- 98th Training Division FTS/1st Battalion, 389th Regiment
- 174th CTR Legal Operations
- 319 TC Co, Det. 1 (FTS) 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

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, MK19, and M240; 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 Sgt. 1st Class Kenneth Upsall)

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)

FORT DEVENS, RFTA

DEVENS, MASSACHUSETTS

TENANT ORGANIZATIONS

- 11th Battalion, 98th Division
- 2200 Military Intel Readiness
- 401st Chemical Company
- 6th Battalion, 98th Division
- 7th Battalion, 98th Division
- 826th Military Intelligence Battalion
- Detachment 1, 3200th Strategic Intelligence Group
- ECS-65

INSTALLATION SPECIFICATIONS

- 5,000+ acres
- 130,000 service members supported annually
- 25 firing ranges
- 24 training facilities
- 26 company-sized training areas
- 13 Classrooms and 700 computers
- Demolition, mortar, and hand grenade ranges
- Sniper qualification range

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.

Staff Sgt. Ethan Kruger, with the Camp Parks Noncommissioned Officer Academy, 83rd U.S. Army Reserve Readiness Training Center, 100th Training Division, makes jumping logs look easy as he maneuvers through the obstacle course at Fort Knox, Kentucky. (Photo by Maj. Addie Leonhardt)

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 24 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 establishing 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, assigned to Camp Parks Noncommissioned Officer Academy, 83rd U.S. Army Reserve Readiness Training Center, 100th Training Division, demonstrates weapons knowledge at a best warrior competition at Fort Knox, Kentucky. (Photo by Maj. Addie Leonhardt)

CAMP PARKS, RFTA

CAMP PARKS, CALIFORNIA

TENANT ORGANIZATIONS

- 191st Army Band
- 1st Battalion 363rd Regiment 3rd Brigade
- 4th Brigade CSS 104th Division
- 63rd RD AMSA 85
- B Co., 319th Signal Battalion
- California Army National Guard Co. B 1/184th INF (ASSLT)
- HHC 91st Division
- HQ 5th Brigade 75th Div.
- U.S. Air Force Camp Parks Communications Annex
- U.S. Naval Reserve Recruiting CBMU 303 Detachment D
- USNR (Seabees)
- Western Army Reserve Intelligence Support Center
- Western Information Operations Center (WIOC)

INSTALLATION SPECIFICATIONS

- 2,300 acres
- 250+ units supported
- 20,000+ San Francisco Bay Area Army Reserve and California National Guard Soldiers supported

U.S. ARMY RESERVE HISTORY

THE MANPOWER RESERVE (1908–1945)

CONGRESS FIRST CREATED A FEDERAL RESERVE FORCE IN 1908, the Medical Reserve Corps, to remedy mobilization and preparedness challenges experienced during the nation's wars of the 1800s. At the time, no reserve force existed under direct command and control of the federal government.

Soldiers of the 90th Infantry Division, an Army Reserve unit from Texas and Oklahoma, advance into Germany during World War II. (Photo courtesy U.S. Army Reserve)

Opposite: A World War I Army Reserve nurse guides a horse pulling a medical cart. There were 403 Army nurses serving on active duty, April 6, 1917. Of these, 42 percent were Army Reserve nurses. (Photo courtesy U.S. Army Reserve)

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.

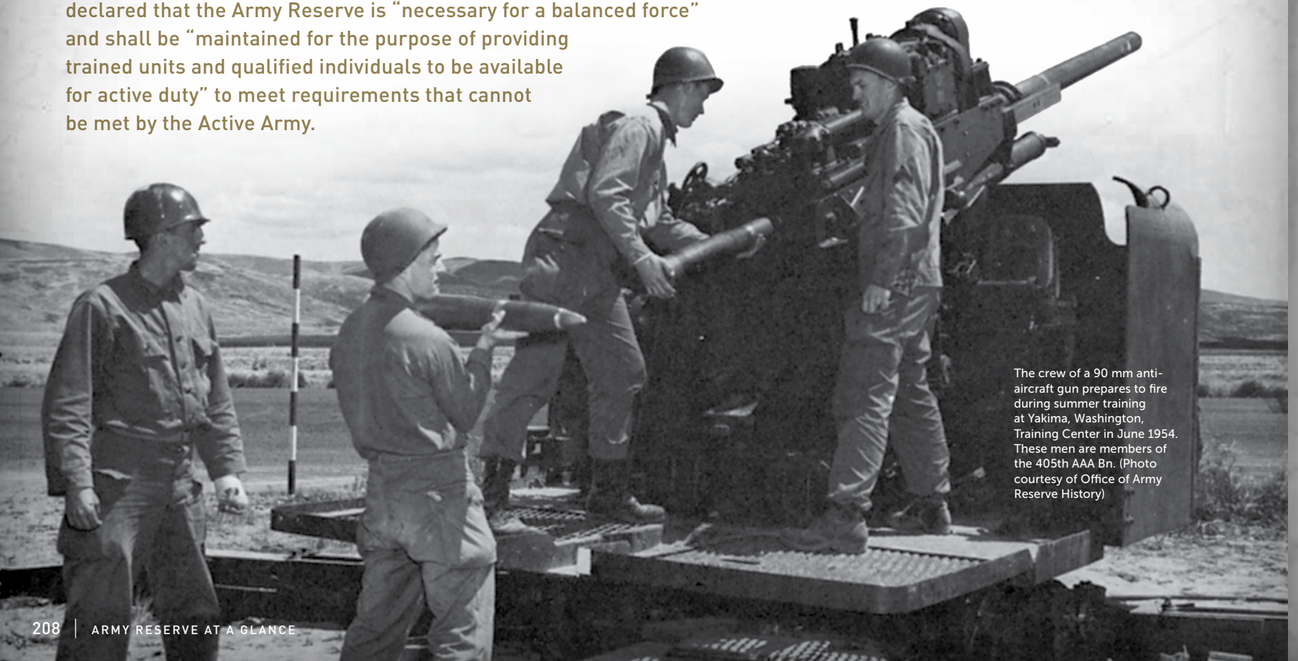
THE ORGANIZED RESERVE
Beginning in 1942, the Army activated 26 Organized Reserve infantry divisions and hundreds of other units. From 1943 to 1944, Organized Reserve officers constituted 52 percent of all officers killed in action, 28 percent of those missing in action and 27 percent of those captured 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 STRATEGIC RESERVE (1946–1990)

IN ENACTING THE ARMED FORCES RESERVE ACT OF 1952, Congress declared that the Army Reserve is "necessary for a balanced force" and shall be "maintained for the purpose of providing trained units and qualified individuals to be available for active duty" to meet requirements that cannot be met by the Active Army.



The crew of a 90 mm anti-aircraft gun prepares to fire during summer training at Yakima, Washington, Training Center in June 1954. These men are members of the 405th AAA Bn. (Photo courtesy of Office of Army Reserve History)

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.

Most of the Army's smoke generator units were in the U.S. Army Reserve. U.S. Army Reserve Soldiers from the 375th Chemical Company, 472nd Chemical Battalion, create a smoke screen during summer training at Camp McCoy, Wisconsin, in 1961. (SIGNAL CORPS PHOTO, #591126)

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.

Above left: The 780th Field Artillery Battalion, an Army Reserve unit headquartered at Roanoke, Va., was attached to X Corps, part of the U.S. Eighth Army. The 780th served in Korea from April 1951 to December 1954. (Army Reserve historical painting)

Above right: U.S. Soldiers on patrol near Hue, South Vietnam, 1971. Over 100,000 individual members of the U.S. Army Reserve served on active duty each year from 1967 through 1971, and many of these men and women did serve in Southeast Asia. (U.S. Army photo)

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

Soldiers from the 319th Transportation Company, U.S. Army Reserve, in Vietnam. (Photo courtesy U.S. Army Reserve)

THE OPERATIONAL RESERVE (1990–PRESENT)

WITH THE FALL OF THE BERLIN WALL AND END OF THE COLD WAR, THE PEACETIME MILITARY WAS FACED WITH REDUCED BUDGETS AND ACTIVE FORCES. In response, Congress sought to leverage the reserve components to fill the gap, requiring the Army Reserve to man, equip and train at Active Army levels.

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 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.

Opposite: America's Army Reserve is the Army's global operational reserve force, with more than 200,000 Soldiers and Civilians in all 50 States, five U.S. Territories, and 20 Time Zones across the globe.

Sustaining critical operational capabilities requires consistent, adequate and predictable funding to ensure that America's Army Reserve can meet the needs of the Army and our Combatant Commands across the range of military options. (Photo illustration)

NOTEWORTHY SOLDIERS

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

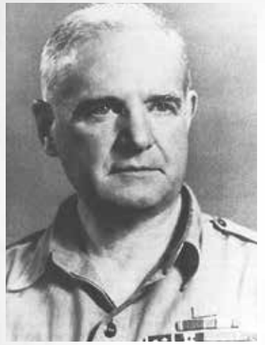
WORLD WAR I

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

WORLD WAR I and II

William J. Donovan was awarded the Medal of Honor in World War I and became the first commander of the 301st Cavalry Regiment, 61st 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 Cavalry on May 25, 1937. In April 1942, Reagan was ordered to active duty and transferred to the Army Air Forces. By 1943, he was promoted to captain 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

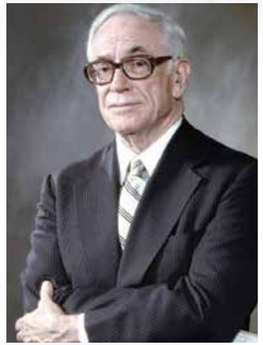
Mel Brooks served as a corporal and combat engineer in the 78th Infantry Division with the 1104th Engineer Combat Battalion. The unit built bridges, cleared blocked roads, and deactivated landmines ahead of advancing Allied forces. He is one of few entertainers that have won an Emmy, an Oscar, a Grammy, 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

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



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.

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.

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 Ft. 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.

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).

... they'll bury me here before I quit.

— Maj. Lisa Jaster

...on attending the final "swamp phase" at Ranger School.

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

Jeremy Church

IRAQ WAR

Pfc. Jeremy Church, 724th Transportation Company, was the Army Reserve's first Silver Star recipient in the Iraq War and its first since the Vietnam War. When his convoy was ambushed by more than 150 al-Sadr militia in April 2004, Church navigated one-handed through the kill zone while firing his M-16 out the window. Once safely away and security was established, Church and fellow Soldiers returned 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.

Jason Fetty

AFGHANISTAN

Staff Sgt. Jason Fetty deployed to Afghanistan with the 364th Civil Affairs Brigade and became the first Army Reserve Soldier to earn the Silver Star in Afghanistan. While questioning an unfamiliar individual at the opening of the Khost medical facility, February 2007, Fetty became convinced he was dealing with a suicide bomber. He kept himself between the insurgent and attending officials and physicians while nearby personnel were evacuated. The standoff 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.

David Hutchinson

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 right leg by shrapnel from a grenade, he calmly treated his severely injured first sergeant as his convoy moved out of the kill zone. When medical help arrived, Hutchinson refused treatment until his wounded first sergeant had been carried away first. For his actions, he was awarded the Silver Star, the nation's third highest award for combat valor.

Gregory Ruske

AFGHANISTAN

Sgt. Gregory Ruske, a third generation Army Soldier, assigned to 5025th Garrison Support Unit, serving with Task Force Gladiator, Combined Joint Task Force 101, was on patrol in Afghanistan, April 2008, when Taliban insurgents attacked his unit. In the ensuing six-hour battle, Ruske—shot 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.

James Witkowski

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 .50-caliber machine gun fire. When a grenade landed inside his turret, 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 award for courage under fire.

Deshauna Barber

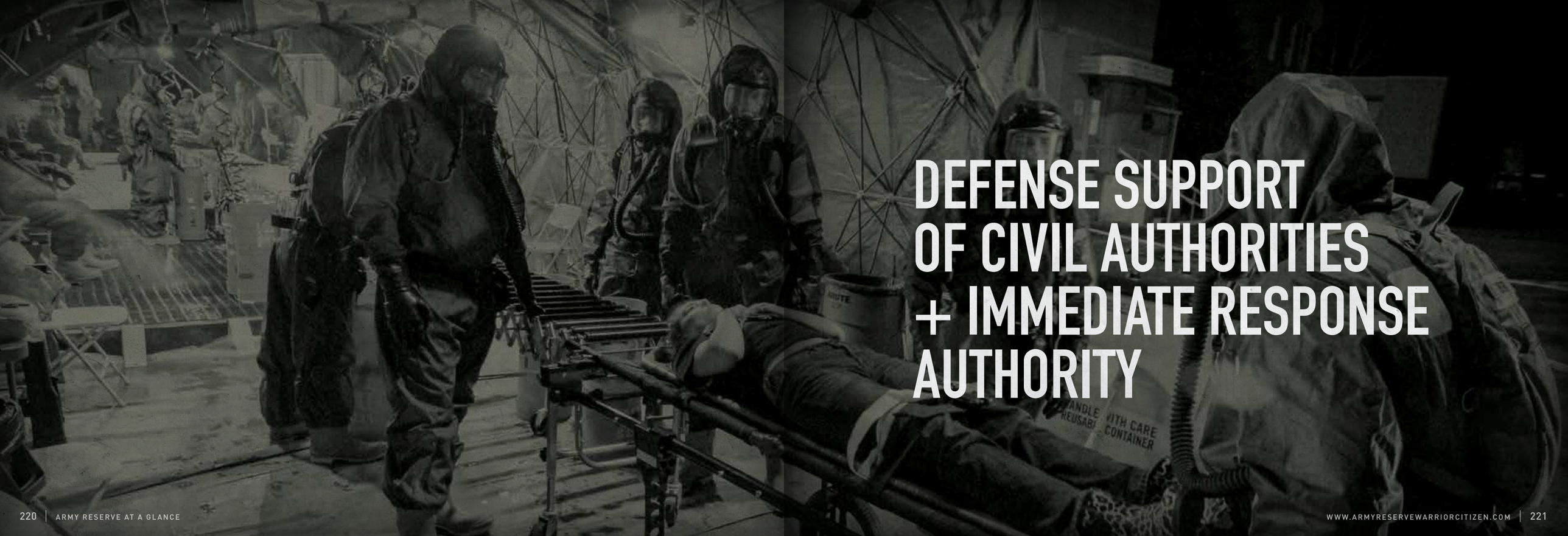
Capt. Deshauna Barber, commander of the 988th Quartermaster Detachment, Rockville, Maryland, crowned on June 5, 2016, was the first woman actively serving in the United States military to win the 2016 Miss USA title. Barber took the stage as an ambassador for Soldiers and veterans and dedicated her platform to shining a light on the very serious issues of post-traumatic stress disorder and gender equality in the services.

Lisa Jaster

Maj. Lisa Jaster, an individual mobilization augmentee with the U.S. Army Corps of Engineers in Huntsville, Alabama, became the third female to earn the Army Ranger Tab, Oct. 16, 2015. Her experience at 37 years of age in the first pilot program contributed to assessing the impact of integrating women into combat roles across services, and 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.

Sam Kendricks

On July 27, 2019, 1st Lt. Sam Kendricks set an American record at the U.S. track and field championships. With a clearance of 19 feet, 10 1/2 inches (6.06 meters), it is currently the highest vault in the world. Kendricks, an Oxford, Mississippi native, is the 2017 World Champion pole vaulter. 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.



DEFENSE SUPPORT OF CIVIL AUTHORITIES + IMMEDIATE RESPONSE AUTHORITY

DEFENSE SUPPORT OF CIVIL AUTHORITIES

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 lifesaving skills in Manhattan, New York, July, 10, 2018. These Soldiers are part of a national response element that works with civil authorites to provide manpower, vehicles, and equipment to perform medical services as well as chemical, biological, and radiological clean up—skills that would be in high demand in the event of a disaster or attack. (Photo by Staff Sgt. Felix R. Fimbres)

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.

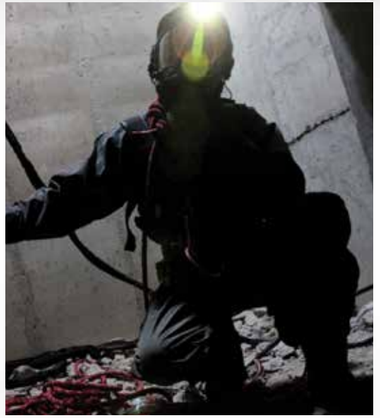
For example, Army Reserve medical evacuation helicopters can rapidly transport patients to critical-care facilities, and our fixed-wing aircraft can provide rapid transportation within a disaster response area. Army Reserve heavy-lift helicopters can rapidly deliver critical supplies, equipment and construction 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

Pfc. Travis Rollings (left) and Spc. Preston Warren, decontamination specialists assigned to the 413th Chemical Company, use a chemical detector to test the radiation levels of a mannequin during decontamination operations at Homestead Air Reserve Base, Homestead, Florida, Jan. 19, 2019. The Army Reserve conducts Chemical, Biological, Radiological and Nuclear (CBRN) response training in support of civil authorities in order to save lives, minimize human suffering, maintain public confidence and mitigate the effects of CBRN incidents. (Photo by Sgt. 1st Class Brent C. Powell)

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, Specialized 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 incident response capabilities are trained and ready**



Sgt. Jeffrey Evans, with the 468th Engineer Detachment, listens for trapped victims during a collapsed subway extrication at the Army Reserve's Guardian Response 18 exercise, April 11, 2018. The training involved a range of life-saving capabilities such as medical response, decontamination, technical rescue, patient evacuation, communications and logistics support to move people, equipment and supplies by land and air. (Photo by Master Sgt. Anthony L. Taylor)

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 components 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.

IMMEDIATE RESPONSE AUTHORITY

IMMEDIATE RESPONSE IS CONDUCTED BY ARMY RESERVE UNITS AND SOLDIERS UNDER THE IMMEDIATE RESPONSE AUTHORITY (IRA) outlined in DoD Directive 3025.18, which authorizes local commanders to take action to save lives, prevent human suffering or mitigate great property damage in an urgent situation when there is insufficient time to get approval from higher headquarters.

As listed in DoD Directive 3025.18, a request for assistance from a civil authority (tribal authority, mayor, chief of police, fire chief, 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.

Above: U.S. Army Reserve Sgt. Eric Elder, a power distribution specialist assigned to Delta Company, 249th Engineering Battalion, U.S. Army Corps of Engineers, fixes downed power lines caused by Hurricane Maria to help restore power in the Rio Grande, Puerto Rico area, October 25, 2017. (Photo by Spc. Anthony Martinez)

IMMEDIATE RESPONSE AUTHORITY SUPPORT INCLUDES:

- **Distribution of medicine, food, consumable supplies and services**
- **Removal of debris and road clearance for immediate restoration of emergency and essential services**
- **Emergency medical care, search and rescue**
- **Transportation of supplies and persons**
- **Restoration of essential services**
- **Construction of temporary bridges and facilities for shelters, schools and essential public services**
- **Demolition of unsafe structures and posting hazard warnings**
- **Dissemination of public information on health and safety measures**
- **Technical and advisory assistance to state/local officials**

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LEGISLATIVE AFFAIRS

CONNECTING ELECTED OFFICIALS TO ARMY RESERVE SOLDIERS IN COMMUNITIES ACROSS AMERICA

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, missions, priorities, 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

AMBASSADORS

ARMY RESERVE AMBASSADOR PROGRAM: "STRENGTH THROUGH STRATEGIC PARTNERSHIPS"

The Army Reserve Ambassador Program is one of the Army Reserve's key outreach programs. Comprised of 100 active and emeritus ambassadors from across the nation, the ARA 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.
- **Educate and inform** the public, government, business, military and veteran service organizations about the value and positive return on investment of the Army Reserve.
- **Build a cadre** of supporters and advocates that can be activated when necessary.

ARAs have the advantage of strategic timing, long term relationship building, creating and seizing opportunities, and continual follow-up with persons of influence to accomplish this.

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.

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