

# U.S. ARMY RESERVE AT A GLANCE

TWICE THE CITIZEN



ARMY STRONG.®



“The Army Reserve is a local, state, regional, national and global force, with unparalleled technical capabilities under a single command authority.”

—Lt. Gen. Jeffrey Talley, Chief of Army Reserve and  
Commanding General, U.S. Army Reserve Command



# TWICE THE CITIZEN

# ARMY STRONG



**ARMY STRONG.®**

Capt. Airin Rhinehart, an Army Reserve nurse, serves with the 4204th U.S. Army Hospital, Central Medical Area Readiness Support Group, Army Reserve Medical Command in Topeka, Kansas. Rhinehart is a registered nurse with Kansas Medical Center, and a critical care nurse with Parallon Workforce Solutions. Photo by Chuck Coleman

A silhouette of a soldier in a trench, looking out over a city at sunset. The soldier is on the left, and the city is in the background, illuminated by the warm light of the setting sun. The sky is a mix of orange and blue.

# THE UNITED STATES ARMY RESERVE

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## MISSION:

The Army Reserve provides trained, equipped and ready Soldiers and cohesive units to meet the nation's requirements, at home & abroad.

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## VISION:

The premier life-saving and life-sustaining Citizen-Soldier force for the Nation.

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## THE UNITED STATES ARMY RESERVE IS THE ARMY'S FLEXIBLE, TAILORABLE AND ACCESSIBLE WARRIOR CITIZEN FORCE THAT PROVIDES LIFE-SAVING AND LIFE-SUSTAINING CAPABILITIES TO THE NATION.

For more than 13 consecutive years at war, Army Reserve Soldiers have brought skills, honed in the civilian sector, to contingency and Theater Security Cooperation missions across the globe. Today, those same Citizen-Soldiers are bringing enhanced skills to the communities where they live and work.

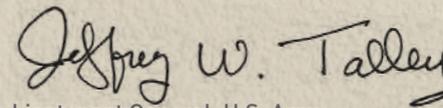
Organized as the only component of the Army that is also a single command, the Army Reserve is integrated and in direct support of every Army Service Component Command (ASCC) and Combatant Command (CCMD), with our "footprint" in all 54 states and territories and over 30 countries. Our "**plan, prepare, provide**" business model allows us to stay an operational force. "**Plan**" refers to the regional alignment of Army Reserve units to ASCCs and CCMDs. Part of this alignment includes the forward positioning of full-time staffing organized into Army Reserve Engagement Cells (ARECs) and Teams (ARETs). "**Prepare**" is how the Army Reserve trains its Soldiers, leaders, and units as part of the Total Force. "**Provide**" is the actual deployment of Army Reserve Soldiers, Leaders, and units in support of requirements at home (Defense Support of Civil Authorities) and abroad.

The Army Reserve represents most of the Army's medical, logistical, transportation, full-spectrum engineering, civil affairs, legal, and chemical capabilities. Our Citizen-Soldiers stay sharp in these technical fields through employment in the private sector. The Army Reserve enhances these skills through its Private Public Partnership Initiative (P3i). P3i leverages partnerships with for-profit, not-for-profit, and academic organizations to advance the training of individuals, leaders, and units. P3i brings together the best from the civilian and military communities as it provides unique professional and trade career development. P3i offers mentor-protégé coaching, credentialing, certification, and licensing opportunities.

This is America's Army Reserve ... "At a Glance."

### TWICE THE CITIZEN, ARMY STRONG!

Jeffrey W. Talley



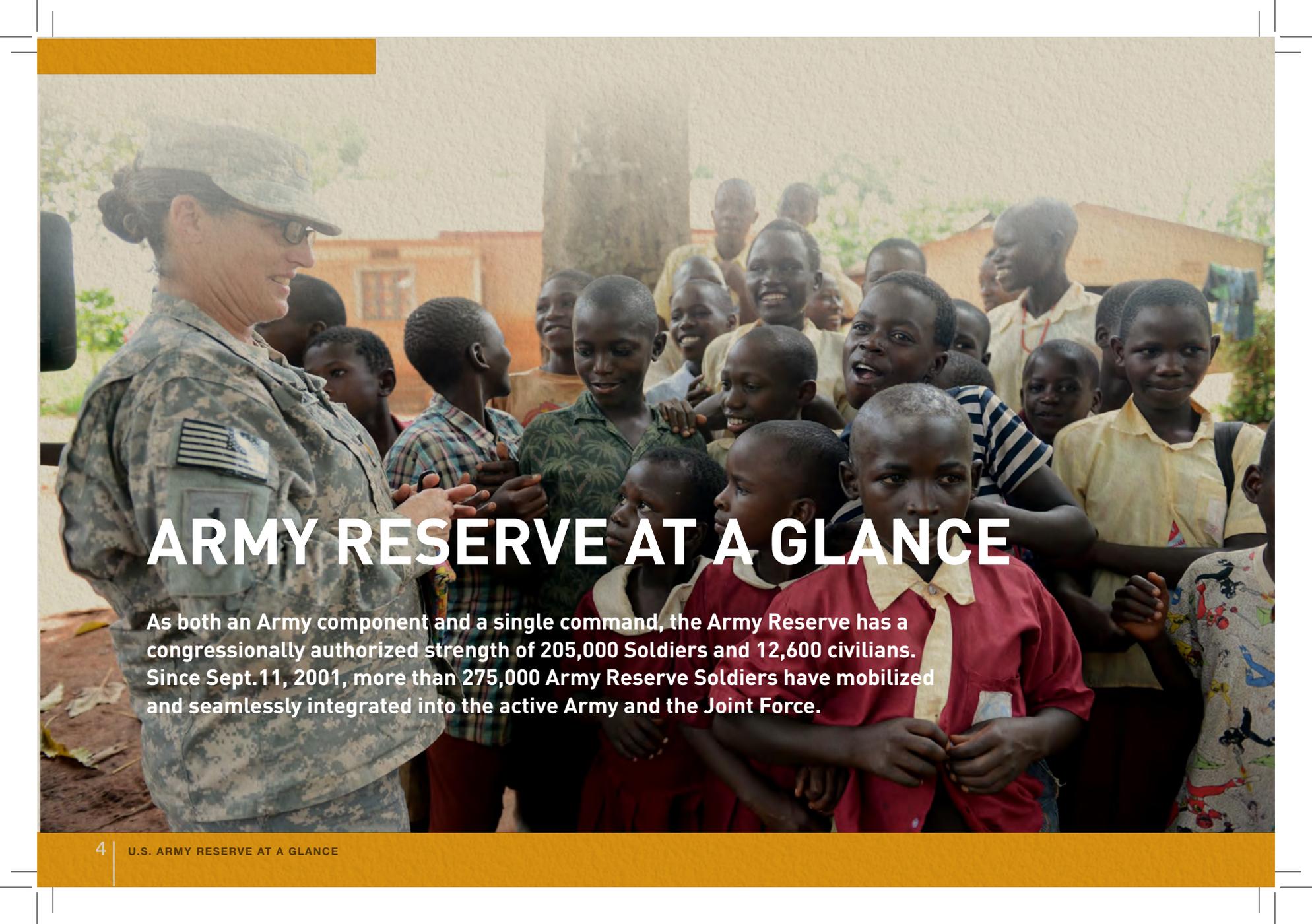
Lieutenant General, U.S. Army  
32nd Chief of Army Reserve  
Commanding General, United States Army Reserve Command

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“Army Reserve at a Glance” is a communication outreach tool produced by Army Reserve Communications. Analysis of the 2014 Army Reserve Economic Impact by state was conducted by George Mason University’s Center for Regional Analysis using data provided by the U.S. Department of Commerce, Bureau of Economic Analysis. Content courtesy the public affairs specialists and historians of the Army Reserve.





# ARMY RESERVE AT A GLANCE

As both an Army component and a single command, the Army Reserve has a congressionally authorized strength of 205,000 Soldiers and 12,600 civilians. Since Sept. 11, 2001, more than 275,000 Army Reserve Soldiers have mobilized and seamlessly integrated into the active Army and the Joint Force.



### **OPERATIONAL AND READY: VITAL, IN-DEMAND CAPABILITIES**

The core competence of the Army Reserve is the ability to provide high-quality military capabilities enhanced by the civilian skills, education, training and experience of our Citizen Soldiers. Thirteen years of steady demand for enabling capabilities has resulted in

an Army Reserve that is fundamental to the success of the Total Army—in full partnership with the Active Component and Army National Guard.

Seventy-five percent of key support units and capabilities such as logistics, medical, engineering, military information support and civil affairs reside in the Army Reserve. Fiscally efficient, the Army Reserve provides nearly 20 percent of the Army's total force for less than 6 percent of the Total Army budget. This includes half of the Army's combat support and combat service support.





### POSTURED FOR SUCCESS

Army Reserve capabilities, critical during major combat operations, are also an essential part of the “Prevent and Shape” missions relied upon by combatant commanders. Additionally, our current role in the homeland delivers vital capabilities to the lead federal agency in support of state and local authorities in times of natural and man-made disasters.

### NEW GENERATION OF LEADERS

Our highly educated Citizen Soldiers provide professional expertise they have developed in their civilian careers. They are doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of their fields. Our Citizen Soldiers are a new generation of leaders who grew up with technology in their hands, are experienced professionals, and leverage their technical and leadership skills while in uniform. Today, 75 percent of the doctorate degrees and half of the master’s degrees in the Total Army are held by members of the Army Reserve.

### CRITICAL DUAL-USE FORCE

Army Reserve forces are an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies, domestically and globally. The Army Reserve is structured to provide operational capabilities and strategic depth to the Total Army and the Joint Force, effectively designed to efficiently deploy enabler forces across the entire spectrum of military operations. Our individual Soldiers, leaders, and units provide the essential federal capabilities supporting security cooperation, Homeland Defense, and Defense Support of Civil Authorities.

The Army Reserve’s specialized capabilities include medical expertise, aviation lift, search, rescue and extraction, sustainment (food, shelter, and potable water), protection of key infrastructure, civil affairs, and public affairs, not to mention the full spectrum of engineer capabilities.

### COMMUNITY BASED FEDERAL FORCE WITH LOCAL ECONOMIC IMPACT

In addition to a high return on investment to the Army and the Department of Defense, the Army Reserve positively impacts America’s economy across the states and communities. Each year, the Army Reserve investment supports local Soldiers and Department of Defense employees; utilities and other services to municipalities; civilian contractors and administrative support; as well as professional, scientific and technical services in areas like environmental clean-up and protection—which in turn generates tens of thousands of new food industry, service-related, and other non-DoD jobs. The investment generates essential military capabilities while also creating new income for families and a positive economic climate for local communities.



◀◀ | Our highly educated Citizen Soldiers provide professional expertise they have developed in their civilian careers. They are doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of their fields. ▶▶

# THE UNITED STATES ARMY RESERVE UNPARALLELED CAPABILITIES

Through initiatives like the Army Reserve's Private Public Partnership, which brings together the shared goals and interests of the private and public sector, and Defense Support of Civil Authorities, the Army Reserve continues to bring immeasurable value to the nation. Accessible through Defense Support of Civil Authorities, Army Reserve Soldiers bring considerable experience and expertise to the homeland.

**\$8,258,105,000**

DOLLARS SPENT

**\$18,459,516,579**

ECONOMIC IMPACT

**\$5,386,489,000**

NON-DOD WAGES

**167,006**

NON-DOD JOBS



RESIDING AND OPERATING AS A SINGLE COMMAND IN all 50 states, U.S. territories, and 30 countries across the globe, the Army Reserve provides a comprehensive set of life-saving and life-sustaining capabilities that complement the requirements of local and state authorities during periods of domestic emergencies.

In addition to recent authorities, initiatives and an overview of the Army Reserve's economic impact by state, the pages ahead will provide a glimpse at our Soldiers, leaders and units. There are hometown heroes such as Parkersburg, West Virginia resident Staff Sgt. Jason Fetty, whose deadly battle with an insurgent saved the lives of Americans and allies in Afghanistan.

Soldiers residing in states across the nation bring specialized skills home from the battlefield, such as Massachusetts native Lt. Col. David King, whose battlefield knowledge and experience in addressing wounds inflicted by improvised explosive devices made a life-saving difference for scores of civilians in the aftermath of the Boston Marathon bombings. Army Reserve Soldiers are also making an impact across regions—Soldiers from as far away as New Orleans provided essential capabilities in the first use of Defense Support of Civil Authorities in New York when Hurricane Sandy devastated the Northeast coastline.

Shared with friends, family and communities—across business and industry—our Citizen Soldier heritage is your Army Reserve... "At a Glance."

THE DOLLARS  
MAKE SENSE



2014

\$271,708,586

ECONOMIC IMPACT

3,319

NON-DOD JOBS SUPPORTED

\$81,816,913

NON-DOD WAGES

\$199,859,749

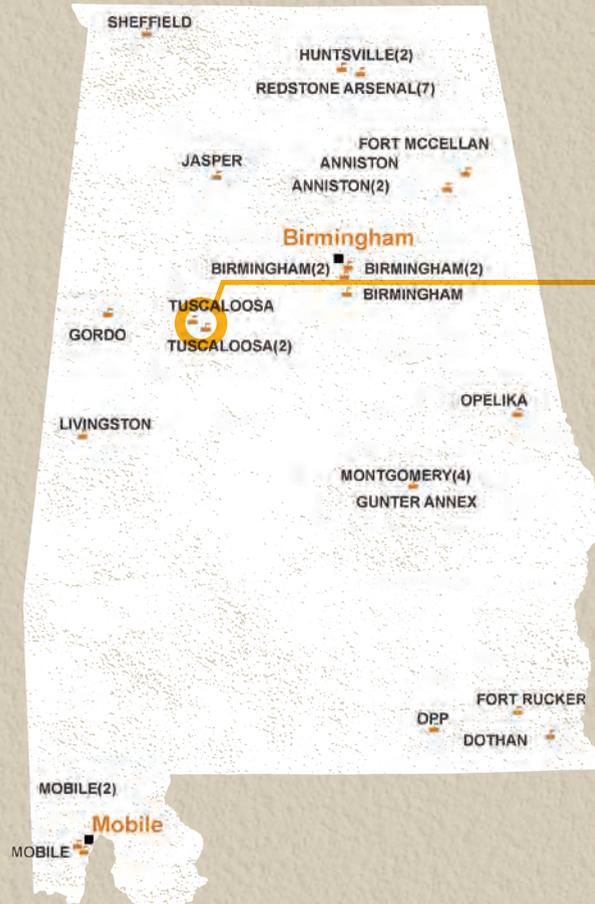
DOLLARS SPENT

\$120,732,572

TOTAL MIL PAYROLL

\$24,244,374

TOTAL CIV PAYROLL



“ The \$13 million project consists of a 67,000-square-foot training building and 13,000-square-foot maintenance facility.”

RIGHT: Soldiers with the 87th Army Reserve Support Command load ammunition during a recent weapons-qualification exercise. The 87th, headquartered in Hoover, provides administrative, logistical and training support for all Army Reserve units in the eastern United States. The command also provides mobilization support for units preparing for deployment.

38

FACILITIES

147

ARMY RESERVE  
UNITS/DETS

5,334

ARMY RESERVE  
SOLDIERS

233

ARMY RESERVE  
CIVILIANS

# ALABAMA

# AL



**YOU KNOW YOU'RE ONTO SOMETHING WHEN THE CONVERSATION BETWEEN MEDICAL PROFESSIONALS incorporates how to best treat a hippopotamus bite. That was just one of the topics deliberated when Army Reserve health care providers from the 75th Combat Support Hospital joined 3rd Medical Command to partner with the Chad Armed Forces and U.S. Army Africa during a Medical Readiness Training Exercise in Chad.**

The austere environment combined with a variety of medical issues and cultural concerns,

exposed U.S. medical providers to the challenges other countries face, ultimately broadening the knowledge and experience our medical professionals bring back to their communities.

Birmingham's Deployment Support Command consolidates all Army Reserve surface mobility units under a single command. The DSC's missions include providing training and oversight to all units performing terminal, rail, deployment and distribution support, movement control and watercraft missions. These capabilities make the

transportation of vital resources possible to any areas not accessible by air assets.

The recently-built Armed Forces Reserve Center in Tuscaloosa, where the surgeons, nurses and biomedical engineers of the 75th CSH train, also brings with it a tangible boost to the local economy. Constructed by the Army Corps of Engineers in 2011, the \$13 million project provides a 16-acre training area for Army Reserve and National Guard units.

BELOW: Two Soldiers assigned to the 87th Army Reserve Support Command stand ready to observe pre-mobilization training for a unit deploying to a combat zone. The 87th conducts training for Army National Guard and Army Reserve units and provides staff training exercises for civil affairs and senior-level support headquarters.



## THE DOLLARS MAKE SENSE



2014

**\$20,698,860**

ECONOMIC IMPACT

**216**

NON-DOD JOBS SUPPORTED

**\$6,024,254**

NON-DOD WAGES

**\$17,491,743**

DOLLARS SPENT

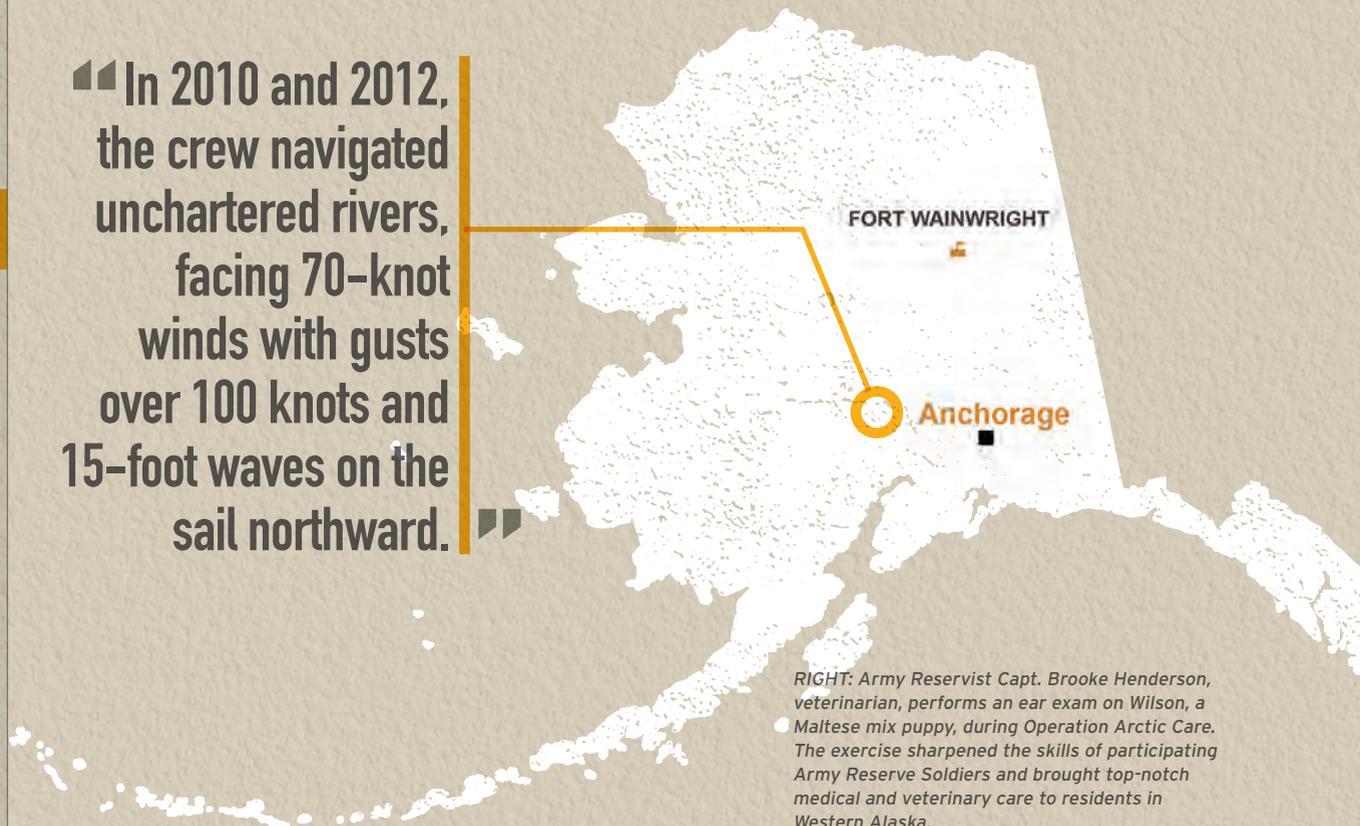
**\$12,258,457**

TOTAL MIL PAYROLL

**\$1,144,584**

TOTAL CIV PAYROLL

“In 2010 and 2012, the crew navigated unchartered rivers, facing 70-knot winds with gusts over 100 knots and 15-foot waves on the sail northward.”



RIGHT: Army Reservist Capt. Brooke Henderson, veterinarian, performs an ear exam on Wilson, a Maltese mix puppy, during Operation Arctic Care. The exercise sharpened the skills of participating Army Reserve Soldiers and brought top-notch medical and veterinary care to residents in Western Alaska.

**1**

FACILITIES

**11**

ARMY RESERVE  
UNITS/DETS

**318**

ARMY RESERVE  
SOLDIERS

**11**

ARMY RESERVE  
CIVILIANS

# ALASKA

# AK

**EXERCISE ALASKA MOVE: AS THE LAND DISAPPEARED FROM BENEATH THEIR FEET DUE TO EROSION AND CLIMATE change, residents of the ancient Yup'ik village of Newtok prepared to relocate with help from the Citizen Soldiers of the 709th Transportation Company. Soldiers in boats maneuvered more than 100 tons of equipment through treacherous waters along the Bering Sea off the coast of Alaska.**



In 2010 and 2012, the crew navigated uncharted rivers, facing 70-knot winds with gusts over 100 knots and 15-foot waves on the sail northward. The 174-foot-long flat-bottomed Palo Alto rolls in heavy seas, requiring a high degree of precision. Given the potential danger and high stakes, much of the 18-member crew was hand-picked for their expertise.

Fully-loaded, the craft carried all that was needed for the native Yup'iks to begin building a new life in a location remote enough to preserve their current lifestyle and traditions. Sailing thousands of miles and dedicating thousands of man-hours in harsh environments is part of the job—and good training—for these Citizen Soldiers. The difference made for more than 300

indigenous Native Americans in imminent danger of losing their home was immeasurable.

BELOW: Steering the 174-foot-long Palo Alto takes planning, precise navigation, and course corrections of as little as two degrees. "You learn to anticipate the turns," said first mate Staff Sgt. David Kartchner, "Instead of making one big correction, you do it gradually. It's something that comes with time and experience."



THE DOLLARS  
MAKE SENSE



2014

**\$141,473,220**

ECONOMIC IMPACT

**1,482**

NON-DOD JOBS SUPPORTED

**\$43,576,834**

NON-DOD WAGES

**\$100,300,939**

DOLLARS SPENT

**\$70,111,318**

TOTAL MIL PAYROLL

**\$8,428,302**

TOTAL CIV PAYROLL

Providing specialized capabilities for the force—and for Arizona—are the Soldiers of the 301st Military Intelligence Battalion, located in Phoenix.



**6**

FACILITIES

**68**

ARMY RESERVE  
UNITS/DETS

**3,194**

ARMY RESERVE  
SOLDIERS

**81**

ARMY RESERVE  
CIVILIANS

# ARIZONA

**MORE THAN 3,000 CITIZEN SOLDIERS actively participate in 32 units across Arizona, leveraging specialized skills in medical, dental, logistics and communication for communities, the nation and around the world.**



ABOVE: Sgt. James Witkowski of Surprise, Ariz., made the ultimate sacrifice in shielding his fellow Soldiers from a grenade attack in Iraq in October 2005. He was posthumously awarded the Silver Star.



October 26, 2005: The improvised explosive devices detonated in the early morning hours, as Sgt. James Witkowski, 32, of Surprise, and 100 fellow Soldiers were transporting supplies through a small village near Ashraf, Iraq. Before the dust settled, insurgents hiding behind a sand berm poured down a rain of fire, using small arms, rocket-propelled grenades, mortars and armor-piercing rounds.

As the convoy struggled through the mile-long ambush, Witkowski, assigned to the Army Reserve's 729th Transportation Company, Fresno, California, returned fire from the .50-caliber machine gun atop his Humvee when he saw the

grenade land inside his turret. That's when he made the fateful, split-second decision to shield his comrades, taking the full brunt of the detonation with his body. He saved the lives of the three Soldiers in the Humvee and his actions enabled the convoy to clear the kill zone with only minor injuries. Witkowski was posthumously awarded the Silver Star, the nation's third-highest award for courage under fire.

Providing specialized capabilities for the force—and for Arizona—are the Soldiers of the 301st Military Intelligence Battalion, located in Phoenix. The 301st, a fully integrated enterprise with tailored collection teams, provides cutting edge all-source analytical, counterintelligence, and human intelligence for operations and exercises in the Pacific Theater.

ABOVE: A Soldier with the 301st Military Intelligence Battalion fires at his target during mobilization training in 2010. The 301st, in Phoenix, specializes in analyzing intelligence from multiple sources, providing counterintelligence and human intelligence support to U.S. and allied forces.

# AZ

THE DOLLARS  
MAKE SENSE



**\$93,422,414**

ECONOMIC IMPACT

**1,112**

NON-DOD JOBS SUPPORTED

**\$27,171,294**

NON-DOD WAGES

**\$78,878,622**

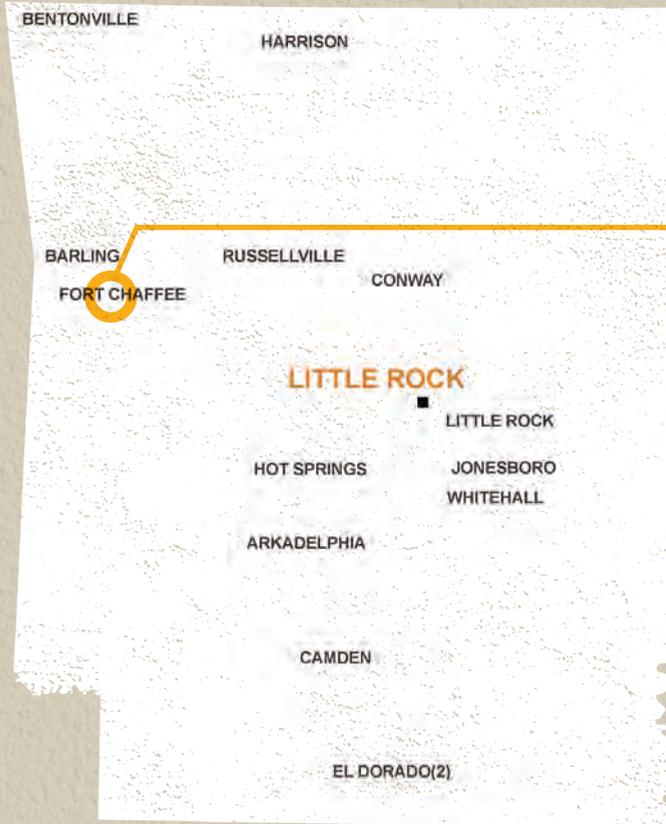
DOLLARS SPENT

**\$48,769,257**

TOTAL MIL PAYROLL

**\$12,278,267**

TOTAL CIV PAYROLL



“ The Army Reserve’s 412th Theater Engineer Command built nearly a dozen bridge sections in just over 20 minutes...” ”

**15**

FACILITIES

**78**

ARMY RESERVE  
UNITS/DETS

**2,660**

ARMY RESERVE  
SOLDIERS

**118**

ARMY RESERVE  
CIVILIANS

# ARKANSAS

**FORT CHAFFEE, THE 66,000-ACRE MILITARY training base located along the Arkansas River, has been the location of Operation River Assault for more than five years. The large-scale multi-component training event engages engineers, aviators, transportation, medics, military police, dive specialists and support personnel, in the construction of an Improved Ribbon Bridge across the Arkansas River.**

BELOW: Members of the 341st Engineer Company based out of Fort Chaffee, attach pieces of an improved ribbon bridge during the 2011 Warrior Exercise held here. The 2011 WAREX is one of several major exercises conducted by the U.S. Army Reserve.



The Army Reserve's 412th Theater Engineer Command built nearly a dozen bridge sections in just over 20 minutes, exceeding the Army standard. They, along with the 416th TEC, assembled the bridge across the Arkansas River in a little more than three hours, a record time.

These same skills and resources are assets to communities, where specialized experience and expertise add value across business and industry. They are also needed for support of civil authorities during emergencies in Arkansas, such as floods or earthquakes.

The 332d Chemical Company, headquartered in Fayetteville, is the first Biological Integrated Detection System organization in the history of the Army to contain both Active Army and reserve component Soldiers. Their mission uses BIDS to identify the presence of biological particles (such as anthrax) in the air to assess whether a large-scale biological attack has occurred. The BIDS is mounted on a high-mobility, multipurpose wheeled vehicle and can be used while deployed or for homeland security missions.

# AR



ABOVE: Army Reserve Pfc. Rebekah Munday, 431st Civil Affairs Battalion, Little Rock, comforts a puppy during the Taskforce Razorback Innovative Readiness Training spay/neuter clinic in Helena-West Helena. Soldiers worked with their counterparts in the Navy and Air Force to provide a variety of medical, dental and veterinary services to residents in the Arkansas Delta region.

THE DOLLARS  
MAKE SENSE



2014

\$1,083,051,935

ECONOMIC IMPACT

9,931

NON-DOD JOBS SUPPORTED

\$327,817,328

NON-DOD WAGES

\$639,057,405

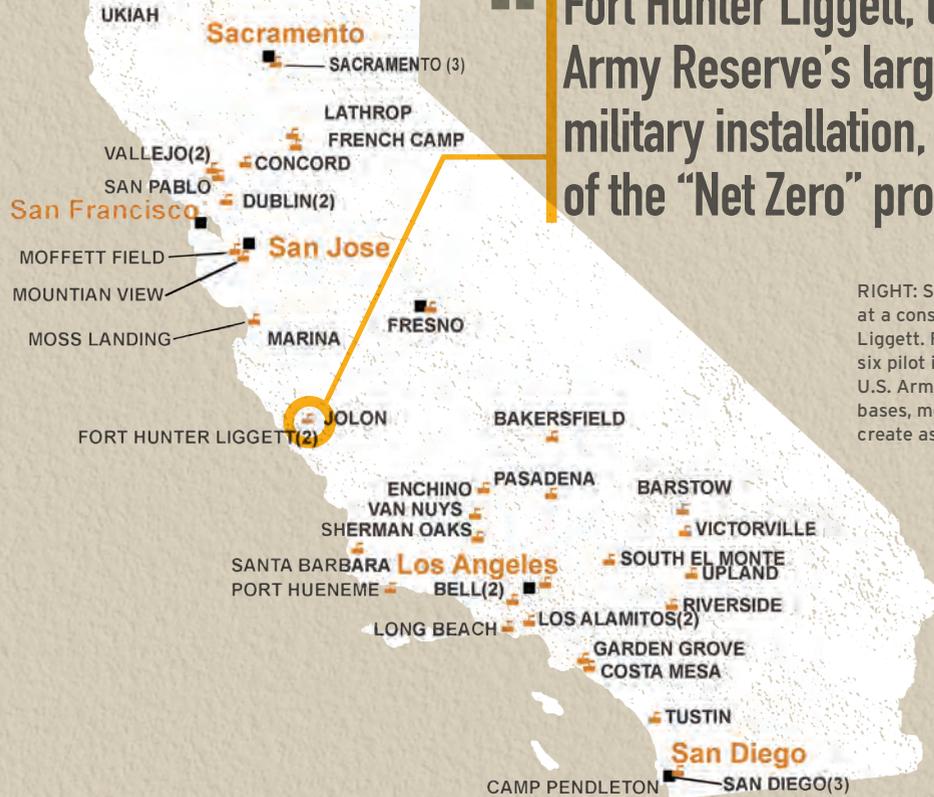
DOLLARS SPENT

\$350,666,829

TOTAL MIL PAYROLL

\$73,877,707

TOTAL CIV PAYROLL



“Fort Hunter Liggett, the Army Reserve’s largest military installation, is part of the “Net Zero” program.”

RIGHT: Solar panels form a canopy at a construction site on Fort Hunter Liggett. Fort Hunter Liggett is one of six pilot installations selected by the U.S. Army to be “net zero” energy bases, meaning the installation will create as much energy as it uses.

43  
FACILITIES

431  
ARMY RESERVE  
UNITS/DETS

17,156  
ARMY RESERVE  
SOLDIERS

710  
ARMY RESERVE  
CIVILIANS

# CALIFORNIA

# CA

**THE ARMY RESERVE IS “GOING GREEN” IN THE GOLDEN STATE, THROUGH SUSTAINABILITY and renewable energy programs. Fort Hunter Liggett, the Army Reserve’s largest military installation, is part of the “Net Zero” program - using only as much energy as it produces and leveraging a battery system to store unused energy.**

More than 16,000 Army Reserve Soldiers are living and serving throughout California, employing a wide-range of unique capabilities:

- The 79th Sustainment Support Command at Joint Forces Training Base-Los Alamitos provides trained and ready sustainment units for worldwide operations and deployment.
- Parks Reserve Forces Training Area, near Dublin, services more than 250 units and more than 20,000 Soldiers in the greater San Francisco area.

- In Mountain View, the 63rd Regional Support Command provides Soldier and family support for the seven-state Southwestern region, including public works, facilities, maintenance and resource management.
- Soldiers of the 11th Military Police Brigade, headquartered in Los Alamitos, are trained to conduct internment and resettlement operations; to shelter, guard, protect, and account for detainees or displaced civilians.



One of the Army Reserve’s two heavy boat companies, the 481st Transportation Company of the 311th Expeditionary Sustainment Command in Port Hueneme, enables forces to quickly move equipment and supplies ashore when port facilities are nonexistent, damaged or too primitive for ships to off-load their cargo. The 481st’s crews of the Landing Craft Utility 2000 vessels participate in multi-agency exercises such as “Joint Logistics Over the Shore” to ensure combat readiness and disaster response capability.



LEFT: U.S. Army Vessel Malvern Hill, crewed by Soldiers from the Army Reserve’s 481st Transportation Company (Heavy Boat), Port Hueneme, sails past Anchorage, Alaska as part of Operation Alaska Shield. Alaska Shield 14 is designed to test the

ability of local, state and federal agencies to respond to a similar disaster using modern equipment and techniques. The 481st, one of two Army Reserve heavy boat companies, has deployed numerous times in support of operations in Iraq and Afghanistan.

THE DOLLARS  
MAKE SENSE



2014

**\$158,917,074**

ECONOMIC IMPACT

**1,586**

NON-DOD JOBS SUPPORTED

**\$47,781,338**

NON-DOD WAGES

**\$98,922,743**

DOLLARS SPENT

**\$65,437,230**

TOTAL MIL PAYROLL

**\$10,821,523**

TOTAL CIV PAYROLL



**16**

FACILITIES

**129**

ARMY RESERVE  
UNITS/DETS

**3,617**

ARMY RESERVE  
SOLDIERS

**104**

ARMY RESERVE  
CIVILIANS

# COLORADO

**ARMY RESERVE SGT. GREGORY RUSKE WAS on patrol in Afghanistan in 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 native of Colorado Springs—was awarded the Silver Star, the nation’s third-highest military award for valor. Colorado’s hometown hero is third-generation Army who, prior to his deployment, was living in Aurora and working as a juvenile corrections officer.**



Fort Carson is home to the Army Reserve’s 440th Civil Affairs Command, and the 423rd Transportation Company. Resident capabilities include military police, legal operations, aviation and engineering.

Colorado Springs is home to Army Reserve Soldiers assigned to Army Space Command (Forward), a subordinate unit of the Army Space and Missile Command, and part of the Army’s force modernization proponent for space, high altitude and global missile defense - conducting mission-related research and development in support of homeland defense. The Army is DoD’s largest user of space-based systems, deploying a multitude of satellite receivers and providing satellite communications, navigation, intelligence, surveillance and reconnaissance, missile warning, weather/ environmental monitoring and space situational awareness in support of combat operations.

LEFT: A medical evacuation crew aboard a Blackhawk helicopter prepares to pick up students participating in a Warrior Leader Course Situational Exercise at Fort Carson. Army Reserve Soldiers assigned to 7th Battalion, 158th Aviation Regiment, at Fort Carson became the first Army unit to receive the latest Blackhawk medevac aircraft configuration in early 2010. Soldiers recently started integrating medevac crews into situational exercises for the Warrior Leader Course at the Fort Carson.

# CO

While the majority of the Army Reserve’s logistic, engineer and military police units in Colorado are located in Denver, the 25,000-square-foot Fitzsimons Army Reserve Center in Aurora also hosts Citizen Soldiers with sought-after skills such as legal, law enforcement, and information operations, legal and veterinary.



ABOVE: Sgt. Gregory Ruske of Colorado Springs received the Silver Star for battling Taliban operatives and rescuing two Afghan National policemen in Afghanistan’s Kapisa Province on April 21, 2008. Ruske was assigned to the Army Reserve’s 5025th Garrison Support Unit in Colorado Springs.

THE DOLLARS  
MAKE SENSE



**\$85,627,175**

ECONOMIC IMPACT

**785**

NON-DOD JOBS SUPPORTED

**\$24,760,472**

NON-DOD WAGES

**\$65,039,256**

DOLLARS SPENT

**\$46,520,403**

TOTAL MIL PAYROLL

**\$4,058,071**

TOTAL CIV PAYROLL



“The Danbury-based 411th Civil Affairs Battalion (Tactical) assisted in recovery efforts at New York City’s ‘Ground Zero.’”

RIGHT: Army Reserve sponsored Warrior Exercises provide Army Reserve Soldiers with realistic training opportunities. Medical units like the 405th Combat Support Hospital sharpen their skills through battlefield simulated casualty drills, which adds to their expertise during real-world missions whenever they’re called upon.

**11**

FACILITIES

**44**

ARMY RESERVE  
UNITS/DETS

**1,781**

ARMY RESERVE  
SOLDIERS

**39**

ARMY RESERVE  
CIVILIANS

# CONNECTICUT

# CT

**THE ARMY RESERVE PROVIDES A SPECTRUM OF CAPABILITIES THAT CAN EASILY ADAPT to numerous situations at home and around the world. Connecticut is host to Citizen Soldiers in 37 units specializing in civil affairs, logistics, military intelligence, quartermaster, transportation, administrative, and legal support capabilities.**

Following the attacks on Sept. 11, 2001, volunteers from the Danbury-based 411th Civil Affairs Battalion (Tactical) assisted in recovery efforts at New York City's "Ground Zero," marking the beginning of the unit's contributions to the Global War on Terror.

In 2003, the 411th established the first civil-military operations center in Baghdad, undertaking more than 125 humanitarian projects, including the delivery of 30 tons of food, 5 million liters of water, 8 tons of medical supplies, and 8 tons of school supplies. That year, the 411th was also first on the scene during the terrorist attack on the U.N.

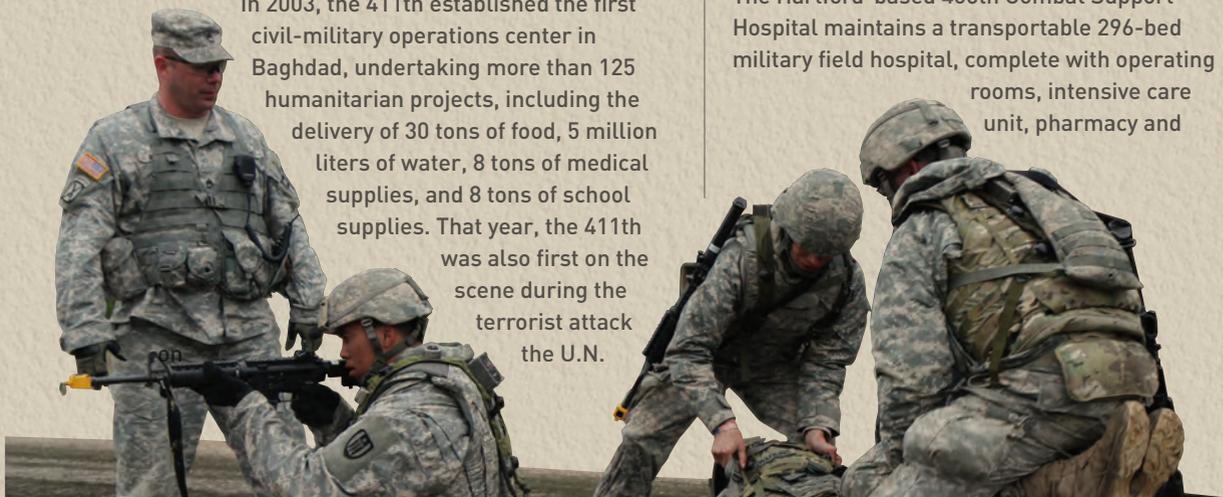
compound in Baghdad, aiding the wounded and deploying forces to repel a possible second attack. Their actions were recognized by President George W. Bush and U.N. Secretary-General Kofi Annan.

The Hartford-based 405th Combat Support Hospital maintains a transportable 296-bed military field hospital, complete with operating rooms, intensive care unit, pharmacy and

lab, X-ray room, housed in technologically advanced modular tents. Created for austere environments and transportable by aircraft and trucks, the 405th CSH has deployed to Bosnia, Kuwait, and Iraq - with Army Reserve doctors, nurses, surgeons, and medics lending considerable civilian expertise to numerous humanitarian and peace-keeping missions around the world.



ABOVE: The new 100,000-square-foot Armed Forces Reserve Center located in Danbury includes a maintenance shop for military vehicles, a weapons-simulation room with soundproof walls, and the latest computer technology to recreate battlefield scenarios.



THE DOLLARS  
MAKE SENSE



2014

**\$28,270,821**

ECONOMIC IMPACT

**249**

NON-DOD JOBS SUPPORTED

**\$7,006,194**

NON-DOD WAGES

**\$21,835,927**

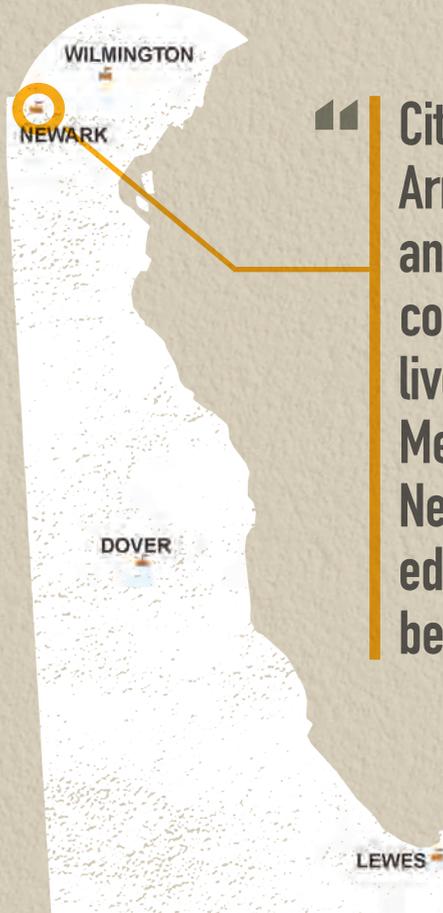
DOLLARS SPENT

**\$14,970,310**

TOTAL MIL PAYROLL

**\$2,289,168**

TOTAL CIV PAYROLL



“ Citizen Soldiers also bring Army training, expertise and advancements into the communities where they live. Soldiers of the 7221st Medical Support Unit in Newark are on the cutting edge of studies focused on better fitness practices. ”

**4**

FACILITIES

**21**

ARMY RESERVE  
UNITS/DETS

**723**

ARMY RESERVE  
SOLDIERS

**22**

ARMY RESERVE  
CIVILIANS

# DELAWARE

**THE ARMY RESERVE HAS BEEN ENGAGED IN MISSIONS AROUND THE WORLD FOR MORE than a decade. Now, under Defense Support of Civil Authorities, Army Reserve assets also stand ready to respond to terrorist attacks, natural disasters, or industrial accidents.**

The mission of the 485th Chemical Battalion in Newark—conducting reconnaissance and decontamination missions in support of U.S. and allied military in a chemical, biological, radiological and nuclear (CBRN) environment—is among the essential emergency support functions required in the event of a CBRN attack in the homeland.

With more than 200 authorized personnel, quartermaster units comprise the largest contingent of Army Reserve personnel in Delaware. The skill sets maintained are similar to the hospitality industry, with Soldiers providing instrumental support to the warfighter, providing quarters, rations, clothing and other supplies.

Citizen Soldiers also bring Army training, expertise and advancements into the communities where they live. Soldiers of the 7221st Medical Support Unit in Newark are on the cutting edge of studies focused on better fitness practices. They were among the first to undergo a battery of metabolic and fitness tests associated with the Army Wellness Center Program during an event at Kirk Army Medical Center. The effort is intended to increase the number of Soldiers maintaining healthy living through diet and exercise. Through the program, Soldiers take the accurate counts of metabolic rate, body fat and caloric intake and go online to record, track and evaluate their progress.



# DE



ABOVE: Pfc. Edward Pyne, a truck driver with the 946th Transportation Company in Lewes, hands dinner to a fellow Soldier at the Joint Readiness Training Center at Fort Polk, La. Pyne was playing the role of an Afghan National Army soldier in the exercise. The 946th distributed meals daily to Soldiers participating in the training exercise.

LEFT: Soldiers of the 673rd Quartermaster Company in Dover check a victim for identification during a disaster drill at Northwest Community Hospital in Arlington Heights, Ill. Mannequins are used as deceased victims in the drill.

THE DOLLARS  
MAKE SENSE



2014

**\$411,953,545**

ECONOMIC IMPACT

**4,550**

NON-DOD JOBS SUPPORTED

**\$127,974,175**

NON-DOD WAGES

**\$284,176,300**

DOLLARS SPENT

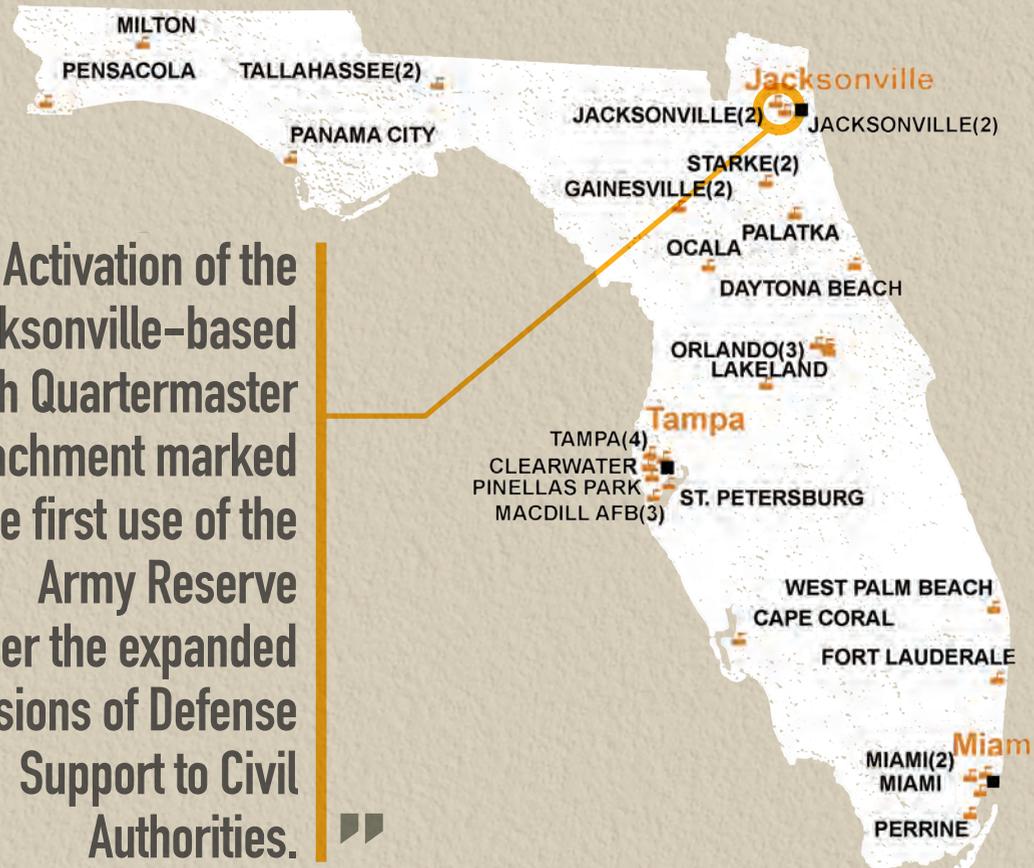
**\$188,639,131**

TOTAL MIL PAYROLL

**\$31,424,039**

TOTAL CIV PAYROLL

Activation of the Jacksonville-based 410th Quartermaster Detachment marked the first use of the Army Reserve under the expanded provisions of Defense Support to Civil Authorities.



**40**

FACILITIES

**247**

ARMY RESERVE  
UNITS/DETS

**9,215**

ARMY RESERVE  
SOLDIERS

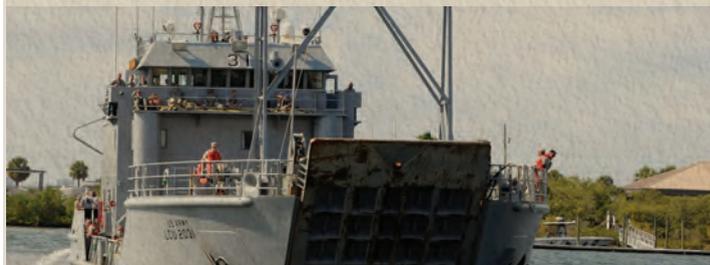
**302**

ARMY RESERVE  
CIVILIANS

# FLORIDA

ALL TO FAMILIAR WITH THE EFFECTS OF HURRICANES AND OTHER NATURAL DISASTERS, Florida's Citizen Soldiers knew all too well the struggles of their neighbors to the north after Hurricane Sandy devastated parts of the Eastern Seaboard. Activation of the Jacksonville-based 410th Quartermaster Detachment marked the first use of the Army Reserve under the expanded provisions of Defense Support of Civil Authority. Leveraging specialized skills, these Soldiers supported clean-up efforts and aided in pumping water from residential areas and schools in Breezy Point, N.Y.

Those specialized skills are also resident in the Army Reserve Medical Command in Pinellas Park, which reaches across the entire United States—and operationally, around the world. AR-MEDCOM is uniquely capable of simultaneously providing military hospital and clinic expansion, augmentation, blood donor services, dental and veterinary services—all while remaining postured to provide its assistance to civil authorities during an emergency or disaster. It also provides mobilization and deployment support



to the Army, while also providing healthcare to under-resourced communities in the United States.

AR-MEDCOM capabilities at-a-glance:

- Approximately 10,000 Soldiers throughout the United States
- More than 50 different medical units throughout the United States
- Provides approximately 70 percent of hospitals to the Army
- Provides approximately 67 percent of medical groups to the Army

The 143rd Expeditionary Sustainment Command is one of eight logistics commands in the Army Reserve. It has more than 9,000 Soldiers throughout seven southeastern states and 97 Army Reserve units, each with diverse logistical missions.

# FL



ABOVE: Above: Florida's Army Reserve Soldiers routinely train alongside civil, federal and other military components to hone their ability to respond to disasters on the home front, including exercises such as air transportation of casualties.

LEFT: The crew of the U.S. Army Vessel New Orleans, operated by Army Reserve Soldiers from the 824th Transportation Company (Heavy Boat), arrives at its home port in Tampa after completing a successful aerial resupply and maritime recovery training mission. With more than 2,500 square feet of cargo space on its wheel deck, this 175-foot long, LCU-200 landing craft served as the primary staging area during the exercise.

# THE DOLLARS MAKE SENSE



2014

## \$496,681,581

ECONOMIC IMPACT

## 5,244

NON-DOD JOBS SUPPORTED

## \$148,478,007

NON-DOD WAGES

## \$314,957,208

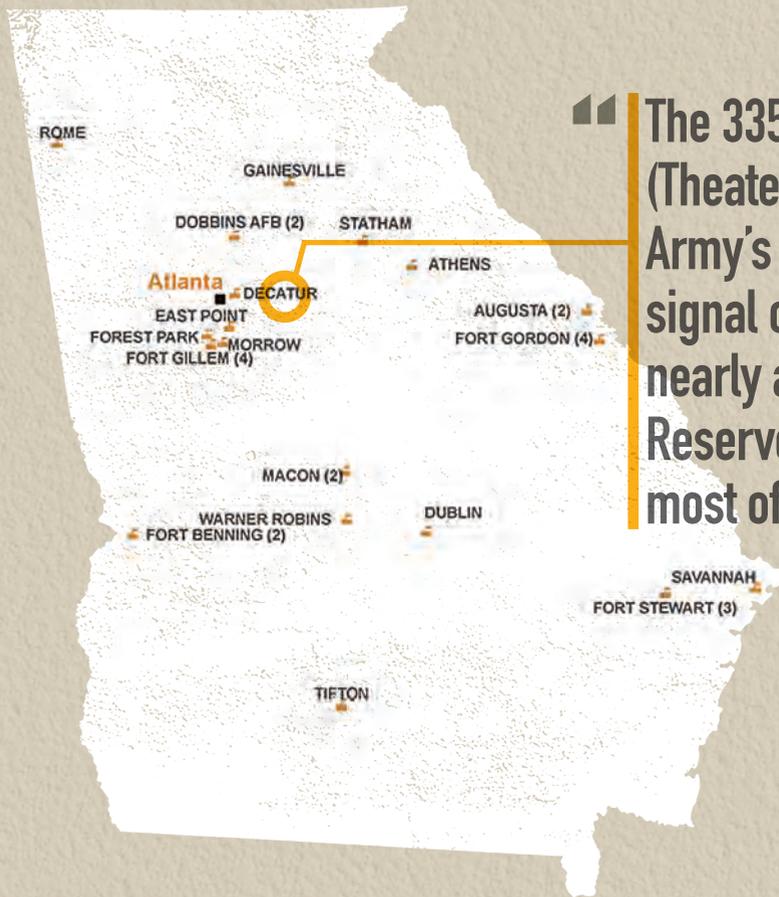
DOLLARS SPENT

## \$195,958,929

TOTAL MIL PAYROLL

## \$34,545,632

TOTAL CIV PAYROLL



“The 335th Signal Command (Theater) is one of the Army’s four vital theater signal commands, with nearly all of the Army Reserve’s signal units and most of its chemical units.”

# 31

FACILITIES

# 222

ARMY RESERVE  
UNITS/DETS

# 7,750

ARMY RESERVE  
SOLDIERS

# 332

ARMY RESERVE  
CIVILIANS

# GEORGIA

# GA

**THE ARMY RESERVE'S 3RD MEDICAL COMMAND, HEADQUARTERED IN ATLANTA AND located throughout the East, has more than 7,000 Soldiers providing medical, dental, optometry and veterinary care skills at home and around the world.**

Soldiers of 3rd MEDCOM recently shared their knowledge and experience as part of Central Accord 14, providing support and training to African armies in emergency medicine.

During a recent mission in Cameroon, Citizen Soldiers of the 3rd MEDCOM provided advanced medical training, leveraging skills honed in civilian medical practices. The training was one-on-one: doctor-to-doctor and nurse-to-nurse. Local medical practitioners learned about mass casualty

operations, triage operations, movement of patients, and operational administration.

The 335th Theater Signal Command, located in East Point, has the distinction of having served in Iraq and Afghanistan longer than any other command in the Army Reserve. Its operational force of more than 8,000 active and reserve Soldiers provided communications and chemical-defense units in support of Operation Enduring Freedom in Southwest Asia and Homeland Defense missions.

To fight enemies on the technological battlefield, the Army uses signal Soldiers to create and defend communication networks in the time of war and for homeland defense.



LEFT: An Army Reserve medic explains how to use a medical apparatus to Nigerian soldiers during Central Accord 14. Central Accord 14 is a U.S. Army Africa-led multinational exercise hosted by Cameroon. The exercise brings together approximately 1,000 troops from eight nations including the United States, Nigeria, Gabon, Burundi, Republic of Congo, Chad and the Netherlands. The exercise promotes multinational partnerships in order to build capacity and strengthen allied relationships in Central Africa.



LEFT: Georgia Sen. Frank Ginn presided over a ribbon-cutting ceremony commemorating the opening of a newly-built Army Reserve Center in Statham and presented a Georgia flag to the tenant units: the 228th Transportation Company, 939th Transportation Company and the 514th and 525th Trailer Transfer Detachments. This \$11 million facility replaces the aging reserve center in Athens. Army Reserve centers like this one were used in New York and New Jersey as emergency shelters and operations staging areas during the 2012 Hurricane Sandy response effort. They serve as community assets across America.

THE DOLLARS  
MAKE SENSE



2014

**\$128,617,281**

ECONOMIC IMPACT

**1,350**

NON-DOD JOBS SUPPORTED

**\$38,988,219**

NON-DOD WAGES

**\$95,771,846**

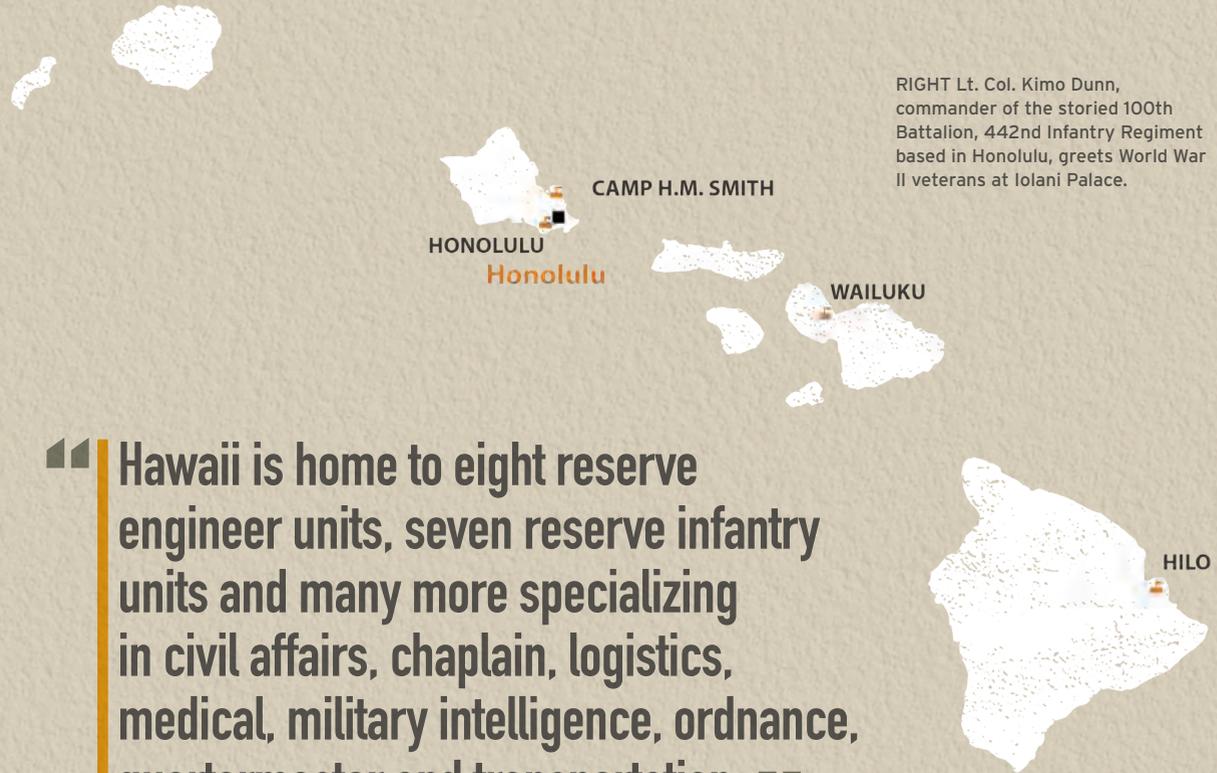
DOLLARS SPENT

**\$60,851,333**

TOTAL MIL PAYROLL

**\$11,653,948**

TOTAL CIV PAYROLL



RIGHT Lt. Col. Kimo Dunn, commander of the storied 100th Battalion, 442nd Infantry Regiment based in Honolulu, greets World War II veterans at Iolani Palace.

“Hawaii is home to eight reserve engineer units, seven reserve infantry units and many more specializing in civil affairs, chaplain, logistics, medical, military intelligence, ordnance, quartermaster and transportation.”

**4**

FACILITIES

**61**

ARMY RESERVE  
UNITS/DETS

**2,599**

ARMY RESERVE  
SOLDIERS

**112**

ARMY RESERVE  
CIVILIANS

# HAWAII



**MORE THAN 1,400 JAPANESE-AMERICANS FROM THE ARMY RESERVE'S 100th BATTALION, 442nd INFANTRY REGIMENT VOLUNTEERED to serve following the December 1941 attacks on Pearl Harbor—even as the mistrust that ensued resulted in more than a thousand of their brothers and sisters in Hawaii being interned in the months that followed. They were Hawaii's Nisei Soldiers, and their heroism, service and sacrifice during World War II is legendary—earning them more than 18,000 individual awards for valor, including 21 awards of the Medal of Honor, making them the most decorated combat unit of its size in the history of the United States Army.**



Seventy years later, the pride and patriotism displayed by the “Go for Broke” Battalion still resonate. In 2011, surviving veterans and members of the 442nd were awarded the Congressional

of more than 3,000 Army Reserve Soldiers throughout the Pacific to include Hawaii, Alaska, American Samoa, Japan, Korea, Guam and Saipan.

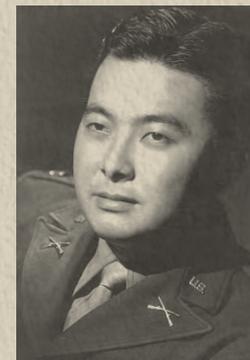
Gold Medal, one of the nation's highest commendations.

In addition to the 100th Infantry Battalion, 442nd Infantry Regiment, the Army Reserve's resident major subordinate commands include the 322nd Civil Affairs Brigade, 303rd Maneuver Enhancement Brigade, 411th Engineer Battalion and the Theater Support Group.

On Fort Shafter, the 9th Mission Support Command's “Pride of the Pacific” is comprised

Fort Shafter also hosts the 311th Theater Signal Command, which combines the strength of more than 3,000 Soldiers and civilians into a single designated signal command for the Army within the Pacific and Korean theaters.

Sen. Daniel K. Inouye was born in Honolulu and joined the 442nd Regimental Combat Team after petitioning Congress for the right to serve his country. His bravery and heroism in World War II with the “Go for Broke” 442nd are legendary: He received the Distinguished Service Cross, which was later upgraded to the Medal of Honor. In 1962, he was elected to the U.S. Senate, making him the first Japanese-American in Congress. Elected nine times, Inouye served until his death on Dec. 17, 2012.



# THE DOLLARS MAKE SENSE



2014

## \$29,260,455

ECONOMIC IMPACT

## 360

NON-DOD JOBS SUPPORTED

## \$8,777,016

NON-DOD WAGES

## \$27,041,810

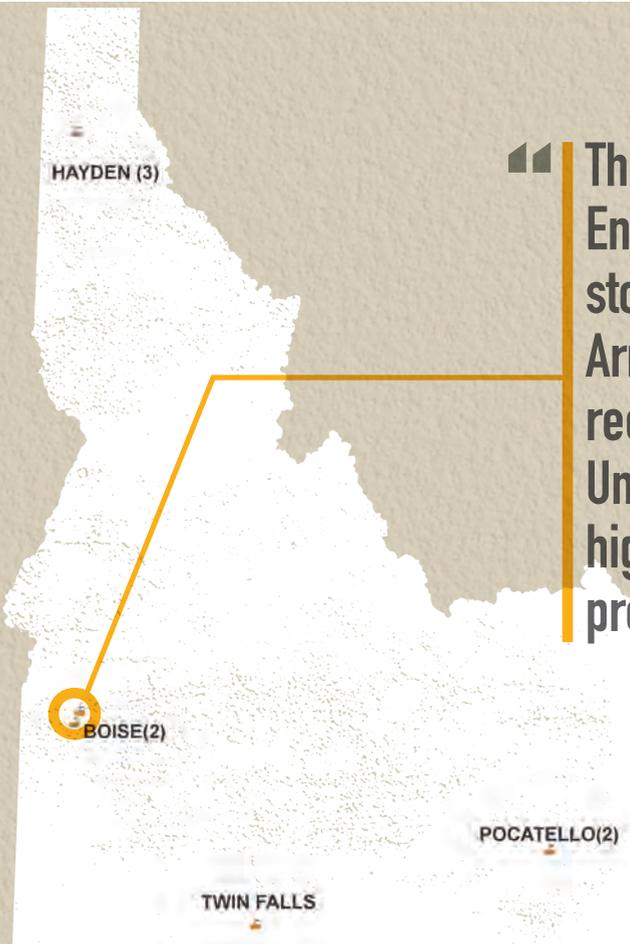
DOLLARS SPENT

## \$18,189,257

TOTAL MIL PAYROLL

## \$3,433,753

TOTAL CIV PAYROLL



“ The Boise-based 321st Engineer Battalion is a storied and battle-tested Army Reserve unit, having received the Valorous Unit Award—the second highest unit award presented by the Army. ”

RIGHT: Idaho's 949th Transportation Detachment facilitated the ground movement of 10,000 trucks and transported more than 2,400 tons of cargo and 10,000 personnel via air during its tour in Afghanistan.

# 8

FACILITIES

# 33

ARMY RESERVE  
UNITS/DETS

# 895

ARMY RESERVE  
SOLDIERS

# 33

ARMY RESERVE  
CIVILIANS

# IDAHO

# ID

IT WAS JULY 2006 WHEN THE BOISE-BASED 321st ENGINEER BATTALION RECEIVED THE VALOROUS UNIT AWARD, the second-highest award of its kind, for its actions while deployed to Iraq. In the pivotal early phases of the Iraq surge, the mission of the 321st was to find and destroy the improvised explosive devices that littered the roads of Ramadi. This high-risk assignment placed them under almost constant enemy fire, but ensured safe passage for all of the services traveling through the area.

Bronze Star and Purple Heart recipient 1st Lt. Timothy Peterson, platoon leader in the 321st, considered himself fortunate to have witnessed the transformation from nighttime patrols through gunfire and explosions, to walks through a safe and thriving community.

“We felt like we were making the country a better place by getting rid of those bombs out of the middle of the road,” said Peterson, “We felt like



we were helping our fellow Soldiers, Sailors, Marines and Airmen that had to travel those roads.”

Idaho’s 949th Transportation Detachment recently returned from Afghanistan. The skills leveraged over the course of their deployment—retrograde and sustainment operations for more than a dozen forward operating bases—are also valuable to businesses and industry at home.

Soldiers of the 949th facilitated the ground movement of 10,000 trucks and transported more than 2,400 tons of cargo and 10,000 personnel via air. The Army Reserve maintains 43 percent of the transportation capability for the Army, playing a key role in ensuring the Army and joint forces can execute their mission across the globe.



ABOVE: Soldiers of the Army Reserve’s 321st Engineer Company from Boise march towards the finish line to claim first place during the Klondike Derby IV competition. The Klondike Derby is a competition to promote teamwork and test tactical skills of Soldiers in the 961st Engineer Battalion. The 321st is a storied and battle-tested Army Reserve unit, having received the Valorous Unit Award—the second highest unit award presented by the Army. It served multiple deployments to Iraq and Afghanistan.

THE DOLLARS  
MAKE SENSE



2014

**\$401,666,745**

ECONOMIC IMPACT

**3,628**

NON-DOD JOBS SUPPORTED

**\$116,835,348**

NON-DOD WAGES

**\$241,593,811**

DOLLARS SPENT

**\$159,227,654**

TOTAL MIL PAYROLL

**\$25,388,958**

TOTAL CIV PAYROLL



“ The 85th Support Command, headquartered in Arlington Heights, held an event with the Arlington Heights Police Department to highlight the Army Reserve’s contributions within the community. ”

RIGHT: Army Reserve Soldiers from the greater Chicago area ford a creek at the Joliet Training Area. The off-road driving course helps drivers train in various rough terrain conditions. The course was taught by driving instructors from the 416th Theater Engineer Command, headquartered in Darien. Approximately 30 Soldiers participated in the five-day training class.

**30**

FACILITIES

**191**

ARMY RESERVE  
UNITS/DETS

**7,321**

ARMY RESERVE  
SOLDIERS

**244**

ARMY RESERVE  
CIVILIANS

# ILLINOIS

**ARMY RESERVE SOLDIERS FROM THE 724th TRANSPORTATION COMPANY WERE AMONG THE FIRST TO ASSIST** with recovery efforts in the aftermath of a deadly F4 tornado that ripped through Washington in late 2013.

The 724th, located in Bartonville, used Immediate Response Authority to respond to a request from Washington Fire Chief John Meyers to help divert traffic to safe roads leading in and out of the town. There were downed power lines and gas leaks and local authorities wanted to prevent traffic from going into those areas.



Recent changes to federal law authorize military commanders to use their Soldiers at the request of local authorities to assist during natural disasters for up to 72 hours without an official mobilization order. The purpose of the Immediate Response Authority is to save lives, to prevent human suffering, and mitigate great property damage when time limits do not allow for approval from higher headquarters.

ABOVE RIGHT: Army Reserve Soldiers hook a chain to a truck to pull another vehicle from the mud during on off-road driving course at the Joliet Training Area. Staff Sgt. Andrew Mietelka (left) is assigned to the 308th Civil Affairs Brigade, headquartered in Forest Park. Spc. Brian Stehlin is a driving instructor for the 416th Theater Engineer Command, headquartered in Darien.



**The mission of the 416th Theater Engineer Command** located in Darien, Illinois, has a global impact as it coordinates training missions for troops in Canada, Latin America and the Middle East.

**The highly-skilled Citizen Soldiers of the 416th** manage construction projects in Native American communities, on public lands and at every major Army training center across the United States with capabilities including construction, topographic support, real estate operations, prime power, contracting, and construction.



SILVER STAR SPOTLIGHT:

# PFC. JEREMY CHURCH



**PFC. JEREMY CHURCH, A 724th TRANSPORTATION COMPANY SOLDIER from Bartonville, Illinois, was driving the lead vehicle in a convoy along one of the most dangerous routes in Iraq to pick up fuel at Baghdad International Airport in April 2004, when approximately 150 – 200 members of the al-Sadr militia ambushed the convoy with rocket-propelled grenades, improvised explosive devices and small-arms fire.**

Church drove aggressively through the kill zone, dodging explosions, obstacles, and small-arms fire. When the convoy commander was shot, Church grabbed his first-aid pouch, ripped it open, and told the platoon leader to apply a bandage.

When an IED blew out a tire, Church continued driving for four miles on only three tires, all the while firing his M-16 out the window with his left hand. He finally led the convoy into a security perimeter established by a cavalry troop. After carrying his platoon leader to a casualty collection point for treatment, Church rallied the troops to launch an immediate recovery mission and escorted them back into the kill zone.

Church identified the assistant commander's vehicle amidst heavy black smoke and the wreckage of burning fuel tankers to find two more wounded Soldiers and four civilian truck drivers. He treated a Soldier with a traumatic chest injury, carrying him to a recovery vehicle, while exposing himself to continuous enemy fire from both sides of the road.

When all the wounded were loaded in the truck, there was no room for Church, who volunteered to remain behind, climbing into a disabled Humvee for cover while 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.

Church was credited with saving the lives of at least five Soldiers and four civilians. The commitment, selfless service, and personal courage Church demonstrated during the April 9, 2004, attack earned the Bartonville resident the distinction of being the Army Reserve's first Silver Star recipient in the Iraq War and the first Army Reserve Soldier to earn that medal since the Vietnam War.

OPPOSITE: Lt. Gen. James R. Helmly, chief of the Army Reserve, left, presents Spc. Jeremy L. Church with a Silver Star for his actions in Iraq. Next to him is 1st Lt. Matthew Brown, who commanded the convoy from the 724th Transportation Company out of Illinois that was ambushed as it made its way to Baghdad International Airport on April 9, 2004. Brown was hit by small-arms fire and lost his left eye. Church is credited with saving his commander's life and the lives of others in the convoy.

THE DOLLARS  
MAKE SENSE



2014

\$139,968,868

ECONOMIC IMPACT

1,465

NON-DOD JOBS SUPPORTED

\$40,245,380

NON-DOD WAGES

\$99,621,092

DOLLARS SPENT

\$64,180,518

TOTAL MIL PAYROLL

\$12,694,479

TOTAL CIV PAYROLL



“ The 310th Expeditionary Sustainment Command, Indianapolis, provides combat support in the areas of supply, maintenance, transportation and field services. ”

RIGHT: Army Reserve Soldiers mark an area where hazardous material was found during their training at Camp Atterbury Joint Maneuver Training Center. Indiana's Camp Atterbury near Edinburgh is an armed forces reserve training area operated by the Indiana National Guard. The base is available to active and reserve military units, state and federal agencies, universities and U.S. diplomats. The Atterbury-Muscatatuck enterprise encompasses more than 35,000 acres of training space including land, airspace and training venues stretching over the southern half of Indiana into adjacent states.

23

FACILITIES

111

ARMY RESERVE  
UNITS/DETS

3,529

ARMY RESERVE  
SOLDIERS

122

ARMY RESERVE  
CIVILIANS

# INDIANA

# IN



**THE 417TH QUARTERMASTER COMPANY FROM SCOTTSBURG KNOWS HOW IMPORTANT PETROLEUM distribution systems are to the disaster recovery process. These Citizen Soldiers operate the pipeline networks that can maintain the flow of oil even if coastal operations are not available. Navy tankers can pump fuel from offshore directly into these pipelines, which lead to storage and distribution sites.**

The 417th participated in Alaska Shield 14, an exercise that hones their specialized capabilities by linking together

state, federal, military, and local agencies, to test response and coordination efforts during a disaster. The intent was to simulate the 1964 earthquake and the following tsunami that devastated much of south-central Alaska. These specialized skills in oil and hazardous materials are an added value at home, as they provide FEMA and the Department of Defense with one of 15 emergency support functions now available through Defense Support of Civil Authorities.

The Indianapolis-based 310th Expeditionary Sustainment Command plans, coordinates,

and controls sustainment operations to forces; executing theater opening, onward movement and integration of forces; and establish and operate facilities. Logistic capabilities are important to stateside emergencies as well; ensuring resources are available and delivered to places in the most need.

RIGHT: Sgt. 1st Class Christopher Brest with the Army Reserve's Indianapolis-based 310th Expeditionary Sustainment Command, reacts to enemy fire during a litter obstacle course at Joint Base McGuire-Dix-Lakehurst, N.J.



THE DOLLARS  
MAKE SENSE



**\$95,324,783**

ECONOMIC IMPACT

**1,066**

NON-DOD JOBS SUPPORTED

**\$27,186,714**

NON-DOD WAGES

**\$89,634,019**

DOLLARS SPENT

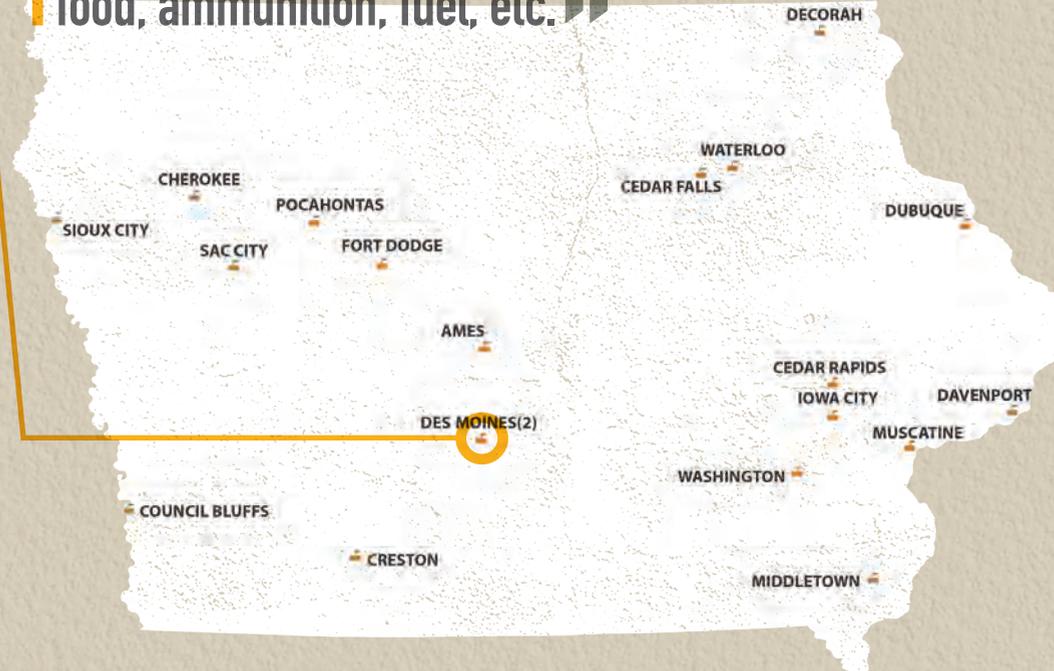
**\$58,426,098**

TOTAL MIL PAYROLL

**\$11,758,001**

TOTAL CIV PAYROLL

“ The 103rd Expeditionary Sustainment Command, headquartered in Des Moines, deployed to Iraq in 2010 with a mission to ensure combat Soldiers had food, ammunition, fuel, etc. ”



**22**

FACILITIES

**80**

ARMY RESERVE  
UNITS/DETS

**3,164**

ARMY RESERVE  
SOLDIERS

**113**

ARMY RESERVE  
CIVILIANS

# IOWA

**ARMY RESERVE UNITS ACCOUNT FOR 52 PERCENT OF TOTAL COMBAT SUPPORT SOLDIERS in the state — more than a quarter of which are engineers. Others maintain proficiency in logistics, law enforcement, and supply and transportation specialties.**



The largest Army Reserve unit in Iowa is the 103rd Expeditionary Sustainment Command. The 103rd ESC is headquartered in Des Moines, but has 62 subordinate units and 5,300 Soldiers located across seven states. The command headquarters deployed to Iraq in 2010 with a mission to ensure combat Soldiers had food, ammunition, fuel, etc. The 103rd's Citizen Soldiers delivered supplies to forward operating bases, often under enemy fire and provided support for 48,000 troops.

Since the signing of the National Defense Authorization Act of 2012, the 103rd ESC has met with state officials and National Guard leaders to prepare to assist if needed, across five Midwestern states, for federal emergencies or civil assistance.

Business and industry benefit from the skills of Iowa's Citizen Soldiers. Engineer and medical units in Iowa have completed humanitarian and construction projects in the Dominican

# IA

Republic as part of Exercise Beyond the Horizon. Soldiers from Dubuque and Des Moines built bridges, paved roads and repaired school roofs while medical and dental teams provided checkups and routine preventative care to hundreds of residents. These opportunities allow Army Reserve Soldiers to hone skills in jobs that bring value back home.

**In 2008, Sgt. 1st Class Jennifer Schaben-Davidson, a medic from Iowa, became the first woman in the Army Reserve to join the prestigious Golden Knights parachute team.**

LEFT: Army Reserve Soldiers work together with the City of Des Moines Parks and Recreation Department to remove logs and brush from Greenwood Park in Des Moines, allowing the park to return to a more natural state after a rough winter there.

THE DOLLARS  
MAKE SENSE



**\$160,891,179**

ECONOMIC IMPACT

**1,618**

NON-DOD JOBS SUPPORTED

**\$43,380,273**

NON-DOD WAGES

**\$131,171,312**

DOLLARS SPENT

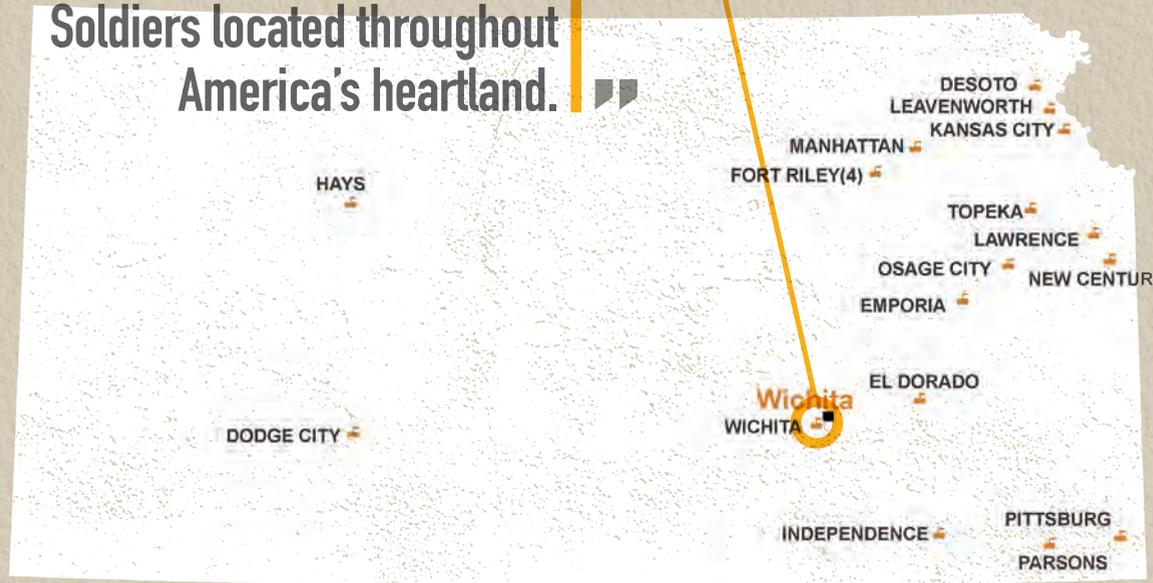
**\$75,799,595**

TOTAL MIL PAYROLL

**\$18,001,188**

TOTAL CIV PAYROLL

“The 451st Expeditionary Sustainment Command, headquartered in Wichita, has more than 4,000 Soldiers located throughout America’s heartland.”



RIGHT: An Army Reserve Soldier with the 129th Transportation Company in New Century explains the features of a military truck to a child during a military appreciation day event at Heartland Park in Topeka.

**24**

FACILITIES

**100**

ARMY RESERVE  
UNITS/DETS

**3,477**

ARMY RESERVE  
SOLDIERS

**173**

ARMY RESERVE  
CIVILIANS

# KANSAS

# KS

**THE RESERVE SOLDIER-TO-CITIZEN RATIO IN THE STATE OF KANSAS IS ROUGHLY TWICE AS HIGH AS THE NATIONAL AVERAGE. Nearly a third of all Army Reserve Soldiers in Kansas specialize in transportation, with another third accounted by logistics, quartermaster and medical jobs combined.**

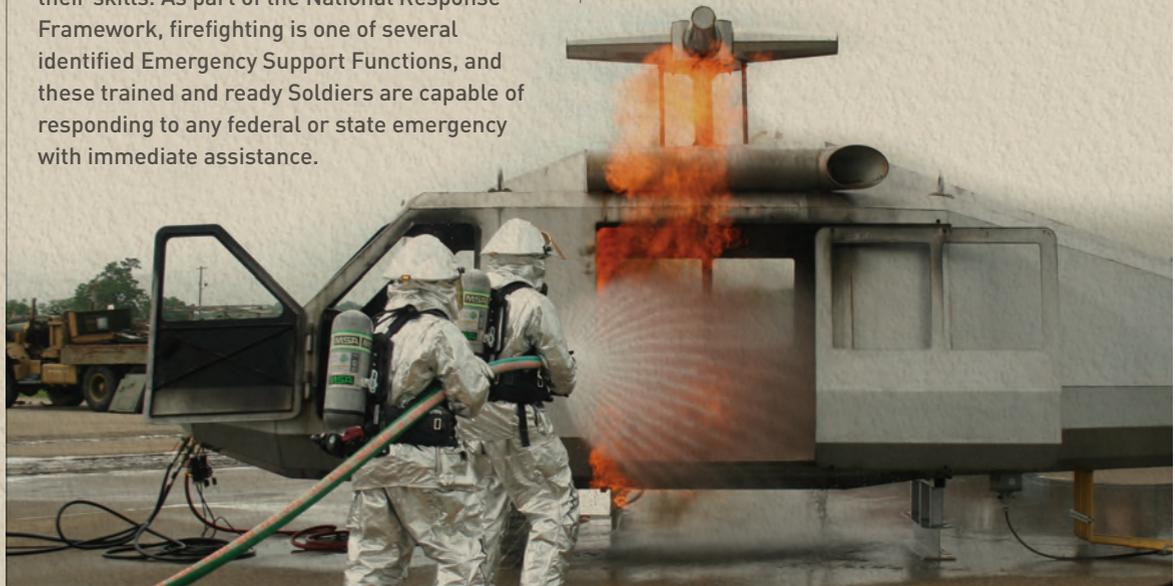


The 451st Expeditionary Sustainment Command has more than 4,000 Soldiers throughout America's heartland. Its assets specialize in movement, combat sustainment, transportation and regional support missions.

Kansas Army Reserve firefighters recently participated in a two-week training program hosted by the Kansas Fire and Rescue Training Institute, along with firefighters from the active Army and civilian sector. The Army Reserve

maintains 42 percent of the Army's firefighting capability. Working and training alongside civilian sector counterparts allows Citizen-Soldiers to bring value to local communities while honing their skills. As part of the National Response Framework, firefighting is one of several identified Emergency Support Functions, and these trained and ready Soldiers are capable of responding to any federal or state emergency with immediate assistance.

BELOW: More than 70 members of Army Reserve fire departments from units throughout the United States conduct fire and rescue training at Fort Riley. Army firefighters are responsible for protecting lives and property from fire by controlling fires and helping prevent them in buildings, aircrafts and ships.



THE DOLLARS  
MAKE SENSE



2014

**\$667,837,463**

ECONOMIC IMPACT

**7,347**

NON-DOD JOBS SUPPORTED

**\$188,490,726**

NON-DOD WAGES

**\$446,887,626**

DOLLARS SPENT

**\$259,323,687**

TOTAL MIL PAYROLL

**\$32,880,782**

TOTAL CIV PAYROLL

“ The 84th Training Command at Fort Knox assists operational and functional commands in training and assessing unit readiness for enabling forces. ”



**36**

FACILITIES

**113**

ARMY RESERVE  
UNITS/DETS

**4,553**

ARMY RESERVE  
SOLDIERS

**316**

ARMY RESERVE  
CIVILIANS

# KENTUCKY

# KY

**WHEN THE ARMY NEEDED COMBAT AVIATORS FOR A MISSION IN BOSNIA, ITS FIRST choice was Kentucky's 8th Battalion, 229th Aviation Regiment. It was also the unit of assignment for Army Reserve Chief Warrant Officer 4 Gwen Schallow, the first woman ever to command an Apache attack helicopter.**

The "Flying Tigers" have received national recognition by the aviation industry multiple times – twice as Outstanding Army Aviation Unit for the Army Reserve. The battalion's Electronic Warfare Program was awarded "Best in Army Aviation."

Command and control for Army Reserve Aviation is conducted by the 11th Theater Aviation Command located at Fort Knox, including air traffic services, airfield management, and medical evacuation. Aviation assets provide critical capability to homeland defense, with Army Reserve aviators recently on-call as part of the Defense



Chemical, Biological, Radiological and Nuclear Response Force, a 5,200-person task force built to assist civilian first responders to save lives, relieve human

suffering and facilitate response operations following catastrophic chemical, biological, radiological and nuclear or natural disaster events.

LEFT: An Army Reserve instructor at the Fort Knox hand grenade assault course teaches cadets how to negotiate the low-hanging wire obstacle during Cadet Summer Training. Cadet Summer Training teaches college students to be future Army officers.

ABOVE: Cadets at Fort Knox train in individual movement techniques under the watchful eyes of Army Reserve Instructors during Cadet Summer training.



**Fort Knox, Kentucky hosts the historic 84th Training Command: Recognized and resourced as the Army's premier organization to assist operational and functional commands in training and assessing unit readiness for enabling forces, it's heritage dates back to the 84th Infantry Division. The nickname, the "Railsplitter" division, is derived from the divisional insignia, an ax splitting a rail in recognition of Former President Abraham Lincoln's youthful use of an ax, and area units from Illinois, Kentucky, and Indiana, then referred to as "the Lincoln states."**



THE DOLLARS  
MAKE SENSE



2014

**\$115,600,204**

ECONOMIC IMPACT

**1,280**

NON-DOD JOBS SUPPORTED

**\$34,756,189**

NON-DOD WAGES

**\$86,812,921**

DOLLARS SPENT

**\$54,170,915**

TOTAL MIL PAYROLL

**\$13,318,798**

TOTAL CIV PAYROLL



“ The specialized skills of the 787th Medical Detachment in New Orleans include monitoring the safety and quality of water. ”

RIGHT: Spc. Stephen Eveleth, an optometry technician for the 365th Optical Detachment of Coraopolis, Pa., uses an auto refractor to prescreen the patient's eye during Innovative Readiness Northern Louisiana Care 2014. Northern Louisiana Care 2014 provides real-world training in a joint civilian-military environment while delivering world class medical care to the people of northeast Louisiana.

**13**

FACILITIES

**69**

ARMY RESERVE  
UNITS/DETS

**2,569**

ARMY RESERVE  
SOLDIERS

**128**

ARMY RESERVE  
CIVILIANS

# LOUISIANA

# LA

**ARMY RESERVE SOLDIERS RECENTLY REFINED THEIR ENGINEERING, HEALTH care and transportation skills during Northern Louisiana Care 2014, part of the Department of Defense Innovative Readiness Training program. Military units serve communities by performing services and developing projects—a partnership that benefits both the service members and the residents.**

About 125 service members set up clinics in Winnboro to provide medical, dental and optometry care to residents who did not have regular access to health care. In a single day, they treated patients, performed dental exams and services, filled medical prescriptions and fabricated eyeglasses.



As the largest command in the Army Reserve, the 377th Theater Sustainment Command in Belle Chasse oversees more than 38,000 Soldiers nationwide, approximately 500 of which reside in New Orleans area.

The specialized skills of the 787th Medical Detachment in New Orleans include monitoring the safety and quality of water, typically on the lookout for issues that cause the spread of diseases, such as food-borne bacteria, presence of infected insects and animals, unsanitary facilities and inadequate space between living quarters.

ABOVE RIGHT: Soldiers of the U.S. Army Reserve and the Louisiana National Guard are greeted and thanked by hundreds of civilians during the Louisiana Bicentennial Military Parade in the historic French Quarter of New Orleans.



**A CHANGE IN FEDERAL LAW** in the aftermath of Hurricane Katrina now makes federal forces more accessible to local officials.

**For the first time, Army Reserve units were activated in support of Hurricane Sandy under the 2012 National Defense Authorization Act that streamlined the process for federal reserve forces to mobilize in support of relief efforts in local communities.**

THE DOLLARS  
MAKE SENSE



2014

**\$13,653,499**

ECONOMIC IMPACT

**155**

NON-DOD JOBS SUPPORTED

**\$4,206,086**

NON-DOD WAGES

**\$10,517,177**

DOLLARS SPENT

**\$7,033,179**

TOTAL MIL PAYROLL

**\$1,040,531**

TOTAL CIV PAYROLL



“ Army Reserve Soldiers, like those in Saco’s 1st Detachment, 94th Military Police Company, make up 24 percent of the Army’s total law enforcement capability.”

RIGHT: Spc. Grace McKenzie, a native of Cape Elizabeth, Maine, and combat medic with the Army Reserve’s 399th Combat Surgical Hospital in Auburn, examines a patient during the Task Force Razorback Arkansas Medical Innovative Readiness Training health screening clinic.

**5**

FACILITIES

**11**

ARMY RESERVE  
UNITS/DETS

**531**

ARMY RESERVE  
SOLDIERS

**10**

ARMY RESERVE  
CIVILIANS

# MAINE

**ARMY RESERVE SOLDIERS FROM MAINE USED THEIR HEALING HANDS TO HELP FELLOW Americans in Arkansas for 11 days in 2011. As part of the Innovative Readiness Training program, Maine's 399th Combat Surgical Hospital in Auburn provided medical and dental care to communities devastated by recurring floods, tornadoes, drought and loss of industrial jobs that has led to high rates of unemployment.**



The skills of these medical Soldiers are needed at home as well as on the battlefield. The 399th and other Army Reserve units stand ready to assist civil authorities during natural disasters or other emergencies.

Raymond was the site of a Department of Defense's Innovative Readiness Training program. More than 500 service members from

military construction units partnered with civil organizations for the Camp Hinds project to improve sports fields and roads that laid the groundwork for construction and repair projects. Service members hauled tree stumps and boulders, clearing 18.5 acres of land.

Army Reserve Soldiers, like those in Saco's 1st Detachment, 94th Military Police Company, make up 24 percent of the Army's total law enforcement capability, and hone valuable skills in law enforcement through military training. These Soldiers protect people and property on the home front and provide area security, resettlement, law and order and police intelligence operations. They were among first to arrive in Baghdad after the 2003 fall of Saddam Hussein, spending 22 months deployed, returning again in 2011 to conduct security missions and train Iraqi police.

# ME

BELOW: Army Reserve Soldiers with the 399th Combat Support Hospital in Auburn undergo training with Malawi Defense Force medics during a field training exercise in Lilongwe, Malawi. Maine medical units such as the 399th undergo this type of training on a continuous basis to keep their skills sharp and impart their expertise to allied nations. The Army Reserve unit is capable of simultaneously providing military hospital and clinic expansion, augmentation and blood-donor services while remaining ready to provide assistance to civil authorities during an emergency or disaster.



THE DOLLARS  
MAKE SENSE



2014

**\$310,368,665**

ECONOMIC IMPACT

**2,835**

NON-DOD JOBS SUPPORTED

**\$91,254,043**

NON-DOD WAGES

**\$215,402,466**

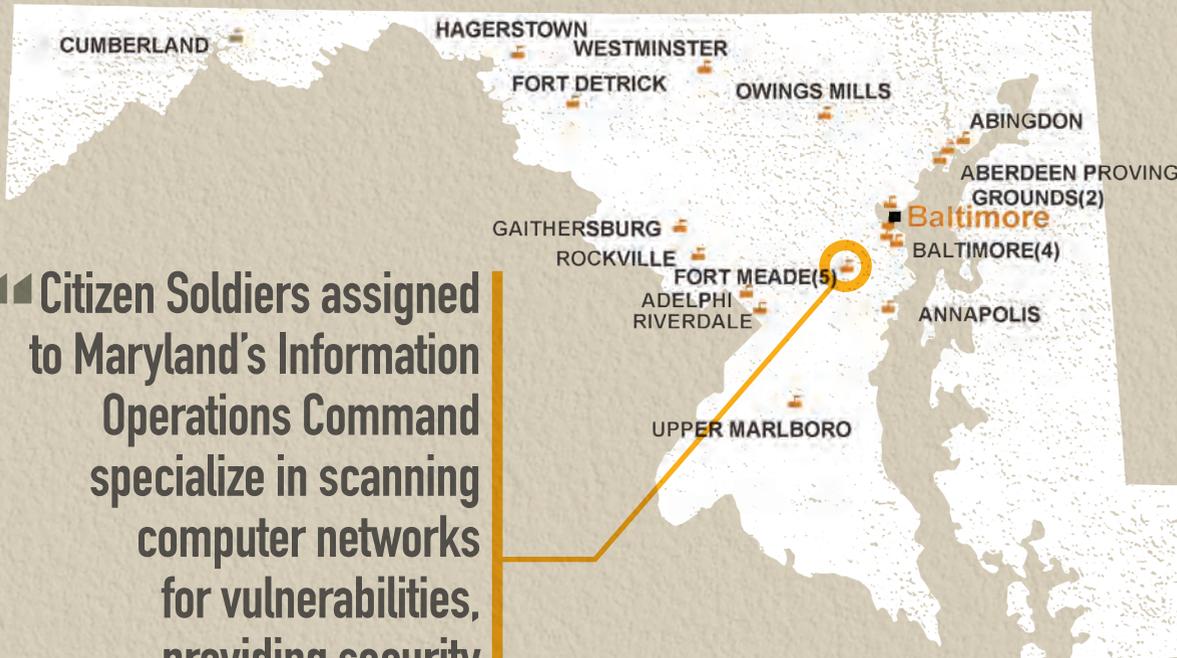
DOLLARS SPENT

**\$129,750,034**

TOTAL MIL PAYROLL

**\$18,625,506**

TOTAL CIV PAYROLL



■ Citizen Soldiers assigned to Maryland's Information Operations Command specialize in scanning computer networks for vulnerabilities, providing security training, and conducting computer forensics. ■

RIGHT: A Soldier with the Army Reserve's 200th Military Police Command, helps a young boy with an untied shoe during a community event in Washington, D.C. Headquartered at Fort Meade, the 200th's 14,000 Soldiers represent the largest military police force in the Army.

**24**

FACILITIES

**180**

ARMY RESERVE  
UNITS/DETS

**5,326**

ARMY RESERVE  
SOLDIERS

**179**

ARMY RESERVE  
CIVILIANS

# MARYLAND

**ARMY RESERVE SOLDIERS COMBINE THE BEST OF MILITARY AND CIVILIAN LIFE—WITH business, industry and communities also benefiting from their military expertise.**

As a civilian, Dr. Alan Samuels works as a research chemist studying remote sensing technology at Aberdeen Proving Grounds'



Edgewood Chemical Biological Center. As an Army Reserve lieutenant colonel, Samuels deployed to Afghanistan where he supported the efforts of the Army's Research, Development and Engineering Command to find more efficient use of energy in a combat environment. His award-winning research into the effectiveness of energy-saving "micro-grid" technology in a combat zone yielded a 17-percent reduction in the amount of fuel used to generate electricity. This effort saved hundreds of thousands of dollars in fuel costs and protected the environment.

Another noteworthy Maryland resident is Lt. Gov. Anthony G. Brown. As a colonel in the Army Reserve, he is one of the nation's highest-ranking elected officials to have served in the Iraq War. During his second term in the House of Delegates, Brown deployed to Baghdad with the 353rd Civil Affairs Command, serving a 10-month tour of duty, working with military and civilian officials to deliver humanitarian assistance to people of the war-torn country.

# MD



ABOVE: Lt. Col. Alan Samuels, who researched the effectiveness of energy-saving "micro-grid" technology in Afghanistan, was among nine Americans honored as "Champions of Change" by the White House.

**The 200th Military Police Command's 14,000 Soldiers represent the largest military police force in the Army.**

**Citizen Soldiers assigned to Maryland's Information Operations Command are the defenders of the Army's information systems and computer networks. They specialize in scanning computer networks for vulnerabilities, providing security training, and conducting computer forensics.**

THE DOLLARS  
MAKE SENSE



2014

**\$211,582,492**

ECONOMIC IMPACT

**2,112**

NON-DOD JOBS SUPPORTED

**\$63,242,232**

NON-DOD WAGES

**\$138,130,812**

DOLLARS SPENT

**\$71,500,316**

TOTAL MIL PAYROLL

**\$13,526,904**

TOTAL CIV PAYROLL



“The federal reserve force provides a cost-effective way for the Army to meet its requirements with civilian-enhanced skill sets.”

**24**

FACILITIES

**102**

ARMY RESERVE  
UNITS/DETS

**4,059**

ARMY RESERVE  
SOLDIERS

**130**

ARMY RESERVE  
CIVILIANS

# MASSACHUSETTS

# MA

**AS A COMBAT SURGEON IN BOTH IRAQ AND AFGHANISTAN, LT. COL. DAVID KING HAD witnessed the damage inflicted by improvised explosive devices and became an expert in repairing the extensive wounds they cause. He could not conceive, however, the value that battlefield experience for treating victims of an IED would bring to his own hometown.**

RIGHT: In the crucial hours after the Boston Marathon bombing, Dr./Lt. Col. David King was able to leverage wartime experiences and learned advancements in military trauma to save lives and ease the suffering of many victims of the tragedy.



An avid runner, King was returning home after finishing the 2013 Boston Marathon when first of many text messages began pouring in. Unable to make outgoing calls, the trauma surgeon rushed to his workplace at Massachusetts General Hospital, where he witnessed patients being rushed into the emergency with now-familiar characteristic injuries. At the same time, King received the news that two bombs had exploded near the finish line, killing three and injuring more than 260 runners and bystanders. Within 90 seconds, and through 30 consecutive hours of operating procedures, King was seeing his first patient and leveraging wartime experience and important advancements in military trauma - saving lives and easing the suffering of members of his own community.

The specialized skills Soldiers like Lt. Col. David King bring home are of great value to the nation. More than a century has passed since the concept

of a capabilities-based federal reserve force brought about a medical corps that, within five years, would quadruple the Army's ability to care for its sick and wounded. More than a simple augmentation to the force, the creation of the Army Reserve provides a cost-effective way for the Army to meet its requirements with civilian-enhanced skill sets. Those same skills are honed while deployed and through training, making communities stronger for the service of Citizen Soldiers.

THE DOLLARS  
MAKE SENSE



2014

**\$193,867,244**

ECONOMIC IMPACT

**2,327**

NON-DOD JOBS SUPPORTED

**\$60,632,617**

NON-DOD WAGES

**\$125,928,906**

DOLLARS SPENT

**\$65,062,421**

TOTAL MIL PAYROLL

**\$11,445,842**

TOTAL CIV PAYROLL

“The 301st Quartermaster Company, based in Grand Rapids, purified the first potable water for use during the 2014 Quartermaster Liquid Logistics Exercise.”



**16**

FACILITIES

**81**

ARMY RESERVE  
UNITS/DETS

**3,649**

ARMY RESERVE  
SOLDIERS

**110**

ARMY RESERVE  
CIVILIANS

# MICHIGAN

**ARMY RESERVE MILITARY POLICE COMPRISE 24 PERCENT OF THE ARMY'S TOTAL MP force. These trained, equipped and ready Soldiers not only protect people and property on the homefront, they can provide support to the battlefield by conducting area security, mobility support, law enforcement and police intelligence operations.**



During a military exercise in 2000, the 300th Military Police Brigade from Inkster operated an enemy prisoner-of-war compound and a camp for displaced civilians. While most of the enemy prisoners and displaced civilians were played by

other Soldiers from the 300th MP, a team of six Soldiers from the 415th Civil Affairs Battalion of Kalamazoo also acted as liaisons at the camp for displaced civilians, which was dubbed "Camp Buckeye."

Michigan also hosts various units: civil affairs, information operations, medical, transportation and supply and logistics.

The 301st Quartermaster Company, based in Grand Rapids, purified the first potable water for use during the 2014 Quartermaster Liquid Logistics Exercise. The exercise is the first ever multi-component, multi-service, multi-echelon, multi-functional exercise.

# MI



While providing life support for more than 1,000 Soldiers at the QLLEX, the 301st can produce up to 98,000 gallons of water a day utilizing its Tactical Water Purification Systems.

ABOVE: Sgt. Nathan Buesche of Grand Rapids, a member of the 301st Quartermaster Company, operates a Tactical Water Treatment System capable of producing up to 98,000 gallons of drinking water per day.

**Soldiers of the 301st MP Camp, Inkster, Michigan processed a total of 23,020 detainees while managing enemy prisoner of war facilities during their 1990-1991 deployment to Desert Shield/Desert Storm.**

LEFT: Pfc. Chance Scott, of Kalamazoo, a water treatment specialist with the 301st Quartermaster Company, pushes the intake hose for the Tactical Water Purification System into Lake MacArthur for the 2014 Quartermaster Liquid Logistics Exercise in Fort Bragg, N.C. The TWPS converts the lake water into potable water.

THE DOLLARS  
MAKE SENSE



2014

**\$140,465,077**

ECONOMIC IMPACT

**1,412**

NON-DOD JOBS SUPPORTED

**\$40,793,224**

NON-DOD WAGES

**\$96,557,722**

DOLLARS SPENT

**\$63,849,804**

TOTAL MIL PAYROLL

**\$11,341,789**

TOTAL CIV PAYROLL



The 704th Chemical Company in Arden Hills is one of a handful of units on call to respond within 72 hours to disasters.

RIGHT: Soldiers of the Army Reserve's 704th Chemical Company, Arden Hills, decontaminate non-ambulatory survivors of a simulated nuclear detonation during Exercise Vibrant Response. The 704th is the first fully-qualified hazardous-material trained chemical reconnaissance unit in the Army Reserve and is one of the few featured units on call for national disasters involving chemical spills or attacks involving biological, radiological or nuclear matters.

**17**

FACILITIES

**111**

ARMY RESERVE  
UNITS/DETS

**3,686**

ARMY RESERVE  
SOLDIERS

**109**

ARMY RESERVE  
CIVILIANS

# MINNESOTA

# MN

**THE 704TH CHEMICAL COMPANY IN ARDEN HILLS IS THE ARMY RESERVE'S FIRST fully-certified hazardous-material and chemical reconnaissance unit. In addition to its wartime mission, the 704th is one of a handful of units on call to respond within 72 hours to disasters involving chemical spills or biological, radiological or nuclear attacks.**



That response capability is one of the 15 emergency support functions offered by the Department of Defense. When requested, DoD provides essential support to civil authorities in

response to a crisis or a natural disaster.

The 492nd Engineer Company of Mankato was the first Army Reserve unit since World War II to operate in three different countries in the same year. The 492nd conducted building projects in Iraq, Kuwait and Afghanistan during the same 2010 mobilization. Originally tasked with duty only in Kuwait and Iraq, they were subsequently given 60 days to construct buildings in Afghanistan – the skilled Citizen Soldiers of the 492nd completed the mission in 50.

Doctors Charles Mayo and William Mayo were among the many prominent physicians who joined the Army Reserve – both achieved the rank of brigadier general after World War I. Proponents of education since very early in the



ABOVE: Army Reserve engineers with the 492nd Engineer Company of Mankato, install steel-meshed walls for a detainee holding area during a Warrior Exercise.

history of Mayo Clinic, they helped found and develop the medical school at the University of Minnesota in 1917, donating \$2 million toward the first and largest integrated nonprofit medical group practice in the world. The Mayo Clinic is a nonprofit medical practice and medical research group based in Rochester.

THE DOLLARS  
MAKE SENSE



2014

**\$109,732,747**

ECONOMIC IMPACT

**1,319**

NON-DOD JOBS SUPPORTED

**\$31,943,651**

NON-DOD WAGES

**\$85,997,105**

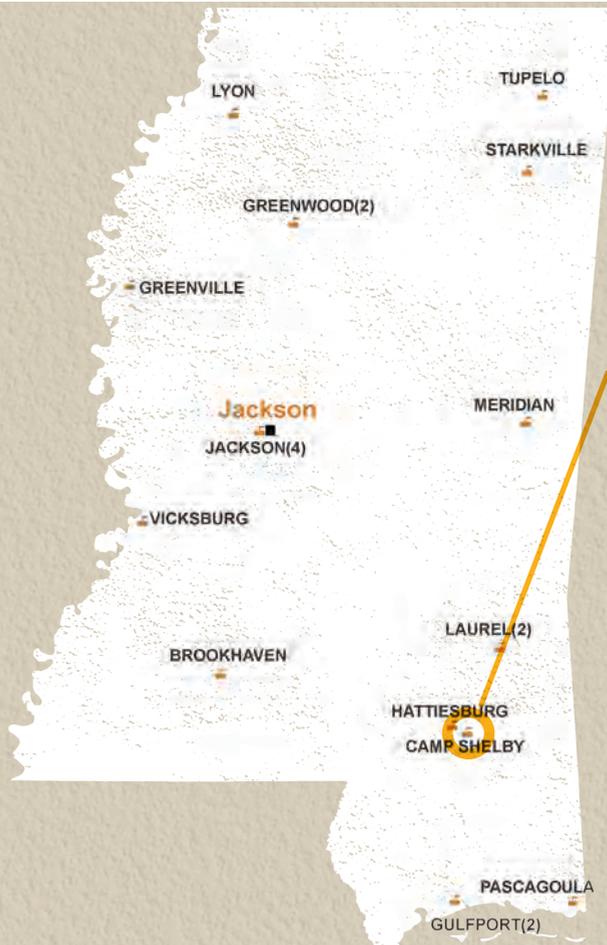
DOLLARS SPENT

**\$52,252,775**

TOTAL MIL PAYROLL

**\$11,445,842**

TOTAL CIV PAYROLL



“The expertise resident in Vicksburg-based 412th Theater Engineer Command includes survey and design, bridge construction, and road repairs.”

RIGHT: Soldiers of Mississippi's 412th Theater Command move a segment of an Improvised Ribbon Bridge into place on the Mississippi River during an annual Warrior Exercise.

**20**

FACILITIES

**56**

ARMY RESERVE  
UNITS/DETS

**2,606**

ARMY RESERVE  
SOLDIERS

**110**

ARMY RESERVE  
CIVILIANS

# MISSISSIPPI

# MS

**VICKSBURG IS THE HOME OF THE ARMY RESERVE'S 412th THEATER ENGINEER COMMAND, WHICH operates as the engineer headquarters for all engineer operations within a combat theater.**

The engineering expertise resident in the 13,000 Citizen-Soldier force includes survey and design; building, road and bridge construction, road repairs and upgrades to physical facilities. Because of labor and other cost savings, 412th troop construction during training missions saves about \$600,000 a year compared to what it would cost for the same work performed by

private contractors. As a capabilities-based force for the Army, the Army Reserve provides nearly 30 percent of engineering capabilities required by the Army and the Joint Force in support of global requirements and enables Citizen Soldiers to provide life-saving and life-sustaining support to domestic emergencies and disaster relief efforts.

Army Reserve Soldiers at Camp Shelby make a significant economic impact, contributing more than \$60 million annually through payroll and in-state purchases.



THE DOLLARS  
MAKE SENSE



2014

**\$243,296,911**

ECONOMIC IMPACT

**2,280**

NON-DOD JOBS SUPPORTED

**\$66,610,064**

NON-DOD WAGES

**\$159,815,492**

DOLLARS SPENT

**\$98,266,083**

TOTAL MIL PAYROLL

**\$23,099,790**

TOTAL CIV PAYROLL



Fort Leonard Wood offers basic combat training for most of the Army, Army Reserve and Army National Guard non-combat arms Soldiers. ■■

RIGHT: An Army Reserve Soldier shoots at his target during rifle qualification at basic training on Fort Leonard Wood.

**29**

FACILITIES

**172**

ARMY RESERVE  
UNITS/DETS

**5,220**

ARMY RESERVE  
SOLDIERS

**222**

ARMY RESERVE  
CIVILIANS

# MISSOURI

**WITH 154 UNITS RANGING FROM ADJUTANT GENERAL, CIVIL AFFAIRS, TO TRANSPORTATION, Missouri boasts more than 4,400 actively participating Citizen Soldiers. The Army Reserve in Missouri employs hundreds of civilian support and staff personnel in logistics, safety, environmental protection, numerous equipment maintenance facilities and a large Equipment Consolidation Site.**

Following his service in the Army during World War I, Missourian—and eventual 33rd President of the United States—Harry S. Truman joined the Organized Reserve Corps (the predecessor to the Army Reserve). Truman remained a member of the ORC even after his election to the U.S. Senate in 1935, rising to the rank of colonel. His request to serve in World War II was denied by Army Chief



of Staff Gen. George C. Marshall, who felt he would be more useful in the Senate. He eventually retired from the Army Reserve and began drawing a military pension of \$111.92 per month.

Located in the rolling hills of the Missouri Ozarks, Fort Leonard Wood is home to the Maneuver Support Center of Excellence. The center offers basic combat training for most of the Army, Army Reserve and Army National Guard non-combat arms Soldiers.

Army Reserve Soldiers are valuable members of their cities and towns, adding value to communities with skills in areas of medicine, aviation, engineering and transportation. The Army Reserve in Missouri makes Soldiers more valuable to the nation and their employers, which makes them more valuable to their communities and Families.

# MO



ABOVE: An Army Reserve Soldier assigned to the 955th Engineer Company based at Fort Leonard Wood checks the gauges on a pump during annual training. Fort Leonard Wood is host to the U.S. Army Transportation Corps School and the U.S. Army Engineer School and Regiment, two important and prominent branches within the Army Reserve..

## THE DOLLARS MAKE SENSE



2014

# \$30,109,179

ECONOMIC IMPACT

# 380

NON-DOD JOBS SUPPORTED

# \$9,037,845

NON-DOD WAGES

# \$26,309,878

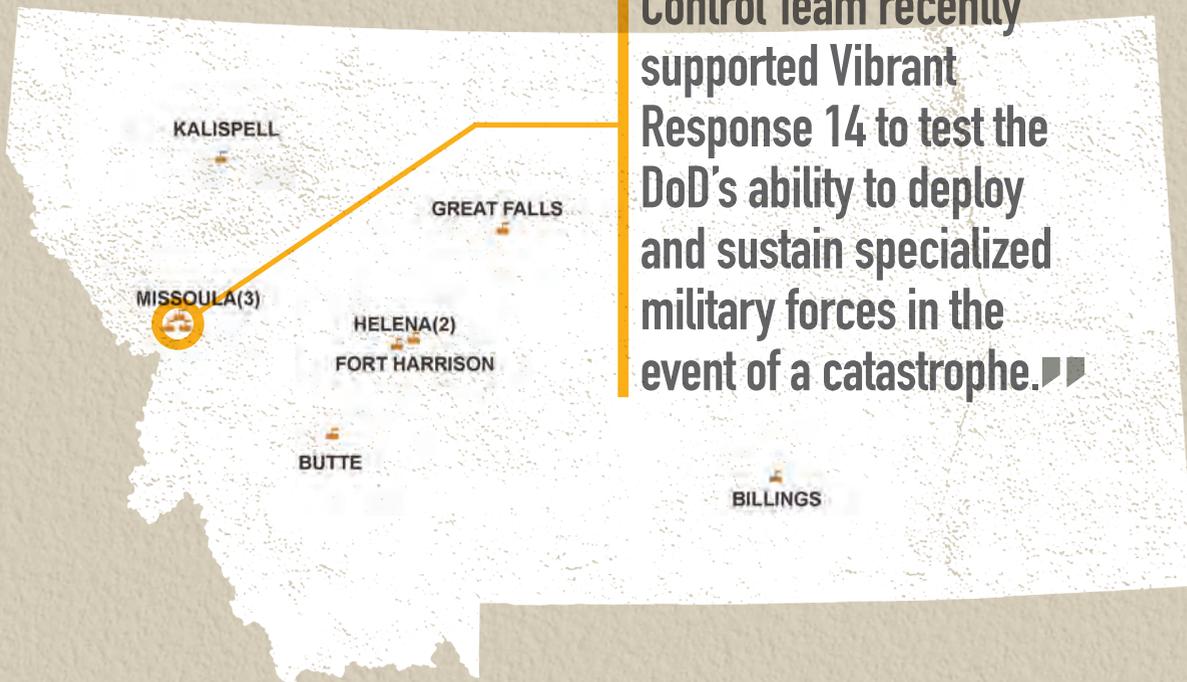
DOLLARS SPENT

# \$16,910,497

TOTAL MIL PAYROLL

# \$3,745,912

TOTAL CIV PAYROLL



“ Soldiers of Missoula’s 823rd Movement Control Team recently supported Vibrant Response 14 to test the DoD’s ability to deploy and sustain specialized military forces in the event of a catastrophe.”

# 10

FACILITIES

# 27

ARMY RESERVE  
UNITS/DETS

# 934

ARMY RESERVE  
SOLDIERS

# 36

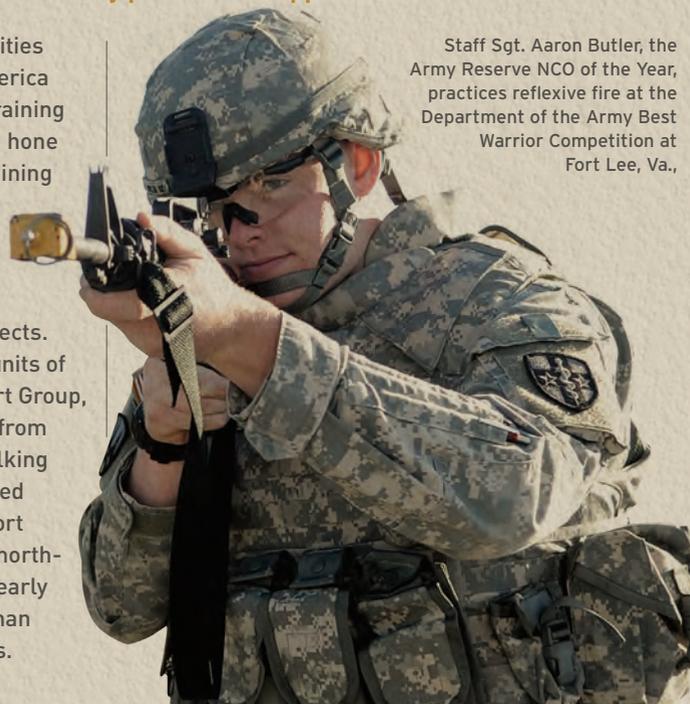
ARMY RESERVE  
CIVILIANS

# MONTANA

# MT

**SOLDIERS OF MISSOULA'S 823rd MOVEMENT CONTROL TEAM RECENTLY SUPPORTED Vibrant Response 14, an exercise designed to test the Department of Defense's ability to deploy and sustain specialized military forces in the event of a catastrophic chemical, biological, radiological or nuclear incident. This exercise provides the opportunity for units to train together on the critical functions they perform to support the nation.**

The Army Reserve brings unique capabilities home to benefit communities across America through the DoD Innovative Readiness Training program. IRT allows service members to hone wartime readiness through hands-on training while simultaneously providing quality services to communities throughout the United States. That includes medical and dental care, water purification, veterinary services and engineering projects. Recently, 33 Soldiers from subordinate units of the West Medical Area Readiness Support Group, including the 4225th U.S. Army Hospital from Fort Harrison, took part in Operation Walking Shield. Army Reserve Soldiers augmented the Indian Health Services Hospital on Fort Belknap, a remote Indian reservation in north-central Montana, enabling the clinic to nearly double the care it provides to the more than 5,000 members of the surrounding tribes.



Staff Sgt. Aaron Butler, the Army Reserve NCO of the Year, practices reflexive fire at the Department of the Army Best Warrior Competition at Fort Lee, Va.,



Soldiers, Family and friends gathered for the 411th Ordnance Battalion's reactivation ceremony in Billings Montana, Sept. 21, 2013. The battalion served its nation well in World War II and was inactivated in 1968. Now, more than four decades later, the unit will serve its nation again as one of the few active ordnance battalions in the Army Reserve.

**“The Last Best Place,” is the fourth-largest state in size, but with fewer than a million people and millions of acres of unspoiled wilderness. It’s also home to more than 800 Citizen Soldiers in 24 units that include administration, engineering, logistics, maintenance, supply and transportation.**

THE DOLLARS  
MAKE SENSE



2014

**\$47,813,036**

ECONOMIC IMPACT

**554**

NON-DOD JOBS SUPPORTED

**\$13,723,552**

NON-DOD WAGES

**\$47,799,184**

DOLLARS SPENT

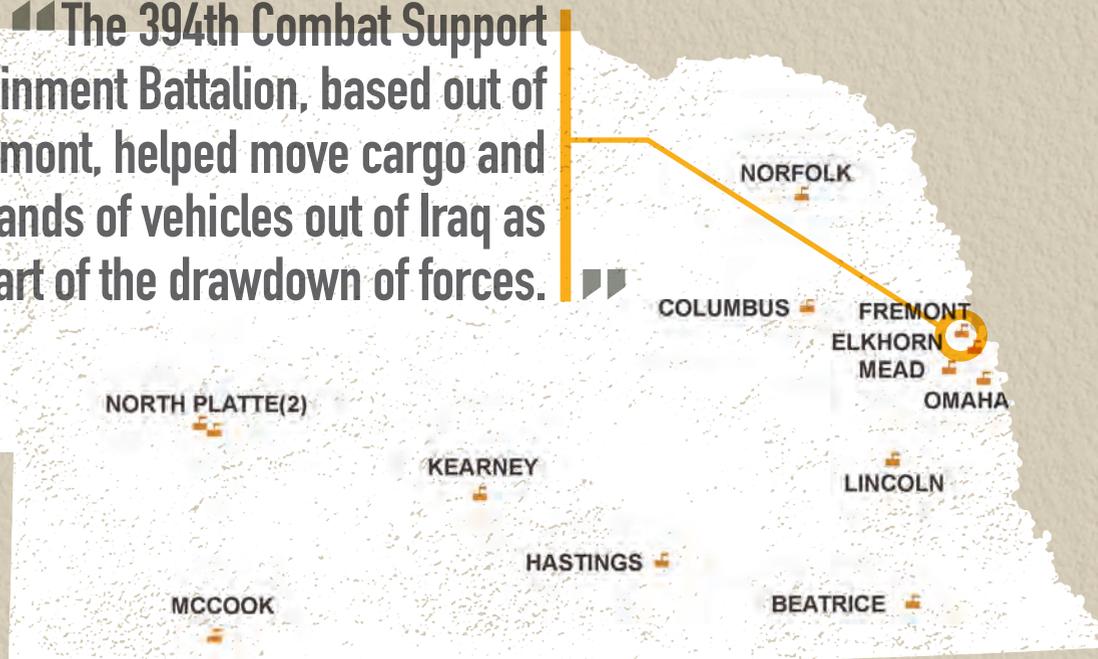
**\$31,373,712**

TOTAL MIL PAYROLL

**\$6,867,505**

TOTAL CIV PAYROLL

“The 394th Combat Support Sustainment Battalion, based out of Fremont, helped move cargo and thousands of vehicles out of Iraq as part of the drawdown of forces.”



RIGHT (small photo): Soldiers with Fremont's 394th Combat Sustainment Support Battalion maintenance shop, receive certificates of achievement for their efforts in refurbishing 28 generators for use in Afghanistan, a project that saved the Army nearly \$1 million.

**13**

FACILITIES

**39**

ARMY RESERVE  
UNITS/DETS

**1,419**

ARMY RESERVE  
SOLDIERS

**66**

ARMY RESERVE  
CIVILIANS

# NEBRASKA

# NE



**WITH UNIT CAPABILITIES RANGING FROM ENGINEERING, LEGAL AND LOGISTICS, TO LAW ENFORCEMENT, supply, maintenance and transportation, Nebraska is home to more than 1,300 Citizen Soldiers who are professional, trained and ready contributors to their communities.**

The 394th Combat Support Sustainment Battalion, based out of Fremont, deployed

to Iraq from July 2010 until May 2011. The majority of the missions for the 394th CSSB consisted of transporting cargo and commodities, conducting over 1,100 convoys traveling over four million miles. The 394th also played a key role in the withdrawal of U.S. forces out of Iraq. Soldiers of the 394th helped move cargo and thousands of vehicles out of Iraq as part of the planned drawdown of forces.

The presidential order to draw-down forces from Iraq tasked transportation units across the military to support removal of equipment and supplies built up from more than 10 years of war. As the war in Iraq drew to a close, Soldiers of the Army Reserve's 443rd Transportation Company in Elkhorn were instrumental in bringing home equipment while continuing to supply combat forces with food, ammunition and fuel necessary for operations.

Army Reserve Soldiers of the 443rd Transportation Company react to a simulated attack on their convoy while participating in a Combat Support Training Exercise. The day's training tested the Elkhorn, Neb. based unit with casualty evaluation and evacuation, first aid, and advanced convoy operating procedures during a chemical and direct fire attack.



THE DOLLARS  
MAKE SENSE



**\$54,984,090**

ECONOMIC IMPACT

**615**

NON-DOD JOBS SUPPORTED

**\$16,737,889**

NON-DOD WAGES

**\$46,261,180**

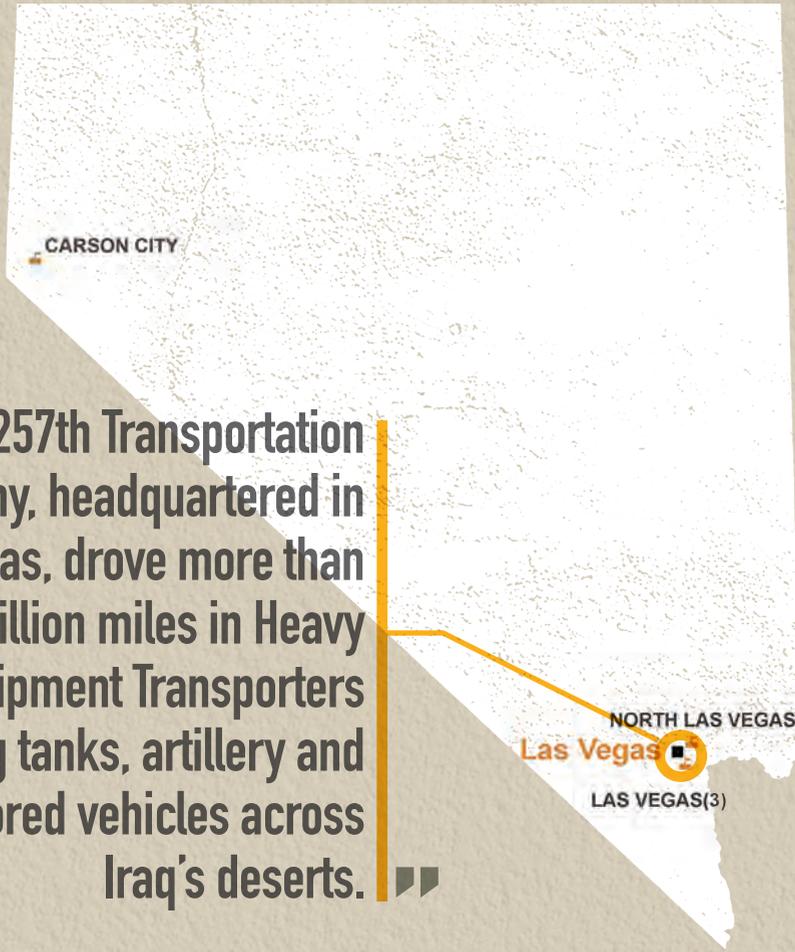
DOLLARS SPENT

**\$33,556,423**

TOTAL MIL PAYROLL

**\$3,537,806**

TOTAL CIV PAYROLL



“ The 257th Transportation Company, headquartered in Las Vegas, drove more than 4 million miles in Heavy Equipment Transporters hauling tanks, artillery and armored vehicles across Iraq’s deserts. ”

**4**

FACILITIES

**46**

ARMY RESERVE  
UNITS/DETS

**1,675**

ARMY RESERVE  
SOLDIERS

**34**

ARMY RESERVE  
CIVILIANS

# NEVADA

**THE ARMY RESERVE PLAYS VITAL SUPPORT ROLES TO THE REGULAR ARMY BY PROVIDING a host of capabilities for the nation's defense. Nevada's 41 Army Reserve units house nearly 1,600 Soldiers, employed in civil affairs, engineering, logistics, transportation, law enforcement and legal support to name a few. As part of the National Response Framework, Citizen Soldiers who are trained and ready to defend the nation are also prepared to support local authorities in response to a crisis.**



Las Vegas is home to the 313th Military Police Detachment, a war-proven law enforcement unit specializing in criminal, traffic and accident investigations. Much of the 45-Soldier detachment is comprised of local police, security officers and other law enforcement personnel. While in uniform, these Soldiers train with local law enforcement agencies, Active Army, National Guard units and other branches of the military to conduct real-world training, perform patrols, garrison police duties and criminal investigations which benefit all entities.

LEFT: Soldiers from the 174th Infantry Brigade used their experience to create realistic law-and-order training for members of the 313th Military Police Detachment. For many of the Las Vegas Army Reserve MPs, the high points of the course were the shoot-don't shoot exercises and active-shooter scenarios.

# NV

**The 257th Transportation Company, headquartered in Las Vegas, is another Army Reserve unit that has the right stuff to get the job done at home and abroad.**



**Known as the "Rolling Thunder," the 257th brought transportation hauling to a new level during the unit's two tours in Iraq, driving more than 4 million miles in Heavy Equipment Transporters hauling tanks, artillery and armored vehicles across Iraq's deserts and treacherous highways.**

ABOVE: The 257th Transportation Company were welcomed home to the embrace of Family and friends when about 230 members from the Las Vegas-based Army Reserve unit arrived at Nellis Air Force Base after a deployment to Iraq and Kuwait. The Soldiers drove nearly 2 million miles in Heavy Equipment Transporters, hauling tanks, artillery and armored vehicles on dangerous Iraqi highways during their year-long deployment.

# THE DOLLARS MAKE SENSE



2014

## \$44,381,000

ECONOMIC IMPACT

## 413

NON-DOD JOBS SUPPORTED

## \$12,690,125

NON-DOD WAGES

## \$32,545,496

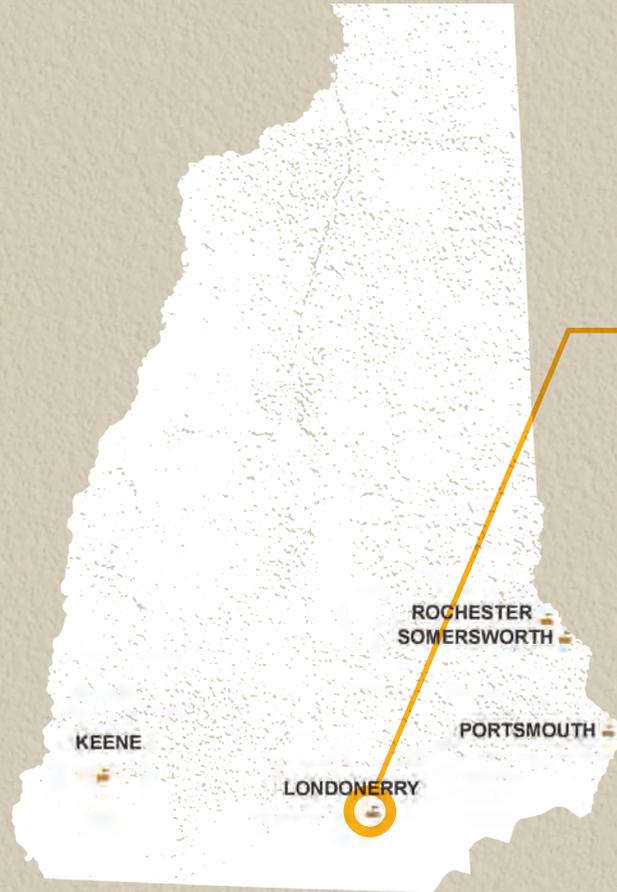
DOLLARS SPENT

## \$21,055,443

TOTAL MIL PAYROLL

## \$3,954,018

TOTAL CIV PAYROLL



“ Last year, Citizen Soldiers from the Army Reserve Careers Division in Londonderry, delivered more than 2,000 pounds of food to a local homeless veterans shelter. ”

RIGHT: Soldiers from the Army Reserve Careers Division, 1st Battalion, Area 7, from Londonderry, unload boxes of food donated to veterans at the Liberty House Shelter in Manchester. The Army Reserve Soldiers delivered more than 2,000 pounds of food to the shelter, which has beds and accommodations for 10 homeless veterans and serves as a food bank for other local shelters.

# 5

FACILITIES

# 24

ARMY RESERVE  
UNITS/DETS

# 995

ARMY RESERVE  
SOLDIERS

# 38

ARMY RESERVE  
CIVILIANS

# NEW HAMPSHIRE

# NH

**EVEN A SMALL GROUP OF SOLDIERS CAN MAKE A DIFFERENCE IN THEIR COMMUNITIES. LAST YEAR, CITIZEN SOLDIERS FROM THE Army Reserve Careers Division in Londonderry, delivered more than 2,000 pounds of food to a local homeless veterans shelter in Manchester, winning a friendly competition to see who could donate the most food over a one-year period between Soldiers all across New England.**



The Londonderry unit won, and delivered the food to Liberty House of Manchester. Liberty House hosts beds for 10 veterans, and serves

as a food bank for other local shelters in need of assistance.

The Granite State has almost 1,000 U.S. Army Reserve Soldiers in engineer, logistic, quartermaster and military police units. Soldiers assigned to these units are specially trained to support the efforts at home and on the battlefield. From firefighters in Somersworth to a public affairs detachment in Londonderry, these Soldiers exemplify the motto, "Live Free or Die."

The 94th Military Police Company, based in Londonderry, provided cover for the engineer units building a bridge across the Arkansas River during Operation River Assault, an Army Reserve training exercise designed to test and sharpen Soldier skills. For military police, training for movement in an urban area is a highly critical task. New Hampshire-based Army Reserve Soldiers are valuable members of their cities and towns, adding value to a community as they hone some of the most-needed skills in areas of medicine, engineering, transportation and police.

RIGHT: Staff Sgt. Folarin Durosawo, a health care specialist with the 456th Medical Company in Somersworth, laughs with fellow Soldiers during the 2014 Army Reserve Best Warrior Competition at Joint Base McGuire-Dix-Lakehurst, N.J. Durosawo, who was born in Lagos, Nigeria, trained for months to take on the challenges of Best Warrior which tests all aspects of a Soldier's physical, mental and Soldier-skill proficiency.



THE DOLLARS  
MAKE SENSE



2014

**\$396,109,041**

ECONOMIC IMPACT

**3,432**

NON-DOD JOBS SUPPORTED

**\$115,192,924**

NON-DOD WAGES

**\$223,376,901**

DOLLARS SPENT

**\$87,484,815**

TOTAL MIL PAYROLL

**\$28,406,499**

TOTAL CIV PAYROLL



“ The 99th Regional Support Command at Fort Dix coordinated logistics support for units mobilized to pump water from flooded homes and businesses in the region after Hurricane Sandy. ”

RIGHT: Soldiers participating in Operation Sustainment Warrior maneuver a litter during the litter obstacle course at Joint Base McGuire-Dix-Lakehurst. The combat lifesaver course, operated by Army Reserve Soldiers from the 77th Sustainment Brigade, provides participants with a realistic combat training experience designed to hone life-saving techniques.

**31**

FACILITIES

**133**

ARMY RESERVE  
UNITS/DETS

**4,364**

ARMY RESERVE  
SOLDIERS

**273**

ARMY RESERVE  
CIVILIANS

# NEW JERSEY

# NJ

**THE ARMY RESERVE'S ONLY AVIATION BRIGADE—THE 244TH—IS LOCATED ON FORT DIX. The 244th Aviation Brigade's CH-47 Chinook and the UH-60 Blackhawk are two of the primary movers of supplies and equipment to remote sites and locations. The units perform missions daily in collaboration with other U.S. forces and governmental agencies—to include assisting in wildfire suppression and search-and-rescue operations.**

Fort Dix is also home to the 99th Regional Support Command. When Hurricane Sandy devastated communities in the New York-New Jersey area in late 2012, the 99th coordinated logistics support for units mobilized to pump water from flooded homes and businesses in the region. The event marked the first use of Army Reserve units

under the National Defense Authorization Act of 2012, which allows the Army Reserve to use its specialized capabilities to assist in domestic emergencies.

One facility unique to the Garden State is the 99th RSC's Medical Storage and Maintenance Facility. It provides a secure, climate-controlled environment in which to store the Army Reserve's medical, dental and veterinary equipment, and maintain

and repair bio-medical equipment, X-ray machines, ventilators and defibrillators. It's a one-stop shop for medical-equipment storage, maintenance and training - ensuring Army Reserve Soldiers in the medical field are the best-trained, best-equipped, and best-prepared when called upon by the nation.



ABOVE: The 244th Aviation Brigade, the sole aviation brigade in the Army Reserve, is located at Fort Dix. Their Blackhawk and Chinook helicopters are two of the primary movers of Soldiers, supplies and equipment across the battlefield. They have also been used extensively to support civil missions during forest fires, floods and hurricanes and in search and rescue operations.

THE DOLLARS  
MAKE SENSE



2014

**\$32,664,038**

ECONOMIC IMPACT

**377**

NON-DOD JOBS SUPPORTED

**\$9,848,312**

NON-DOD WAGES

**\$25,553,998**

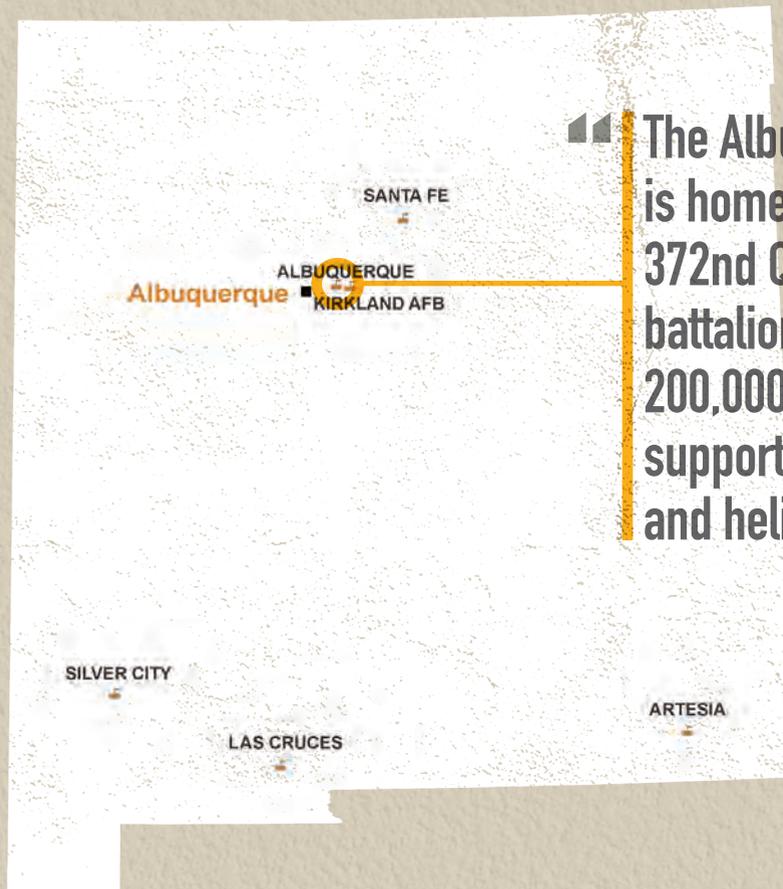
DOLLARS SPENT

**\$15,543,547**

TOTAL MIL PAYROLL

**\$2,809,434**

TOTAL CIV PAYROLL



“ The Albuquerque site that is home to the 402nd and 372nd Quartermaster battalions can store up to 200,000 gallons of fuel to support ground vehicles and helicopters. ”

RIGHT: Larson Manuelito Jr. with Larson Plumbing, talks with members of the Air National Guard and Army Reserve, about site preparation of a future home for Innovative Readiness Training—Operation Footprint in Gallup.

**6**

FACILITIES

**26**

ARMY RESERVE  
UNITS/DETS

**1,026**

ARMY RESERVE  
SOLDIERS

**27**

ARMY RESERVE  
CIVILIANS

# NEW MEXICO

# NM

**ARMY RESERVE SOLDIERS PARTICIPATE IN INNOVATIVE READINESS TRAINING, MAKING A DIFFERENCE AT HOME AND AROUND the world. Soldiers of the 733rd Engineer Company traveled to Gallup to support the Department of Defense's "Operation Footprint," a multi-service mission which provided free civil engineering services to Navajo communities in New Mexico, Arizona and Utah.**



Operation Footprint constructed and furnished more than 200 homes, improving the quality of life for participating Navajo families.

Joint military exercises like Roving Sands at White Sands Missile Range showcase the skills of Army Reserve quartermasters. The 49th Quartermaster Group, through its five petroleum battalions and two petroleum liaison detachments, supplied more than 1.74 million gallons of fuel during the exercise to keep airplanes flying and vehicles moving. Military forces totaling up to 4,000 service members received uninterrupted support throughout the

joint training exercise, despite the harsh desert-environment.

The 402nd and 372nd Quartermaster battalions in Albuquerque were responsible for the fuel support of ground vehicles and helicopters, and the establishment of a refueling point to support an exercise in Oro Grande. This site could store up to 200,000 gallons of fuel.

Since the Armed Forces Reserve Center at Kirtland Air Force Base in Albuquerque was

built in 2010, communities and businesses are benefiting from increased economic activity in the area. The center features a multi-use classroom, organizational maintenance shop and rappel tower. The 93,000-square-foot facility serves 11 Army Reserve units.

BELOW: A five-man team of Army Reserve Soldiers cross the finish line at the Bataan Memorial Death March at White Sands Missile Range. The annual event honors a special group of World War II heroes who were captured by Japanese forces and marched for days in the scorching heat through the Philippine jungles.



# THE DOLLARS MAKE SENSE



2014

**\$401,369,559**

ECONOMIC IMPACT

**3,424**

NON-DOD JOBS SUPPORTED

**\$112,883,745**

NON-DOD WAGES

**\$296,276,863**

DOLLARS SPENT

**\$186,875,325**

TOTAL MIL PAYROLL

**\$31,424,039**

TOTAL CIV PAYROLL

“ After Hurricane Sandy, Army Reserve Soldiers pumped water out of flooded New York communities. ”



OPPOSITE (small photo): Maj. Thomas Sullivan received the Army's highest award for valor in a non-combat situation, taking decisive action in an attempt to save the lives of his co-workers while working on the 95th floor of the South Tower when the World Trade Towers came under terrorist attack. Sullivan was awarded the Soldier's Medal for heroism while serving with the 77th Regional Support Command on September 11, 2001.

**44**

FACILITIES

**294**

ARMY RESERVE UNITS/DETS

**8,974**

ARMY RESERVE SOLDIERS

**302**

ARMY RESERVE CIVILIANS

# NEW YORK

# NY

**WHEN HURRICANE SANDY'S STORM SURGE STRUCK NEW YORK CITY IN OCTOBER 2012, Army Reserve Soldiers were among the emergency personnel who responded, in the first-time leveraging of Army Reserve capabilities for defense support of civil authorities under provisions of the 2012 National Defense Authorization Act.**



The storm caused flooded streets and subway tunnels, leaving thousands of flooded homes and millions of people without electric service. Army Reserve units from Pennsylvania, Florida and North Carolina arrived with industrial-sized water pumps and water purification specialists to provide clean, fresh

water to local residents.

Pump teams concentrated on hard-hit areas on New York's southernmost barrier islands in the borough of Queens. They pumped water from schools, community centers, housing complexes,

individual homes, and one popular beachfront restaurant. Army Reserve Soldiers waded through waist-high water, in air temperatures that dropped into the 40s, to carry large hoses capable of returning the water to the ocean. They even braved a Nor'easter weather system that dropped a half-foot of snow while pumping water out of a housing complex in Rockaway, N.Y.

"It's always an honor to be able to do these types of things," said Staff Sgt. Michelle Satterfield of the 401st Quartermaster Detachment in Lock Haven, Pa. "But to be able to directly help the people of our country has been a very humbling, somewhat emotional and really honorable experience for all of us."

RIGHT: Army Reserve Soldiers assist local officials and residents affected by Hurricane Sandy in Long Beach on Nov. 6, 2012. The Army Reserve remains committed to providing emergency relief at the community level by being ready to respond with the unique benefits its units, Soldiers and facilities have to offer.



THE DOLLARS  
MAKE SENSE



2014

**\$578,028,503**

ECONOMIC IMPACT

**7,012**

NON-DOD JOBS SUPPORTED

**\$178,079,842**

NON-DOD WAGES

**\$355,107,877**

DOLLARS SPENT

**\$137,003,689**

TOTAL MIL PAYROLL

**\$63,992,662**

TOTAL CIV PAYROLL

169th Aviation, based at Fort Bragg, flew medical evacuations and other missions all across the battle space in Afghanistan, logging countless flight hours and saving lives.



**43**

FACILITIES

**136**

ARMY RESERVE  
UNITS/DETS

**6,538**

ARMY RESERVE  
SOLDIERS

**615**

ARMY RESERVE  
CIVILIANS

# NORTH CAROLINA

# NC

**NORTH CAROLINA IS HOME TO THE U.S. ARMY RESERVE COMMAND, THE ONLY THREE-STAR command in the Army Reserve, and the second-largest command in the Army.**

USARC, based at Fort Bragg, serves as the operational arm of the Army Reserve. Fort Bragg also serves as the home of the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) which has 90 percent of the Army's conventional civil affairs forces and 100 percent of the Army's military information support operations force ready to deploy world-wide.

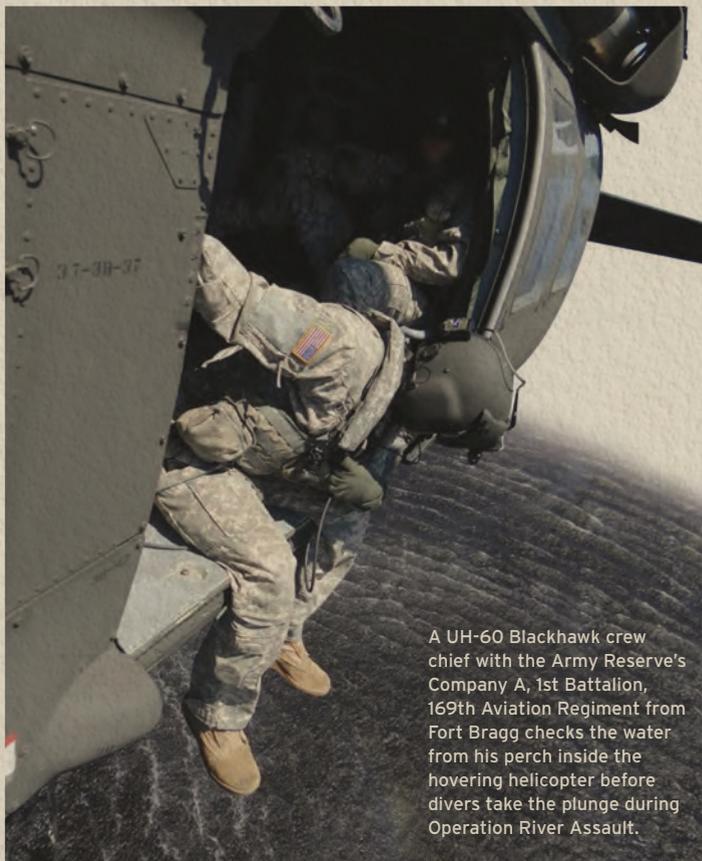
The Army Reserve in North Carolina has 122 units ranging from aviation, civil affairs, engineer, legal, logistics, medical, military intelligence, law enforcement, maintenance, public affairs, supply, communications, transportation, and other military specialties. The state has more than 6,600 Army Reserve Soldiers and more than 600 civilians in 39 Army Reserve facilities contributing significantly to the economy.

Citizen Soldiers also serve at U.S. Army Forces Command headquarters, Joint Special Operations Command headquarters, and the John F. Kennedy Special Warfare Center and School all located



at Fort Bragg. Assignment to these prestigious commands make Army Reserve Soldiers from North Carolina a part of the Department of Defense planning process to meet the nation's local, regional, and global commitments.

ABOVE: 5-year-old Ayden Frail's wish was to be a Blackhawk pilot for a day. Ayden, who suffers from a form cancer, took to the skies with members of the Army Reserve Soldiers of Company A, 1st Battalion, 169th Aviation Regiment— known as the Smugglers. His uncle, Chief Warrant Officer 5 Tom Baker, is a pilot and safety officer in the 169th. The Fort Bragg-based unit recently returned from Afghanistan, where they flew medical evacuation and other missions.



A UH-60 Blackhawk crew chief with the Army Reserve's Company A, 1st Battalion, 169th Aviation Regiment from Fort Bragg checks the water from his perch inside the hovering helicopter before divers take the plunge during Operation River Assault.

THE DOLLARS  
MAKE SENSE



2014

**\$10,833,429**

ECONOMIC IMPACT

**125**

NON-DOD JOBS SUPPORTED

**\$3,007,778**

NON-DOD WAGES

**\$9,758,988**

DOLLARS SPENT

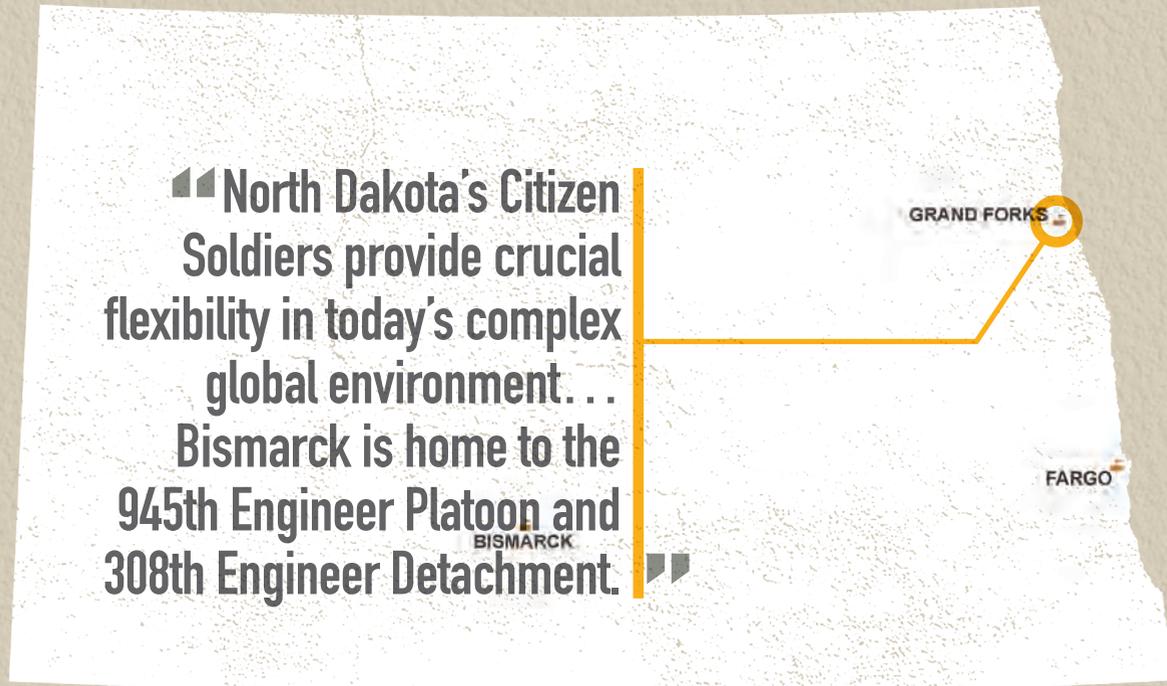
**\$6,085,133**

TOTAL MIL PAYROLL

**\$1,144,584**

TOTAL CIV PAYROLL

North Dakota's Citizen Soldiers provide crucial flexibility in today's complex global environment. . . Bismarck is home to the 945th Engineer Platoon and 308th Engineer Detachment.



RIGHT: Army Reserve Spcs. James M. Nielsen and Spencer T. Symington, interior electricians with the 461st Engineer Company from Grand Forks. Work to complete a frame for a building project during Exercise Castle Installation Related Construction at Joint Base McGuire-Dix-Lakehurst, N.J., Many Soldiers with the 461st have carpentry experience through their civilian occupation, which serves as a force multiplier when applied to their Army Reserve careers.

**3**

FACILITIES

**11**

ARMY RESERVE  
UNITS/DETS

**311**

ARMY RESERVE  
SOLDIERS

**11**

ARMY RESERVE  
CIVILIANS

# NORTH DAKOTA

# ND

**CIVILIAN-ACQUIRED SKILLS AND CAPABILITIES SUCH AS ENGINEERING AND MEDICAL** have added depth to the force since the inception of the Army Reserve in 1908. Today, **Citizen Soldiers bring those skills back home—expanding their experience and expertise into the workforce.**

Army Reserve Soldiers with the 461st Engineer Company in Grand Forks recently performed a variety of construction and engineering jobs during their annual training at Joint Base McGuire-Dix. Many Soldiers with the 461st are engineers and carpenters in their civilian occupation, bringing those skills they use every

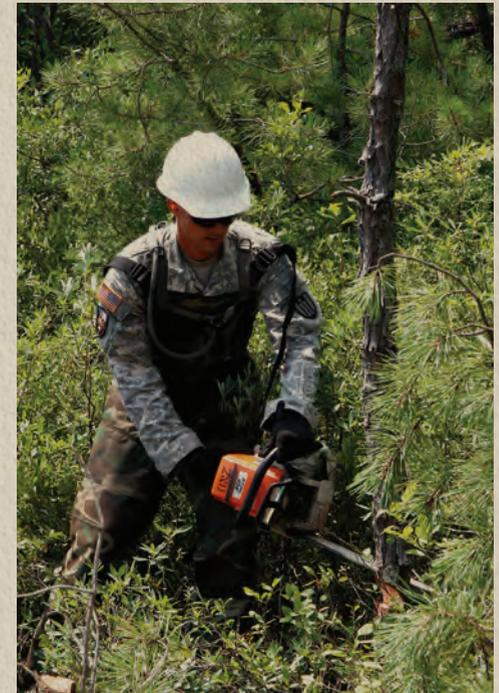
day to their Army Reserve careers. Those skills are readily available to civil authorities during states of emergency or natural disasters.



North Dakota's four Army Reserve units provide specialized skills to the force, with Citizen Soldiers ready to provide medical, maintenance and engineering support at home and abroad.

Fargo hosts the 461st Engineer Company (Vertical Construction) and the 7247th Medical Support Unit, and Bismarck is home to the 945th Engineer Platoon (Asphalt) and 308th Engineer Detachment (Real Estate Team), which provides real estate services for American troops in various theaters of operation.

As an essential part of the operational force, the Army Reserve is adapting to the challenges of shrinking budgets to remain ready and responsive. North Dakota's Citizen Soldiers provide crucial flexibility in today's critical and complex global environment.



ABOVE: Spc. Adam D. Zaborek, a carpentry and masonry specialist with the 461st Engineer Company in Fargo, cuts down a tree with a chain saw during an exercise at Joint Base McGuire-Dix-Lakehurst, N.J.

THE DOLLARS  
MAKE SENSE



2014

**\$272,423,654**

ECONOMIC IMPACT

**2,664**

NON-DOD JOBS SUPPORTED

**\$79,454,456**

NON-DOD WAGES

**\$174,888,975**

DOLLARS SPENT

**\$115,198,628**

TOTAL MIL PAYROLL

**\$21,122,781**

TOTAL CIV PAYROLL



The 810th  
Quartermaster  
Company from  
Maineville [is] . . .  
responsible for  
installing and  
operating water  
purification  
equipment. ▀

**28**

FACILITIES

**174**

ARMY RESERVE  
UNITS/DETS

**5,897**

ARMY RESERVE  
SOLDIERS

**203**

ARMY RESERVE  
CIVILIANS

# OHIO

**OHIO'S ARMY RESERVE SOLDIERS CONTINUE TO MAKE A DIFFERENCE THROUGH specialized skills and capabilities—and a willingness to get dirty. In 2006, Milan's petroleum specialists of the 192nd Quartermaster Company deployed to Iraq, providing aviation fuel, diesel and gasoline for the greater Baghdad area. Their primary objective was to increase their fueling capacity, which was operating at about 25 percent. In the course of cleaning up the fuel holding yard, the Soldiers salvaged and recycled material, eventually returning an estimated \$100,000 worth of discarded equipment back to the Army supply system.**



The Soldiers were also able to double their fueling capacity, increasing from six pumps to 12—which allowed 24 trucks to receive fuel at once instead of six. With 34 Soldiers and 24 civilian contractors, the hardworking and

determined Soldiers of the 192nd accomplished the workload of a staff twice its size.

Soldiers of the 810th Quartermaster Company from Maineville are water treatment specialists, responsible for installing and operating water

purification equipment, water storage and water distribution activities, one of 15 emergency support functions made available by the Department of Defense through Defense Support to Civil Authorities.

More than 150 Soldiers from the 961st Engineer Company in Sharonville were on standby to provide humanitarian assistance and disaster relief with their hasty road repair capabilities. Hurricane Sandy in 2012 marked a pivotal time when the expansion of the Army Reserve's role in domestic disaster relief provided states with access to the specialized capabilities of the Army Reserve at the request of state officials.

# OH



ABOVE: Sgt. Janell Brown of Tallmadge and Staff Sgt. Brett Nelson of Fostoria, both fuel specialists with the 192nd Quartermaster Company in Milan, adjust one of the fuel containers in an effort to continually improve the facility.

LEFT: Soldiers from the 961st Engineer Company, Sharonville, load equipment into military vehicles. More than 150 soldiers from the 961st prepared for activation orders to provide humanitarian assistance and disaster relief to citizens affected by Hurricane Sandy. The construction unit specializes in quick road repairs, allowing movement of emergency vehicles.

THE DOLLARS  
MAKE SENSE



**\$117,627,747**

ECONOMIC IMPACT

**1,313**

NON-DOD JOBS SUPPORTED

**\$35,043,955**

NON-DOD WAGES

**\$83,608,753**

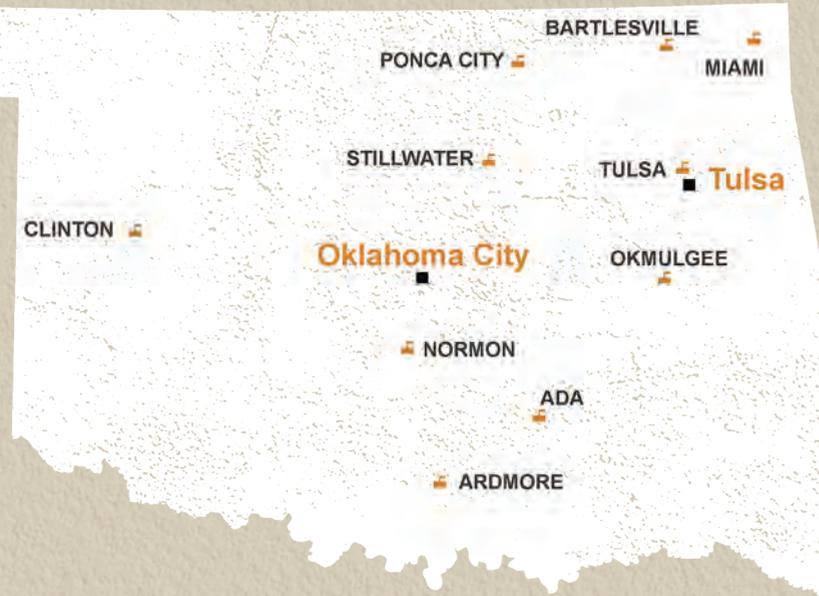
DOLLARS SPENT

**\$49,585,017**

TOTAL MIL PAYROLL

**\$11,758,001**

TOTAL CIV PAYROLL



“ Drill sergeants of the 95th Training Division (Initial Entry Training), headquartered at Fort Sill, conduct initial entry training for Soldiers entering the Army. ”

**10**

FACILITIES

**82**

ARMY RESERVE  
UNITS/DETS

**2,815**

ARMY RESERVE  
SOLDIERS

**113**

ARMY RESERVE  
CIVILIANS

# OKLAHOMA

**THERE ARE 73 ARMY RESERVE UNITS IN OKLAHOMA, SPECIALIZING IN CIVIL AFFAIRS, chemical defense, law enforcement and supply. In 2011, historic Fort Sill became home to the Armed Forces Reserve Center formerly located in Oklahoma City.**

Drill sergeants of the 95th Training Division (Initial Entry Training), headquartered at Fort Sill, conduct initial entry training for Soldiers entering the Army. These drill sergeants—in units from coast to coast and Hawaii—are the cornerstone

of Army readiness, entrusted with preparing new Soldiers to fight and win the nation's wars. The skill of producing quality Soldiers demands that only the Army's best and brightest can serve as drill sergeants. Approximately 2,000 drill sergeants train 160,000 new Soldiers each year.

Soldiers receive training in subjects such as military conduct and courtesy, basic rifle marksmanship, chemical, biological and radiological training, first-aid, offensive and defensive tactics, patrolling, weapons, land navigation, communications and drill and ceremonies.



ABOVE: Spc. Amber Richardson, a crane operator for the 401st Engineer Company, Detachment 1, raises a segment of a Dry Support Bridge, while Spc. Tommy Jones, a ground crewman with the 401st, prepares to place the segment into brackets during new equipment training at Vance Air Force Base.

LEFT: An Army Reserve Soldier launches a Raven Unmanned Aerial Vehicle from his forward operations base during a brigade field training exercise at Fort Sill. The Raven is used to provide live-feed surveillance, furthering knowledge of the current situation on the ground with no risk to Soldier safety.

THE DOLLARS  
MAKE SENSE



2014

**\$23,726,545**

ECONOMIC IMPACT

**252**

NON-DOD JOBS SUPPORTED

**\$6,992,019**

NON-DOD WAGES

**\$17,551,995**

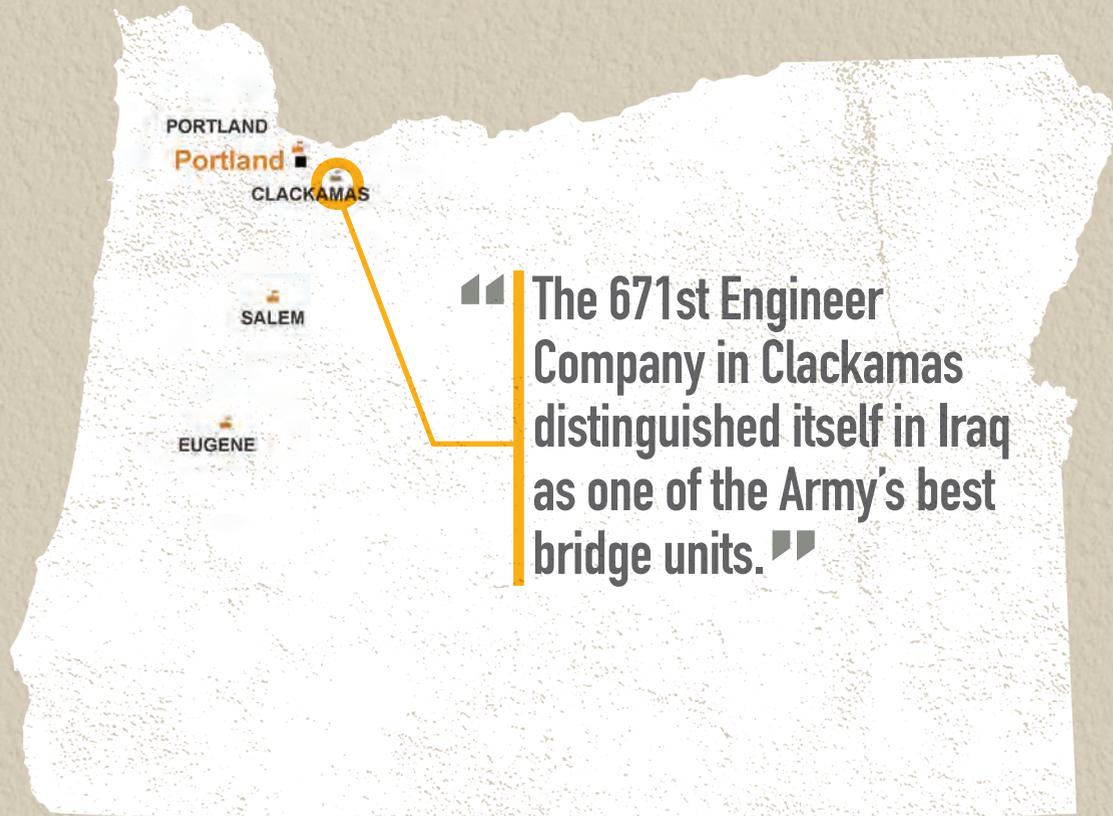
DOLLARS SPENT

**\$12,677,361**

TOTAL MIL PAYROLL

**\$936,478**

TOTAL CIV PAYROLL



“The 671st Engineer Company in Clackamas distinguished itself in Iraq as one of the Army’s best bridge units.”

**4**

FACILITIES

**24**

ARMY RESERVE  
UNITS/DETS

**605**

ARMY RESERVE  
SOLDIERS

**9**

ARMY RESERVE  
CIVILIANS

# OREGON

**THE 671ST ENGINEER COMPANY IN CLACKAMAS DISTINGUISHED ITSELF IN IRAQ AS ONE of the Army's best bridge units. Awarded the Presidential Unit Citation for "extreme heroism and bravery," Oregon Soldiers of the 671st worked night and day to construct a bridge over the Euphrates River, often under intense enemy fire.**

The newly-constructed bridge could accommodate all traffic, including 60-ton tanks and heavy fuel tanker trucks of the rapidly advancing 3rd Infantry Division in its assault on Baghdad. Members of the 671st dedicated the bridge in honor of one of their own, Spc. Brandon Tobler of Portland, who died in a vehicle accident in Iraq.

Mobile bridging units like the 671st provide water crossing capabilities in areas affected by flooding and damaged bridges, enabling delivery of necessary relief items. This capability is a critical federal and state asset in the event of earthquakes or other natural disasters. Citizen Soldiers of the 671st live and work in communities that benefit from their skill sets and experiences. They lent their expertise in constructing two bridges on the "Fort to Sea Trail," during the 200th anniversary of the epic Lewis and Clark expedition.

Oregon Army Reserve units include transportation, legal support, postal operations and a chaplain detachment.



# OR



ABOVE: Combat engineers of the 671st Engineer Company (Multi-Role Bridge) prepare to deploy their MKII bridge erection boats to push bridge sections together during Operation River Assault at Fort Chaffee.

LEFT: 1st Lt. Trenton Hayes, left, and Sgt. Kyle Boddy, both with the 320th Psychological Operations Company, Camp Withycombe, sort through boxes of humanitarian supplies at Forward Operating Base Lightning in Paktia province, Afghanistan.

THE DOLLARS  
MAKE SENSE



2014

\$488,043,530

ECONOMIC IMPACT

4,742

NON-DOD JOBS SUPPORTED

\$140,713,768

NON-DOD WAGES

\$308,086,405

DOLLARS SPENT

\$181,407,524

TOTAL MIL PAYROLL

\$50,153,598

TOTAL CIV PAYROLL



“ Pennsylvania has the fourth-highest Army Reserve population in the United States and is home to 86 facilities spread across its landscape. ”

86

FACILITIES

275

ARMY RESERVE  
UNITS/DETS

9,481

ARMY RESERVE  
SOLDIERS

482

ARMY RESERVE  
CIVILIANS

# PENNSYLVANIA

# PA

**ARMY RESERVE SOLDIERS OF THE 420TH ENGINEER COMPANY OF INDIANA, PA., RETURNED from Afghanistan in 2013 having performed more than 480 route-clearance missions covering more than 45,000 kilometers. While ensuring the roads were safe to travel, they also trained three Afghan National Army brigades, supported more than 100 ANA missions and validated ANA route clearance companies, empowering the Afghan National Army to take charge of the safety and security of their own nation.**

Pennsylvania has the fourth-highest Army Reserve population in the United States and is home to 86 facilities spread across its landscape, ranging from Pittsburgh to Philadelphia. Units in this state provide Army Reserve training and career opportunities

to nearly 8,700 Soldiers and more than 450 civilians. The majority of these Soldiers specialize in engineering, military police, logistics, transportation and the medical field.

Headquartered in Chambersburg, the Army Reserve



Element of the Defense Information Systems Agency is a combat support agency responsible for communication and information systems of the president, vice president, secretary of defense, Joint Chiefs of Staff and other agencies of the

Department of Defense. The battalion-sized unit has detachments in Virginia, Iowa, Alabama, Colorado, Missouri and Washington, D.C. USARE supports a variety of DISA missions and has mobilized many Soldiers in support of Operations Enduring Freedom and Iraqi Freedom.



ABOVE: An Army veteran of World War II salutes a flag detail during a unit homecoming ceremony recently. From the Battle of the Bulge in World War II all the way to America's most recent conflicts, Army Reserve Soldiers from Pennsylvania have fought at the forefront of the Army's missions against America's enemies. Pennsylvania's towns and cities form close-knit communities, and the Army Reserve has training centers or units within a neighbor's reach of every one of the state's most populated areas.

LEFT: Pfc. Zachary Fleischauer, an Army Reserve Soldier with Coraopolis-based 316th Expeditionary Sustainment Command, used his Army training to render medical aid to victims of the mass stabbing that occurred in the halls of Franklin Regional Senior High in Coraopolis. Fleischauer was awarded the Army Achievement Medal by Brig. Gen. Bud R. Jameson, during a ceremony at the 316th ESC headquarters. "I'm just a Soldier doing what I was taught to do and doing my duty and serving," said Fleischauer.

THE DOLLARS  
MAKE SENSE



2014

**\$18,519,907**

ECONOMIC IMPACT

**174**

NON-DOD JOBS SUPPORTED

**\$5,131,071**

NON-DOD WAGES

**\$14,148,619**

DOLLARS SPENT

**\$9,767,080**

TOTAL MIL PAYROLL

**\$1,560,797**

TOTAL CIV PAYROLL

“ These units can rapidly respond to disasters at the request of state officials in order to save lives, prevent human suffering and mitigate property damage. ”



**7**

FACILITIES

**17**

ARMY RESERVE  
UNITS/DETS

**727**

ARMY RESERVE  
SOLDIERS

**15**

ARMY RESERVE  
CIVILIANS

# RHODE ISLAND

# RI

**CRANSTON IS HOME TO A VERSATILE power generation unit responsible for providing commercial-level power to military units and federal relief organizations. The specialized skills required of the Army Reserve's Delta Company, 249th Engineer Battalion (Prime Power) don't come easily. Soldiers of the 249th commit to a grueling one-year course that includes math, physics, engineering, power plant operations and maintenance in order to offer the full-spectrum of power plant operations that provide crucial services during periods of domestic emergencies. The Department of Defense is prepared to play a key role in supporting disaster response.**

In addition to engineering expertise, Rhode Island's resident Army Reserve capabilities include transportation and medical units. These units can rapidly respond to disasters at the request of state officials in order to save lives, prevent human suffering and mitigate property damage.

Newport is home to the 443rd Civil Affairs Battalion. Civil Affairs units are comprised

primarily of Army Reserve Soldiers whose mission is to restore a community's infrastructure by building roads, schools, medical facilities, sewer lines and conducting follow-up assessments to ensure progress for the future.



ABOVE: Kaysi, 4, daughter of Army Reserve Staff Sgt. Kenneth Dillingham, holds her American flag and "daddy doll" during a deployment ceremony for Bravo Company of the 443rd Civil Affairs Battalion in Warwick.

LEFT: Army Reserve Soldiers of Company D, 249th Engineer Battalion (Prime Power) in Cranston, took top honors at the 29th annual International Lineman's Rodeo in Bonner Springs, Kan. The "Build Strong" team won the top trophy in the event's military category.



THE DOLLARS  
MAKE SENSE



2014

**\$224,793,615**

ECONOMIC IMPACT

**2,575**

NON-DOD JOBS SUPPORTED

**\$66,845,755**

NON-DOD WAGES

**\$155,933,729**

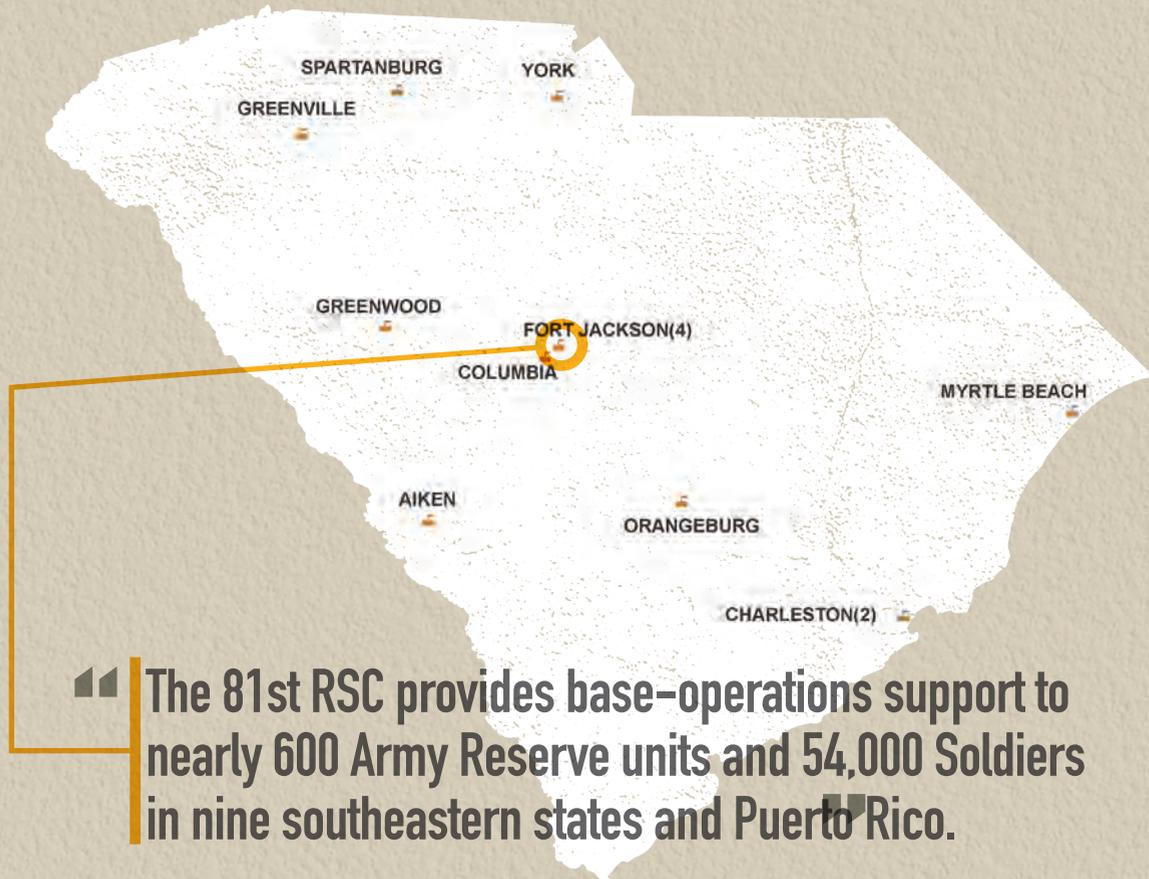
DOLLARS SPENT

**\$82,678,441**

TOTAL MIL PAYROLL

**\$31,944,304**

TOTAL CIV PAYROLL



“ The 81st RSC provides base-operations support to nearly 600 Army Reserve units and 54,000 Soldiers in nine southeastern states and Puerto Rico.”

**15**

FACILITIES

**130**

ARMY RESERVE  
UNITS/DETS

**4,198**

ARMY RESERVE  
SOLDIERS

**307**

ARMY RESERVE  
CIVILIANS

# SOUTH CAROLINA

# SC

WHEN SOLDIERS OF THE 81ST INFANTRY DIVISION TRAINED NEAR FORT JACKSON'S Wildcat Creek during World War I, they created a shoulder patch reflecting the native wildlife. Army officials initially balked at the patch, a black wildcat on an olive-green disk. But Gen. John J. Pershing liked the patch and the spirit it represented, personally approving what became the Army's first shoulder patch. Today, Soldiers of the 81st Regional Support Command continue to wear that storied patch. The headquarters of the 81st RSC returned to Fort Jackson in 2006.

The 81st RSC provides base-operations support to nearly 600 Army Reserve units and 54,000 Soldiers in nine southeastern states and Puerto Rico. The 81st RSC also has three Army Reserve bands that provide entertainment for military and

community events. South Carolina is also host to a number of Army Reserve units specializing in civil affairs, chemical defense, engineering, transportation and maintenance capabilities.



ABOVE: Soldiers of the 81st Regional Support Command perform life-saving measures on a mannequin at the Fort Jackson, S.C., Medical Simulation Training Facility, April 19, during the 81st RSC's annual training. The mannequin issues realistic looking blood and the medical equipment must be applied properly in order to stop the bleeding. The training also includes pulling security, removing the "patient" from the danger area and asking for medical evacuation via the nine line medevac request. From left to right are Chief Warrant Officer 4 Jeff Osler, Lt. Col. Richard Pointkowski, chaplain, Maj. Terri Hall, chaplain and 1st Sgt. James Davis

LEFT: Soldiers from the 413th Chemical Company out of Florence, S.C., extract a roleplaying "victim" in a June 18 decontamination exercise held in LaCrosse, Wis. Exercise Red Dragon is a two-week operation by Army Reserve units to practice assisting civilian authorities in case of a biological, chemical, radiological or nuclear incident.

THE DOLLARS  
MAKE SENSE



**\$14,288,924**

DOLLARS SPENT

**173**

NON-DOD JOBS SUPPORTED

**\$4,203,055**

NON-DOD WAGES

**\$10,538,745**

TOTAL MIL PAYROLL

**\$416,212**

TOTAL CIV PAYROLL

“ The Soldiers of the 323rd understand the harsh reality of what could happen in a dangerous world and the importance of their skills in a chemical disaster. ”

ABERDEEN

SIoux FALLS

**2**

FACILITIES

**14**

ARMY RESERVE  
UNITS/DETS

**481**

ARMY RESERVE  
SOLDIERS

**4**

ARMY RESERVE  
CIVILIANS

# SOUTH DAKOTA

**SOLDIERS FROM THE ARMY RESERVE'S 323RD CHEMICAL COMPANY IN SIOUX FALLS recently took part in a chemical decontamination training scenario in the Southern Hills called Exercise Golden Coyote.**



The Soldiers of the 323rd understand the harsh reality of what could happen in a dangerous world and the importance of their skills in a potential chemical disaster. Ongoing, collaborative training with their counterparts in the National Guard and first responders within the community keep those skills sharpened and develop important relationships.

Other Army Reserve units in South Dakota in addition to the 323rd Chemical Company include the 452nd Ordnance Company, 104th Engineer Regiment and the 361st Training Support Regiment, which recently returned from a 12-month mobilization at Fort Bliss, Texas, where they trained approximately 60,000 deploying Soldiers, Sailors and Airmen on weapons qualification, live-fire exercises, combat lifesaver courses and land navigation certification.

# SD



ABOVE: Soldiers of the Army Reserve's 357th Chemical Company based in Sioux Falls and Vermillion, decontaminate non-ambulatory survivors of a simulated nuclear detonation during Vibrant Response 13-2 held at Muscatatuck Urban Training Center in Butlerville, Ind. Vibrant Response is a training exercise designed to test the Department of Defense's ability to respond to a chemical, biological, radiological or nuclear attack or mishap.

LEFT: Staff Sgt. Randall Gifford, an ammunition technician with the Army Reserve's 452nd Ordnance Company, Aberdeen, removes a chain of unserviceable ammunition before tossing it in the pit to be detonated.

THE DOLLARS  
MAKE SENSE



2014

**\$174,693,087**

ECONOMIC IMPACT

**1,613**

NON-DOD JOBS SUPPORTED

**\$50,322,724**

NON-DOD WAGES

**\$112,782,411**

DOLLARS SPENT

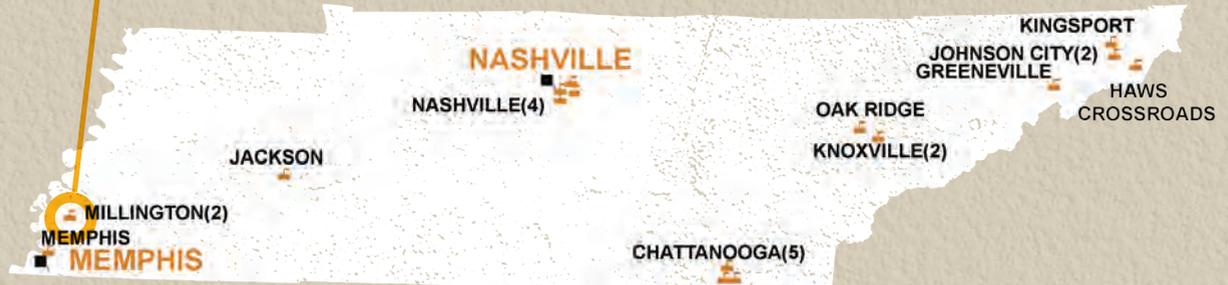
**\$78,246,877**

TOTAL MIL PAYROLL

**\$11,237,736**

TOTAL CIV PAYROLL

“The Martin IRT provided medical care including physicals, mental health, dental and eye exams.”



**21**

FACILITIES

**120**

ARMY RESERVE  
UNITS/DETS

**3,819**

ARMY RESERVE  
SOLDIERS

**108**

ARMY RESERVE  
CIVILIANS

# TENNESSEE

# TN

APPROXIMATELY 130 SERVICE MEMBERS TREATED MORE THAN 2,000 PATIENTS AND conducted more than 4,000 procedures in a recent “Hope of Martin” Innovative Readiness Training mission in Martin. The value of the multi-component mission was an estimated \$300,000 in medical services, but the widespread impact was immeasurable, with some patients traveling more than a hundred miles to be treated.

The primary purpose for IRT activities is to enhance readiness for American forces—but they do so while simultaneously providing humanitarian benefits to the local community.

The IRT program is a significant training tool for all reserve component forces but is of particular value to the civil affairs community. Charlie and Delta companies of the 431st Civil Affairs Battalion, based in Millington, were the first civil affairs units to participate in an IRT event since the program’s inception.

The Martin IRT provided medical care including physicals, mental health, dental and eye exams. Patients also have access to an occupational therapist, dietician and pharmacy services. Vision care includes screenings and free glasses—more than 500 pairs of glasses were created on site.



ABOVE: 1st Lt. Collin Mooney, also a linebacker with the Tennessee Titans, spent his annual training period with the Nashville Recruiting Battalion embarking on a two-week tour of area schools to support Army recruiting. Mooney spoke to high school kids about his football career playing at West Point and for the Titans and also about his Army career as an officer in the field artillery branch. He took time out to give the oath of enlistment to new Army recruits as their first step to becoming Soldiers.

LEFT: Capt. Lee Barry, commander of the Army Reserve’s 861st Quartermaster Company in Nashville, inspects the cables that he and his fellow airborne Soldiers will use during their water jump into Tampa Bay as part of a joint service aerial resupply and maritime recovery training mission.



THE DOLLARS  
MAKE SENSE



2014

\$1,049,253,915

ECONOMIC IMPACT

10,660

NON-DOD JOBS SUPPORTED

\$310,849,243

NON-DOD WAGES

\$591,284,556

DOLLARS SPENT

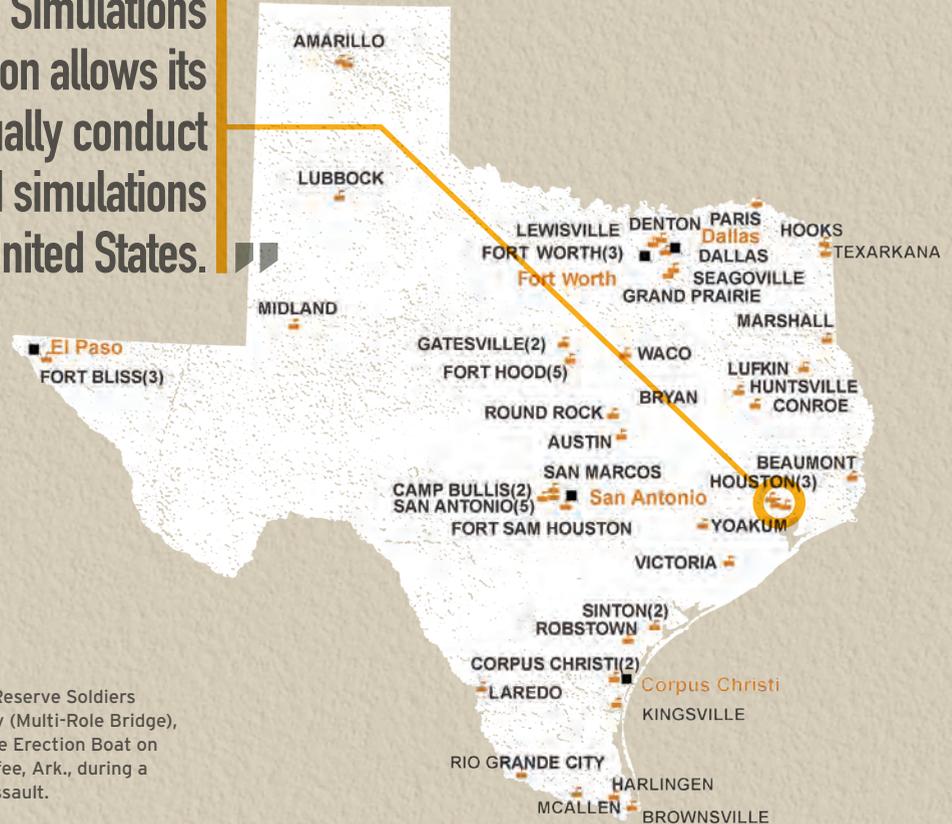
\$354,216,490

TOTAL MIL PAYROLL

\$66,073,724

TOTAL CIV PAYROLL

“ The new Battle Simulations Center in Houston allows its instructors to virtually conduct scenario-based simulations across the United States.”



OPPOSITE (large photo): Army Reserve Soldiers with the 74th Engineer Company (Multi-Role Bridge), based at Fort Hood, ride a Bridge Erection Boat on the Arkansas River at Fort Chaffee, Ark., during a rehearsal for Operation River Assault.

55

FACILITIES

450

ARMY RESERVE  
UNITS/DETS

16,495

ARMY RESERVE  
SOLDIERS

635

ARMY RESERVE  
CIVILIANS

# TEXAS

**HEADQUARTERED IN HOUSTON, THE 75th TRAINING COMMAND—“AMERICA’S TRAINING Command”—provides training for Active Army, National Guard and Army Reserve Soldiers across the nation and around the world.**

The 75th’s new multi-million dollar Battle Simulations Center allows its specialized instructors to virtually conduct scenario-based simulations across the United States, resulting in travel cost savings of millions of dollars.



North of Houston, Conroe is home to the 1st Battalion, 158th Aviation Regiment, one of only two Army Reserve units operating a fleet of Apache helicopters. Many pilots and Soldiers of the 1-158th hone their expertise in the civilian sector—flying helicopters along the Texas coast, or in jobs ranging from firefighters and paramedics to lawyers and financial advisors. Army Reserve pilots often train during the week after leaving their daytime jobs, a requirement for maintaining proficiency in the aircraft.

ABOVE RIGHT: Pfc. Tommy Gunn, a preventative medicine specialist from Puyallup, Wash, Spc. Joseph Lingeman, a licensed vocational nurse from El Paso, Texas, and Spc. Gary Aaron, a combat medic from Round Rock, Texas work on a training patient during a mass casualty exercise at North Fort Hood, Texas, prior to being deployed to Honduras.

# TX



**FIRST ARMY DIVISION WEST, ON FORT HOOD,** is a multi-component training division which mobilized and demobilized tens of thousands of Soldiers during 2013. These units ran the gamut from large headquarters to small detachments in support of operations around the world. Their missions included:

- LOGISTICS
- AVIATION
- ENGINEERING
- LAW ENFORCEMENT
- AIR DEFENSE
- MEDICAL



SILVER STAR SPOTLIGHT:

# SPC. DAVID HUTCHINSON



SPC. DAVID HUTCHINSON of Brenham, Texas, became a hero in Afghanistan on June 6, 2009.

Assigned to the 420th Engineer Brigade from Bryan, Texas, Hutchinson's convoy was ambushed by enemy insurgents firing rocket-propelled grenades and machine guns from a hillside. He quickly spotted the attackers and returned heavy fire. Hutchinson's fire was so effective that the insurgents concentrated their efforts exclusively on him. Firing hundreds of rounds, he destroyed the machine gun position and killed at least five enemy insurgents. He was wounded in the right leg by shrapnel from a grenade. Despite collapsing from his wounds, Hutchinson calmly treated his severely injured first sergeant, controlling the bleeding 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.

Hutchinson exemplifies Texas spirit and the character of today's Army Reserve Soldier. For his actions, he was awarded the Silver Star, the nation's third highest award for combat valor.

PHOTOS: Army Reserve Spc. David Hutchinson earned the Silver Star, serving as a gunner on while personal security detail with the Bryan-based 420th Engineer Brigade. Hutchinson, then a private first class, placed lethal fire on insurgents during a convoy enroute to Afghanistan's Forward Operating Base Orgun-E on May 21, 2008.



## THE DOLLARS MAKE SENSE



2014

# \$222,688,193

ECONOMIC IMPACT

# 2,475

NON-DOD JOBS SUPPORTED

# \$65,907,772

NON-DOD WAGES

# \$139,728,021

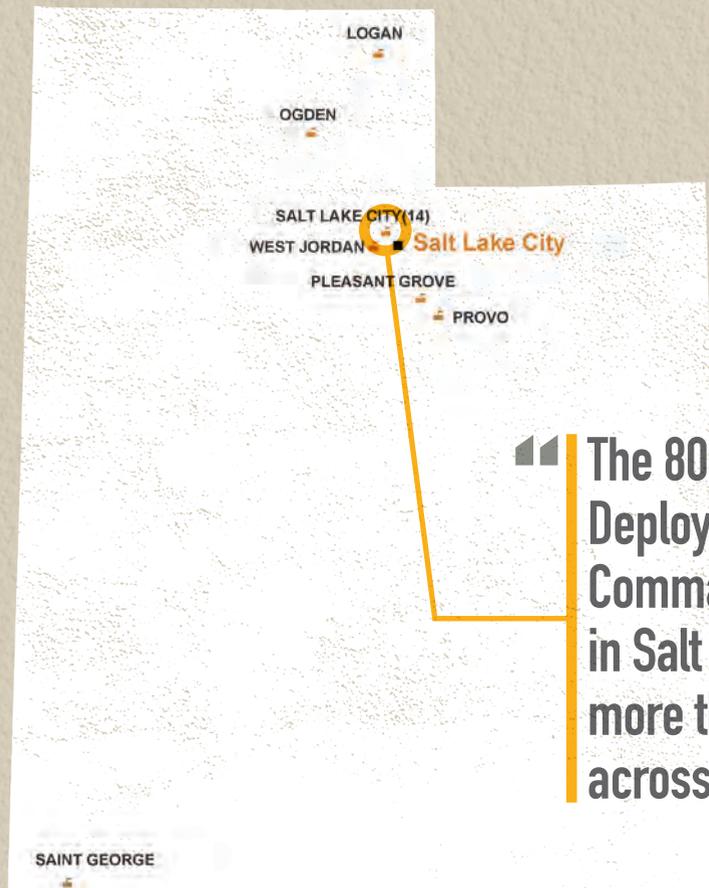
DOLLARS SPENT

# \$92,379,378

TOTAL MIL PAYROLL

# \$14,983,648

TOTAL CIV PAYROLL



“The 807th Medical Deployment Support Command, headquartered in Salt Lake City, represents more than 11,000 Soldiers across 26 states.”

OPPOSITE (small photo): Pfc. Marlise Muenzer, assigned to 807th Medical Command (Deployment Support), checks the vital signs of a Haitian girl after surgery aboard the Military Sealift Command hospital ship USNS Comfort (T-AH 20). Comfort is on a four-month humanitarian and civic assistance mission to Latin America and the Caribbean.

# 24

FACILITIES

# 113

ARMY RESERVE  
UNITS/DETS

# 3,419

ARMY RESERVE  
SOLDIERS

# 144

ARMY RESERVE  
CIVILIANS

# UTAH

# UT

## HISTORIC FORT DOUGLAS IN SALT LAKE CITY IS HOME TO THE 76TH OPERATIONAL Response Command, the Army Reserve's center for the Defense Support of Civil Authorities.



Established in 2013, the 76th coordinates the Army Reserve's ability to support state and local officials, first responders, and other federal

agencies during emergencies or natural disasters. Also headquartered in Salt Lake City, the 807th Medical Deployment Support Command stands ready to provide general, surgical, dental, ambulance, behavioral health, preventive maintenance and veterinary support to the Army and to civilian populations. Separated into five

RIGHT: Army Reserve Soldiers from the Salt Lake City-based 76th Operational Response Command, along with Panamanian police, unload medical supplies from boats on the Rio Chucunaque in Yaviza, Panama, in support of Beyond the Horizon 2013. BTH 2013-Panama is a humanitarian and civic assistance mission deploying U.S. military engineers and medical professionals to Panama for training and to provide humanitarian services.

brigades, the 807th represents more than 11,000 Soldiers across 26 states.

The 76th Operational Response Command and 807th Medical Command Deployment Support

work with the University of Utah Police Department to hold active-shooter training simulations at Fort Douglas. The Immediate Action Rapid Deployment training emphasizes the easiest way to get out of a situation with an active shooter. Utilizing training with professional police forces improves safety training for its Soldiers and civilian personnel.



THE DOLLARS  
MAKE SENSE



**\$6,880,017**

ECONOMIC IMPACT

**82**

NON-DOD JOBS SUPPORTED

**\$2,030,840**

NON-DOD WAGES

**\$5,625,215**

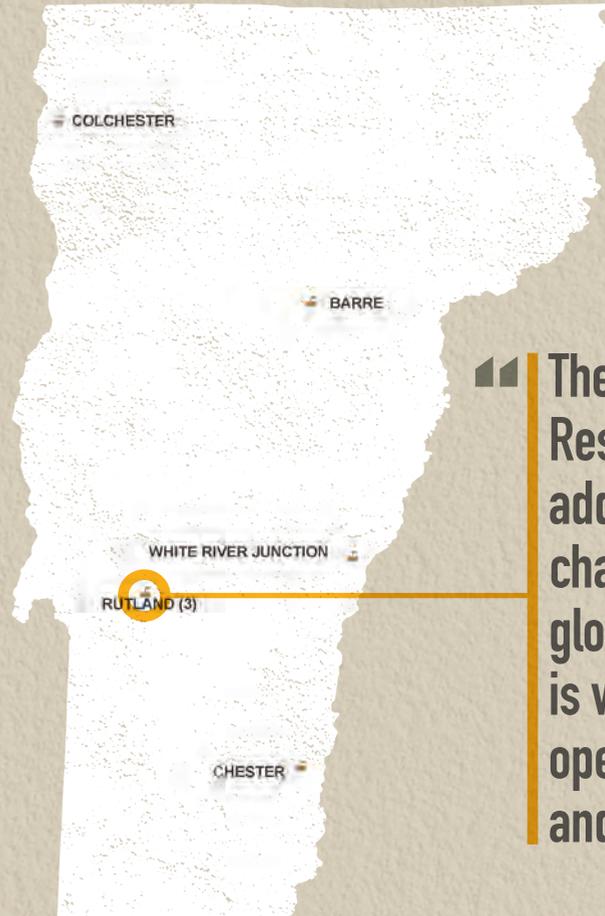
DOLLARS SPENT

**\$3,439,423**

TOTAL MIL PAYROLL

**\$728,372**

TOTAL CIV PAYROLL



■ ■ The U.S. Armed Forces Reserve Center in Rutland adds capabilities for a challenging and complex global environment and is well-served by the operational Army Reserve and the community. ■ ■

**7**

FACILITIES

**10**

ARMY RESERVE  
UNITS/DETS

**385**

ARMY RESERVE  
SOLDIERS

**7**

ARMY RESERVE  
CIVILIANS

# VERMONT

# VT

**RESIDENTS OF RUTLAND AND WHITE RIVER JUNCTION ARE GETTING USED TO THE SIGHT OF camouflage since the recent arrival of two Armed Forces Reserve Centers in their communities.**



ABOVE: The barn design motif of the White River Junction Armed Forces Reserve Center is reminiscent of Vermont's rural character, while providing the Army Reserve and National Guard with a first-rate, sustainable facility.

The Rutland facility is comprised of six buildings, including a 63,000-square-foot training building, an organizational maintenance shop, and a storage building. It was a \$25 million investment into the local area as well as the Army Reserve and National Guard Soldiers who train there.

The barn motif of the White River Junction AFRC, reminiscent of Vermont's rural character, has received widespread acclaim for successfully melding high-level architecture and engineering with energy and cost-conscious design in a first-rate, sustainable facility.

The 405th Combat Support Hospital is one of the tenant units at the White River Junction facility. In 2007, these "Patriot Medics" earned the distinction of being the first unit in New England to return to the war zone in the Middle East for a second combat tour. Together with nine other units in Vermont, they support some 190 Army Reserve Soldiers in the engineer, legal, medical, maintenance and transportation fields.

BELOW: A medical surgical nurse, 1st Lt. Shannon Whittemore, a native of Stamford, Conn., assigned to the 338rd Minimal Care Detachment, 405th Combat Support Hospital, 804th Medical Brigade in White River Junction, checks a patient for a possible concussion during a training scenario providing medical care for civilians at Warrior Exercise at Fort McCoy, Wis.



THE DOLLARS  
MAKE SENSE



2014

**\$624,988,745**

ECONOMIC IMPACT

**6,846**

NON-DOD JOBS SUPPORTED

**\$178,834,651**

NON-DOD WAGES

**\$432,004,786**

DOLLARS SPENT

**\$242,236,809**

TOTAL MIL PAYROLL

**\$51,298,182**

TOTAL CIV PAYROLL

With more than 7,300 Army Reserve Soldiers, Richmond's 80th Training Command is the third-largest command organization in the Army Reserve.



**36**

FACILITIES

**188**

ARMY RESERVE  
UNITS/DETS

**7,623**

ARMY RESERVE  
SOLDIERS

**493**

ARMY RESERVE  
CIVILIANS

# VIRGINIA

# VA



**FORT BELVOIR'S MILITARY INTELLIGENCE Readiness Command maintains a crucial role in the Army's transformation into what Chief of Staff of the Army Gen. Raymond Odierno calls a "more adaptive and innovative, flexible and agile, integrated and synchronized, lethal, but discriminate" force. As funding and force size significantly decrease, intelligence requirements in a new operating environment will increase.**

The MIRC supports the Army, combatant commands worldwide and other federal agencies with skilled intelligence gathering capability. Army Reserve military intelligence Soldiers are among more than 6,500 traditional Army Reserve Soldiers—those with full-time careers in the private sector—and 400 civilian employees who work and train in Virginia. Beyond MIRC, Virginia is host to 168 Army Reserve units specializing in administration, civil affairs, chemical defense, medical care, and transportation capabilities.

Richmond's 80th Training Command is the third-largest command organization in the Army Reserve. The command has more than 7,300 Army Reserve Soldiers assigned to 13 brigade

units nationwide. The 80th trains Soldiers in career fields that cover a wide range of instruction, from engineering to health services, and from supply to information operations.

LEFT: Spc. Amanda Regalado, of the 360th Civil Affairs Brigade, looks down the site of an M-4 rifle at Beach Warrior 2013 at Fort Story. Beach Warrior 2013 is a collaborative effort between the 352nd Civil Affairs Command and the 2nd Psychological Operations Group to choose each unit's best junior enlisted Soldier and noncommissioned officer.

RIGHT: Army Reserve Soldiers from the 352nd Civil Affairs Command and the 2nd Psychological Operations Group pose for a photograph on the flight deck of the aircraft carrier USS Harry S. Truman during a staff ride April 11 at Beach Warrior 2013 at Naval Station Norfolk.



THE DOLLARS  
MAKE SENSE



2014

**\$307,061,241**

ECONOMIC IMPACT

**3,085**

NON-DOD JOBS SUPPORTED

**\$90,835,589**

NON-DOD WAGES

**\$211,112,930**

DOLLARS SPENT

**\$136,518,642**

TOTAL MIL PAYROLL

**\$22,475,471**

TOTAL CIV PAYROLL



“ Tacoma’s 805th Transportation Company provides delivery and recovery of large military assets using sea-based Landing Craft Utility vessels. ”

RIGHT (small photo): U.S. Army Reserve Soldiers flying in a Ch-47 Chinook helicopter work with National Park Service rangers at Mount Rainier to conduct search-and-rescue operations as part of their peacetime mission.

**21**

FACILITIES

**164**

ARMY RESERVE  
UNITS/DETS

**6,583**

ARMY RESERVE  
SOLDIERS

**216**

ARMY RESERVE  
CIVILIANS

# WASHINGTON

# WA

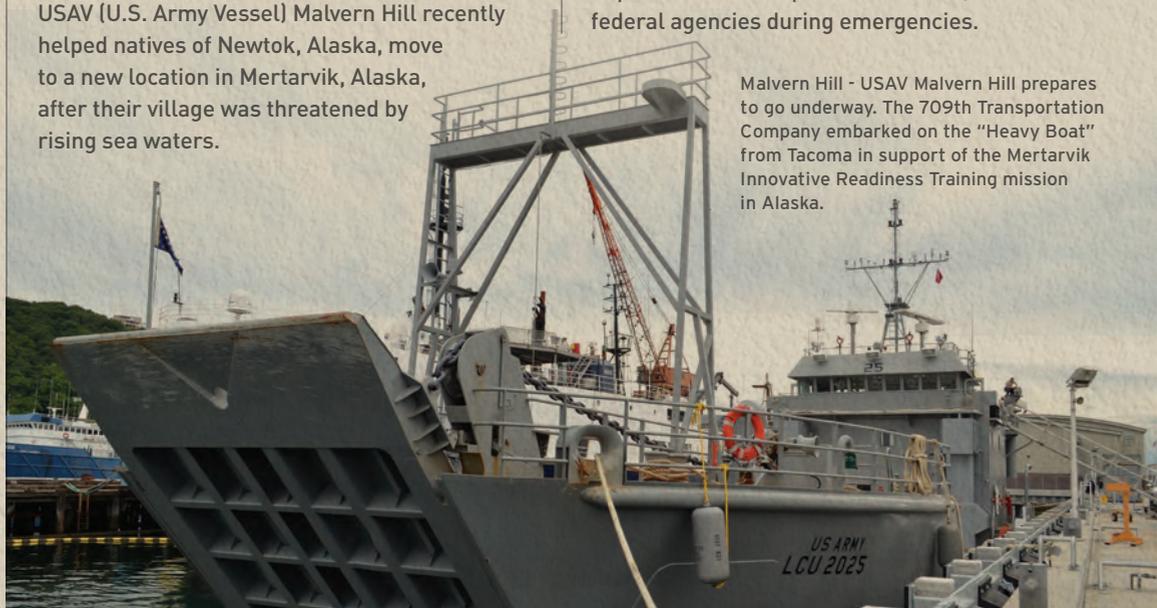
**PROVIDING ESSENTIAL EMERGENCY OPERATIONS, SEARCH-AND-RESCUE AND LOGISTICAL recovery support, or more simply put, transporting lost and injured hikers back to safety, is the mission of Company A, 5th Battalion, 159th Aviation Regiment. The pilots and crews have maintained a partnership with National Park Service rangers at Mount Rainier for more than 15 years, leveraging Chinook helicopters for search-and-rescue operations.**



Another Army Reserve transportation asset is Tacoma's 805th Transportation Company, which provides delivery and recovery of large military assets in various

theaters of operations using sea-based Landing Craft Utility vessels. For sustainment purposes, it can carry as many as 84 forty-foot containers of supplies. While Soldiers traditionally support land-based operations, the 805th's Soldiers spent most of their time at sea, delivering and recovering large military assets. The 805th crew sailed the 273-foot-long, 4,200-ton vessel from Kuwait to its home port of Baltimore in 2013.

In an example of how Army Reserve units serve communities at home, the crew of the 805th's USAV (U.S. Army Vessel) Malvern Hill recently helped natives of Newtok, Alaska, move to a new location in Mertarvik, Alaska, after their village was threatened by rising sea waters.



The Army Reserve's 301st Maneuver Enhancement Brigade recently completed an emergency deployment readiness exercise at Joint Base Lewis-McChord that simulated a nuclear attack on U.S. soil. Exercise Vibrant Response is a large-scale domestic terrorism scenario that ensures Citizen Soldiers remain trained and ready to provide their unique skills to local, state and federal agencies during emergencies.

Malvern Hill - USAV Malvern Hill prepares to go underway. The 709th Transportation Company embarked on the "Heavy Boat" from Tacoma in support of the Mertarvik Innovative Readiness Training mission in Alaska.

THE DOLLARS  
MAKE SENSE



**\$85,945,644**

ECONOMIC IMPACT

**945**

NON-DOD JOBS SUPPORTED

**\$24,263,778**

NON-DOD WAGES

**\$74,074,207**

DOLLARS SPENT

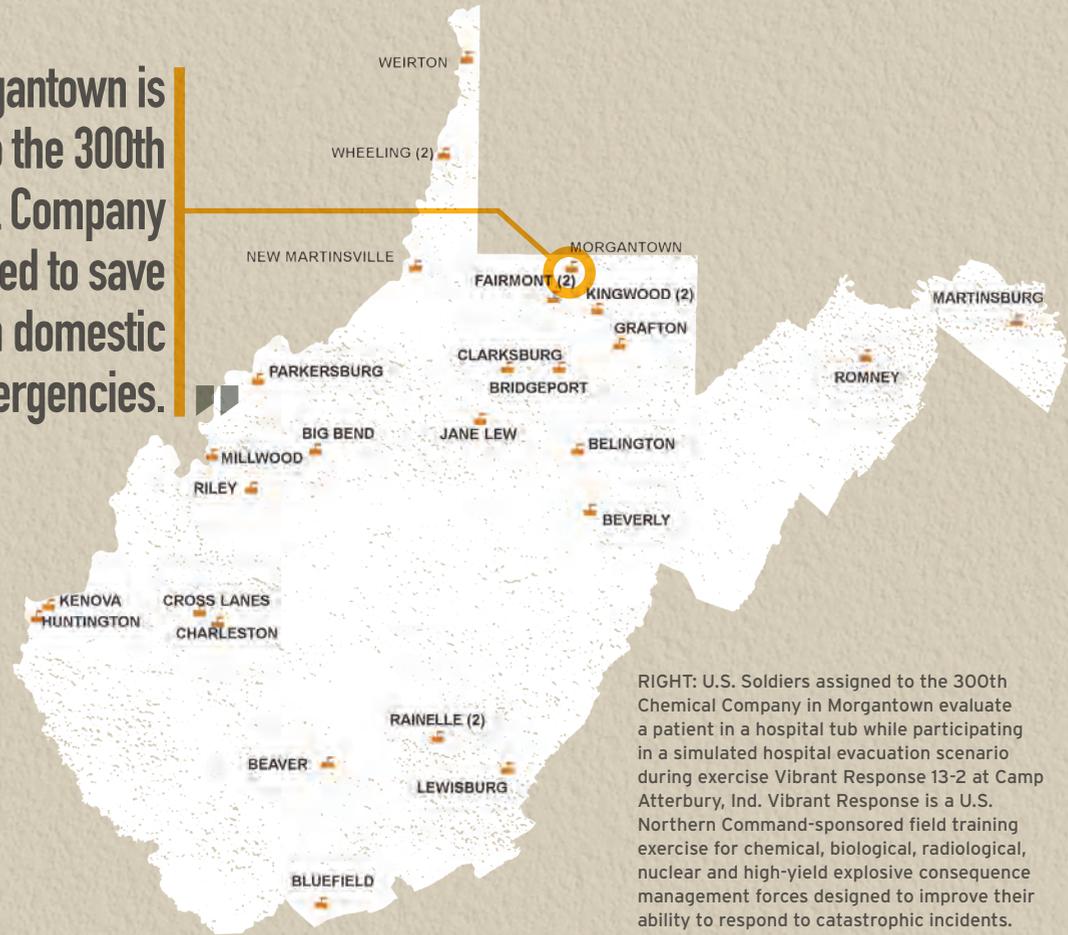
**\$48,769,257**

TOTAL MIL PAYROLL

**\$8,532,355**

TOTAL CIV PAYROLL

■ Morgantown is home to the 300th Chemical Company trained to save lives in domestic emergencies.



RIGHT: U.S. Soldiers assigned to the 300th Chemical Company in Morgantown evaluate a patient in a hospital tub while participating in a simulated hospital evacuation scenario during exercise Vibrant Response 13-2 at Camp Atterbury, Ind. Vibrant Response is a U.S. Northern Command-sponsored field training exercise for chemical, biological, radiological, nuclear and high-yield explosive consequence management forces designed to improve their ability to respond to catastrophic incidents.

**30**

FACILITIES

**63**

ARMY RESERVE  
UNITS/DETS

**2,212**

ARMY RESERVE  
SOLDIERS

**82**

ARMY RESERVE  
CIVILIANS

# WEST VIRGINIA

# WV



**ARMY RESERVE SOLDIERS FROM MORGANTOWN'S 300TH Chemical Company have proven they know more than how to detect chemical agents and decontaminate people and equipment. In a recent exercise at West Virginia's Memorial Tunnel, 20 miles southeast of Charleston, they also showed they are prepared to save lives in domestic emergencies.**

Since the 9/11 attacks on the homeland, Soldiers of the Chemical Corps have

focused on responding to chemical, biological, radiological and nuclear events within the United States. Army Reserve assets are prepared to respond to attacks, natural disasters or industrial accidents. The 300th is especially trained to search for and extract victims trapped and injured in a domestic attack. Nine of the Soldiers who participated are first responders or medical personnel in their civilian jobs.

In one scenario, Soldiers were put to the test to rescue victims from under huge chunks of

reinforced concrete and even automobiles. Only days before, they were practicing cutting through twisted metal and breaching concrete. Now they were moving diligently through the dark, scraping knees and bruising elbows extracting victim after victim.

"This is so relevant," said Lt. Col. Charles Jones, commander of the 485th Chemical Battalion. "Unfortunately, the threat is here to stay so we've got to be ready."

RIGHT: Soldiers with Bridgeport's 459th Engineer Company (Multi-Role Bridge) worked with other Army Reserve engineers to assemble a floating bridge on the Arkansas River during Operation River Assault at Fort Chaffee, Ark.

The 459th Engineer Company (Multi-Role Bridge), an Army Reserve unit from Bridgeport, built bridges across the Diyala and Euphrates rivers sometimes under direct enemy fire for the 1st Marine Expeditionary Force in its successful advance on Baghdad. The 459th exemplified the integration of the Army Reserve into the active Army. The 459th bridging mission for the Marines was the only mission chosen by the Army Reserve's Historical Painting Series to be permanently portrayed in its contracted art collection for public display.





photo illustration

SILVER STAR SPOTLIGHT:

# STAFF SGT. JASON FETTY



**THE CIVILIAN-SECTOR SKILLS ARMY RESERVE SOLDIERS** like Staff Sgt. Jason Fetty from Parkersburg, West Virginia, bring from communities across America add depth to the force, but Army Values are at the core of every Soldier-Hero.

Deployed to Afghanistan with the Portland-based 364th Civil Affairs Brigade, Fetty brought his civilian pharmacy technician skills to his position as an Army pharmacy specialist.

His Army training kicked in when he questioned an unfamiliar individual in a lab coat while pulling security detail at the grand opening of a hospital in Khost Province. The event had drawn local officials and dignitaries, including the governor. The insurgent's erratic demeanor and aggressive reaction to his "escalation of force" commands convinced the civil affairs Soldier he was dealing with a suicide bomber.

Fetty maneuvered the advancing insurgent toward a clearing and away from the crowd,

distracting him while members of the 82nd Infantry Brigade evacuated personnel. Despite his defensive maneuvers—keeping himself between the insurgent and the attending officials and physicians—the bomber advanced. The standoff escalated into a physical altercation and use of force until, recognizing the bomber's intent, Fetty dove to the ground as the vest detonated.

Fetty was the first Army Reserve Soldier to earn the Silver Star in Afghanistan after the deadly battle that resulted in received shrapnel to his face and leg. His actions saved countless lives and limited collateral damage to vital medical resources.

OPPOSITE: Staff Sgt. Jason Fetty (center) is the first Army Reserve Soldier to earn the Silver Star for actions in Afghanistan. With him are Command Sgt. Maj. Leon Caffie (left), senior enlisted advisor for the Army Reserve, and Navy Cmdr. John F.G. Wade, commander of Joint Provincial Reconstruction Team Khost, Afghanistan, when Fetty foiled a suicide bomber's attack.

THE DOLLARS  
MAKE SENSE



2014

**\$492,164,299**

ECONOMIC IMPACT

**6,013**

NON-DOD JOBS SUPPORTED

**\$154,502,355**

NON-DOD WAGES

**\$317,330,414**

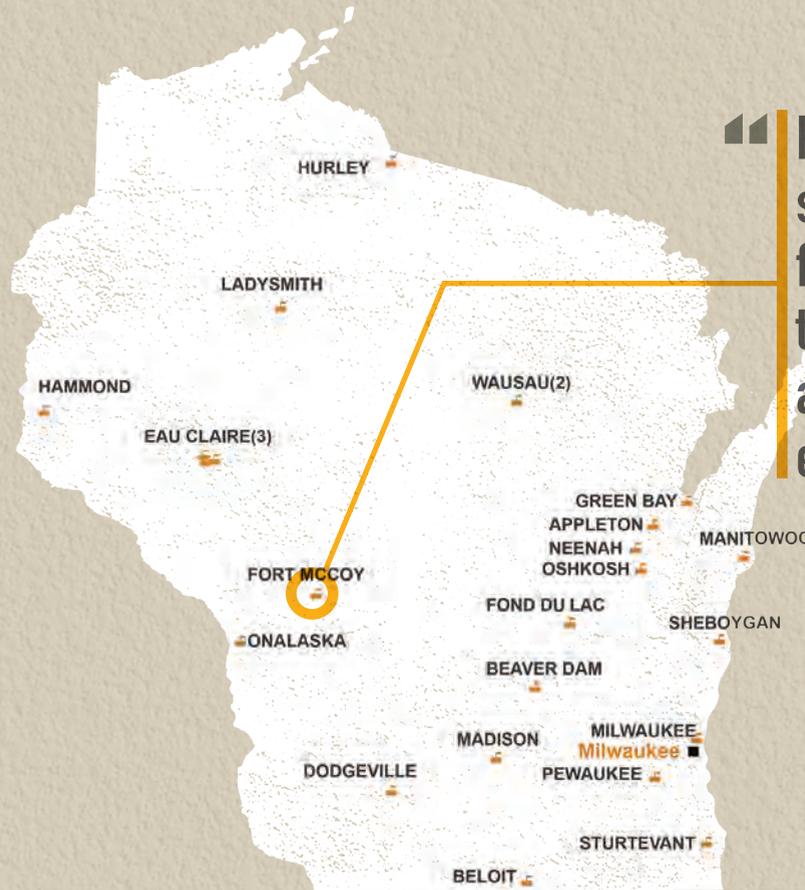
DOLLARS SPENT

**\$113,787,583**

TOTAL MIL PAYROLL

**\$48,696,855**

TOTAL CIV PAYROLL



Fort McCoy is the stage for a future force of unparalleled tactical, operational and strategic excellence.

RIGHT: Army Reserve Soldiers exit a UH-60 Blackhawk during joint-force medical evacuation training at Fort McCoy during Global Medic Exercise 2013.

**27**

FACILITIES

**158**

ARMY RESERVE  
UNITS/DETS

**5,183**

ARMY RESERVE  
SOLDIERS

**468**

ARMY RESERVE  
CIVILIANS

# WISCONSIN

**WHEN CPL. ERIC DEHART, A COMBAT ENGINEER ASSIGNED TO WAUSAU'S 428TH ENGINEER Company arrived in southern Afghanistan, thousands of troops in Iraq and Afghanistan had been killed or wounded by improvised explosive devices. DeHart, also an engineer in his civilian life, cobbled together an innovative solution prototype that, when implemented, would thwart the enemy's efforts and reduce future risk to life and limb for both U.S. and allied troops.**



Enemy insurgents frequently used culverts and gutters to hide their IEDs. DeHart's idea was to build a screen across the opening of these

culverts, obstructing access to hiding places, yet allowing water to continue to flow.

A native of Birnamwood, DeHart embodies the decisive edge of today's Army Reserve—no longer a supplemental reinforcement to the Army's deployable strength, but a crucial component of the warfighting team.

Fort McCoy is Wisconsin's sole federally-operated Army installation. The 60,000-acre base provides support and facilities for the field and classroom training of more than 120,000 military personnel from all services. This year it was the location for the Army Reserve's largest Combat Support Training Exercise. Nearly 7,000 service

# WI

members from the Army, Navy and Air Force participated, bringing realistic joint training to an unprecedented scale. From unmanned aerial vehicles, to urban training facilities and virtual training environments, Fort McCoy is the stage for a future force of unparalleled tactical, operational and strategic excellence.



An Army Reserve Soldier with the 1014th Engineer Company, maintains rear-security with his .50-caliber machine gun during a route clearance convoy at Fort McCoy. The engineers performed several missions as part of their training in preparation for deployment to Afghanistan.

THE DOLLARS  
MAKE SENSE



**\$2,516,430**

DOLLARS SPENT

**28**

NON-DOD JOBS SUPPORTED

**\$698,669**

NON-DOD WAGES

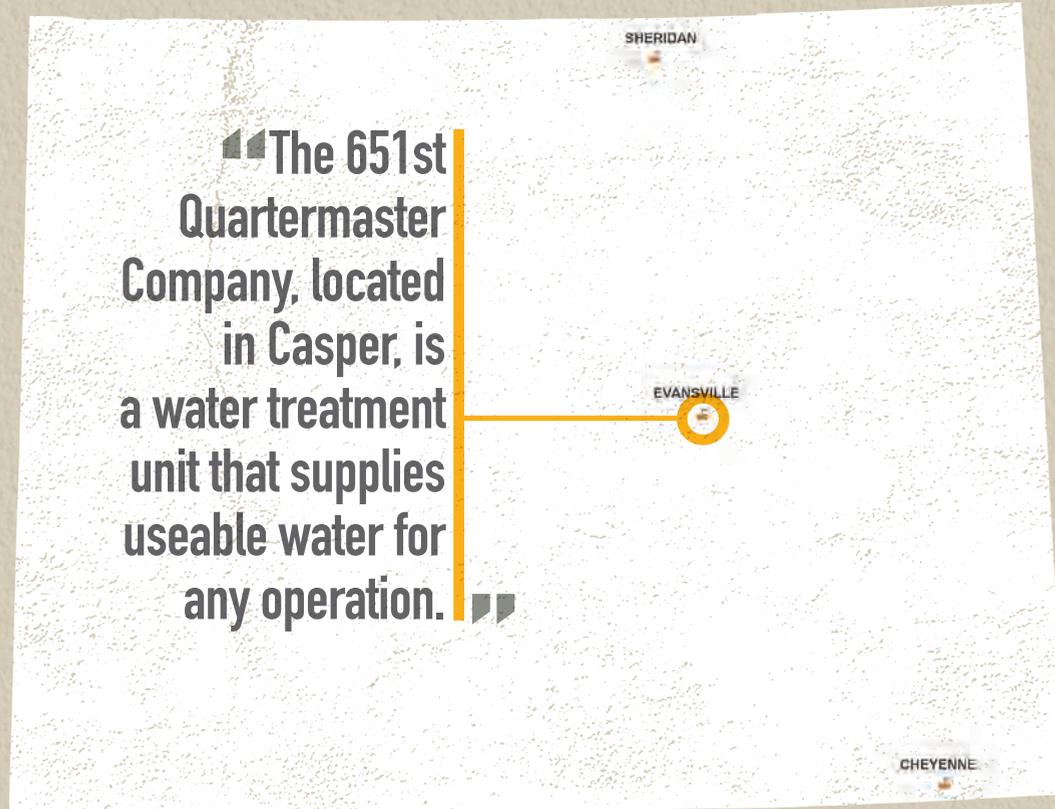
**\$1,763,807**

TOTAL MIL PAYROLL

**\$312,159**

TOTAL CIV PAYROLL

“The 651st Quartermaster Company, located in Casper, is a water treatment unit that supplies useable water for any operation.”



**3**

FACILITIES

**5**

ARMY RESERVE  
UNITS/DETS

**86**

ARMY RESERVE  
SOLDIERS

**3**

ARMY RESERVE  
CIVILIANS

# WYOMING

**FOR ARMY RESERVE SOLDIERS, TIES TO the community can be a lifeline—or in the case of one Wyoming veteran—a fishing line.**

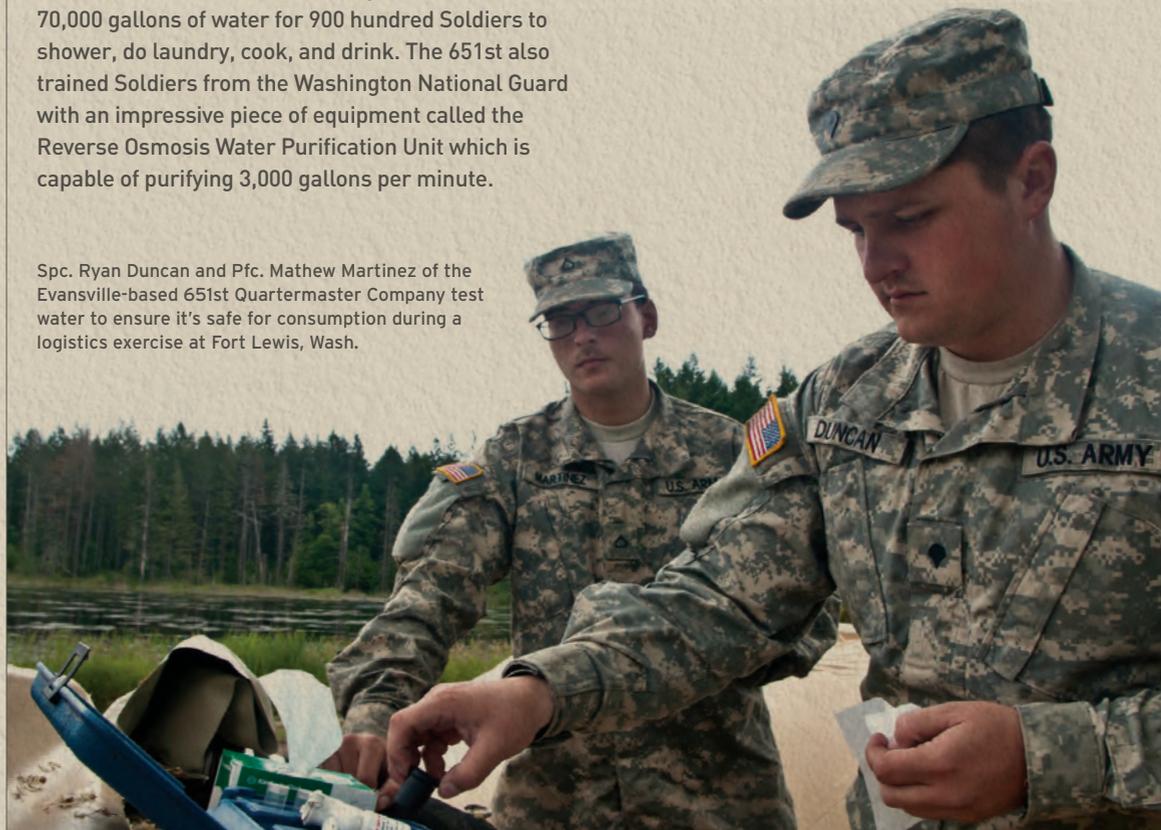
After returning from an overseas deployment, Wounded Warrior Capt. Derrick Dietz came across Project Healing Waters Fly Fishing. The fly-fishing and fly-tying program, dedicated to the rehabilitation of disabled military service personnel and veterans, gave Dietz a renewed perspective as well as a method of recovery.

Intent on using his new-found interest to benefit veterans locally, he reached out to a regional coordinator to establish a new chapter in Casper. His enthusiasm caught on—and the Wyoming Fly Casters was born—with community-based experts coaching veterans on the finer points of fly-tying, rod building, fly-fishing while completing several successful outings.

The 651st Quartermaster Company, located in Evansville, is a water treatment unit and that ensures there is always useable water for any operation. During a Quartermaster Liquid Logistic

Exercise at Fort Lewis, the 651st purified about 70,000 gallons of water for 900 hundred Soldiers to shower, do laundry, cook, and drink. The 651st also trained Soldiers from the Washington National Guard with an impressive piece of equipment called the Reverse Osmosis Water Purification Unit which is capable of purifying 3,000 gallons per minute.

Spc. Ryan Duncan and Pfc. Mathew Martinez of the Evansville-based 651st Quartermaster Company test water to ensure it's safe for consumption during a logistics exercise at Fort Lewis, Wash.



THE DOLLARS  
MAKE SENSE



2014

**\$11,498,304**

ECONOMIC IMPACT

**53**

NON-DOD JOBS SUPPORTED

**\$1,045,854**

NON-DOD WAGES

**\$10,302,614**

DOLLARS SPENT

**\$3,151,658**

TOTAL MIL PAYROLL

**\$832,425**

TOTAL CIV PAYROLL

“ The chief of Army Reserve, headquartered at the Pentagon, is collaborating with leaders of industry to maintain the training and depth of the force by bringing corporate America to the Army, as part of his Private Public Partnership initiative. ”



■ U.S. CAPITOL

■ PENTAGON

OPPOSITE (small photo): Lt. Gen. Jeffrey Talley, chief of Army Reserve and commanding general U.S. Army Reserve Command (center), moderates a panel discussing ways private and public sector partnerships can assist with worldwide water security problems at the Water Security and Conflict Prevention Summit held at the U.S. Institute of Peace, Sept. 10, 2013, in Washington, D.C. A member of the U.S. Water Partnership, the U.S. Army Reserve is collaborating to share engineering, transportation and medical expertise in the efforts to assure the world's population has access to safe and secure water.

**2**

FACILITIES

**14**

ARMY RESERVE  
UNITS/DETS

**319**

ARMY RESERVE  
SOLDIERS

**8**

ARMY RESERVE  
CIVILIANS

# WASHINGTON DC

# DC

**THE U.S. ARMY RESERVE ELEMENT-DEFENSE INFORMATION SYSTEMS AGENCY IS CHARGED WITH SUPPORTING A VARIETY OF MISSIONS, including protecting and defending essential elements of the Global Information Grid, ensuring their availability, integrity, authenticity and confidentiality. USARE-DISA provides operational support for a number of real-world signal missions. The unit has several detachments located throughout the United States, including Washington, D.C., and has mobilized in support of operations around the world.**



The Reserve Support to Disaster Relief Operations program manages the volunteer pool that augments the Army Corps of Engineers. Army Reserve Soldiers in the pool are matched against USACE emergency needs by their skills, and have agreed to serve under temporary voluntary activation when called. The RESDRO program provides a structure for Corps of Engineers subordinate commands to request and receive assistance when skill and/or personnel requirements are not available within the active command.

The Office of the Chief, Army Reserve is located in the Pentagon and provides the chief of the Army Reserve with a staff of functional advisors who develop and execute Army Reserve plans, policies and programs. The CAR is responsible for all Army Reserve Soldiers, including those who report directly to the Army. OCAR is made up of specialized groups that advise and support the chief of the Army Reserve on a wide variety of issues.

RIGHT: Right side photo: Soldiers with the Army Reserve's 464th Transportation Company located at Fort Belvoir, Va., work to secure an Army boat to the dock of the Pentagon marina. The 464th is one of two medium boat companies in the Army inventory, and the only reserve component unit of its kind.



THE DOLLARS  
MAKE SENSE



2014

\$188,538,005

DOLLARS SPENT

\$104,637,835

TOTAL MIL PAYROLL

\$18,937,666

TOTAL CIV PAYROLL

“ The strategic location of Fort Buchanan in San Juan enables fast and cost-effective support to missions in the Caribbean, Central and South America. ”



PHOTO: Hundreds of service members participated in a commemorative run around Fort Buchanan in commemoration of Armed Forces Day. The event promotes camaraderie among all branches of the armed forces serving the nation.

18

FACILITIES

149

ARMY RESERVE  
UNITS/DETS

5,147

ARMY RESERVE  
SOLDIERS

182

ARMY RESERVE  
CIVILIANS

# PUERTO RICO

**PUERTO RICO'S CITIZEN SOLDIERS HAVE ANSWERED THE NATION'S CALL TO DEFEND freedom for more than 90 years. Since the 9/11 attacks, nearly 95 percent of all Army Reserve units in Puerto Rico mobilized and deployed in support of missions at home and abroad.**



The 1st Mission Support Command provides direct administrative and logistical support in Puerto Rico and the U.S. Virgin Islands, and is prepared to deliver Defense Support of Civil Authorities, including critical humanitarian assistance, wherever and whenever needed.

Fort Buchanan is the island's largest installation, spanning some 746 acres between the municipalities of Bayamon to Guaynabo. The only Army installation in metropolitan San Juan, Fort Buchanan's strategic location enables fast and cost-effective support to missions in the Caribbean, Central and South America, and provides support to both Department of Homeland Security and the Customs and Border Protection Agency.

With Soldiers in career fields such as logistics, transportation, training, engineering and law enforcement, the Army Reserve in Puerto Rico adds value to local communities, and stands ready to respond to complex catastrophes such as hurricanes or earthquakes.

# PR

## U.S. TERRITORIES

**In addition to Puerto Rico, the Army Reserve has ties across territories that include American Samoa, Guam, Virgin Islands and North Marianna Islands**

Guam is home to the 368th Military Police Company. Military Police perform the functions of law enforcement in the Army. The Army Reserve established its first unit in the Virgin Islands in 2009. Within a single month of their activation, Soldiers of the 512th Transportation Detachment (Movement Control) were notified of—and preparing for—a one-year deployment to Iraq. The 512th manages the movement of units, cargo and personnel over air, land and sea in support of contingency operations.

# DEFENSE SUPPORT OF CIVIL AUTHORITIES

**The Army Reserve contains substantial capabilities vital in disaster response, including aviation lift, search and rescue, chemical, biological, radiological and nuclear units, engineering, civil affairs, medical, logistics, transportation, security, public affairs and mission command units.**



The Army Reserve provides 65 percent of the Army's total logistics units, the majority of which are "critical dual use" for Homeland Defense and DSCA.

We stand ready today to support the lead federal agency, state and local authorities for domestic emergency and disaster relief efforts at home. Section 12304a of the 2012 National Defense Authorization Act (NDAA) provided new authority for the Service Reserve Components to assist our citizens and communities in the U.S. during domestic emergencies. The same life-saving and

life-sustaining capabilities are available to support domestic authorities and serve as an optimum force for saving lives, preserving property and mitigating damage here at home.

During a major disaster, such as an earthquake or hurricane, nearly all Defense Support of Civil Authorities response missions could benefit from the Army Reserve's unique capabilities and core competencies. The Army Reserve provides federal support to DSCA missions including aviation lift, search and rescue or extraction; quartermaster units (supply food, shelter, potable water, heated

“ The Army Reserve’s Emergency Preparedness Liaison Officers serve as conduits, maintaining communications and coordinating assistance between all parties during emergency response events. ”

tents, etc.); civil affairs; public information; as well as a significant portion of full spectrum engineer capability. In many cases, these national life-saving capabilities are almost exclusively or predominately in the Army Reserve.

Our Expeditionary Sustainment Commands, for example, deploy to locations devoid of infrastructure and quickly open seaports and airports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas. Army Reserve aviation units provide a variety

of capabilities. Army Reserve medical evacuation helicopters can rapidly transport patients to critical care facilities. Our fixed wing aircraft can provide rapid transportation within a disaster response area. Army Reserve heavy lift helicopters can rapidly deliver life sustaining supplies, equipment and construction material into devastated areas.

Army Reserve Engineer units include search and rescue teams, debris removal capabilities, horizontal (for example, road and airfield paving) and vertical (building and infrastructure) construction as



ABOVE: Soldiers from the 410th Quartermaster Detachment, Jacksonville, Fla., move six-inch hosing assemblies required to channel water out to sea from the flooded neighborhoods of Breezy Point, N.Y., after Hurricane Sandy. The Army Reserve units were deployed to the area under the National Defense Authorization Act 2012 and were in direct support of the Federal Emergency Management Agency, state and local officials.

OPPOSITE: Spc. Benjamin Pace, of the 392nd Chemical Company, of the Arkansas Army Reserve, has help getting into his chemical suit to conduct emergency chemical reconnaissance training at Camp Atterbury, Ind., during the Vibrant Response exercise.



U.S. Army Reserve Soldiers of the 7236th Medical Support Unit out of Fort Bragg, N.C., train alongside Charlie Company, 2nd Battalion, 104th Aviation Regiment, from the West Virginia Army National Guard, and the Canadian army, as they practice medical evacuation procedures, off-loading patients from a Blackhawk helicopter during the Southbound Trooper exercise at Fort Pickett, Va., Feb. 2012.

well as bridge construction capabilities. We also have a prime power capability which can provide commercial-level electrical power to affected areas.

The Army Reserve provides all of the Army's Emergency Preparedness Liaison Officers and half of the Department of Defense's EPLOs. They serve as conduits, maintaining communications between the Department of Defense, federal, state and local governments, and nongovernmental organizations to coordinate assistance between all parties during emergency response events. They are subject matter experts on specific capabilities,

limitations and legal authorities, who understand how to quickly employ Army Reserve assets in their states and regions.

In the currently emerging and evolving cyber operations domain, more than 3,600 Army Reserve cyber-warriors are on the cutting edge of technologies in both the public and private sectors. As threats and technologies change, the civilian skills that Army Reserve Soldiers develop will enable our formations to provide a highly specialized talent pool to meet current needs and lead early experimentation and utilization of emerging capabilities. We are committed to building ten cyber protection teams and an Army Reserve Cyber Opposing Force of more than 400 highly skilled cyber warriors to support U.S. Cyber Command's Joint Force.



Firefighters work as a team to control and conquer a large fire as part of fire fighter training in Alaska. Many Army Reserve firefighters are also full-time firefighters in their civilian careers, bringing valuable skills to both communities, and the Force.

**NEARLY 205,000 MEMBERS OF THE ARMY RESERVE ARE TRAINED, EQUIPPED AND ORGANIZED TO PERFORM A FULL RANGE OF OPERATIONS**—including disaster response with facilities located in over 1200 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.

# IMMEDIATE RESPONSE AUTHORITY

**The purpose of the Immediate Response Authority is to save lives, to prevent human suffering, and mitigate great property damage when time limits do not allow for approval from higher headquarters.**



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 under imminently serious conditions to disasters and attacks as required by civil authorities and within limits established by law.

A request for Immediate Response Authority may be made verbally, however, for Immediate Response Authority tracking and funding purposes, a follow-up in writing is required. There

is a rule-of-thumb timeline of 72 hours for Immediate Response missions. The 72 hours corresponds with the time limit for response phase (focus is on, life-sustaining functions) of DSCA missions. After 72 hours, the response may, or may not be considered immediate.

The use of Immediate Response Authority must meet the standard of Cost, Appropriateness, Risk, Readiness, Legality, and Lethality (CARRLL). While Immediate Response Authority generally limits response to the first 72 hours (focus on life-sustaining functions), this time limit can expand upon approval of the SECDEF to become a Mission Assignment.

## “ The use of Immediate Response Authority must meet the standard of Cost, Appropriateness, Risk, Readiness, Legality, and Lethality. ”

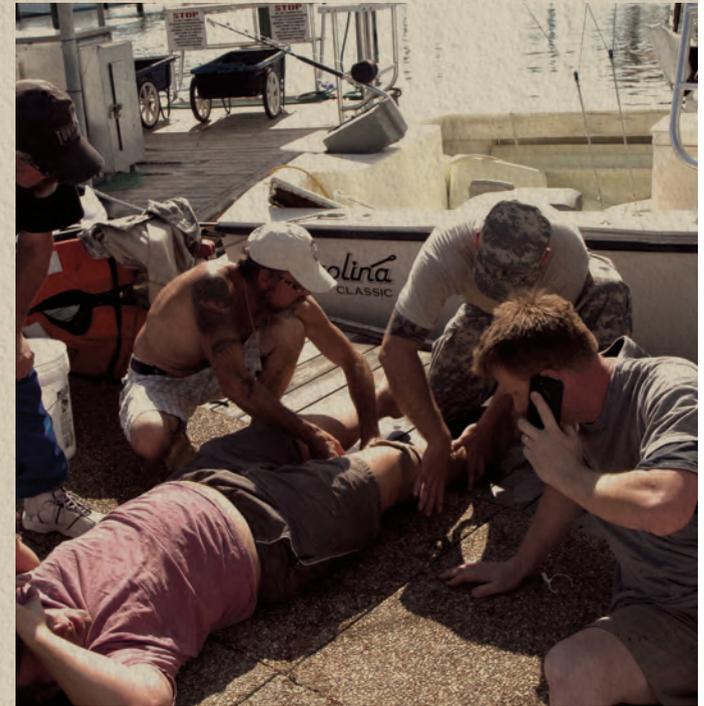
### SUPPORT THAT DOES APPLY TO IMMEDIATE RESPONSE AUTHORITY:

- Distribution of medicine, food, consumable supplies, 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 issues warnings of hazards
- Dissemination of public information on health and safety measures
- Technical and advisory assistance to state/ local officials

### SUPPORT THAT DOES NOT APPLY TO IMMEDIATE RESPONSE AUTHORITY:

- Military support to civilian law enforcement (Posse Comitatus Act) unless local authorities are unable to control civil disturbances on a large-scale in order to prevent significant loss of life or wanton destruction of property and are necessary to restore governmental function and public order.
- Support in response to foreign disasters
- Counter-narcotics operations

OPPOSITE: Members of the 300th Chemical Company, a U.S. Army Reserve unit from Morgantown, W.Va., identify a simulated victim and check the area for contamination Aug. 2, 2013, during the U.S. Army North (Fifth Army) led exercise Vibrant Response 13-2. The unit is responsible for searching for and extracting trapped people, as well as ensuring the area is safe for first responders and medical personnel, as part of training to respond in the event of a catastrophic domestic incident.



ABOVE: Army Reserve Soldiers of the 824th Transportation Company (Heavy Watercraft) quickly responded to an explosion of a 28-foot fishing boat that occurred at the civilian side of the North Carolina State Port in Morehead City on April 3, 2014. They assisted in first aid and damage control until civilian authorities arrived. Here, Chief Warrant Officer Randy Grady applies a cold, wet towel to the leg of one of the victims.



“ The Private Public Partnership initiative recognizes that complex global problems cannot be solved by the government alone. The answer lies in the private–public sector—and the Army Reserve is in a unique position to be part of that solution. ”

—Lt. Gen. Jeffrey Talley, Chief of Army Reserve and Commanding General,  
U.S. Army Reserve command

# P3i: THE PRIVATE PUBLIC PARTNERSHIP INITIATIVE

## Enhancing the impact and readiness of the Army Reserve through the Private Public Partnership initiative

The complex and growing security challenges facing our nation and coalition partners are compounded by a tenuous global fiscal environment, necessitating a fine balance between identifying efficiencies and the need for continued engagement of a ready, agile and adaptable force. By leveraging the combined civilian skills and military leadership resident in the Army Reserve, Lt. Gen. Jeffrey Talley, chief of the Army Reserve and commanding general, U.S. Army Reserve Command, is collaborating with leaders of industry to maintain the training and depth of the force by bringing corporate America to the Army.

Beyond the Army Reserve “Plan, Prepare and Provide” model, which sets the standard for maintaining trained and ready Citizen Soldiers, Talley believes that by leveraging private sector

relationships through P3i, the Army Reserve can broaden opportunities for Soldiers, leaders and units. The initiative also serves to advance the Department of Defense and combatant commander Theater Security Cooperation objective of creating opportunities to build partner capacity and interoperability.

“P3i brings together the shared goals and interests of the private and public sector,” said Talley. “Our strength in crucial areas such as medical, engineering, logistics and civil affairs will provide strategic depth across the full range of military operations, enhancing the readiness of Soldiers and units that complement vital military capabilities with civilian-acquired skills.”

Private Public Partnerships, as defined by DoD, are voluntary, non-contractual collaborations between

DoD and non-federal entities through which both parties leverage the expertise, resources, and incentives of the other to achieve mutually agreed goals.

According to Mike Hinz, vice president of driver recruiting for Schneider National, an Army Reserve employer-partner, the benefit to industry is the Soldiers themselves. “We’re looking for associates who can hit the ground running with critical thinking skills, leadership and motivation,” said Hinz. “We find all of these characteristics in those with military experience.”

OPPOSITE: The Department of Defense 2011 East Bay Stand Down in Pleasanton, Calif., provided the Western Medical Area Readiness Group with an opportunity to hone their skills while supporting communities. Similarly, the Army Reserve’s Private Public Partnership initiative raises the bar in bringing together the shared goals and interests of the private and public sector.

# P3i LINES OF EFFORT



ABOVE: U.S. Army Reserve Lt. Col. Bruce Ladman (left) with Sgt. 1st Class Brian Reynolds, both from the 85th Support Command, pause for a photo with the Rolling Meadows Park District's "Tots Camp" group during the park district's "Touch A Truck" community event. The annual event gives children and community members the opportunity to visit with various city departments and get up-close and personal with vehicles and members from the U.S. Army, local police, fire, and Postal Service to name a just few participants.

## LEADER READINESS

P3i builds on the Army Reserve's more than 4,000 previously established employer-partner relationships. According to Talley, the civilian-acquired skills and capabilities of Citizen Soldiers make the Army Reserve an ideal partner to private industry.

"The Private Public Partnership recognizes that most of our force spends the majority of their time in the private sector," said Talley. "Our intent is to work together to develop a civilian-corporate model that provides opportunities for Soldiers and family members to invest in themselves in terms of individual and leader development.

## UNIT READINESS

The Unit Readiness line of effort focuses on Title 10 training – whether annual training or overseas deployment training – in partnership with private companies leveraging collective assets to execute mission requirements in support of Geographic Combatant Commands.

Army Reserve Soldiers have been participating in Theater Security Cooperation missions in support of combatant commanders, making a significant impact across the globe for years. Last year, doctors and nurses assigned to Army Reserve's 411th Civil Affairs Battalion joined Combined Joint Task Force Horn of Africa's One Health Surgeon Cell in Kakute, Uganda.

The two-week whole-of-government program was coordinated by the Ugandan government, Uganda People's Defense Force, U.S. Agency for International Development, U.S. State Department, U.S. Embassy in Uganda and CJTF HOA, in order to strengthen military, civilian and animal health. The mission was in response to an Ebola outbreak, a virus with a 91 percent fatality rate. The surgeon cell conducted site visits with the village health teams who serve as first responders to discuss best practices for preventing future outbreaks of disease.



"We're already there," said Talley "We do Title 10 training with all our different enablers. The Army Reserve's P3i initiative simply helps to raise the bar in terms of coordinating resources and relationships."

#### INDIVIDUAL READINESS

Integral to the overall success of the initiative, Talley calls advancing individual readiness "the most complex" line of effort. "I'm trying to find a way to encourage our Soldiers to invest in themselves, and I'm focusing on individual and leader readiness," said Talley. "Under the Private Public Partnership, we're going to make you more marketable to your family, more marketable to civilian employers, and more marketable to our Army.

"The Army Reserve provides the support required to go in, sustain and wrap up wars," said Talley. "It's my job to make sure that wherever they go, Army Soldiers can fight and prevail."

“ This Private Public Partnership initiative allows us to recognize that perhaps our greatest strength is that we're citizens and we're Soldiers. ”

– Lt. Gen. Jeffrey Talley, Chief of Army Reserve and Commanding General, U.S. Army Reserve command

LEFT: Citizen Soldiers from the 807th Medical Command recently graduated from the Army Reserve's General Electric Healthcare Externship Program. This Private Public Partnership initiative provided specialized training on biomedical equipment repair, enhancing both military readiness, and opportunities for employment in this critical civilian-sector field.



“ The Army Reserve is uniquely capable of providing tailored units and structure in support of combatant command requirements. ”

# UNIQUE CAPABILITIES

## STRUCTURE

Army Reserve forces are always available for the needs of the Army and the Joint Force. The Army Reserve falls under the day-to-day command and control of the President and the Secretary of Defense. Army Reserve Soldiers and units can be used by the Joint Force for missions in peacetime and in wartime, during training and when mobilized, for planning and for operations.

ABOVE: Army Reserve military police Soldiers of the 724th Military Police Battalion, train on movement and medical evacuation techniques during an urban training event at Camp Blanding, Fla.

In addition, the Joint Force can mobilize individuals or parts of units from the Army Reserve in order to meet the needs of a mission. This enables Army Reserve forces to be regionally aligned, and to plan and train along with their active counterparts.

The Army Reserve is uniquely capable of providing tailored units and structure in support of combat command requirements. The Army Reserve can draw on a wide base of professional and civilian skills, and can mobilize or activate forces in any combination or in any organization, or it can mobilize individuals. The Army Reserve can tailor forces for specific combat command or contingency requirements.

## SPECIALIZED CAPABILITIES

The Army Reserve is specifically designed to manage specialized capabilities, including capabilities not present anywhere else in the Joint Force. These include:

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

## COST-EFFECTIVE RISK MITIGATION

The Army Reserve composes 19 percent of the total Army, for 6 percent of its budget. Now, in an era of reduced resources, the Army Reserve provides the most efficient and cost-effective way to mitigate the risks inherent in drawdown. The Army Reserve is the Army's major source of trained units and individual Soldiers for augmenting headquarters and filling vacancies during a crisis. The Army Reserve seamlessly integrates and generates essential assets and capabilities across the nation and globally to complement and enable the total Army and the Joint Force.



ABOVE: Army Reserve Soldiers from the 481st Transportation Company (Heavy Boat), located in Port Hueneme, Calif., take control of cables used to off-load equipment from Landing Craft Utility 2028 at Port of Ponce, Puerto Rico, May 13, 2013.

TOP RIGHT: Army Reserve Spc. Michael Edwards, right, provides security while Soldiers load a casualty onto an awaiting UH-60M during a medical evacuation exercise while participating in an urban training event at Camp Blanding, Fla.



## SUPPORTING CAPABILITIES FOR THE OPERATIONAL FORCE:

The Army Reserve is responsible for a majority of the following capabilities in the total Army:

- civil affairs
- quartermaster
- military-information support operations
- information operations and cyber operations
- postal and personnel operations
- military police
- medical operations
- chemical operations
- transportation
- judge advocate units
- military history detachments
- chaplain units

## 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 only exist in the Army Reserve.

### COMMANDS:

- theater engineer commands
- civil affairs commands
- psychological operations strategic dissemination detachments
- EAB maneuver support and sustainment
- chemical companies (biological integrated detection system)
- military police camp liaison detachments
- military police theater detainee reporting center detachments
- technical intelligence military intelligence battalions
- theater support military intelligence battalions
- medical minimal care detachments

# 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. 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 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 "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 utilizing the reserves for force generation

in times of conflict. The policy was championed by Army Chief of Staff General Creighton Abrams, shaped by his view that, "They're not going to take us to war again without the Reserve." As designed, integration of the active and reserve components ensured critical linkage between the employment of force and public support for military action.

The Army Reserve has evolved into an operational reserve for Total Army capabilities. The 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."

LEFT: Review of the 77th Infantry Division at Camp Upton on Long Island, New York.

During the Korean War (1950-1953), over 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 United States Army Reserve, and divided the structure into a Ready Reserve, Standby Reserve, and Retired Reserve.

In passing the law, Congress declared that the reserve components are “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 in excess of those provided by the “Regular components.” Congress authorized 24 inactive duty training days a year, up to seventeen days of active duty training, and gave the president the authority

“ The Army Reserve has evolved into an “operational reserve” and an “enabler” for Total Army capabilities. ”

to call to active duty up to one million personnel from the reserve components.

Following the Korean War, and in response to force structure challenges, the Army sought to maintain the integrity of mobilized Reserve units by not stripping personnel out of organized units as replacements for other units. Rather, reserve units mobilized and deployed as fully trained and manned units. At the end of the Vietnam War, and following 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.”

LEFT: A 780th Field Artillery Self-Propelled Howitzer on Hill 1181 North West rim of Punchbowl preparing for direct assault fire on Chinese/North Korean Positions at range of 1,000 meters Jan. 17th 1952.





Near Habscheid Germany, soldiers from Company E, 358th Infantry, 90th Division push through the dragon's teeth of the Siegfried Line on their way to the front- February 12th 1945.

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 without the Reserves. ”  
— General Creighton Abrams

#### 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. In 1993, the "Offsite Agreement" stabilized force structure and end-strength reductions, enabling the Army to place more operational reliance on the Army Reserve. Under this agreement, the National Guard

was given combat responsibilities, while the Army Reserve was given responsibility for combat service support.





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 were from National Guard or Reserve units. Then, during the Balkans conflict from 1995 to 2000, Army Reserve Soldiers made up 70 percent of the IFOR and SFOR combat support and combat service support elements.

Following the global response to the 9/11 terrorist attacks, prolonged force generation required the Army to develop a new force provision model, "Army Force Generation." ARFORGEN was

LEFT: Soldiers run out of the nuclear, biological and chemical chamber during the 2013 U.S. Army Reserve Best Warrior competition at Fort McCoy, Wis., June 25, 2013.

envisioned as a supply-based model, and while operational requirement since implementation in 2006 have resulted in demand exceeding supply, the critical supply contributions of the reserve components have been fundamental to meeting the Nation's security requirements. During this period, the Army Reserve has achieved unprecedented levels of readiness, which has underscored its role as an operational force. As of the height of GWOT deployments in 2007, the reserve components had comprised approximately 28 percent of U.S. forces

deployed to Afghanistan and Iraq.

Today, the Army Reserve provides a substantial portion of Army "enablers"—90 percent of civil affair capabilities; 65 percent of logistics units; 60 percent of medical service professionals;

40 percent of transportation units; 35 percent of engineers; and 24 percent of military police. The Army Reserve accounts for 50 percent of the Army's combat support and 25 percent of mobilization base expansion capabilities. With these resources, 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." Though it is comprised of nearly 20 percent of the Army's trained Soldiers and units, the Army Reserve accounts for only 6 percent of the total Army budget.

ABOVE LEFT: Maj. Scott Armen, a surgeon from Gainesville, Fla., and other Soldiers of the Columbus, Ohio, 629th Forward Surgical Team, examine a Ugandan Soldier hit in the head by a steel beam. Though their primary mission was medical care of U.S. forces, when the team found out this soldier was in need of care, they moved quickly to assess, stabilize and prepare him for medevac via helicopter.



Army Reserve Officer Training Corps cadets load patients onto an HH-60M Medical Evacuation Blackhawk helicopter during a training exercise with aviators from the 82nd Combat Aviation Brigade.

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# LEGISLATIVE AFFAIRS

## Connecting elected officials to Army Reserve Soldiers in communities across America

The Office of the Chief, Army Reserve Legislative Affairs Division is a vital resource for the Department of the Army as we build, maintain and leverage partnerships and trust with Members of Congress.

In accordance with congressional statutory requirements, the Army Reserve's legislative affairs division is directly responsible to the Chief of Army Reserve for ensuring the integration of the CAR's strategic priorities. Their role is to disseminate timely, critical, factual, fully coordinated information to members of congress,

congressional committees and professional staffers. 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.

Comprised of 12 legislative affairs representatives in its corporate office, and four full-time legislative liaisons located at each of its four Regional Support Commands, Legislative Affairs provides divisional support at the local, state, and federal government level.

# DEFENSE SUPPORT OF CIVIL AUTHORITIES

The expansion of the Army Reserve's role in domestic disaster relief provides states with access to the specialized capabilities of the Army Reserve providing critical lifesaving, property preservation and damage mitigation support.



Within the United States and its territories, the Army provides support to national, state, and local authorities as Defense Support of Civil Authorities.

Don't wait for a crisis to unfold to learn how this process can help your community. At a governor's request, section 12304a of Title 10, United States Code provides the Department of Defense with the authority to mobilize Army Reserve Soldiers for up to 120 days during domestic emergencies.

**ARMY RESERVE CALL CENTER**  
AVAILABLE 24/7 365 DAYS A YEAR  
(910) 570-9750

[usarmy.usarc.usarc-hq.mbx.army-reserve-operations-center@mail.mil](mailto:usarmy.usarc.usarc-hq.mbx.army-reserve-operations-center@mail.mil)

PHOTO: Members of a FEMA search and rescue team prepare to board a CH-47 Chinook helicopter from the Army Reserve's B Co., 5th Battalion, 159th Aviation Regiment, one of few units authorized to provide support. This mission, near the devastated town of Empire, La., was one of many conducted by B Co. during the unit's deployment to the Gulf Coast region in support of Hurricane Katrina relief efforts. The unit, headquartered at Fort Eustis, Va., was also the first Army Reserve unit mobilized for the recovery operations.

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 Ambassador inquiries to: [usarmy.usarc.ocar.mbx.ambassador@mail.mil](mailto:usarmy.usarc.ocar.mbx.ambassador@mail.mil)

# AMBASSADORS

## Army Reserve Ambassador Program: “Strength through Strategic Partnerships”

In communities and regions across the country, Army Reserve Ambassadors are a vital resource for the business, industry and community leaders who support Citizen Soldiers.



Comprised of 114 active and emeritus Ambassadors from across the nation, Army Reserve Ambassadors provide a relevant and invaluable link between Soldiers and their communities. Similar to the Army’s Civilian Aides to the Secretary of the Army (CASA) program, the ARA program provides an avenue for our own centers of influence to engage stakeholders at local, state and federal government levels.

Ambassadors advocate on behalf of Army Reserve Soldiers and share the accomplishments of the Army’s Federal Reserve Force; (a) soliciting support from elected officials, (b) garnering

community support for our events and needs, (c) opening doors in business and industry and institutions of higher learning, and (d) educating public/government/business/MSOs-VSOs on the needs of Army Reserve.

The Army Reserve Ambassador Program is just one of the ways we are partnering with our active-duty counterparts to enhance our service’s outreach efforts and communicate the Army Reserve’s positive “return on investment.”



# PRIVATE PUBLIC PARTNERSHIP

## The Army Reserve enhances the skills of Citizen Soldiers through its Private Public Partnership initiative (P3i).

### GENERATING READINESS THROUGH PARTNERSHIPS

The Private Public Partnership initiative enhances the readiness of Army Reserve Soldiers by collaborating with leaders of industry—maintaining the training and depth of the force by bringing corporate America to the Army. P3i brings together the best from the civilian and military communities as it provides unique professional and trade career development. P3i offers mentor-protégé coaching, credentialing, certification, and licensing opportunities.

### PRIVATE PUBLIC PARTNERSHIP OFFICE UNITED STATES ARMY RESERVE

The subject matter experts of the Private Public Partnership Office facilitate solutions, leveraging partnerships with for-profit, not-for-profit, and academic organizations to advance the training of individuals, leaders, and units.

Supporting the efforts of P30 are 43 Army Career Employment Specialists and 13 Transition Employment Liaisons. ACES and TELs are located throughout the continental United States including Hawaii and Puerto Rico and perform distinct functions.

ACES provide guidance on developing a resume and preparing Soldiers for interviews, serving as a conduit between job-seeking Soldiers and veteran-hiring companies.

TELs are positioned at the highest-volume military transition centers, assisting:

- Soldiers transitioning from active component to the reserve component
- Army Reserve Soldiers returning from deployment
- Soldiers transitioning to the civilian workforce
- Retiring Soldiers

NATIONAL CAPITAL REGION  
POINT OF CONTACT P30:

Deputy Director: 703-806-7464

Email: [usarmy.usarc.ocar.mbx.p3p@mail.mil](mailto:usarmy.usarc.ocar.mbx.p3p@mail.mil)

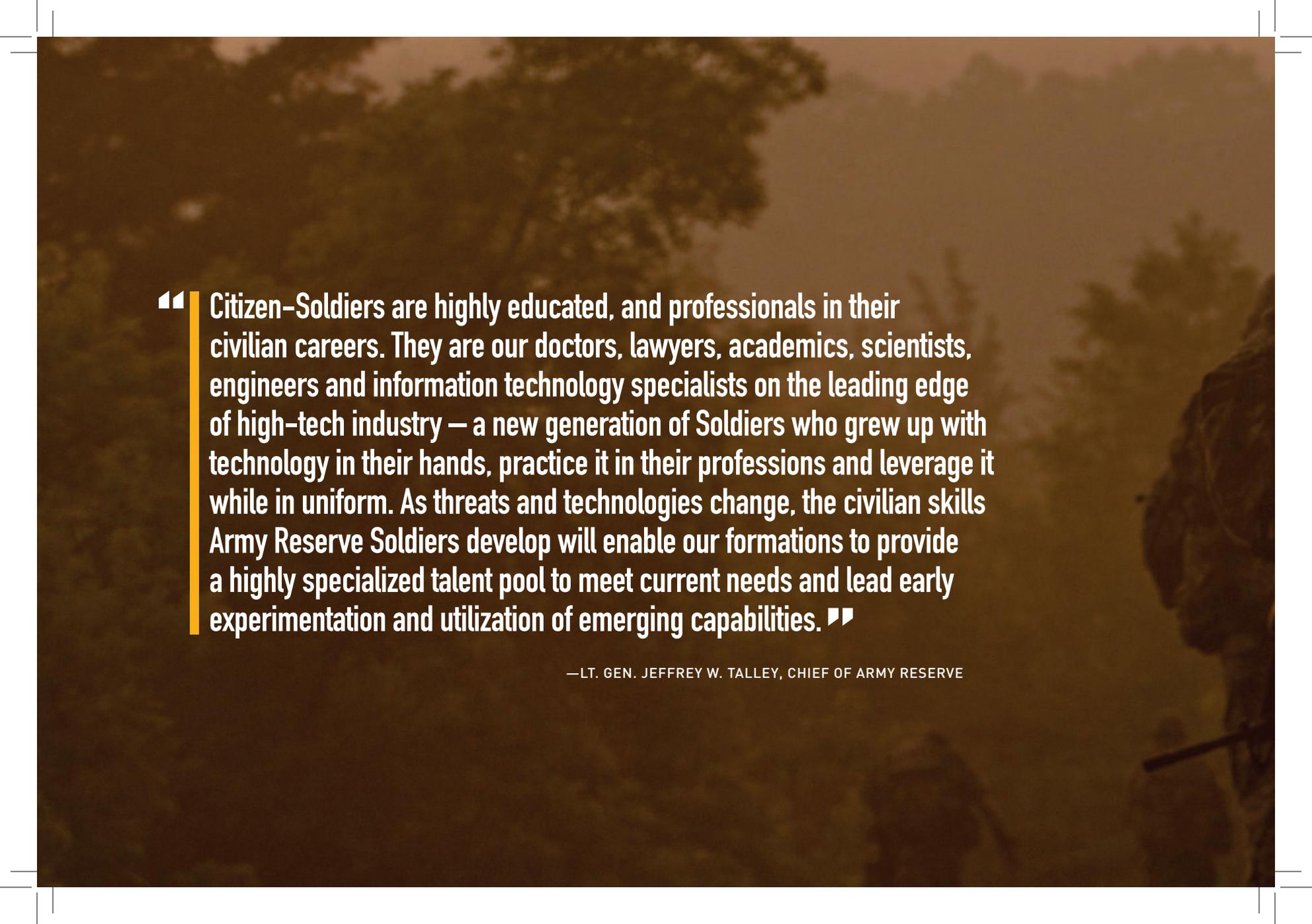


### HEALTH OF THE FORCE: SOLDIER AND FAMILY PROGRAMS

The health of the force is inextricably linked to Soldier

readiness. Today's generation of technologically savvy and connected Soldiers are highly motivated but many face life challenges and need our help. We are committed to bringing the best resources and training available to assist our community-based Soldiers, civilians and their Families in times of financial, spiritual, physical or personal stress. We have many programs to support the resilience of Soldiers.

Army Reserve Family Programs - 24/7  
Website: [www.arfp.org](http://www.arfp.org)  
Hotline: 866-345-8248



◀◀ **Citizen-Soldiers are highly educated, and professionals in their civilian careers. They are our doctors, lawyers, academics, scientists, engineers and information technology specialists on the leading edge of high-tech industry — a new generation of Soldiers who grew up with technology in their hands, practice it in their professions and leverage it while in uniform. As threats and technologies change, the civilian skills Army Reserve Soldiers develop will enable our formations to provide a highly specialized talent pool to meet current needs and lead early experimentation and utilization of emerging capabilities. ▶▶**

—LT. GEN. JEFFREY W. TALLEY, CHIEF OF ARMY RESERVE

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# U.S. ARMY RESERVE

A LIFE-SAVING, LIFE-SUSTAINING FORCE FOR THE NATION



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Call Center

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