



September 3, 2024

Army Reserve Team,

I am honored to have the opportunity to lead our Army Reserve and continue to serve alongside the dedicated Soldiers, Civilians, and Families that make up our force.

Our Nation faces a complex national security environment in a rapidly changing world. Capable adversaries present growing challenges at home and abroad. **We must be ready.** Never forget why the Army and Army Reserve exist: to fight and win our Nation's wars. To that end, we will focus on four priorities:

First, we must **build and deliver combat ready Soldiers and formations.** We will hold ourselves accountable to manning our formations, maintaining our equipment, and training to standard. I expect our Soldiers to be disciplined, mentally resilient, and physically fit. Delivering combat ready Soldiers and formations is **our main effort.**

We must also prepare to **mobilize and deploy on time and at scale.** The Total Army depends on our unique capabilities to project power in support of the Joint Force. This starts with Soldiers who are individually ready and Leaders who prepare their formations for Large Scale Combat Operations (LSCO). Executable and rehearsed mobilization plans are essential.

Given the complexity of the global environment, combined with constrained resources, we must **adapt** our thinking to overcome near-term challenges, **transform** our formations and structure to fight and win in LSCO, and **modernize** our equipment and processes to counter future threats. **Be innovative, be bold.**

Finally, we will continue to **invest in our Soldiers, Civilians, and Families;** our people are the foundation of all we do. We will strive to provide balance and predictability for our Warrior Citizens and their Families without sacrificing our commitment to delivering combat ready forces.

Since our establishment in 1908, the Army Reserve has continuously and consistently answered the Nation's call...our Soldiers have answered the call...our Families have answered the call...and we have always delivered. We will be called again, and **we will be ready.**

My commitment to the Army Reserve: I will lead from the front and I will lead by example. I expect the same of all Leaders across our formations. **Presence matters!**

To the incredible Soldiers and Civilians that make up our team - thank you for all you do! You make a difference every day, and I'm honored to serve with you. Let's lace 'em up and get to work.

**Twice the Citizen, Combat Ready - This We'll Defend.**

LTG Bob Harter

35<sup>th</sup> Chief of Army Reserve / 10<sup>th</sup> Commanding General, U.S. Army Reserve Command

Honored to serve w/ this awesome team!