

RESERVE COMPONENT PROGRAMS

HEARING
BEFORE THE
SUBCOMMITTEE ON PERSONNEL
OF THE
COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE
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FIRST SESSION

MARCH 25, 2009

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RESERVE COMPONENT PROGRAMS

WEDNESDAY, MARCH 25, 2009

U.S. SENATE,
SUBCOMMITTEE ON PERSONNEL,
COMMITTEE ON ARMED SERVICES,
Washington, DC.

The subcommittee met, pursuant to notice, at 2:30 p.m. in room SR-232A, Russell Senate Office Building, Senator E. Benjamin Nelson (chairman of the subcommittee) presiding.

Committee members present: Senators E. Benjamin Nelson, Hagan, Begich, Burris, Chambliss, Graham, and Thune.

Committee staff members present: Leah C. Brewer, nominations and hearings clerk; and Jennifer L. Stoker, security clerk.

Majority staff members present: Jonathan D. Clark, counsel; Gabriella Eisen, counsel; and Gerald J. Leeling, counsel.

Minority staff members present: Paul C. Hutton IV, professional staff member; Christopher J. Paul, professional staff member; Diana G. Tabler, professional staff member; and Richard F. Walsh, minority counsel.

Staff assistants present: Ali Z. Pasha and Brian F. Sebold.

Committee members' assistants present: Ann Premer, assistant to Senator Ben Nelson; Jon Davey, assistant to Senator Bayh; Gordon I. Peterson, assistant to Senator Webb; Michael Harney, assistant to Senator Hagan; Clyde A. Taylor IV, assistant to Senator Chambliss; Adam G. Brake, assistant to Senator Graham; and Chip Kennett, assistant to Senator Collins.

OPENING STATEMENT OF SENATOR E. BENJAMIN NELSON, CHAIRMAN

Senator BEN NELSON. Good afternoon. The subcommittee meets today to discuss Reserve component programs of the Department of Defense (DOD). I welcome back my partner and good friend on the subcommittee, Senator Graham. We've worked together either as ranking member or chairman for a number of years, and it's always good to work with you, Lindsey.

Senator GRAHAM. Thank you, sir.

Senator BEN NELSON. Thank you for all your support and your encouragement.

To our witnesses, welcome. On the first panel, we welcome back Mr. Thomas F. Hall, the Assistant Secretary of Defense for Reserve Affairs, who is also currently serving as the acting Under Secretary of Defense for Personnel and Readiness. Mr. Hall has been the Assistant Secretary of Defense for Reserve Affairs since October 2002, and has been Secretary Gates' point man on the implementation of

the recommendations of the Commission on the National Guard and Reserves.

I understand that Secretary Hall will leave government service next month, after completing more than 40 years of combined military and Federal civilian service. Secretary Hall and your wife, we're delighted to have you here today, and we're looking forward to your testimony one last time before you depart. We want to especially thank you for the past 7 years of tireless and dedicated service as Assistant Secretary of Defense for Reserve Affairs.

We're eager to hear your views of the recommendations of the Commission on the National Guard and Reserves, and we look forward to hearing your insights and recommendations based on your vast experience with our Reserve components.

On our second panel, we'll have the Directors of the Army and Air Force National Guard and Chiefs of each of the Reserve components. I'll introduce each of them when we convene the second panel.

The Reserve components have undergone a significant transformation in the past 8 years, from a Cold War-era strategic force to an operational force manned and equipped to face both the traditional and asymmetric threats of the 21st century. Despite the evolving operational nature of the Reserve components, there remains a strategic quality. The Reserve components respond when unforeseen events require even greater mobilization than the Active Duty can provide.

Our Reserve components are engaged in all fronts of our operations in Iraq and Afghanistan. We know that our efforts in Afghanistan will not be successful by military force alone, but must also include a strong strategy for diplomacy, economic development, and sustainability. The 28th Forward Agribusiness Development Team, deployed from Nebraska to Afghanistan, is illustrative of an engagement strategy that promotes diplomacy and economic development. Our 52-member team from Nebraska is in Afghanistan to assist, teach, train, and educate farmers on better farming methods, to introduce the farmers to better and more sustainable crops, and to promote the eradication of the poppy trade.

The agricultural team chief of the Nebraska unit, Eric Saddleburg, said it best to the National Guard Bureau: "Our goal in every mission is to improve relations with the locals. This type of mission will strengthen the bond between Afghanistan and the United States because we know that we're here to help grow this nation, rather than destroy it."

This Nebraska unit is but one example of how the Guard and Reserve have transformed from a Strategic Reserve to an Operational Force. Our Reserve forces have risen to meet the new and constant challenges, but we must continue to monitor and assess this evolution to ensure that it is funded, manned, equipped, and trained so that it is ready and able to meet its missions while retaining the character and essence of the citizen-soldier.

As we enter the ninth year of sustained combat, the stress on our All-Volunteer Force, Active and Reserve, is greater than ever. Last week we heard from the Vice Chiefs of the Services about the rising incidence of suicides, particularly in the Army and Marine Corps. Both General Chiarelli and General Amos pointed to the

stress on the Force, lengthy and repeated deployments, as a primary factor in the rise of suicides.

The Force as a whole is stressed, and that stress is now manifesting itself more than ever in the health and wellbeing of individual servicemembers and their families. Key to lessening the stress on the Force is ensuring that we adhere to deployment and dwell time standards. The stated goal of the Department for Reserve component members is 1 year of mobilized service with 5 years dwell time at home. This is absolutely vital to the long-term health of the Reserves and Reserve component personnel. It ensures that our reservists and guardsmen remain trained and proficient while providing predictability for their families and civilian employers. This predictability and transparency goes far in sustaining the morale and mental health of our servicemembers and allows them to plan both their military and civilian careers. It's good for the servicemembers, their families, the military, the civilian sector, and the Nation.

We also learned last week that Secretary Gates has approved a plan to transition the Army off its use of stop-loss to keep military personnel on Active Duty after they complete their Active Duty service commitment. The Reserve components are scheduled to cease the use of stop loss this summer. We applaud this move. It enhances the predictability and transparency that reservists, guardsmen, and their families need to plan their careers and care for their families.

This policy decision, of course, raises a number of issues. Stop-loss has been a tool the Army used to ensure unit cohesion for units deployed or preparing to deploy. Will undoing stop-loss require additional end strength to compensate for servicemembers who do not have enough time left on their commitment to complete a deployment? Will National Guard and Reserve units have to rely on more cross-leveling to replace personnel who will not have enough time to complete the deployment? Does Congress need to authorize additional compensation authorities to incentivize short-term extensions?

This subcommittee stands ready to act, if necessary. Ever mindful of the quality of life and quality of service of the Reserve components, this committee has sponsored and supported many initiatives in recent years to address the wellbeing of reservists, guardsmen, and their families.

Senator Graham and I will soon introduce legislation that will make health benefits under TRICARE Standard available to gray area retirees and their families. Currently these National Guard and Reserve retirees are not eligible for TRICARE until they reach age 60.

I'll also reintroduce legislation that will encourage and demand thoughtful planning of training missions away from home for members of the Reserve component known as Operation Airlift. This legislation will provide that if a Reserve component member is sent to training and then that training is suspended for more than 5 days, the military will pay for the travel expenses to return that member home.

The Yellow Ribbon Program has been a resounding success. As General Chiarelli testified in last week's hearing, the Yellow Rib-

bon Program has helped Reserve component members and their families to transition from Active Duty back to civilian life.

In 2007, Congress authorized TRICARE Reserve Select, which extended the military health care program, TRICARE, to members of the Selected Reserve and their families. As I indicated earlier, Senator Graham and I will soon introduce legislation that will enhance this program by extending TRICARE Reserve Select to gray area retirees.

In 2006, Congress authorized income replacement for Reserve components members subject to extended and frequent Active Duty service. In the recently passed Omnibus Appropriations Act, we enhanced this benefit, fully covering Federal employees who experience an income loss due to Active Duty service.

In 2008, we authorized transportation allowances for certain reservists on inactive duty for training who are forced to travel long distances. Also in 2008, Congress enacted the new GI Bill, complete with transferability to spouses or children. Given the vastly increased mobilizations of reservists and guardsmen, many will be eligible for these generous benefits under the new GI Bill, even a fully funded college education.

Lastly, as I indicated earlier, we have supported an end to the Army's practice of stop-loss and supported compensation of servicemembers who have served under stop loss.

We'll continue to look for opportunities to enhance benefits where prudent and needed to maintain a healthy force. One positive effect of a lagging economy seems to be that military recruiting and retention are up. With a friendlier recruiting environment, we expect that the quality of new recruits will be even better.

We look forward to hearing today about the recruiting and retention successes of the Reserve components. I also look forward to hearing about the effect of the new GI Bill and transferability on both recruiting and retention in the Reserve components.

Senator Graham, would you like to make an opening statement?

STATEMENT OF SENATOR LINDSEY GRAHAM

Senator GRAHAM. Very briefly, Mr. Chairman. One, I'd like to echo what you started with, the idea that we do work well together. Our staffs have done a terrific job. There is a lot of conflict in Congress and between the parties, and that's just the way democracy works. But when it comes to this subcommittee and, generally speaking, the Senate Armed Services Committee in general, we do a very good job, I think, of working together because our men and women in uniform are not partisans, they're patriots. What we try to do is make sure that our patriotic nature overcomes our partisanship.

You have been a very, very good chairman, and I have enjoyed working with you. I think, as you've just indicated, we've done some pretty good things. There's more to come. We're going to work on maybe trying to allow early retirement for people who volunteer for deployments. We have a program in place, but I think we could be even more aggressive.

Secretary Hall, I just want to echo what Senator Nelson, our chairman, said. You have done a great job for the country for a very long period of time. I'm glad your wife is here today. She has,

I'm sure, been a great partner here. We can't thank you enough. You have had a very tough assignment. It's been 6½ years of constant combat.

To our Reserve members and the commanders, like Senator Nelson, I've been to Iraq and Afghanistan many, many times, and you can't tell the difference between the reservist and Active Duty member. The missions that the Reserves have performed have been absolutely essential to the outcomes in Iraq and Afghanistan. The civil affairs component, military police, you can go down the list; the Guard and Reserve has not only stepped up to fill in, but they've been the leading agencies, components, on a lot of the things that are necessary to win this war that we're in. So the best testament I can give to a member of the Guard and Reserves is that when you go to war, no one can tell the difference between you and your Active Duty counterpart.

Secretary Hall, maybe this will be your last time before this committee. I don't know. We may call you back. To our Army National Guard (ARNG), Lieutenant General Vaughn, thank you for your service. The Commander of the Marine Forces, Lieutenant General Bergman, thank you very much for what you have done. If this is your last time, well done. If you come back again, welcome. Who knows what the future holds.

I look forward to listening to the state of play of the Guard and Reserves, and thank you all for your service.

Mr. Chairman, we'll continue to work together for the good of the country.

[The prepared statement of Senator Graham follows:]

PREPARED STATEMENT BY SENATOR LINDSEY GRAHAM

Thank you, Senator Nelson.

Secretary Hall, I'd like to join Senator Nelson in acknowledging your long service as the Assistant Secretary of Defense for Reserve Affairs. The combination of these most recent 6½ years in the Office of the Secretary of Defense (OSD) and your previous 34 years of active duty in the Navy, including assignment as the Chief of the Naval Reserve, tells me that you have just about seen and done it all.

Thank you for your many contributions on behalf of individual reservists and guardsmen and their families and for your hard work in ensuring that our Reserve forces have continued to become the highly capable, proficient, and much relied upon full partners we expect them to be.

I'd also like to acknowledge the contributions of members of your OSD Reserve Affairs staff who have been so helpful to us over the years and who will soon be leaving government service—particularly Dr. John Winkler, Assistant Secretary Craig Duehring, and Tom Bush. Please extend our thanks to each of them.

I would also like to recognize the long and faithful service of the Director of the ARNG, Lieutenant General Vaughn, and the Commander of the Marine Forces Reserve, Lieutenant General Bergman. This will probably be their last appearance before this subcommittee as they complete their terms. We appreciate greatly your leadership and the many contributions each of you have made to your Service.

Mr. Chairman, the men and women of our superb Active and Reserve Armed Forces have been on a wartime footing now for over 7 years. They have performed and continue to perform magnificently. We owe a tremendous debt to them and their families, and, in the months ahead, I know that under your leadership, our subcommittee will buckle down and work hard to assist them in every way possible. I look forward to it.

I thank all our witnesses for their service and for joining us today. I am very happy, by the way, to see that the Coast Guard has joined us today, given the key role that the Coast Guard plays today in homeland security and national defense. Welcome, Rear Admiral May.

Senator BEN NELSON. Thank you very much, Senator Graham.

We'll now hear from our first witness, Mr. Hall. Thank you.

**STATEMENT OF HON. THOMAS F. HALL, ASSISTANT
SECRETARY OF DEFENSE FOR RESERVE AFFAIRS**

Mr. HALL. Thank you. I would like my written statement entered into the record.

Senator BEN NELSON. It will be.

Mr. HALL. I also have a brief statement, first to thank you, Mr. Chairman and Senator Graham, for what you have done. You've always been very gracious to us, and no two people have supported our Guard and Reserve more.

I'd like to start out by congratulating Congress. You often get all the blame, but it's perhaps not known that in the past 6½ years, over 200 provisions in the law for Guard and Reserve have been made and many of those at your support and your insistence. So we thank you for that.

As was mentioned, over 50 years ago, I put on the uniform of this country, and I've had the opportunity in different capacities to serve our Nation. It's all I've ever known. I've lived the dream for that amount of time.

One of the reasons I asked my wife to come is that for 46 years, she has devoted her life to supporting the families and the troops, and she deserves more recognition than I do. She came to my confirmation hearing, and she's coming to what I hope is the last hearing. We want to thank you.

The gentlemen behind me, I know when it's their turn, will give you their honest opinion, and there's just never been a better group of Guard and Reserve chiefs, and I say that having been one because they are a superb group of dedicated Americans.

We've had the largest mobilization since World War II. You know that. Today we passed over the statistics. I saw 700,000 guardsmen and reservists have been mobilized since September 11. There are 127,000 on duty today, serving throughout the world.

I also think that our boss, Secretary Gates, has made some fundamental changes which have been very critical. The January 19 memo that you mentioned was a real watershed, where he said that the mobilization time will be 1 year for our Guard and Reserve, and that we will have deployment to dwell time ratio goals of 1:2 for our Active Duty, 1:5 for our Guard and Reserve. I can report in the 2 years since then—and I track these every week—we've gone from about 1:2.8 to 1:3.0, to now, the next group that we're going to take for mobilization, are at 1:4. So, within about a year, we've increased a full year.

Part of that has been our ability to increase the size of the Army and the Marine Corps. Part of it has been rebalancing. We have rebalanced about 134,000 billets. We have plans for 225,000 from our less stressed career groups over to our more stressed. That has helped us. That has helped us get there.

We have published the Operational Reserve Directive. One of the recommendations of the Commission on the Guard and Reserve is that we need to institutionalize this. We need to make it a way of practice. In October, we published that directive, and we're proceeding along that line. In there, we talk about how we are going

to mobilize, how we're going to recruit and utilize our Guard and Reserve.

On recruiting, this is the best recruiting statistic that I've seen in 6½ years. As of today, these gentlemen combined are recruiting at 111 percent. 111 percent, I have never seen that. As for our quality: we are at 94 percent high school graduates. We have a goal of 90 percent. In this country, I think it's a tragedy that high school graduates are down to around 70 percent. We're at 94 percent.

For our recruits in categories 1 through 3, our goal is 60 percent high school graduates. We're at 67 percent. Most important, the category 4, we have a goal of no more than 3 percent non-high school graduates; we're at only 1 percent nongraduates.

Now, the economy helps. But I say these are great patriots today, and these young men and women are serving because they're patriots. It's not just the economy.

We have made great progress in equipping our Guard and Reserve. When I've appeared before this committee and others, we've talked about it. Over \$50 billion in the program of record is going towards our Guard and Reserve, \$30 billion of that is towards the National Guard. I think one of our challenges will be to sustain that because that's in the program of record, but we need to sustain it.

There is \$10 billion in this year's program of equipment for our Guard and Reserve. If we execute that, that will bring the Guard up to about 78 percent of their equipment on hand. We've never been above 70 percent on-hand and it's been cascaded old equipment. This will be brand-new compatible equipment. So I think the committee needs to watch and make sure we execute that.

One of the recommendations of the Commission on the Guard and Reserves is to provide a mechanism by which we track, finally, how we program and execute the appropriations for the Guard and Reserve. We have just signed on to recommendation number 42 and 43 in the Commission's report and the mechanism of how we're going to do that. Every quarter, it will be required that the Services report to my office how they're using equipment, where it is, and where it's going. Twice a year, although it's not required, we're going to report to you on the appropriations made, how we are tracking that equipment, so we will all know that it's ending up with the Guard and Reserve. So we will be doing that.

Again, a large effort we've had is supporting our families and our employers. You mentioned the Yellow Ribbon Program. That comes under my office. We have established the Yellow Ribbon Program as a Center of Excellence. We have manned that with representatives from each one of our components. From the Department of Veterans Affairs (VA), we've moved that office into the Pentagon in my spaces. On Monday, we will hold the first advisory board meeting of the Yellow Ribbon Program.

We have about \$200 million this year in execution funds that we're putting towards that program. We have institutionalized the 30-, 60-, and 90-day reintegration effort because we know we need to get those people and their families back. Families notice that something is wrong sometimes before the trooper will admit it. So,

getting them back at that periodicity will help us talk to them. We're going to be doing that.

With the stop-loss, I'm proud to say that the Army Reserve on September 1 will end that; the Army Guard will end stop-loss after that. I do not think—and I would be interested in what my colleagues have to say—that that will cause a lot of difference in cross-leveling and with the Individual Ready Reserve (IRR). We've mobilized about 20,000 of the IRR since September 11. In the first Gulf War, we used 30,000. We have 225,000, so we have not at all approached that. But we need to watch that very carefully. You hit upon something which I think we would welcome, which is proper manning of stop-loss. We need to incentivize people to extend their time, and that's going to require some dollars.

So after the budget comes over, I know my colleagues won't be bashful. If they need money to incentivize people to extend, I think we will be able to do that without tapping the IRR too much. But you mentioned that, Mr. Chairman.

TRICARE Reserve Select, that's been something which you have driven. I'm happy to report 38,421 of our people are taking advantage of that. The premiums are very attractive. I'm not a health insurance person, but they tell me those premiums, \$47.51 for a single person, is pretty competitive. So 100,000 have already taken advantage of the program, including dependents. That's growing along the way. So we appreciate that. I imagine there wouldn't be a grey area retiree resisting the fact if you pass that law.

I think I will end there, and I will be happy to answer any of your questions. Thank you.

[The prepared statement of Mr. Hall follows:]

PREPARED STATEMENT BY HON. THOMAS F. HALL

INTRODUCTION

Chairman Nelson, Senator Graham, and members of the committee, thank you for the invitation to appear before you today. I would like to provide an overview of the Reserve components from my perspective, then describe the Department's plan to act on recommendations made by the Commission on the National Guard and Reserves in its final report, and close with comments on the Yellow Ribbon Reintegration Program.

As a whole, the Reserve components exceeded their recruiting objective by 5 percent in fiscal year 2008 and were below the established attrition ceiling. They are on the glide slope to achieving their recruiting goals this year. A large measure of this success is due the increase in compensation and enhancements in benefits you have authorized over the last 6 years; thanks to you. Relieving the stressed career fields is just about complete and, although we continue to work on equipment and medical readiness, we have made great strides in the overall readiness of the Reserve components. Over the past 7½ years, there has been a profound increase in the contributions the Reserve components have provided to support the war effort. We have asked a great deal of Guard and Reserve members and they unfailingly answer the call to duty.

I have been fortunate to serve as the Assistant Secretary for Reserve Affairs for the past 6½ years. During this time, the Department has implemented numerous policy changes and Congress has passed over 200 changes in law that have improved the management of the Reserve components and enhanced the pay and benefits provided to Guard and Reserve members, and their families.

I believe that the success we have enjoyed in recruiting new members into the Reserve components and retaining Guard and Reserve members is a direct reflection of the pride they have in serving our great country and the significant enhancements provided by Congress in compensation (basic pay, allowances and incentives) and benefits now available to Guard and Reserve members and their families.

Three years into the war following the terrorist attacks on the World Trade Center and the Pentagon, this committee had concerns with the number of changes in laws governing the structure and employment of the Reserve components and the pay and benefits provided to Reserve component members and their families as the Department increased its reliance on the Guard and Reserve to provide operational support. Congress determined that a comprehensive assessment by an independent entity was needed and included a provision in the Ronald Reagan National Defense Authorization Act for Fiscal Year 2005 that established the Commission on the National Guard and Reserves. Congress charged the Commission with carrying out a study of the roles and missions of the National Guard and the Reserve components, and the compensation and other benefits, including health care benefits that are provided for members of the Reserve components under the laws of the United States.

After nearly 2½ years of study, the Commission released its final report on January 31, 2008. The Commission organized its report into 6 major areas and made 95 recommendations supported by 163 findings.

THE DEPARTMENT'S REVIEW OF THE REPORT

Immediately following the release of the final report, the Secretary directed the Under Secretary of Defense for Personnel and Readiness to establish a working group of senior executives to conduct a comprehensive review of the report and provide him with a proposed course of action for each of the Commission's 95 recommendations. I led that working group, which was comprised of 28 general/flag officers and senior civilian executives from the OSD staff, the Joint Staff, the Military Departments and Services, the National Guard Bureau, U.S. Northern Command, the Reserve Forces Policy Board, the Departments of Homeland Security, Veterans Affairs and Labor, and the Small Business Administration.

Following a comprehensive review of the report and assessing the recommendations made by the Commission, the working group provided the Secretary with a fully coordinated, comprehensive plan for addressing the Commission's recommendations. The Secretary published his decision in a memorandum dated November 24, 2008, which directed the Department to act on 82 of the recommendations. Of the 82 recommendations, the Department already had action underway or had completed action on 29 recommendations. He deferred two recommendations to other departments in the executive branch because those recommendations involved issues that were under the purview of those departments. Finally, he directed that no action be taken on eleven recommendations.

OVERVIEW OF ACTION TAKEN BY THE DEPARTMENT OF DEFENSE

In addition to continuing the actions already underway, the Secretary directed that detailed implementation plans be developed no later than December 19, 2008, for the 53 recommendations requiring new action. This resulted in 119 individual implementation plans, which have been approved by the Secretary. My office is tasked with monitoring the implementation plans and providing the Deputy Secretary with an update on our progress every 6 months.

A detailed description of the actions being taken by the Department in response to the recommendations made by the Commission is contained in the report required by section 906 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, which will be submitted to Congress next month. However, I would like to provide the committee with highlights of some of the more significant actions the Department is undertaking.

I. Creating a Sustainable Operational Reserve

One of the most notable findings made by the Commission was that the ". . . nation requires an operational Reserve Force, but that the Department of Defense (DOD) and Congress . . . have not formally adopted the operational Reserve. Steps taken . . . have been more reactive than proactive, more timid than bold, and more incremental than systemic. They thus far have not focused on an overarching set of alterations necessary to make the Reserve components a ready, rotational force. Congress and DOD have not reformed the laws and policies governing the Reserve components in ways that will sustain an operational force." While we believe that the actions taken by the Department and by Congress were thoughtful, proactive and appropriate as reliance on the National Guard and Reserve has increased, we did agree that we needed to formally recognize the operational role of the National Guard and Reserve within the total force and to establish a systematic approach to managing the National Guard and Reserve in their operation role as well as their strategic role. To accomplish this, the Department published DOD Di-

directive 1200.17, Managing the Reserve Components as an Operational Force, on October 29, 2008. This directive established the Secretary's principles and overarching policies for managing the Reserve components in their operational and strategic roles. The importance the Secretary placed on this directive is demonstrated by the fact that he signed the directive, rather than the Deputy Secretary signing the directive which is the normal practice.

Institutionalizing policy guidance on managing the Reserve components in the total force in a DOD directive is a major milestone, since previous statements concerning the Reserve components as part of the total force were simply provided in a series of Secretary of Defense memoranda dating back to 1970. This directive addresses the Commission's concern that the Department has not formally adopted the operational Reserve in ways that will sustain the Reserve components as an operational force. The management principles established in the directive will ensure that the operational employment of the Guard and Reserve will be sustained, with rules governing the frequency and duration of activation. These rules are based on the principle of judicious and prudent use of the Reserve components and provide predictability to the member, family, and civilian employer.

II. Enhancing DOD's Role in the Homeland

The Commission expanded on the recommendations made in its March 2007 report regarding homeland defense and defense support to civil authorities. In fact several of the January 2008 recommendations duplicated recommendations contained in the March 2007 report. The Department has completed action on most of the March 2007 recommendations and has initiated several comprehensive assessments based on the recommendations in the January 2008 report. These include an assessment of the statutory authorities to provide support to civil support, an assessment of the adequacy of the plans of U.S. Pacific Command, U.S. Northern Command, and the National Guard Bureau to deal with a major catastrophe that has incapacitated the civilian government over a substantial geographic area, an assessment of the current and future roles of all components in homeland defense and civil support and the training for homeland defense and civil support activities, and an assessment of the military force posture and distribution of capabilities to respond to domestic emergencies in addition to those already required by law.

The Commission also recommended that the National Guard and Reserves have the lead role in, and form the backbone of, DOD operations in the homeland. We believe that this is a total force responsibility and should not discount any military capabilities that might be needed in the event of a major disaster in the homeland, whether natural or manmade. But we do recognize that there are particular competencies and in some cases unique capabilities resident in the Guard and Reserve that could be called upon to respond when a major disaster occurs

III. Creating a Continuum of Service: Personnel Management

The Commission recommended that over time the Defense Officer Personnel Management Act and the Reserve Officer Personnel Management Act should be merged. It further recommended that as an interim step to facilitate the transition, a single commission should be created in lieu of a regular and Reserve commission, which has become an administrative barrier for officers to move between components under our continuum of service construct. These are both complex undertakings which will require time to fully explore, but the Secretary has tasked us to do just that. My office has the lead for both of these initiatives.

The Commission made a number of recommendations concerning joint officer management. The recently published DODI 1300.19, DOD Joint Officer Management Program, includes criteria for Reserve component officers to receive the same joint officer designation as their active duty counterparts. With Active, Guard, and Reserve officers serving side-by-side in joint commands and task forces, it is important that they are given the same joint designation. Reserve component officers, whether serving full-time or less than full-time, can be designated as a joint qualified officer under the standard path (the traditional path to joint designation) and the new experience path. The Secretary also directed that we develop a plan to expand opportunities to complete Joint Professional Military Education Phase II outside the traditional in-residency program. Providing Reserve component officers with the opportunity to become joint qualified will enable them to successfully compete for the most senior leadership positions within the Department.

We are reviewing the number of duty statuses under which Guard and Reserve members may serve. Currently there are 29 different duty statuses. Because each has a specific purpose or specific funding source, it is not unusual for a member to change duty statuses, even though serving continuously on duty. This is disruptive to the member, the family and the command. The desired outcome of our review is

to significantly reduce the number of duty statuses while retaining sufficient oversight and specificity to justify the budget request. While the exact number has not yet been determined, I anticipate a substantial reduction in duty statuses but it is highly unlikely, and probably not desirable that we will get to only two duty statuses as suggested by the Commission—on duty or off duty.

The Secretary did not support the Commission's recommendations to remove end strength limits or to eliminate Active Duty for Operational Support. These provisions were enacted to enable Congress to monitor manpower management within the Department and they provide the Department with useful metrics to help manage the force.

IV. Developing a Ready, Capable and Available Operational Reserve

Developing and maintaining a ready, capable and available operational Reserve can only be accomplished if it is properly resourced. "Funding an operational Reserve" was one of two special interest items identified in the Secretary's guidance. Balancing resource requirements across the Department is always a challenge. Recognizing that the Services must properly resource the Guard and Reserve consistent with their force generation plans, the Secretary directed that each biennial Program Budget Review shall propose appropriate funding for the readiness requirements necessary to prepare and employ the Reserve components in their operational roles, based on the level of persistent conflict, and published utilization and fiscal guidance.

The second item of special interest was the recommendation involving visibility and accountability of equipment for the Guard and Reserve. The Department has examined its current processes and determined a course of action for improved financial transparency and accountability of Guard and Reserve equipment, from funding to equipment delivery. This plan will include a Department-wide implementation of enhanced President's Budget Justification Material coupled with a focused effort to improve tracking of equipment procurements to their delivery, as well as a disciplined semi-annual report to the Congressional Defense Committees notifying them of any funding or delivery changes throughout the appropriation cycle. These improvements, targeted for fiscal year 2010, will also provide the rigor and reporting structure necessary to support annual certification of equipment receipt within the National Guard, as required by sections 351 and 1826 of the National Defense Authorization Act for Fiscal Year 2008.

Further, the Secretary directed an assessment of equipment requirements for the Active component and Reserve component (as appropriate) for homeland defense, domestic emergency response and military support to civil authorities, in accordance with section 1815 of the National Defense Authorization Act for Fiscal Year 2008.

Full-time support personnel are critical to readiness. The level and mix of full-time support personnel for a strategic Reserve is not necessarily the level and mix of full-time support personnel to ensure readiness of an operational Guard and Reserve. To address this readiness issue, the Secretary directed a comprehensive review of the full-time support program with an individual assessment conducted for each Reserve component. This will provide the foundation for justifying changes needed in full-time support staffing to ensure readiness.

Medical and dental readiness has long been a concern. The amendment included in the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, expanding the authority previously limited to the Secretary of the Army to provide medical screening and dental screening and treatment for Reserve component members identified as early deployers, now includes the Secretary of the Navy and the Secretary of the Air Force and clarifying the funding source for medical readiness will be very helpful to the Services as they develop plans for funding and providing medical and dental screening and treatment for Reserve component members as directed by the Secretary.

Finally, to help senior leaders monitor the readiness of the Reserve components, the Secretary directed that the Defense Readiness Reporting System be modified to include data on full-time support personnel, individual medical readiness and requirements for defense support to civil authorities.

V. Supporting Servicemembers, Families, and Employers

There have been enormous changes in the pay, benefits, and support provided to Guard and Reserve members and their families over the past 7 years. Pay and allowances have increased significantly, Selected Reserve members have access to the military health care system regardless of duty status, there are two new educational assistance programs that provide benefit payments that incrementally increase based on the length of service, and we plan to implement the authority for members

to transfer the post-September 11 educational assistance benefits to their spouse and children, in the near future.

To maintain continuity of health care, the Commission recommended that Reserve component members be allowed to enroll in the Federal Employee Health Benefit Program in lieu of TRICARE Reserve Select and that the Department offer a stipend to members who want to retain their family in a private or employer-sponsored health plan in lieu of using TRICARE while on active duty for greater than 30 days. We are assessing both of those options.

The Commission also made several recommendations to expand and enhance the support provided to Reserve component members and their families. The Services and their Reserve components are primarily responsible for delivering support services. But because Guard and Reserve members are geographically dispersed and often do not live near a military facility or their local armory/reserve center, we have been encouraging a joint approach for delivering support services, particularly for Guard and Reserve members and their families.

The Services and their Reserve components have committed to providing support services to members and families at the local level regardless of the member's service or component affiliation. There are two dedicated OSD programs to assist the Services in supporting Reserve component members and their families. The first is the Joint Family Support Program. This program provides financial and material assistance and mobile support services, and sponsors volunteers and family support professionals who deliver support services and coordinate family assistance programs and activities provided by Military OneSource, Military Family Life Consultants, counselors, DOD, other Federal agencies, state and local agencies, and non-profit entities.

The second and most recent program is the Yellow Ribbon Reintegration Program, which was mandated in the National Defense Authorization Act for Fiscal Year 2008 to provide National Guard and Reserve members and their families with information, services, referrals, and proactive outreach opportunities throughout the deployment cycle. My office was designated the lead for this important program and within 6 weeks of the requirement to establish the program, we opened the Office for Reintegration Programs. We have published guidance on the support required across the deployment cycle—from predeployment through reunion and reconstitution. We also worked closely with the Comptroller to secure funding. We have also collaborated with the National Guard Bureau to develop a Decision Support Tool that will allow rapid deployment of a nationwide calendar of Yellow Ribbon events for our servicemembers and their families.

But the real success is that the State National Guard and Reserve organizations are delivering support services under the Yellow Ribbon Reintegration Program. The most immediate need was to assist members returning from deployment with reintegration activities being conducted at the 30, 60, and 90 day interval following demobilization. (In fact, so far this fiscal year, the Reserve components have conducted over 160 entire deployment cycle events for over 30,500 Guard and Reserve members, and their families.) During the past year, Service programs have rapidly expanded to also provide enhanced support services before, during and after mobilization and deployment. These Service programs ultimately improve the level of readiness for their deploying personnel.

The DOD Yellow Ribbon Reintegration Program is proving to be extremely successful and I am confident when it fully matures, we will have an extremely robust program that addresses the challenges of deploying to a combat zone and better prepares servicemembers and their families for the challenges they face throughout the deployment cycle.

The Commission included several recommendations regarding employer support. We are evaluating our Employer Support of the Guard and Reserve organization to ensure it is meeting the needs of Reserve component members and is effective in gaining the support of employers. The self-employed and small business owners require special attention and over the past 7 years we have worked closely with the Small Business Administration to address the unique challenges small business owners face.

VI. Reforming the Organizations and Institutions that Support an Operational Reserve

The Commission recommended that the Secretary develop a new total force policy to achieve the next level of integration among all components. The new DOD directive signed by the Secretary last October on managing the Reserve components as an operational force establishes the next level of integration. Moreover, the actions the Secretary directed to address the recommendations made by the Commission are the substantive steps to further integrate the force. We are also reviewing all DOD

and Service regulations to identify and eliminate policies and programs and request amendments to laws that limit the Department's ability to manage personnel and programs as an integrated total force.

Within this area, there were several recommendations on which the Secretary chose to take no action. There were recommendations that called for a complete reorganization of the categories under which the Reserve components are managed. The Commission recommended an operational category and a strategic category. The Department determined that while this concept appeared intriguing, in the end such a change would not improve the management of the Reserve components. This would be more about relabeling the current categories, but could potentially limit flexibility and would more than likely result in adverse resourcing implications—creating the “haves” and “have nots.” Another set of recommendations involved a mix of organizational changes that the Secretary determined were not prudent at a time of unprecedented use of those forces, particularly the recommendation that would eliminate the office established by Congress to oversee and advocate for Reserve Forces.

CONCLUSION

Overall, the Department's response to the Commission's report and the recommendations made by the Commission was positive, proactive, and aggressive. This response to a report of this kind was unlike any I have seen, with the Department undertaking nearly 120 new initiatives in addition to actions already underway. The priority the Department places on this undertaking is plainly stated in the January 29, 2009, memorandum approving the implementation plans.

These plans will remove impediments to the employment of the National Guard and Reserve as an operational force, strengthen their role in providing strategic depth, and institutionalize the continuum of service personnel management construct. As such, these plans are part of the Department's top priorities and should be implemented aggressively.

Over the past 7 years, there has been a fundamental change in how the Guard and Reserve are used and the high value the Department places on them. There are no more “weekend warriors;” there are only citizen warriors who continue to answer the Nation's call to serve.

It has been my pleasure to represent these fine citizen warriors for the past 6½ years as the Assistant Secretary of Defense for Reserve Affairs. I want to close by thanking the members of this committee for your unwavering support for the men and women who serve in the National Guard and Reserve.

Senator BEN NELSON. Senator Thune, Senator Chambliss, any opening statements?

Senator CHAMBLISS. I have no opening statement. I do just want to thank Tom for his great service. He's had 6½ great years with the Pentagon. Tom, you've done a great job. You've provided great service to our country, and we thank you for that.

Mr. HALL. Thank you for heading that caucus, and I appreciated being with you the other day. I appreciate all your support.

Senator THUNE. No opening statement. I have some questions when we get to them.

Senator BEN NELSON. Secretary Hall, I know that you led that working group of senior executives that were directed to conduct this comprehensive review of the report of the Commission on the National Guard and Reserves.

What's the status of the Department's implementation of the recommendations of the Commission, and perhaps you can outline maybe the three most difficult issues that your working group had to address? Finally, what did your working group do with respect to make the concept of a continuum of service a true reality? But starting first with what's the status, then what challenges did you notice?

Mr. HALL. We set a very aggressive timeline. The Commission met for about 2½ years, and I was determined in 2½ months to

complete our staffing. We did that. It took a very large whip, but we accomplished that.

Implementation of the Commission's recommendation numbers 42 and 43, the last two, on equipment and programming, completes the implementation of what the Secretary directed regarding the implementation of 82 of the 95 recommendations. Of the remainder, two of them were sent to VA. The other 11 we required no action or did not agree with.

So all of those 82 are in the process of being implemented. My office is charged with reporting monthly, and the first will be next month, on the status of each one of those recommendations. We have a timeline for each of them. We're going to follow them. One of the things I wanted is for it not to die and become another report that goes on the shelf. So we're required to report directly to the Secretary every month.

The hardest ones, I think the equipment and the programming, were very difficult because the Services did not want to reduce their flexibility in how they handled the equipment, but at the same time we needed visibility. So, to obtain something which would give us flexibility and visibility together, we hammered for quite some time. That's been decided.

I think the joint qualifications for our people were very important. I know Senator Graham is very familiar with this. We have now worked out, starting in October 2007, that the joint military qualifications are now extended to all of the Guard and Reserve. Most importantly, it's not just quantity of time you serve; it's quality of time. If you serve 6 months in a combat zone, that might be more quality joint time than 2 years on a staff. So we have the provisions for that. It's fully integrated.

I also mentioned that for the adjutants general, we went out with a call to the adjutants general to see which ones thought that they would qualify for joint credit within their State, and 29 of them came in and set those qualifications. The Joint Staff approved all 29, 29 of 29, for those adjutants general to receive joint duty credit for their service as an adjutant general within the State where they have both the Army and the Air Force.

I think those were some of the most challenging ones. Also, support to civil authorities, and of course the others have already been accomplished with General McKinley receiving a fourth star and General Blum being the first deputy commander. So those we implemented already. But those were the bit more challenging ones.

But I think we're on track with that, Senator.

Senator BEN NELSON. The Commission determined that the Reserve component personnel are called to serve in 29 different statuses, and it concluded that these statuses are confusing and frustrating to both the members and the commanders. So the Commission recommended that DOD reduce the number of duty statuses from 29 to 2. That's a substantial reduction.

What's the Department's assessment of this recommendation?

Mr. HALL. They once tried to teach me all 29 as an aviator, but they found it was impossible for me to remember all 29.

The answer is not 2 and the answer is not 29. I commanded the Naval Reserve along the way and experienced all of those. So we're trying to do something unique this time. We're actually trying to

turn it over to the operators, these gentlemen back here who use it, and say "What amount of those do you think gives you the most flexibility in what you need?" I think it's going to be between four to seven statuses because that allows flexibility. But rather than us decide it in the Office of the Secretary of Defense and in the Pentagon, I have asked them to tell us what they need, then we ought to listen to them, and we ought to put those four to six in. That's working right now. They are doing that, and I anticipate that the answer, whatever they give, we will implement those for both flexibility and what they need.

Senator BEN NELSON. Thank you.

Finally, the Commission made a number of recommendations to improve the health care benefits available to Reserve component members and their families. Has the Department taken any action or will it take any action to improve that health care? We're introducing legislation, but is there anything that's underway right now?

Mr. HALL. I think the TRICARE Reserve Select has just been a watershed because when I first came into the job, it was predicted that we will never have the military health care system available to all drilling reservists and their families when you come on Active Duty. But you've fixed that. As I mentioned, it helped 100,000 servicemembers and their families. That can't but help us with the overall health of our families and our troops.

I have been very encouraged in dental readiness, for instance. You have asked me each time about that, and I think you should ask my colleagues about it. When I first went to the mobilization stations at Fort Bliss, Fort Hood, the various places, the dental readiness of our units, the Basic Training Centers (BTCs), was running about 30 percent. When I visited with General Wyatt's 45th when he was an adjutant general in Oklahoma, it was at about 90 percent.

The commercial vans that he used and they pioneered, where they pull a van up to a drill center and, as you say, they drill them while they're on drill, and they have three seats and you run them through one end and you take care of all of them, and you do that before they mobilize and you do that at the armory, so when they report to the mobilization station you don't take time away from training. They are already ready.

Now, we're not 90 percent in every unit, but what I'm saying is the percentage is going up to 75 to 80 to 90. So we're well on the way to that.

I think, given the medical readiness of the troops and their families, because of what you have done, can we improve some more? There are some more possible improvements on the margin with TRICARE, as you've mentioned for the grey area. But I think for our troops and their use of the system: 90 days prior to going to mobilization, 6 months afterwards, and you can use it for every 90 days you serve for up to a year. You could have it for 8 years after mobilization, combined with being able to have it any time. It is the right way forward because, if we're going to use 700,000 guardsmen and reservists, we have to have the same medical standards for them as the Active Duty. We're going that way. We're not perfect, but great progress has been made in that area.

Senator BEN NELSON. Thank you.
Senator Graham.

Senator GRAHAM. Thank you, Mr. Chairman.

Mr. Secretary, one of the things that's intrigued me is that, due to the extensive deployments, redeployments, and the utilization of the Guard and Reserve, the one thing I've been worried about is people punching out at 20 years of service. For example, in my old Guard unit in South Carolina, you had to blow people out. They'd stay there until they were 90 if you'd let them because they loved the unit, loved what they did.

Have you seen any increase in people retiring at 20 years of service and not staying past?

Mr. HALL. I think my colleagues would be better prepared to answer that, but I think you've hit on a very important point. The way we work our recruiting, our retention—and I was a retention officer once—is we get people retained to 10 years, and at that point they're in the Active Force and we keep them. We do very little for people past 20 years.

Now, the GI Bill is one of the things that is going to help with transferability and other benefits. I personally think we need to look at what we do for people past 20 years, and I think moving retirement benefits from 30 to 40 years, where you can continue to accrue it, is a good step forward. But we want to reenlist those people. I often ask, after 20, well, we don't have the bonuses.

So I think if we can do things to incentivize people to stay longer, rather than leave earlier, that has to be our next step because those are the sergeants, those are the chief petty officers, those are the kinds of midgrade officers you need to keep, and your company doesn't need to lose them at the 20-year point.

So I think we all need to explore what we can propose or what you might want for servicemembers past 20.

Senator GRAHAM. One of the things that I've been thinking about for a while is, if you'll serve 22 years, you can maybe retire at 50. Step down the retirement because really that's when you're in your military prime. That 20-year person has been there and done a lot; 20-year people make great teachers and have a lot of skills that we will need. So we'll look forward to working with everybody to try to find a way to make sure that we keep people past 20, particularly in selected key areas.

You talked about the dental situation. One of the things we learned after September 11 is that when we started calling people up to Active Duty, we had a hard time getting Guard and reservists into deployable status because of medical problems. They were trained to fill in for the Fulda Gap and all of a sudden here we are in a global war on terror—and I'm going to continue to call it that. You can call it what you want to. That's what I'm going to call it because I think that's what it is—and we had a hard time getting people ready to deploy.

About 25 percent of the Force, I think, called up to Active Duty was medically disqualified for dental problems initially. When you think about it, the enemy is depleting our forces without firing a shot. I know you've done some good things in that area, but here's a number they've given me in the book. I don't know if it's right or not. But in the first quarter of fiscal year 2009, more than half

of the Army Guard and Reserve, 52 percent, reported as nondeployable due to class 3 or 4 dental readiness status.

Mr. HALL. I think, again, my colleagues can speak to this. A lot of that in that readiness area might be because they haven't had the exams at all. So we'd have to break that down into whether it's that you haven't had the exam or you had treatment.

When I first came into this job, the first place I visited was Fort Bragg, and a dentist came up and said: What do you think the record is for me pulling teeth?

Senator GRAHAM. Bad teeth are doing more damage to us than the enemy.

Mr. HALL. The dentists say if you can't bite you can't fight. So that's their fight song along the way.

But, this dentist pulled 28 of the 32 teeth. A person who came in was in such poor shape because it's a problem in our country.

Senator GRAHAM. We don't have private sector dental health care usually. It's not that the Army's just inheriting a problem that society has.

Mr. HALL. I think we're getting better, but I think my colleagues can comment on how much better we are.

Senator GRAHAM. Anything you can think of to deal with this problem, whether you need money or legal changes, we stand ready to help.

Mr. HALL. Yes, sir.

Senator GRAHAM. Thank you for the job you've done for the country, and I think you can leave your post looking back and saying that you were there when it mattered the most maybe since World War II for sure. You're a great leader. Thank you very much.

Mr. HALL. Thank you, sir.

Senator BEN NELSON. Thank you, Senator Graham.

Senator BEGICH.

Senator BEGICH. Thank you, Mr. Chairman.

I do have to depart, but I have just one question. It's a follow-up to your question in regards to TRICARE and how it works. I'm just going to read a note I have here. The Commission on the National Guard and Reserves recommended that the Reserve component be allowed to enroll into the Federal employee health benefit program in lieu of TRICARE and that the Department offer a stipend to members who want to retain their family in a private or employer-sponsored health plan in lieu of using TRICARE for Active Duty for greater than 30 days. Do you have a comment on that?

Mr. HALL. The chairman asked about that earlier, the status of our work. One of our particular work groups is looking at that proposal right now. I think the key for the Federal health care benefit program is what best advantages the individual. The way I would look at it is, if it's better for them to do, they ought to have the option. We're looking at both of those options.

We have to report out to the Secretary on what we think about those two particular portions of that work group, and our first report on our progress will be next month.

Senator BEGICH. I'm assuming the chairman asked, would you share that progress with this committee?

Mr. HALL. Certainly. We shared the large report with the staff, and we will share progress reports with them as they come out.

Senator BEGICH. The progress would be great. Great.

Thank you.

That's all, Mr. Chairman. I had just that one quick question for Mr. Hall. Thank you.

Mr. HALL. Thank you, sir.

Senator BEN NELSON. Senator Chambliss.

Senator CHAMBLISS. Thank you, Mr. Chairman.

Again, Mr. Secretary, let me just commend you for your great service to our country. Talk for a minute, if you will, about the readiness and about the predictability from the standpoint of individual members as reservists and guard members being able to tell their families when they're going to go, and, on the other side, if we are doing what we need to do from an employer standpoint, to try to give the employer the predictability that they need.

Mr. HALL. I think the single most important thing to a trooper, his or her family, and his or her employers, is not any different than it was when I first joined a long time ago. Barbara wanted to know: When are you going to go, how long are you going to stay there, when are you going to be back, and can you tell me as far ahead as possible? It hasn't changed a lot.

I think this was a primary motivation of Secretary Gates in establishing the predictability goals. As I say, we're up to about 1:4 deployment-to-dwell-time ratios. But more important is alerting the Guard and Reserve. When I first came into the job, we were giving people 30 days notice. We were more in a crisis mode. Then we worked so that the last groups that we were going to alert, we gave them 2 years notice, 20 to 24 months notice.

One of the things I heard is if you alert them that far ahead, people will leave the units. But I don't think that's true. I think they have stayed. So the employers that I have spent time with have said advance notice provides predictability, even that far ahead; if you can tell us 2 years ahead, we will plan. There has not been a huge exodus in my tracking of our Guard and Reserve units, and I've tracked the BTCs carefully. They have lost some, but it hasn't occurred above normal planning, so I think the predictability is key.

When I came into the job, our Employer Support of the Guard and Reserve (ESGR) was funded at about \$9 million. We were reaching a small segment of our employers. Today, we're funding it at \$20 million. Doesn't sound like a lot, but we've doubled the funding, almost two and a half times. We want to reach more of the employers out there because the reservist has the three-legged stool, the employer, the family, and their job. If any of those legs fall off, the stool will collapse.

So I think predictability is probably the most important thing I hear from families and employers. We're working hard with ESGR. We're giving longer notifications, more alert time, and I think it's been well received. Yes, some people might leave if they learn 2 years ahead, but there hasn't been that exodus. These are very, very patriotic people that are proud to be in the units, and in the Guard and the State in particular, that's their unit. That's the peo-

ple they work with. That's whom they live with. You know that, and they stay with them.

So that's about where we are on our predictability. I think we ought to continue. One of the rules that was passed by Congress, you will not have less than 30 days notice. The goal is 90 days before you tell them when to mobilize. The Secretary of Defense said: No, it's 180 days. So he has told us that we have to personally report to him if we are mobilizing anybody, and he took it a step from 90 to 180 days. Every week, I have to report that if anybody is not given at least that much time prior to mobilization.

So I think there's great sensitivity on his part with predictability.

Senator CHAMBLISS. Good. The 48th Brigade of the Army Guard from Georgia is heading to Afghanistan beginning in May. They did a tour in Iraq a couple of years ago. They did not get to take advantage, under current law, of our early retirement provision, but now when they go back this time, that early retirement provision's going to kick in for them.

Senator Kerry and I have a bill up again to make it retroactive to September 11. We're going to keep working until we get that done.

What kind of anecdotal feedback have you gotten from the Guard and Reserve folks from around the country with respect to their feeling about the opportunity to retire earlier than age 60?

Mr. HALL. It was the number one thing I got when I went to town halls, maybe tied with health care—no, TRICARE. But as Barbara and I traveled around the country, and she would go with me, at my expense, to talk with the families, every one of them mentioned TRICARE and early retirement.

They applauded it. I think—again, it's my last hearing; I'll be quite honest. I don't think you would find one of them that would be against it being retroactive. From the Department's aspect, we'll carry out the law as it is passed. But most of them have voiced that opinion to me as I've gone around, and it was very important to them. They welcomed that. They realize that, as they go and serve now with the 48th, they will be able to take advantage of that.

You set a minimum age on it, I think, of 50 years old, but you could reduce it all the way down. Universally at my town halls, that's been applauded by the Guard, Reserve, and your constituents. I found no one against it.

Senator CHAMBLISS. Great. Again thanks for your service. We know this is a family commitment. Miss Barbara, we thank you for serving your country, too, with respect to serving Tom. So thanks very much, Mr. Secretary.

Mr. HALL. Thank you, sir.

Senator BEN NELSON. Thank you, Senator Chambliss.

Senator Burriss, before you start, a vote started at 3:05 p.m., if you'd like to go with your questions now, and then we can break, so that nobody misses the vote, and we'll come back.

Senator BURRIS. Thank you, Mr. Chairman. Mine will be rather quick because it's not that involved.

Welcome, Secretary Hall. I understand this is your last tour.

Mr. HALL. Yes, sir.

Senator BURRIS. God bless you and Godspeed.

Mr. HALL. Thank you, sir.

Senator BURRIS. Secretary Hall, I'm especially interested in the concept of transforming from Strategic Reserve Forces to Operational Reserve Forces. In your statement for the record, you said that there were recommendations made by the Commission on the National Guard and Reserves that called for a complete reorganization of the categories under which the Reserve components were managed, and the Commission recommended an operational category and a strategic category.

So Secretary Hall, can you tell us why no action was taken on those recommendations?

Mr. HALL. We looked at that carefully and we came to the conclusion that it was just a different way of racking and stacking, as they say in the Army, I guess, the categories we have. So we looked at each one of the categories. We looked at what they would name them. Then we said, at the end of the day, is it change for change sake or does it add value and make sense? We believe that taking the Selected Reserve category is one, and all those did not give us a material advantage to what we have now with the IRR, the Selected Reserve, the Retired Reserve, categories for Selected Reserve, and the Drilling Reserve.

So we just came to the conclusion that it did not add any more value, and I thought we had to have a compelling reason for changing. I would be interested in the chiefs' view on this, but it looked like we understood the categories now, we use them, and it was functioning, so we elected to take no action on that.

Senator BURRIS. So can we tell which is strategic and which is operational now? How do you distinguish?

Mr. HALL. I think you're both. I think when you're not operational, you're in the strategic. I think everybody's strategic, ready to fight for the country, but then when you go forward, you're operational, and so you flow between both categories, and I think most reservists understand that.

The chiefs can see, but it was pretty simple to me. When I'm forward, mobilized and fighting, I'm pretty operational. When I'm at home waiting for the fight, I'm sitting in a strategic way to answer the call to my country.

Senator BURRIS. It makes a lot of sense to me, Mr. Secretary.

Mr. HALL. Thank you.

Senator BURRIS. Thank you, Mr. Chairman.

Senator BEN NELSON. Thank you, Senator.

Thank you, Secretary Hall. I think we will break right now and we'll come right back for the second panel. Senator Graham is coming back as soon as he votes. I'll be back as soon as I do. Thank you.

Mr. HALL. Thank you, sir.

Senator BEN NELSON. Thank you for your service.

[Recess from 3:12 p.m. to 3:26 p.m.]

Senator BEN NELSON. These votes always seem to get in the way of our other business.

Thank you for waiting. Senator Graham will be back shortly, and we'll have some of the other Senators return as well.

On our second panel, we have the Chiefs of the Reserve components. This includes: Lieutenant General Clyde A. Vaughn, Director of the Army National Guard; Lieutenant General Harry M.

Wyatt III, Director of the Air National Guard; Lieutenant General Jack C. Stultz, Commanding General, U.S. Army Reserve Command; Vice Admiral Dirk J. Debbick, Chief of Naval Reserve and Commander, Navy Reserve Force; Lieutenant General John W. Bergman, Commander, Marine Forces Reserve, and Commander, Marine Forces North; and Lieutenant General Charles E. Stenner, Chief of Air Force Reserve and Commander, Air Force Reserve Command.

We extend a very special welcome to Rear Admiral Daniel R. May, Director of Reserve and Training, U.S. Coast Guard Reserve. It's not often that we have the Coast Guard here, the Coast Guard falls under the Secretary of Homeland Defense when it's not operating as a service of the Navy. But the Coast Guard is a vital part of the total military force and, in fact, operates under many of the same statutory authorities as the other Services. So, we welcome you here as well.

We welcome all of you. We look forward to hearing about the state of the United States Coast Guard Reserve and the other Reserve components. So, gentlemen, thank you so much. We'll start with Lieutenant General Vaughn, if you would, please.

**STATEMENT OF LTG CLYDE A. VAUGHN, ARNG, DIRECTOR,
ARMY NATIONAL GUARD**

General VAUGHN. Thank you, Mr. Chairman. I would ask that my statement be entered into the record, and I'll be real brief since there's seven of us here.

Thanks for the great support of this committee and your leadership. We had an interesting discussion a while ago about Operational Forces and Operational Reserve. This is the strongest ARNG of all time. We are indeed an Operational Force.

But I have to remind everybody, it's all about people on the bottom end. You have to have all the people, you have to have them all trained, racked, and stacked in the right formations, and then you have to have the equipment and full-time support that supports that. That's an Operational Reserve, and if the Nation asks it to do something or the State asks is to do something, then it can go do it. You just throw the money you want to for training to it. But you don't have to reorganize, cross-level, and do all this stuff that we had to do some time back.

So I want to thank you for everything. We're over our end strength right now. We have every plan to bring it back down to an authorized level. We don't have the resources to pay for this. But I assure you that we're going to grow readiness. We have a plan to do that at the same time that we're lowering end strength back down.

I look forward to your questions. Thanks for your leadership, sir.

[The joint prepared statement of General Vaughn and General Wyatt follows:]

JOINT PREPARED STATEMENT BY LTG CLYDE A. VAUGHN, ARNG, AND LT. GEN.
HARRY M. WYATT III, USAF

INTRODUCTION AND EXECUTIVE OVERVIEW

General Craig R. McKinley, Chief, National Guard Bureau

New Beginnings

2008 was a year filled with positive change for the National Guard. The National Defense Authorization Act (NDAA) of 2008, enacted in January, designated the National Guard Bureau (NGB) as a joint activity of the Department of Defense (DOD). The law also elevated the grade of the Chief, NGB to the rank of General. With this new stature and an explicit linkage to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff (CJCS), NGB is better positioned to represent National Guard issues and concerns at the highest levels in the DOD.

The Report of the Commission on the National Guard and Reserves and NDAA 2008 both identified the need for a new NGB charter. After almost a year of close collaboration among NGB, the combatant commanders, the CJCS, the Armed Services and the DOD staff, Secretary Robert M. Gates signed DOD Directive 5105.77, NGB. This unprecedented directive formally lays out the full scope of NGB's functions, roles, and authorities—embedding NGB in DOD's strategic processes. It is sound DOD policy.

An Operational Force

The depth provided by the National Guard is no longer the "once in a lifetime" use of a strategic reserve as envisioned during the Cold War. The National Guard has become an operational force that is an integral part of the Army and Air Force; it is populated by seasoned veterans with multiple deployments in support of operations in Iraq, Afghanistan, the Balkans, and many other locations around the world.

In addition to the thousands of National Guard soldiers and airmen currently activated for ongoing Federal missions, the National Guard provides significant response to unexpected contingencies. Despite major overseas commitments, during the 2008 hurricane season over 15,000 guardsmen responded on short notice to catastrophic events unfolding in Louisiana and Texas. The National Guard serving here at home also fought extensive fires and flooding and provided disaster relief to numerous states throughout the year.

Readiness

Personnel

Our most precious assets flow from our communities. Citizen-soldiers and airmen are employed by their Governors every day to protect American lives and property in the homeland from weather-related events to suspected biochemical contamination. Despite all we have asked of them in the overseas warfight as well as here at home, we are recruiting and retaining National Guard members in impressive numbers. Americans join and stay in the National Guard. But as successful as we have been to date, we need continued support for recruiting and retention efforts as well as increased end strength authorizations.

Equipment

The National Guard must have modern equipment if we are to remain successful as defenders of the homeland at home and abroad.

Army National Guard units deployed overseas have the most up-to-date equipment available and are second to none. However, a significant amount of equipment is currently unavailable to the Army National Guard in the States due to continuing rotational deployments and emerging modernization requirements. Many States have expressed concern about the resulting shortfalls of equipment for training as well as for domestic emergency response operations.

The Army is programming \$20.9 billion for Army National Guard equipment for fiscal year 2009 through fiscal year 2013 to procure new equipment and modernize equipment currently on hand. We appreciate that support and also the strong interest of Congress and the DOD in closing the gap between our domestic requirements and the available equipment in our armories and motor pools.

The Air Force is in the midst of modernizing and recapitalizing its major weapons platforms, and the Air National Guard must be concurrently recapitalized, particularly in order to avoid near- to mid-term "age out" of the majority of its fighter force. Our primary concern is that 80 percent of our F-16s, the backbone of our Air Sovereignty Alert Force, will begin reaching the end of their service life in 8 years. To

that end, we support the Air Force's recapitalization plan, but request that all roadmaps be inclusive of the Air National Guard as a hedge against this "age out."

State Partnership Program

The National Guard State Partnership Program (SPP) establishes enduring and mutually beneficial partnerships between foreign countries and American states through the National Guard. This program is an important component of the DOD's security cooperation strategy, the regional combatant commanders' theater engagement program, and the U.S. Ambassadors' Mission Strategic Plans. A primary aim is to promote partnership among the many nations working with us to advance security, stability, and prosperity around the globe. Today, American states are partnered with 60 foreign nations (a 60 percent increase over the past 5 years) to focus on military-to-military, military-to-civilian, and civil security activities.

Created in 1993, SPP has helped the United States European, African, Southern, Pacific, and Central Commands engage the defense and military establishments of countries in every region of the globe. The program's benefits include:

- Providing combatant commanders and U.S. Ambassadors with avenues for building international civil-military partnerships and interoperability during peacetime by linking state capacities to the goals and objectives in the Foreign Assistance Framework of the U.S. Government.
- Enhancing current and future coalition operations by encouraging and assisting partner nations to support efforts such as the North Atlantic Treaty Organization's Operational Mentor and Liaison Team program in Afghanistan, and exercises supporting the Association of Southeast Asian Nations region.
- Building more cultural and global awareness into citizen-soldiers and airmen to help them operate in today's complex multi-national and multi-agency operations.

This valuable mutual security cooperation program will continue to expand in size and strategic importance to the combatant commanders, Ambassadors, and broad U.S. Government interagency requirements as we enter the second decade of the 21st century.

The Future

The National Guard, the Nation's community-based force, will always answer the call of the President and the Governors.

Our priorities are constant:

- Provide for the security and defense of our homeland at home and abroad
- Support the global war on terror
- Respond to America's need for a reliable and ready National Guard that is transformed for the 21st century

It is an honor to be named the 26th Chief of the NGB. As a synchronized joint activity, we will capitalize on momentum gained over the past several years and will build new relationships based on our new roles and responsibilities.

The National Guard will remain "Always Ready, Always There."

The following pages offer a full report on our recent accomplishments along with our ongoing responsibilities for fiscal year 2010.

ARMY NATIONAL GUARD—MESSAGE FROM THE DIRECTOR—LIEUTENANT GENERAL CLYDE A. VAUGHN, DIRECTOR, ARMY NATIONAL GUARD

Army National Guard citizen-soldiers continue the proud tradition of service to our Nation both at home and around the world. Our citizen-soldiers consistently proved themselves capable of operating across a wide spectrum of missions in Iraq, Afghanistan, Belgium, Bosnia, Djibouti, Egypt, Germany, Honduras, Kosovo, Kuwait, and the Philippines.

The Army National Guard continues to achieve outstanding results meeting recruiting and retention goals. As of December 31, 2008, Army National Guard assigned strength was 365,814 citizen-soldiers, a gain of approximately 35,000 citizen-soldiers in about 3 years. At the same time we have reduced our nonparticipating numbers to 5,404 (from 6,082 in July 2005).

With thousands of our citizen-soldiers "on the ground" in foreign lands, we are equally busy at home. National Guard units fought wildfires in California, aided hurricane victims on the Gulf Coast, and assisted numerous environmental clean-up activities around the country. These responses from across our land demonstrate the importance of training and equipping our soldiers so they are ready to render service and assistance to home communities.

We are committed to deploying citizen-soldiers with the best equipment and training possible. The U.S. Army's similar assurance and ongoing congressional interest in the welfare of our people will ensure the success of the Army National Guard.

INVESTING IN PRESENT AND FUTURE VALUE

Mobilizations, deployments, modular force conversions, counterdrug assistance, and disaster response dominated the Army National Guard's efforts to answer needs at home and abroad. But to remain America's vital force, the Army National Guard must invest in people, equipment, operations, and technology like never before.

Meeting Mission Requirements

Heavy demands on personnel and declines in equipment-on-hand due to increased mobilizations and deployments continued in fiscal year 2008. The Army National Guard effectively met mission requirements and continued to support ongoing conflicts. However, for some units returning from deployment, equipping and training levels decreased readiness.

Modular Force Conversion and Rebalance

The Army National Guard successfully met its 2008 goal of transforming 1,300 operating force units to a modular design. This brings the total number of units transformed to more than 2,800.

Converting Army National Guard units to modular configuration in an era of persistent conflict has significantly increased equipment and modernization requirements and has also increased equipment readiness.

The Army National Guard brigade combat teams (BCTs) are composed identically to the Active Army and can be combined with other BCTs or elements of the joint force to facilitate integration, interoperability, and compatibility. The Army National Guard transformation into these modular formations provides an enhanced operational force. This is key to meeting the goal of making at least half of Army and Air assets (personnel and equipment) available to the Governors and Adjutants General at any given time. This transformation effort impacts over 87 percent of Army National Guard units across all 50 States, 3 territories, and the District of Columbia, and crosses every functional capability in the force.

INVESTING IN PERSONNEL

Our greatest asset is our people. We have the best trained force in the world. But we also have unparalleled support of our citizen-soldiers and their families. This support is paramount in maintaining our superior standing in the world.

End Strength: Recruiting and Retention

As previously noted, recruiting and retention was exceptional with an end-of-calendar year assigned strength of 365,814 citizen-soldiers. The following programs provided the impetus for these gains.

- The Army National Guard's Recruiting Assistance Program (G-RAP) is a civilian contract recruiting program that, as of December 9, 2008, has processed 80,000 enlistments since its inception in December 2005. At the end of fiscal year 2008, approximately 130,000 recruiting assistants were actively working. In August 2007, G-RAP expanded to include incentives for officer accessions.
- The Recruit Sustainment Program, launched in 2005, improves our training success rate by easing newly enlisted National Guard soldiers into the military environment through Initial Entry Training—a combination of Basic Combat Training and Advanced Individual Training.

The war on terror, transformation to modular formations, and domestic operations will continue to test the All-Volunteer Force. However, the Army National Guard is optimistic and confident that it will grow the force and have manned units to meet all missions at home and abroad.

Full-Time Support

Full-time support personnel play a vital role in the Army National Guard's readiness both at home and abroad. Active Guard and Reserve (ARG) soldiers and military technicians sustain the day-to-day operations of the entire Army National Guard. The AGR and Technician force is a critical component of readiness in the Army National Guard as the Reserve components transition to an operational force.

Medical Readiness

Funding, treatment authorities, and medical readiness monitoring through Medical Operations Data Systems have helped the Army National Guard increase med-

ical readiness throughout the Nation and allow deploying units to report at all-time high medical readiness levels.

In 2008, 92 percent of Army National Guard soldiers reporting to mobilization stations were determined to be medically deployable. This represents a significant improvement upon previous years. This increased readiness throughout the Army National Guard has reduced pre-deployment training time lost due to required medical corrective actions. The Army National Guard is implementing the Army Select Reserve Dental Readiness System that will enable commanders to achieve 95 percent dental readiness in support of DOD Individual Medical Readiness standards.

Incapacitation Pay

The Army National Guard Incapacitation (INCAP) benefit provides interim pay to Army National Guard soldiers with a service-connected medical condition (provided that they are not on active duty). The INCAP pay software, released in early fiscal year 2008, facilitates the administration of this benefit.

The INCAP process provides compensation in two situations. First, a soldier who is unable to perform military duty may receive military pay less any civilian earnings. Second, a soldier who can perform military duty, but not a civilian job, may receive lost civilian earnings up to the amount of the military pay. INCAP incorporates a detailed accounting system of tracking soldiers who receive INCAP pay, the date initiated, the amount received, and when terminated. INCAP quickly compensates soldiers, therefore allowing them to concentrate on the rehabilitation process, and focus on their families.

Survivor Services

The Army National Guard renders dignified Military Honors according to service tradition for all eligible veterans. The Army National Guard supports 79 percent of all Military Funeral Honors for the Army and 51 percent of all Funeral Honors for all Services. In fiscal year 2008, the Army National Guard provided Military Funeral Honors for over 97,000 veterans and 200 soldiers killed-in-action.

INVESTING IN EQUIPMENT AND FACILITIES

Upgrading and maintaining our equipment and facilities is becoming increasingly vital as we face challenges at home and abroad. The era of persistent conflict demands nothing less.

Equipment on Hand and Equipment Availability

The historic equipment on-hand (EOH) percentage for the Army National Guard has been about 70 percent. In fiscal year 2006, EOH declined to approximately 40 percent due to cross-leveling of equipment to support immediate deployment requirements. It increased to about 49 percent in fiscal year 2007. By the end of fiscal year 2008, the Army National Guard had 76 percent of its required EOH when deployed equipment is included.

Equipment Readiness Levels

When items supporting mobilized and deployed units are subtracted out of this equation, the current warfighting EOH percentage falls to 63 percent of Modification Table of Organization and Equipment requirements available to the Governors of the 54 States and territories.

Domestic response is a critical Army National Guard mission. The Chief of the NGB has pledged that 50 percent of Army and Air Guard Forces will be available to a Governor at all times to perform State missions.

The Army has taken positive steps to improve the Army National Guard equipping posture. The Army's goal is to fully equip all BCTs, regardless of components, by 2015.

Congress has been very responsive to Army National Guard equipping requirements through funds in the National Guard and Reserve Equipment account. This much needed funding has been used to procure critical dual-use items to support the "Essential 10" capabilities.

Ground and Air Operating Tempo

The ground operating tempo (OPTEMPO) program is one of the keystones in equipment readiness. Direct ground OPTEMPO pays for petroleum, repair parts, and depot-level repairables. Indirect OPTEMPO pays for expenses such as administrative and housekeeping supplies, organizational clothing and equipment, medical supplies, nuclear, biological and chemical supplies and equipment, and inactive duty training travel which includes command inspection, staff travel, and cost of commercial transportation for soldier movement.

In 2008, ground OPTEMPO funding for the Army National Guard totaled \$901 million in base appropriation plus \$73 million in supplemental for a total of \$974 million. This funding directly impacts the readiness of Army National Guard units to participate in global operations as well as domestic preparedness. Significant equipment remains in theater after Guard units return from deployments. Equipment shortages at home stations compel greater use of what is available. These demanding conditions have resulted in rapid aging of equipment. While the ground OPTEMPO sustains equipment-on-hand, it does not replace major-end items that are battle-lost or left in the theater of operations.

The air OPTEMPO program supports the Army National Guard Flying Hour Program which includes petroleum-oil-lubricants, repair parts, and depot-level repairables for the rotary wing helicopter fleet.

In 2008, air OPTEMPO funding for the Army National Guard totaled \$280 million in base appropriation plus \$128 million in supplemental for a total of \$408 million. This funding provides for fuel and other necessities so that 4,708 Army National Guard aviators can maintain currency and proficiency in their go-to-war aircraft. Achieving and maintaining desired readiness levels will ensure aircrew proficiency and risk mitigation, which helps to conserve resources. Army National Guard aviators must attain platoon level proficiency to ensure that they are adequately trained to restore readiness and depth for future operations.

Reset Process

The Army continued to work with Army National Guard leaders to refine requirements for critical dual-use equipment and to ensure that the states and territories can adequately protect the lives and property of American citizens during a catastrophic event.

Several changes helped resolve reset issues during 2008. The biggest change provided funds directly to the Army National Guard. This allowed the Army National Guard to conduct reset operations at home stations. The Army National Guard's initial \$127 million, plus \$38 million from the Army, supported the Army National Guard's reset efforts. This streamlining process enabled the states to have their equipment immediately available.

Logistics-Depot Maintenance

The Army National Guard Depot Maintenance Program continued to play an integral part in the Army National Guard sustainment activities during 2008. This program is based on a "repair and return to user" premise as opposed to the equipment maintenance "float" (loaner) system used by the Active Army.

The amount of equipment qualifying for depot repair increased by 26.7 percent in fiscal year 2009. This increase was due primarily to the rebuilding of the Army National Guard's aged tactical wheeled vehicle fleet. During 2008, the Army National Guard Depot Maintenance Program funded the overhaul of 3,405 tactical vehicles as well as calibration services.

Facilities and Military Construction

In more than 3,000 communities across America, the local National Guard readiness center (armory) is not only the sole military facility but also an important community center. For National Guard members, these facilities are critical places where we conduct training, perform administration, and store and maintain our equipment. Many of our aging facilities are in need of repair or replacement. The continuing strong support of Congress for Army National Guard military construction and facilities sustainment, restoration, and maintenance funding is crucial to our readiness.

In fiscal year 2008, Congress made \$843 million available for facility operations and maintenance in the Army National Guard. This level of funding covered "must fund" operations including salaries, contracts, supplies, equipment leases, utilities, municipal services, engineering services, fire and emergency services, and program management.

Environmental Program

Recent success in the Army National Guard's Environmental Program underscores its mission to excel in environmental stewardship to ensure the welfare of all citizens and communities while sustaining military readiness. Program highlights include:

- The Army Compatible Use Buffer program that supports soldier training by protecting an installation's accessibility, capability, and capacity while sustaining the natural habitat, biodiversity, open space, and working lands. Since this program began in 2003, the National Guard, along with civilian

partnership contributions, helped to protect 40,000 military-use acres from encroachment at 9 Army National Guard training centers.

- Cleanup and restoration programs that continue to make steady progress at Camp Edwards, MA, where five major groundwater treatment projects have been completed.
- The final stages of cleaning up an open detonation area that will eventually become maneuver training land at Camp Navajo, AZ.

INVESTING IN OPERATIONS

Sound management practices demand that we stay focused on operational issues and missions such as readiness, training, ground operating tempo, and aviation, including the Operational Support Airlift Agency.

Domestic Operations

The Army National Guard Domestic Operations Branch coordinates and integrates policies, procedures, and capabilities to ensure critical operations are continued in the event of an emergency, or threat of an emergency, anywhere in the U.S. and its territories.

The following missions in 2008 exemplify the National Guard's resolve in protecting and preserving the homeland.

- In June, National Guard troops provided sandbagging, search and rescue, power generation, logistical support, food and water distribution, debris removal, shelter set up, and support to law enforcement during Mississippi River flooding. Over a 3-week period, more than 6,800 soldiers from Iowa, Indiana, Illinois, Missouri, and Wisconsin provided their respective States with critical capabilities.
- In California last summer, 8,300 wildfires consumed over 1.2 million acres. The California Army National Guard supplied 1,350 citizen-soldiers to protect people and property around the State, including 400 citizen-soldiers deployed to the front lines to fight fires. California air crews, assisted by Army and Air National Guard aviation teams from 12 other States, dumped 4.2 million gallons of retardant to extinguish the blazes.
- In August, over 15,000 citizen-soldiers from Texas, Louisiana, and other States supported relief efforts after Hurricanes Gustav and Ike. Their mission included food and water distribution, search and rescue, air medical evacuations, communication support, hazardous material assessments, shelter operations, and debris removal.

Army National Guard citizen-soldiers stand ready throughout the 54 States and territories to respond to any crisis.

Operational Support Airlift Agency

The Operational Support Airlift Agency is a Department of the Army field operating agency under the NGB that supports 114 aircraft worldwide and over 700 personnel. During 2008, these aircraft flew over 54,000 hours, transported about 21 million pounds of cargo, and carried more than 100,000 passengers. This included combat support in the Middle East and Africa, relief efforts for the Gulf Coast and California wildfires, and criminal investigation task force efforts in Columbia and Cuba.

Training

Muscatatuck Urban Training Center

The 974-acre Muscatatuck Urban Training Center (MUTC), located in Indiana, is a self-contained, contemporary urban training environment.

In its second year of operation, more than 19,000 trainees from military (including 13,000 Army National Guard and Reserve soldiers), government, and private agencies used the facilities at MUTC. Training helps prepare soldiers to fight in foreign cities and helps prepare soldiers and others to deal with the aftermath of attacks on U.S. cities. In the future, MUTC could train as many as 40,000 troops annually at the urban warfare practice facility.

Army National Guard eXportable Combat Training Capability

The Army National Guard's eXportable Combat Training Capability (XCTC) is a fully instrumented group of field training exercises that provide tough, realistic training for every Army National Guard unit during pre-mobilization training.

This training incorporates the most current tactics, techniques, and procedures used in theater. In fiscal year 2008, the Army National Guard conducted two XCTC

rotations (Illinois and Oregon) and trained a total of eight battalions. Planning is underway to conduct 6 XCTC rotations that will provide training for 18 battalions.

By training and certifying pre-mobilization training tasks, the XCTC reduces post-mobilization training time and thus increases the availability of units for “boots on the ground” time in the warfight.

INVESTING IN INFORMATION TECHNOLOGY

During fiscal year 2008, Army National Guard information technology (IT) resources supported these network security projects:

Network Services

The Army National Guard IT organization reviewed the communications and network service capabilities that States and territories will require in the event of a natural or manmade disaster or contingency. The solution restores access to network services should a readiness center (armory) lose connectivity regardless of local infrastructure availability. Each deployment will bring a virtual Joint Force Headquarters (JFHQ) node to the affected area and provide voice, video, Internet Protocol (IP) data, and push-to-talk services to a site within 36 hours.

Other specific actions include:

- Acquiring network simulator training that provides network operators and defenders a safe network environment to conduct initial qualification, mission qualification, crew training, position certification, and exercises.
- Planning and implementing secure network access for deploying BCTs and their supporting battalions.
- Strengthening the Enterprise Processing Center by incorporating backup and storage capability in accordance with the NGB’s continuity of operations requirements.

AIR NATIONAL GUARD, MESSAGE FROM THE DIRECTOR, LIEUTENANT GENERAL HARRY “BUD” WYATT III, DIRECTOR, AIR NATIONAL GUARD

The Air National Guard is both a Reserve component of the Total Air Force (USAF) and the air component of the National Guard. As a Reserve component of the Total Air Force, the Air National Guard is tasked under title 10, U.S.C., “to provide trained units and qualified persons available for Active Duty in the Armed Forces, in time of war or national emergency. . .”—in essence, a combat-ready surge capability. The Air National Guard augments the regular Air Force by providing operational capabilities in support of Homeland Defense both domestically and overseas. As the air component of the National Guard, the Air National Guard provides trained and equipped units and individuals to protect life and property, and to preserve peace, order, and public safety.

As a Reserve component of the Total Air Force, Air National Guard members regularly perform operational missions both in the U.S. and overseas. For example, over 6,000 Air National Guard members vigilantly stand guard protecting the homeland. Overseas, more than 7,000 National Guard airmen are deployed at any given time, whether in Southwest Asia or little known locations around the world, providing airpower capabilities such as strike, airlift, air refueling, and intelligence, surveillance, and reconnaissance (ISR) to joint and coalition forces.

The Air National Guard provides a myriad of capabilities to support state and local civil authorities in protecting life and property. We provide capabilities in areas such as airlift, search and rescue, aerial firefighting, and aerial reconnaissance. We also furnish critical support capabilities such as medical triage and aerial evacuation, civil engineering, infrastructure protection, and Hazardous Materials (HAZMAT) response. During 2008, National Guard airmen helped their fellow citizens after Hurricanes Gustav, Hanna, and Ike; protected life and property from wildfires in the West, tornados in the Midwest, and blizzards and ice storms across the country; and assisted with security at the Republican and Democratic National Conventions.

The Air National Guard faces today’s challenges by examining the past, serving in the present, and planning for the future. We are preserving our heritage as a community-based, predominantly part-time force while we adapt to numerous force structure changes, placing our Air National Guard on a clear path for future missions. While we cannot know every potential threat we will face, we do know that success depends on our ability to continually adapt and evolve toward new and exciting missions and capabilities. In order to adapt and effectively support our national security objectives, we must focus our efforts in three areas:

- Modernize and recapitalize the aging Air National Guard fleet of aircraft to ensure that we, as the proven leader in air dominance today, do not be-

come complacent and fail in our vigilance against those who seek to challenge our mastery of the air.

- Maximize the use of associations and community basing to better support the Air Force mission.
- Evolve future mission areas to better support the overall Air Force mission.

A QUICK REVIEW

The Air National Guard's global presence throughout 2008 was felt in the following ways:

- Deployed 20,231 servicemembers to 85 countries on every continent, including Antarctica.
- Participated in missions in Iraq, Afghanistan, and Bosnia; humanitarian airlifts to Southeast Asia and Africa; drug interdiction in Latin and South America; exercises in Europe and Japan; and many other missions.
- Provided not only airpower capabilities, but capabilities in medical, logistics, communications, transportation, security, civil support, and engineering.

This was another crucial year for the Air National Guard as its men and women continued to defend America's interests worldwide in waging the global war on terror. Simultaneously, we continued to bring our force structure into balance following historic mission changes initiated by Base Realignment and Closure (BRAC), and Air Force modernization and recapitalization initiatives.

DEVELOPING ADAPTABLE AIRMEN

The Air National Guard values our airmen, their families, employers, and our civilian employees as our greatest resources. The current corps of Air Guard members contains some of the most skillful and talented in our history. We remain committed to recruiting, retaining, and cultivating airmen who are ready, willing, and capable of meeting 21st century challenges and leading with a vision that looks beyond tomorrow.

Recruiting and Retention

With the support of Congress, and the use of innovative approaches by our recruiters, the Air National Guard finished fiscal year 2008 with an assigned strength of 107,679 airmen. We surpassed our recruiting objective for the first time since 2002, achieving 126 percent of our goal. This accomplishment occurred despite a historically high operational tempo, executing BRAC decisions, and implementing Total Force Initiatives.

Guard Recruiting Assistance Program

One program proving highly successful for Air National Guard recruiters was the G-RAP. With the help of current and former (including retired) members, our recruiters tapped into a larger circle of influence that let friends, family, and associates know about the tangible and intangible rewards that come with service in the Air National Guard. In fiscal year 2008, 3,676, or 34 percent, of our enlistments originated from leads generated by G-RAP volunteers. An overall 90 percent retention rate also bolstered our recruiting success for fiscal year 2008. By maintaining a high retention rate, the Air National Guard decreases the cost of replacing valuable members.

READINESS

Even though we met our recruiting and retention goals this year, we face the growing challenge of training the right people with the right skills to meet mission changes while responding to high wartime commitments and dealing with resource constraints. To deal with this we must focus on the three primary areas of readiness—personnel, training, and equipment.

Personnel

Personnel readiness, including skills affected by equipment shortages which bear upon our ability to train, has the greatest impact upon Air National Guard overall readiness rates. As previously mentioned, working through a period with such a large number of units changing missions also skews the percentages. To a lesser degree, but still important, are the numbers of personnel on medical or dental profiles—an issue that affects our ability to deploy worldwide. The Air National Guard is placing increased emphasis upon these many challenges that affect our personnel readiness.

The Air National Guard continues to maintain personnel readiness by supporting our people returning from deployments. We must maintain the Air National Guard readiness posture by ensuring our airmen receive appropriate and timely medical and dental assessment and treatment at all levels. We offer this through Frontline Supervisors and Landing Gear training programs, and through the Post-Deployment Health Reassessment process.

Training

Training readiness is an ongoing challenge as we strive to meet training standards. In order to retain our highly qualified, experienced personnel, we must have the ability to train to both domestic operations and combat standards while meeting deployment demands. Equipment shortages of emergency management equipment for Air National Guard civil engineers, weapons for security forces, and aircraft engines adversely impact training capabilities, and could negatively affect retention rates. While the volume of mission-related training requirements seems to grow exponentially, we will continue to explore and take advantage of every opportunity to meet training requirements in a timely manner.

The most significant challenge for the Air National Guard, however, has been to fit its wartime requirements and mission changes into the traditional framework of a community-based, predominately part-time force. Our members have a history of answering the call to service, and have not lost sight of their mission: to be a combat-ready Air Force composed of dedicated, professional airmen serving in both state and Federal roles.

Equipment

Air National Guard equipment readiness presents greater challenges as long-term costs in operating and maintaining older aircraft continue to rise due to more frequent repairs, fuel prices, and manpower requirements. Although fuel prices have declined in recent months, the cost of aircraft maintenance continues to rise significantly as we struggle to extend the life of our aging fleet.

The current air traffic control system is 1950s technology that received minor radar upgrades in the 1980s. Replacement parts are obsolete and no longer available on the market. Modifying and upgrading the old system would cost more than a new system. The Air National Guard provides 62.5 percent of the United States Air Force's air traffic control (ATC) wartime mission. In support of Operations Enduring Freedom and Iraqi Freedom, the Air National Guard deployed five mobile ATC Radar Approach Controls. Additionally, the Air National Guard has peacetime obligations to support the National Airspace System, providing ATC services at designated military/civil airports.

In the final analysis, the Air National Guard will meet 21st century challenges by proactively shaping its future with combat-ready, adaptable airmen at its core.

MODERNIZE AND RECAPITALIZE

The age of the Air National Guard fleet is of grave concern. Aircraft and equipment in both the regular Air Force and the Air National Guard are quickly wearing out. The average age of Air National Guard aircraft is now over 25 years, with KC-135s being the oldest at 49 years. The high operational tempo since 1990 has added flying hours that have accelerated this aging process. As already mentioned, long-term costs to operate and maintain these older aircraft have increased. Additionally, our potential adversaries have improved their capabilities, raising concerns about the ability of our current aircraft to defend U.S. interests around the globe.

Modernization of our equipment and training platforms is based on capabilities needed by the Air Force. As the Air National Guard moves increasingly into the worlds of command and control, intelligence, reconnaissance, surveillance, unmanned systems, and cyberspace, the process has expanded to include expert warfighters in these areas. As a capabilities-based force, the Air National Guard can better assess, plan, and support its Federal (title 10) and State (title 32) missions, remain relevant to operations, and be interoperable with other forces.

Changing the force structure and orientation of units away from airborne platforms to unmanned systems and capabilities is a difficult, yet necessary transition. These efforts to redefine the Air National Guard will be expanded upon in the Future Mission Areas section of this report.

The Air National Guard is committed to seamlessly integrating into the operational environment. Our modernization program is based on Air Force and Combatant Command requirements and vetted among Reserve component and active duty warfighters. Some examples include:

Mobility Aircraft

The Air National Guard will pursue further modifications to flight instruments, communications, navigation, and terrain/traffic avoidance systems along with upgrades to engines and missile warning and countermeasures on Air National Guard mobility aircraft (C-5, C-17, C-130, KC-135) and other aircraft.

Combat Aircraft

Air National Guard combat aircraft (A-10, F-15, and F-16) comprise about one-third of the Air Force's combat capability. Eighty percent of our F-16s will begin reaching the end of their service life in 8 years. While our maintainers continue to keep our fleet combat ready and available, we must replace our legacy systems to remain viable and relevant.

Unmanned Aircraft Systems

The Air National Guard expansion into the world of unmanned aircraft systems continues to move forward in Arizona, California, North Dakota, New York, Nevada, and Texas Air National Guard units, as illustrated with the development of integrated Predator and MQ-9 Reaper Operations Centers. These centers will not only allow smooth operation and control of current and future transformational warfighting and homeland defense missions, but will integrate multiple systems currently running independently. The RQ-4 Global Hawk continues to provide high quality intelligence, surveillance, and reconnaissance (ISR) support for Operation Iraqi Freedom while also supporting homeland missions.

MC-12 and Project Liberty

Mississippi's 186th Air Refueling Wing is taking on an additional mission, training aircrews for the Air Force's newest manned ISR platform, the MC-12. Designated Project Liberty, the program will train nearly 1,000 airmen during the next 2 years at Key Field near Meridian, MS, at a cost of about \$100 million. The MC-12 is expected to bolster the DOD's intelligence gathering capability in Operations Iraqi Freedom and Enduring Freedom.

Dual-Use Capabilities

Developing and fielding "dual-use" capabilities are the cornerstone to the Air National Guard's cost effective contribution to combat and domestic operations. Many domestic operations capabilities are outlined in the NGB's "Essential 10" core military capabilities relevant to Civil Support. In fiscal year 2010, with the support of Congress, we will address critical shortfalls in medical, communications, transportation, logistics, security, civil support teams, engineering, and aviation. The Air National Guard will continue to increase capabilities for use during domestic missions for the foreseeable future.

Competing sustainment costs and funding requirements for recapitalization present challenges for the Total Force. However, by similarly equipping the Air National Guard and the regular Air Force, we directly support efforts in Total Force Integration (TFI). In short, the Air National Guard needs to be concurrently equipped with the Active-Duty Force to support our total Air Force mission—to be the dominant air power, second to none.

Maximize Associations and Community Basing

Since Vietnam, the Air Force has understood the importance of unit integrity on combat effectiveness, and has reflected this in war plans for unit mobilizations. As such, the Air National Guard, Air Force Reserve (AFRES), and active Air Force have formed unique alliances that promise to increase mission effectiveness while reducing costs.

Under three types of constructs known as "associations," Air National Guard, AFRES, and Active Air Force units share not only facilities and equipment, but knowledge and experiences (many Air National Guard members spend their careers with the same unit and equipment).

- Under "classic associations" the Active Duty unit retains principal responsibility for its equipment and the Reserve unit shares in operating and maintaining it.
- With "active associations" Active Duty personnel are assigned to Reserve units in local communities where they share in the operation and maintenance of Reserve-assigned assets.
- The last association, called "Reserve associate," is similar to the "Active" and "classic" relationships in that one Air Reserve unit retains ownership of the assets and another unit shares in operating and maintaining the equipment as an air Reserve component associate unit.

“Community basing” is a core characteristic that forms the foundation of our competitive edge as a cost effective combat-ready Reserve. Over 60 percent of the Air National Guard force consists of “traditional” part-time, professional airmen, who train to the same standards, supply the same capabilities and provide the same response times as the regular Air Force.

The Air National Guard is closely tied to our communities. Generally our members are recruited locally, hold civilian jobs there, and maintain close ties throughout most of their careers in the Air National Guard. Unlike regular Air Force Bases which tend to be self-sufficient, we also depend on our local communities for many common resources needed to support the mission.

Shared infrastructure, such as retail stores and housing, reduces operating costs significantly (66 of 88 Air National Guard flying units are co-located at civilian airports, sharing runways, taxiways, and fire/crash emergency response).

The synergy resulting from these relationships is fundamental to the mission readiness of the Air National Guard in these ways:

- Ties to the local area provide personnel stability, resulting in a high level of unit integrity and experience.
- Long-term relationships position the Air National Guard to plan, exercise, and respond to natural and manmade domestic emergencies.
- Shared civil/military workforce provides the Air National Guard and the community with broad skill sets.

Future Mission Areas

The Air National Guard is prepared to take on more mission sets to better support the overall Air Force mission. The Air National Guard will continue to work with the Adjutants General to refine and update the modernization and recapitalization plans outlined previously. We will not only support our Governors at home with quick responses to natural and manmade disasters, but will also support the combatant commanders with improved mobility, agile combat support, and other mission sets, both tried and new.

Rapid Global Mobility

Continuing Air National Guard participation in inter-theater or strategic airlift (C-5, C-17), intra-theater or tactical airlift (C-130, future C-27/JCA), and air refueling (KC-135, KC-10, future KC-45) is important. Within the Strategic Reserve construct, strategic airlift and air refueling are central due to their surge-to-demand operation and ability to meet scheduled operational force requirements rapidly. Tactical airlift fits well with dual capabilities required by the Air National Guard’s State and Federal roles. Its versatility makes it especially valuable in responding to domestic needs, such as Modular Aerial Firefighting, and aerial delivery of food and supplies to disaster victims, and in search and rescue.

Agile Combat Support

Expeditionary Combat Support (ECS) units will continue to provide essential combat service support in sustaining all elements of operating forces, providing medical support, services, security forces, civil engineers, transportation, logistics support, and airfield maintenance. ECS also includes Air National Guard support to National Guard Civil Support Teams (CSTs) and Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE) Enhanced Response Force Packages (NG-CERFP) to assist civil authorities’ response to domestic CBRNE incidents. These units are at the forefront of our dual-use capabilities in responding domestically to manmade and natural disasters as well as overseas disasters and operational missions.

Intelligence, Surveillance, and Reconnaissance (ISR)

The Air National Guard can help meet rapidly increasing ISR requirements for the Joint Force, in areas such as the following:

- ISR in Special Operations
- Distributed Ground Stations
- Human Intelligence
- National Tactical Integration
- ISR Center of Excellence (Nellis AFB, NV)
- Air Force Expeditionary Signals Intelligence
- Computer Network Exploitation
- Tactics Analysis
- Global Aviation Analysis Support Team
- All Source Intelligence Analysis

United States Special Operations Command requested investment in manning ISR aerial ports, which points to the need to further invest in small aircraft to support specific ISR requirements, something the Air National Guard is uniquely qualified to do since it already possesses the appropriate aircraft and experienced aircrews. Platforms such as these have dual-use capability for both homeland and expeditionary operations. Specifically, it can support DOD's "Building Partnership Capacity" efforts with nations desiring a partnership arrangement involving a low-cost multi-utility platform, which could further enhance the National Guard SPP. This manned ISR mission, using the small aircraft platform, is potentially the most promising initiative for the Air National Guard in the near future.

Cyberspace

This year the Air National Guard continued to grow into cyberspace by establishing three more information operations squadrons, raising the number of operational units to eight. These new units include the 166th Network Warfare Squadron based at New Castle Airport, Delaware, the 273rd Information Operations Squadron (IOS), Lackland AFB, Texas, and the 229th IOS, located in the Vermont National Guard Armory. While the specifics of each unit's mission vary slightly, all are dedicated to deterring the ever growing number of daily attacks against this nation's cyber-based infrastructure.

Space Operations

Air National Guard units support space and missile operations at several locations in Alaska and the continental United States. Air Force Space Command desires increased Air National Guard involvement in space operations, to include Missile Warning associate squadrons, Missile Operations support squadrons, Distributed Command and Control Mission expansion, and Space Launch/Range operations.

Continuing Missions

The Air National Guard will retain some existing mission sets, such as those associated with Global Persistent Attack. This mission is a surge task that requires a large number of fighter aircraft, particularly in the early stages of a conflict. The Air Force Reserve components provide the most cost effective way to maintain this surge capability.

The Air Force will not be able to recapitalize its fighter force structure on a one-to-one basis, which means that some Air National Guard fighter units have been required to transition to other mission areas. Developing active and classic associations such as those mentioned above are now underway as we transform to new and promising mission sets.

For fiscal year 2010, fully rebalancing and training will involve a complex interchange of people, training, and resources. These mission changes will directly impact about 15,000 Air National Guard members across the Nation.

In an environment where change is considered a constant instead of a variable, we continue to move forward knowing a more capable Air National Guard will better serve the needs of our Nation tomorrow and far into the future.

JOINT STAFF, MESSAGE FROM THE DIRECTOR, MAJOR GENERAL PETER M. AYLWARD,
DIRECTOR, JOINT STAFF, NATIONAL GUARD BUREAU

Today's National Guard faces a more complex and challenging world than ever before. There are no easy solutions to our comprehensive problems. America must remain ready to fight and win across the full range of military operations. Enemies are finding new ways to overcome the difficulties of geographic distance. The increase in travel and trade across U.S. borders has created new vulnerabilities for hostile states and actors to exploit opportunities to perpetrate devastating attacks on the U.S. homeland. U.S. military forces enjoy significant advantages in many aspects of armed conflict, but we will be challenged by adversaries who possess or design novel concepts to overcome our advantages.

At home, the terrorism threat coincides with violent drug-trafficking organizations and border security challenges. These trends produce a geopolitical setting that is increasingly complex and unpredictable. Therefore, the National Guard must be flexible and prepared for the unexpected. In addition, the way the National Guard is organized, equipped, and trained provides the unique ability to respond quickly and effectively to natural disasters and manmade catastrophic events. The NGB's Joint Staff has taken on these challenges with the following efforts, teams, and programs.

DOMESTIC OPERATIONS

Weapons of Mass Destruction Civil Support Teams (WMD-CST)

The National Guard continues to strengthen its ability to respond to chemical, biological, radiological, nuclear, and high-yield explosive incidents with 55 WMD-CSTs and 2 newly established units going through the DOD certification process. These units are manned by 22 full-time Army and Air Guard personnel who provide each Governor with an immediate response capability, specialized expertise, and technical assistance that can be provided to local incident commanders nationwide. WMD-CSTs do not duplicate state CBRNE response capabilities, but support civil authorities by identifying CBRNE agents or substances, assessing current or projected consequences, advising on response options, and assisting with requests for State support. Congress recently expanded the use of CSTs to include response to intentional or unintentional HAZMAT incidents and natural or manmade disasters.

The National Guard's Civil Support Teams, which are so essential to the security of the American people on an almost daily basis, depend on the availability of adequate operations and maintenance funds to carry out their tasks. Any reduction in funding below that requested carries the risk of hindering the operational capability of these essential teams.

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE)—Enhanced Response Force Package (CERFP) Teams

Army and Air National Guard citizen-soldiers and airmen with technical response skills in this area make up 17 CERFP teams covering every region of the country. The CERFP team is designed to locate and extract victims from a collapsed structure in a contaminated environment, perform medical triage and treatment, and conduct personnel decontamination from a weapon of mass destruction incident.

CBRNE Consequence Management Response Forces (CCMRFs)

Each CCMRF provides 4,700 trained and equipped Active and Reserve component military personnel ready to assist civil authorities in response to a CBRNE incident. CCMRF capabilities include:

- CBRNE reconnaissance and detection
- Casualty search and extraction
- Decontamination
- Hazardous material handling and disposal
- Medical triage, treatment, and care
- Aero-medical evacuation
- Explosive ordnance disposal
- Air and land transportation
- Mortuary affairs

The NGB continues to support planning for the standup of all CCMRFs.

Joint Force Headquarters-State (JFHQ-State)

The National Guard continues to strengthen and refine the 54 Joint Force Headquarters throughout the United States. JFHQ-State works to enable effective domestic responses while conducting traditional state National Guard training responsibilities for Army and Air Force Reserve component forces. Each JFHQ-State provides the Governor with information and command and control for effective National Guard response; provides improved situational awareness to DOD before, during, and after an emergency response; and facilitates unity and continuity of military (Federal and State) effort during Continental U.S. (CONUS) operations.

Critical Infrastructure Program—Mission Assurance Assessment (CIP-MAA) Teams

National Guard CIP-MAA teams are comprised of citizen-soldiers and airmen trained to assess the vulnerability of industrial sites and critical U.S. Government infrastructure to attack. Their analysis helps various government agencies direct prevention, deterrence, mitigation, and response efforts. Currently, 3 teams are assessing Defense industrial base sites and 10 teams are assessing Department of Homeland Security sites.

Joint Enabling Team

The NGB's highly-trained professionals making up Joint Enabling Teams (JETs) establish a logistics and support link between NGB, the supported state, and supporting States and agencies. The JETs help identify potential mission shortfalls and facilitate missions by assisting with the collection, reporting, and sharing of information. They ensure that resources are available and that personnel directly involved in the mission are effectively supported for domestic operations involving floods, hurricanes, and tropical storms.

National Guard Reaction Force (NGRF)

Within hours of an incident, upwards of 500 individuals can assist State and local law enforcement by providing site security, presence patrols, show-of-force, establishment of roadblocks and/or checkpoints, control of civil disturbances, force protection and security for other responders, and protection of DOD assets as required.

Task Force for Emergency Readiness

The Task Force for Emergency Readiness (TFER) program enlists National Guard officers at the State level to write comprehensive "State" Homeland Security Plans that address the eight national planning scenario sets. The Federal Emergency Management Agency (FEMA) is currently funding five pilot States (Hawaii, Massachusetts, South Carolina, Washington, and West Virginia) with the intent of expanding TFER to all States based on the anticipated success of the pilot program.

COUNTERDRUG PROGRAMS

In 2008, some 2,400 National Guard personnel supported law enforcement agencies in seizing illegal drugs with a street value of approximately \$28 billion. The National Guard supports law enforcement counterdrug operations with 125 specially equipped Army National Guard OH-58A helicopters and 11 Air National Guard counterdrug RC-26B fixed-wing aircraft.

Synchronizing counterdrug information-sharing among law enforcement agencies, the National Guard, and DOD agencies has greatly increased the efficiency and speed of the effort.

Stay on Track

In 2008, National Guard personnel reached over 3 million people with their positive anti-drug messages. Drug demand reduction programs such as Stay on Track have reached over 115,000 middle school students in 215 schools around the country since 2007. In 2009, Stay on Track plans to reach out to another 150,000 students.

OPERATION JUMP START

The National Guard and the U.S. Border Patrol marked the end of the Operation Jump Start (OJS) mission in 2008 with ceremonies in Washington, DC. Operation Jump Start began June 15, 2006, and officially ended July 15, 2008. At its peak, the operation saw up to 6,000 National Guard citizen-soldiers and airmen assisting the Border Patrol to increase security and vigilance along the Nation's southern border.

OJS assistance not only freed up hundreds of Border Patrol agents to perform their normal law enforcement duties, but it also allowed time for the Border Patrol to hire and train more agents.

"Within law enforcement, there is one word that we put a lot of weight on," said David V. Aguilar, Chief of the Border Patrol. "That is the word 'partner.' Today, I am very proud to call every individual who wears the uniform of the National Guard, has ever worn it, or will wear it, or is in any way affiliated with the National Guard . . . our true partners, and for that we truly thank you."

Over the 2-year period, more than 29,000 troops from all 54 States and territories participated. As we look back on this operation, we count the following successes:

- Assisted with over 176,000 immigration violation apprehensions
- Aided in seizing over 315,000 pounds of marijuana
- Aided in seizing 5,000-plus pounds of cocaine
- Helped build more than 19 miles of road
- Helped repair more than 717 miles of road
- Helped construct 38 miles of fencing
- Helped erect 96 miles of vehicle border barriers

The National Guard provided the Border Patrol logistical and administrative support by operating detection systems, providing communications, and analyzing border-related intelligence. Citizen-soldiers and airmen also built new infrastructure, conducted training, and provided additional aviation assets and ground transportation.

JOINT AND INTERAGENCY TRAINING

To continue providing quick and effective support of local and State response forces, the National Guard must continue expanding its capacity to conduct joint and interagency training in a domestic environment. We can accomplish this by increasing the number of National Guard, State and local response forces, DOD, and

Federal agencies participating in the U.S. Northern Command (USNORTHCOM) and NGB Joint Interagency Training Capability (JITC) programs.

Increased participation by these and other agencies will improve tactical interoperability as well as unity of effort among State, local, and Federal agencies during catastrophic manmade or natural disasters. Increasing the number and scope of National Guard regional training centers (such as the Joint Interagency Training and Education Center (JITEC) in West Virginia) will also improve response proficiency and standardize tactics, techniques, and procedures for National Guard teams dealing with chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE).

Joint Interagency Exercise Program (Vigilant Guard)

This exercise program conducts four National Guard regional exercises each year that provide valuable experience and training opportunities to the following force elements:

JTF Commander Training Course

This course prepares potential JTF commanders to operate, organize, and function in the unique Federal and State environment. The 4-day in-residence course is conducted twice a year at USNORTHCOM in Colorado Springs.

JFHQ/JTF Staff Training Course (JSTC)

This course provides comprehensive training and education for joint staff to support JFHQ and JTF missions in State or Federal status.

Collective CBRNE Training Program

Seventeen CBRNE Enhanced Response Force Packages (CERFPs) and 57 Weapons of Mass Destruction-Civil Support Teams (WMD-CSTs) learn to respond to a catastrophic CBRNE event in this program.

Joint Interagency Training and Education Center

In addition to the Joint Interagency Training Capability, JITEC plays an integral part in continuing the National Guard's transformation for the future by building relationships and capabilities with our interagency partners. Joint Interagency highlights include:

- Providing more than 30,000 duty-days of training and interaction in over 800 exercises to some 90 different organizations and agencies since September 11, 2001
- Scheduling more than 200 training, exercise, or assessment activities in 2010

With continuing support from both DOD and Congress, the National Guard will continue to transform itself into a premier homeland security and defense organization, leveraging state and Federal responses, capabilities, and expertise.

TECHNOLOGY REVOLUTIONIZES EMERGENCY RESPONSE AND TRAINING

Technology has played a key role in enhancing the National Guard Joint Staff's effectiveness in America's emergency preparedness and response. Emergency response training, information exchange, and command and control activities are more robust than ever to support local communities during a time of catastrophic events. The following highlights our progress.

Joint CONUS Communications Support Environment (JCCSE)

The JCCSE is the NGB and USNORTHCOM umbrella platform that establishes communications and information sharing for Homeland Defense and Civil Support missions from the national to the State or territory level. The JCCSE platform ensures the National Guard's capacity to provide Command, Control, Communications, and Computer (C4) support necessary to carry out National Guard responsibilities. These capabilities directly supported FEMA operations during Hurricanes Gustav and Ike.

Communications, situational awareness, and command and control were bolstered with the following JCCSE enhancements:

- NGB acquired 84 Joint Incident Site Communications Capability (JISCC) systems to be distributed to the 54 States and territories. These sets provide interoperable communications at the incident site along with a satellite link to command and control centers to share information and tools needed to request or direct support.
- NGB established a Joint Command, Control, Communications, and Computer (C4) Coordination Center (JCCC) to monitor the status of all National

Guard communications to the Joint Force Headquarters in each State, FEMA, and all emergency agencies involved. During an incident, the JCCC provides help-desk and satellite link support to teams deploying with JISCC.

- NGB established the Joint Information Exchange Environment (JIEE) as a web-based application to provide a common operating picture of all non-federalized National Guard activities. JIEE provides the ability to monitor, track, and share operational information with mission partners in a trusted domestic operations environment that extends down to the incident level. This capability is not currently available in DOD programs of record.

The domestic information environment in which JCCSE must interoperate continues to evolve. Consequently, NGB will continue to request funding to both sustain and adapt JCCSE capabilities as the domestic response requirements emerge.

Emergency Management Staff Trainer

The Emergency Management Staff Trainer is a new virtual training application that provides extremely low-cost, scenario-driven training that can be repeated as many times as needed. This capability offers training that is geographically specific, allowing National Guard and civilian emergency management personnel to engage in training specific to their own city or State.

Scenarios developed to date include Hurricane Preparation and Response, Earthquake Response, Building Collapse, and Pandemic Influenza Response.

Regional and State Online Resource—Emergency Management (RaSOR-EM)

RaSOR-EM supports training activities by combining commercially available mapping programs with links to thousands of emergency management databases and other information sources, dramatically enhancing speed and access to this critical information. All 54 States and territories, numerous Federal agencies, and personnel from the Department of Homeland Security currently use the program. Data layers have been added to include critical infrastructure data, locations of schools and Reserve centers, and other valuable data.

SUPPORTING THE WARFIGHTER

An effective citizen-soldier or airman is one who knows his or her family is safe, secure, and able to function efficiently while he or she is deployed. An effective soldier or airman also needs support in transitioning back to civilian life after long deployments. Keeping our soldiers and airmen ready, both physically and mentally, requires the National Guard's support through programs for the individual and the family.

Transition Assistance Advisors

Sixty-two Transition Assistance Advisors (TAAs) were hired in the States, territories, and District of Columbia to provide personalized service to Guard and family members. They educate and assist them on constantly evolving benefits information, assist them in obtaining their Federal and State benefits and entitlements, and help them file and track benefits claims. These personalized services include linking Guard members and families to behavioral health resources, disability claims filing, and obtaining disability compensation. These advisors work closely with the liaisons from the NGB and Department of Veterans Affairs and have proven themselves invaluable by educating National Guard leadership, Guard members, and veterans on the myriad of complex benefits and entitlements earned through their military service.

In one instance, the TAA, the Seattle Veterans' regional office, and the Washington National Guard teamed up to test an idea that allows persons to file for Veterans Administration benefits and process them within 6 to 8 days of their units returning from active duty—a method previously reserved only for returning active duty units. This is made possible by allowing access to military medical records, often a large factor for delays in claims. The units also complete medical benefits forms on site.

National Guard Joint Family Program

The National Guard Joint Family Program (JFP) provides direct support to the 54 State and territory family program directors, youth coordinators, and 92 Wing Family Program Coordinators. The JFP office provides guidance, resources, and support to National Guard families when guardsmen are deployed at home or abroad. JFP conducts all training events and national-level seminars and workshops for all of the above positions as well as for an estimated force of over 10,000 National Guard family volunteers.

The program office provides training to families via computer-based training modules, centralized classes, and locally provided training to help make families self-reliant throughout the deployment cycle process.

Family Assistance Centers

Consider these actual family situations:

- A New Jersey National Guard soldier, training for deployment to Afghanistan, receives word that his family's home is gutted by fire.
- A soldier suffers from severe post traumatic stress disorder as he deals with his wife's declining health and the threat of losing their home.
- A catastrophic auto accident has left a soldier a quadriplegic.

These are just a few of the situations Family Assistance Centers (FACs) deal with each day to help our soldiers. More than 300 FACs across the 54 States and territories provide information, referral, and outreach to families of geographically dispersed members from all Services, whether Active or Reserve component. FACs are critical to mobilization and demobilization and to the long-term health and welfare of servicemembers and their families. The FAC team believes that soldiers who know their families are cared for, safe, and secure at home, can better concentrate on their tasks and missions in theater.

Yellow Ribbon Reintegration Program

The Yellow Ribbon Program provides information, services, referrals, and proactive outreach to servicemembers, spouses, employers, and youth from the beginning through the end of the mobilization lifecycle.

The program provides a flexible family support system to meet the servicemember and family readiness needs of the expeditionary service component and geographically dispersed families. The program focuses on ensuring servicemembers and their families receive the information and tools necessary to cope during the mobilization lifecycle.

Yellow Ribbon Program services include:

- Marriage Enrichment
- Employer Support for the Guard and Reserve
- Warrior Transition Unit Information
- Traumatic Brain Injury Information and Support
- Child Behavioral Counselors
- Veterans Affairs Information
- TRICARE/Medical Benefit Information
- Family Counseling
- Legal Counseling
- Financial Counseling
- Community Relations
- School Support
- Child Care Services
- Informational meetings and briefings
- Preparations for reintegration
- Employment opportunities

Division of Psychological Health

The newly created Division of Psychological Health will direct and manage a comprehensive psychological health service dedicated to Guard members and their families on a variety of conditions associated with post traumatic stress disorder(s) and/or traumatic brain injury. Fifty-four licensed mental health practitioners will cover all the States and territories.

The Psychological Health service goals include:

- Providing high quality services that are National Guard member-specific
- Overseeing an individual's mental health and readjustment needs to civilian life
- Addressing individual health care situations that may hinder reintegration to civilian life
- Consulting State and territory National Guard senior management on specific mental health needs and trends based on membership demographics

The NGB Division of Psychological Health is committed to providing quality care and will develop and implement a program that is practical, meaningful, and beneficial for our Guard members and their families, thereby ensuring our maximum operational readiness.

A Leader in Equal Opportunity

In 2008, the NGB Office of Equal Opportunity and Civil Rights developed Reasonable Accommodations procedures that are a model for other Federal agencies. The NGB is also officially partnering with Operation War Fighter through job fairs, resume reviews from the internet, and participation in ongoing work groups to enhance employment opportunities within NGB for wounded servicemembers during their rehabilitation.

This office ensures the effective management of National Guard Affirmative Action programs to achieve a military and civilian workforce structure that reflects the diversity of the 54 States and territories.

With the ongoing support from Congress and the American people, the National Guard will continue to secure the American homeland while defending her interests abroad.

Your National Guard is "Always Ready, Always There."

Senator BEN NELSON. Thank you, General.
General Wyatt.

**STATEMENT OF LT. GEN. HARRY M. WYATT III, USAF,
DIRECTOR, AIR NATIONAL GUARD**

General WYATT. Thank you, Mr. Chairman. I'm honored and privileged to be here before you and the committee today, and thanks again for all the hard work the committee has done for your Air National Guard (ANG).

I'm privileged to be in the chamber this afternoon with the senior enlisted adviser of the ANG, ANG Command Chief Master Sergeant Dick Smith from Ohio, who is backing me up here, and is responsible, as I am, for the over 94,000 enlisted members of the ANG.

As we meet today, Mr. Chairman, your ANG is protecting our skies over the United States of America at 16 of 18 air sovereignty alert sites. They're ready to respond to disasters like hurricanes, tornadoes, and fires, and are currently responding to floods in North Dakota, Minnesota, and snow storms in Montana.

We do all this while, at the same time, volunteering at unprecedented rates to support the worldwide contingencies. We cannot forget the backbone of our Force, our traditional Guard members, who are providing not only day-to-day Air Expeditionary Force (AEF) rotation capabilities, but also that critical surge capability for our Air Force that makes the Guard such a vital component of the entire Air Force.

In the personnel domain, talking about four major themes today, and then I'll pass the microphone. Our primary priority this year is targeted and precision recruiting. As you're aware, we are over our end strength for the first time since 2002. We will be focusing our recruiting efforts on getting the right folks in the right place and doing the right jobs. Incentives and bonuses are key to that.

We also seek to leverage the inherent ANG efficiencies and take on additional Air Force missions as appropriate when asked by the United States Air Force and when resourced by the Air Force. We attempt to maximize the use of association, the association constructs where we work with the Active Duty Air Force Reserve brothers and sisters in forming these new constructs, and look to community basing to better support the Air Force mission.

Thank you very much. It's an honor and privilege to be here, and we look forward to answering your questions, sir.

Senator BEN NELSON. Thank you, General.

General Stultz.

**STATEMENT OF LTG JACK C. STULTZ, USAR, COMMANDING
GENERAL, U.S. ARMY RESERVE COMMAND**

General STULTZ. Mr. Chairman, Senator Burriss, and others: Thank you for the opportunity to testify before you, to represent over 204,000 Army Reserve soldiers who are serving this Nation. Thank you for what you've done, for you and for the staffers there, for all the support you've given us for our soldiers, the things that we talked about previously with Secretary Hall, TRICARE, retirement, other benefits, that we're able to take back to those soldiers and say, thank you for what you're doing for this Nation; this is what Congress is doing for you.

Today, I can report to you that your Army Reserve is in excellent shape. We're at 204,000-plus. That's up 7,000 this fiscal year, on top of 7,000 last year. We're growing at a tremendous pace. Recruiting is good, retention is good. The theme that we're using in the statement that I submitted for the record is "A Positive Investment for America." The Army Reserve is giving this Nation a great return on investment. The dollars that we're given in our budget are used wisely and we're returning back to America, not only in terms of the military capability, but the civilian capability.

I brought with me today, since 2009 is the year of the Non-commissioned Officer (NCO) for the Army, three great NCOs that I'd ask just to stand up to be recognized. I use them as an example of when I talk about a return on investment. Sergeant Jason Ford that you see in front of you, he's a drill sergeant in the Army Reserve. When he is on duty with the Army Reserve, he's training soldiers, not Army Reserve soldiers, Active Duty soldiers, at our BTCs like Fort Leonard Wood. He also trained Iraqi soldiers for a year in Iraq, working under General Petraeus over there in Multi-National Security Transition Command-Iraq (MNSTC-I) Mission, where he was wounded while on a combat patrol leading 25 Iraqi soldiers by himself, and received the Purple Heart and Bronze Star.

Back here in America, in Brockton, MA, he's a law enforcement officer. So he comes back and continues to serve in uniform for the Nation, both in a Reserve status and as a civilian.

I also have Sergeant Henry Farve, who was deployed to Iraq when his son, who was deployed with 3-2 Stryker from Fort Lewis, was wounded in action. Sergeant Farve could not get to his son, but instead said: "Continue the mission; I have a mission over here with my unit."

Sergeant Larry Limon, a first sergeant over there for a unit that was providing combat patrols, was hit by an improvised explosive device while over there leading the unit, but continued the mission.

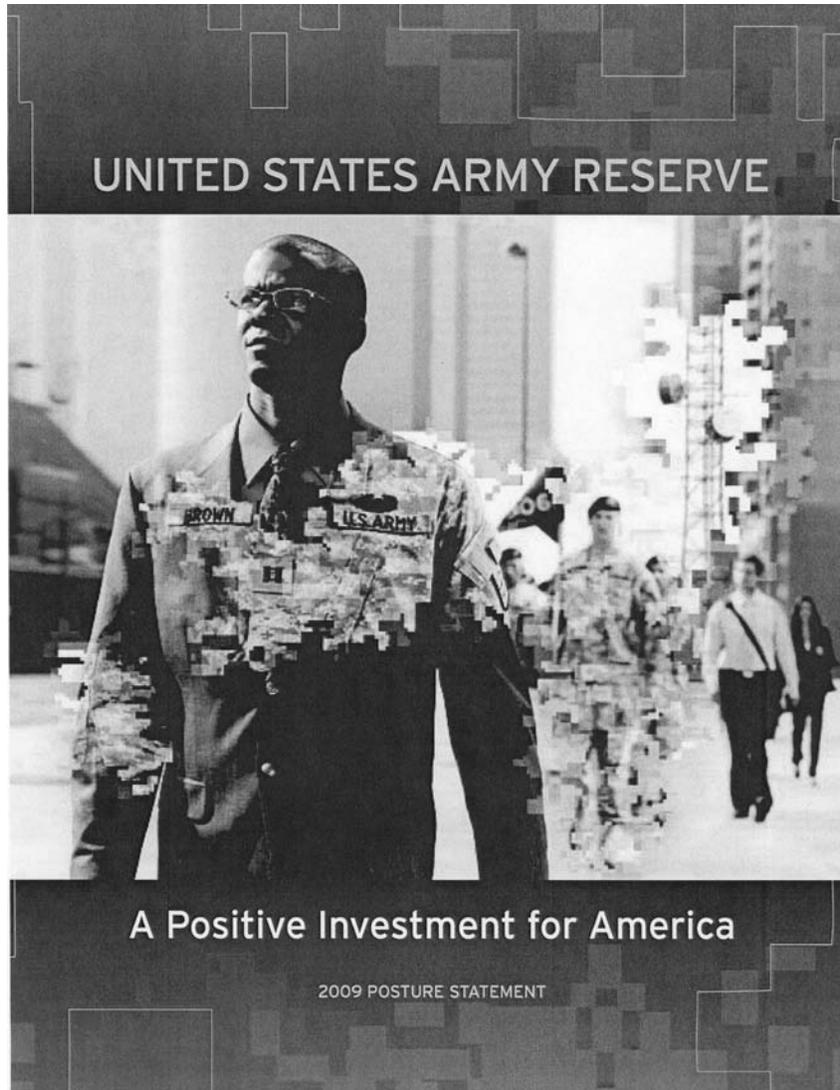
All these gentlemen serve their country proudly in uniform, but they come back and serve in civilian capacities or work for the Government back here. So we do have a positive return on investment because we give back not only in defense, we give back in the civilian community.

Thanks for your support. For all the staffers there, thank you for what you've done for us. I look forward to your questions, sir. Thank you.

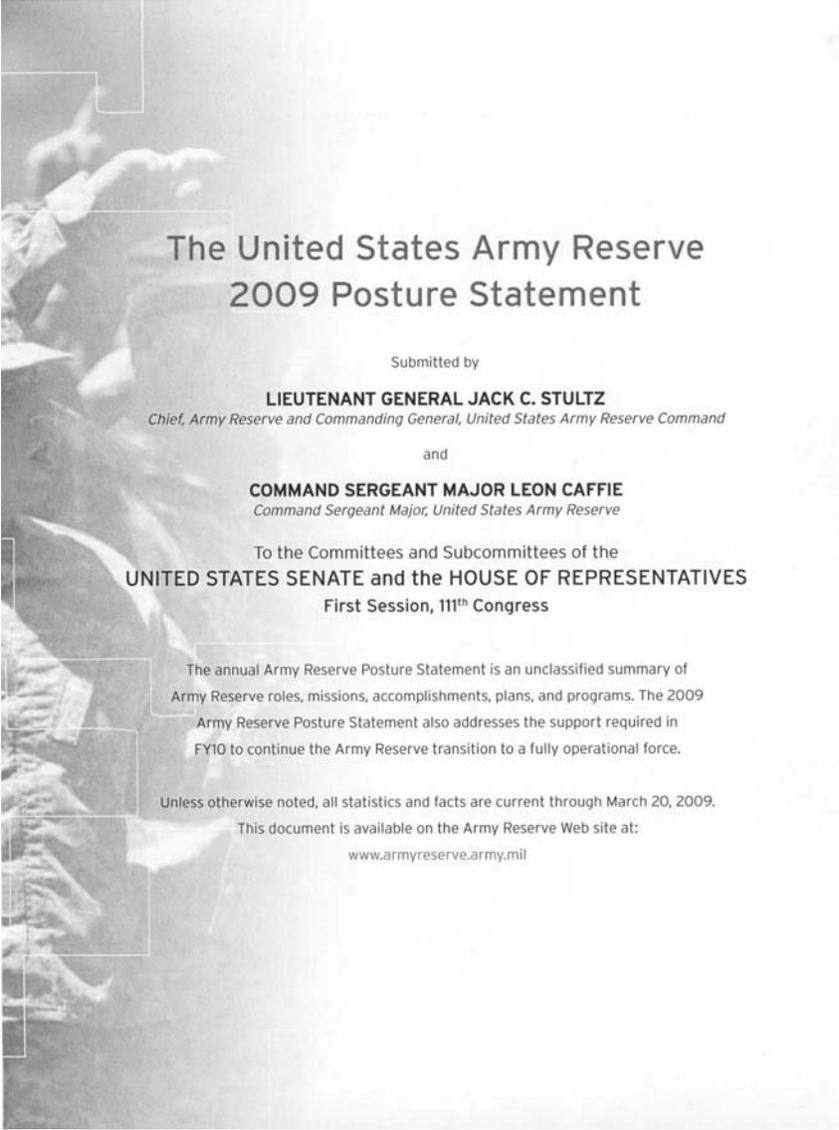
Senator BEN NELSON. Thank you, General. Thank you all. Let's give them a round of applause.

[Applause.]

[The prepared statement of General Stultz follows:]







The United States Army Reserve 2009 Posture Statement

Submitted by

LIEUTENANT GENERAL JACK C. STULTZ

Chief, Army Reserve and Commanding General, United States Army Reserve Command

and

COMMAND SERGEANT MAJOR LEON CAFFIE

Command Sergeant Major, United States Army Reserve

To the Committees and Subcommittees of the
UNITED STATES SENATE and the HOUSE OF REPRESENTATIVES
First Session, 111th Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2009 Army Reserve Posture Statement also addresses the support required in FY10 to continue the Army Reserve transition to a fully operational force.

Unless otherwise noted, all statistics and facts are current through March 20, 2009.

This document is available on the Army Reserve Web site at:

www.armyreserve.army.mil

Winter, 2009

The Army Reserve—A Positive Investment for America

After seven years of war, the most compelling evidence of Army Reserve success is the confidence deployed commanders have in the quality and ability of our Soldiers. The men and women of the Army Reserve—Warrior-Citizens—are full-time patriots who put their civilian careers on hold to protect American interests at home and abroad.

Army Reserve Warrior-Citizens represent America's best and brightest. The Soldiers' and their Families' commitment and willingness to sacrifice at home, or by carrying the fight to the enemy on desolate battlefields, allow Americans to pursue their dreams and live free from fear. In this document, we highlight the remarkable quality of the people on the Army Reserve team: men like the Harvard-trained physician who, after age 50, applied his medical expertise to saving lives on the battlefield; or the commercial airline pilot who put his civilian career on hold to serve as a trainer with the Army Reserve; or the lawyer with an MBA and a successful professional career, serving as an aviation mechanic in the Army Reserve. Men and women like these, and countless others, add immeasurable value to the Nation.

The contribution of Citizen-Soldiers, their Families, and prudent investments over the course of this decade, have allowed the Army Reserve to evolve from a strategic reserve to an indispensable operational force. In this environment of persistent conflict, turbulent markets, and tight competition for scarce resources, we must continue to invest our national treasure wisely. As an operational force, the Army Reserve is one of the best returns American taxpayers get for their money. To continue to succeed, the Army Reserve requires your support.

The Army Reserve leverages your investment to attract and develop talent. The expertise we nurture is employed on the battlefield and in the boardroom. Army Reserve Soldiers bring cutting-edge ideas from the marketplace to the military, enabling the Army to accomplish missions with maximum impact and minimum risk. In turn, Army Reserve Soldiers bring the skills and values they acquire in uniform—leadership skills, decision-making ability, confidence, and discipline—back to American industry to build stronger businesses and stronger communities.

To maximize Americans' return on investment, we have streamlined our command and control structure, standing down non-deployable support commands and establishing in their places operational and functional commands. Reducing the number of support headquarters and developing more deployable commands is generating more specialized capabilities in our core competencies: medicine, transportation, supply, civil affairs, military police, engineers, intelligence, and chemical, among others.

We are aggressively refining our training strategy to reduce post-mobilization training time and maximize Boots on the Ground contributions of our fighting units. Following the dictates of the

Base Realignment and Closure (BRAC) commission we are disposing of outdated facilities and replacing them with state-of-the-art centers to optimize training and support. Our training strategy, along with new facilities, will better prepare our Soldiers for the challenges ahead. Continuing to refine these efforts requires resources to complete BRAC mandates, develop and employ advanced training techniques, and to acquire technology enablers: communications and information systems, training simulators, and cutting-edge medical processes.

We continue to improve readiness at all echelons. During our transition from a strategic to an operational force, we have recognized the need and advantage of having leaders and staff working full-time to support and prepare units in advance of their deployment. We continue to seek, and have commissioned research to determine, the optimum amount of full-time support to build and sustain readiness. We will be working with Congress closely this year to achieve this objective.

The Army Reserve provides capability the Army could ill afford to maintain on active duty. The unique skill sets of Warrior-Citizens have proven, over the course of a century, to be cost effective and cost efficient. We are further striving to improve our value by striking up strategic partnerships with industry. Our way ahead is to build America's premiere skill-rich organization by teaming with civilian employer partners to produce a human capital strategy model for the 21st century. Our efforts to create a public-private partnership to find, develop, and share talent will leverage the creativity and responsiveness of the civilian sector with the organizational skills, discipline, and leadership talent of the military. Working with industry, we develop our greatest asset—people. At the same time, we ensure the security of a system to realize peace and prosperity, keeping America shining as a beacon of hope for a troubled world.

Over the history of the grand American democratic experiment, our Nation has risen to greatness because of the character of ordinary citizens and their willingness to defend freedom. The Warrior-Citizens of the Army Reserve and their Families embody that lasting commitment to serve. Since September 11, 2001, more than 170 Army Reserve Soldiers have sacrificed their lives in the fight against tyranny. Today, thousands stand in harms way, while tens of thousands more stand ready to answer the call. America can make no better investment.

Thank you for your untiring support of the Warrior-Citizens of the Army Reserve.



Lieutenant General Jack C. Stultz
Chief, U.S. Army Reserve



Command Sergeant Major Leon Caffie
Command Sergeant Major, U.S. Army Reserve

FY08 RETURN ON INVESTMENT

As America remains a Nation at war, the Army Reserve continues to be a cost-effective force. In FY08, the \$6.9 billion Army Reserve appropriation represented only four percent of the total Army budget, yet we achieved remarkable accomplishments:

PERSONNEL. In 2008, we recruited 44,455 Soldiers and reenlisted 16,523 (111 percent of our annual goal), yielding a net gain of 7,142 in our ranks. Sustaining momentum to build personnel strength is the most important priority for the Army Reserve. Due to significant gains in end strength for FY08, the Army Reserve is on schedule to meet its 2010 end strength objective of 206,000 Soldiers. The Army Reserve continues to implement a series of programs to attract skill-rich professionals. Future strategic recruiting initiatives target shortage specialties, mission-critical skill sets, and mid-grade officer shortages. Through our Employer Partnership Initiative, we produce a human capital strategy. Businesses and the Army Reserve now share in the training and development of quality individuals who contribute to both our Nation's defense and the economy. Our collaboration with industry in recruiting eliminates the unnecessary expenditure of resources when recruiting in competition with each other.

READINESS. In 2008, we mobilized more than 27,000 Warrior-Citizens in support of the Global War on Terror. We developed Regional and Combat Support Training Centers (CSTC) to enhance unit readiness, increasing the time our units are available to combatant commanders. Our civilian-related skills and highly experienced Soldiers afford our Army its extended stability operations capacity. We increased the Boots on the Ground time for: Combat Support Hospital units by 45 days, Military Police Battalions by 37 days, and Combat Engineer Companies by 31 days by streamlining pre- and post-mobilization training schedules and eliminating all unnecessary and duplicate activities. As a federal force with personnel and equipment nationwide, we provide a unique capability as a Department of Defense "first responder" in times of domestic emergencies.

MATERIEL. We attained or exceeded the Army standard of 90 percent availability for reportable equipment that requires maintenance. All redeployed equipment not inducted into national level maintenance was recovered, repaired, and serviced. In light of acknowledged shortages, this equipment was then immediately transferred to "next deployers" or critical training locations in order to sustain pre-mobilization and pre-deployment training.

SERVICES AND INFRASTRUCTURE. We strengthened programs to improve the well-being of our Soldiers and their Families. The development of the "virtual installation," which afford Soldiers and Families ready access to services and pre/post-mobilization transition assistance, is the cornerstone of this effort.

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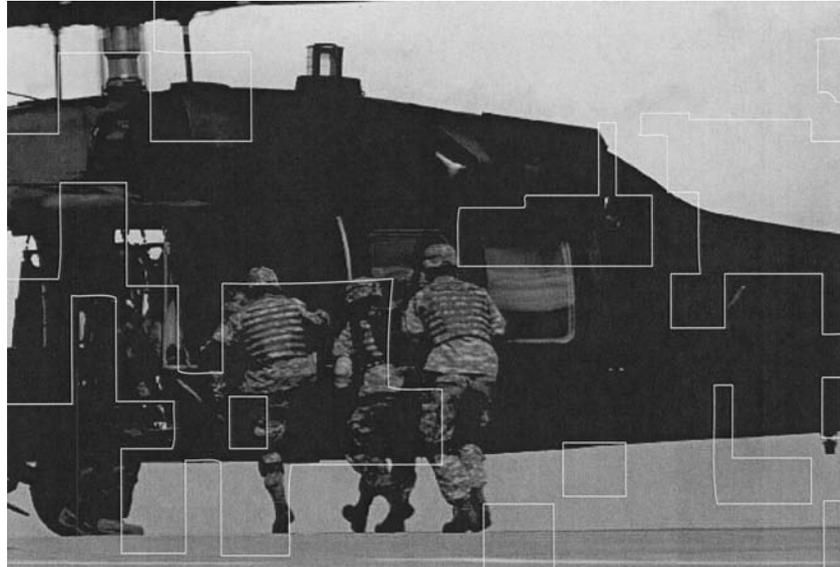




ARMY RESERVE PRIORITIES

- ★ Continue to provide the best trained, best lead, best equipped Soldiers and units to combatant commanders to achieve U.S. objectives and ensure national security
- ★ Recruit and retain the best and brightest Warrior-Citizens to sustain a robust and capable operational Army Reserve
- ★ Transform the Army Reserve (operational structure, support services, and training and equipping paradigms) to optimize the efficiency and effectiveness of a fully operational force
- ★ Provide Warrior-Citizens and their Families with the training, support, and recognition to sustain a cohesive, effective fighting force
- ★ Build and maintain a partnership with industry to facilitate the Warrior-Citizens' contribution to both a prosperous economy and a skilled, experienced, and capable Army

*To advance these priorities, the Army Reserve must
Obtain from Congress full support and necessary authorities.*



**THE PRESIDENT'S BUDGET REQUEST
WILL ALLOW THE ARMY RESERVE TO:**

- ★ Grow and maintain Army Reserve End Strength
- ★ Continue Army Reserve Transformation
- ★ Improve Medical and Dental Readiness
- ★ Equip units and Soldiers to train and fight
- ★ Provide quality services and support to Soldiers and their Families
- ★ Sustain Army Reserve Installations and Facilities

2009 POSTURE STATEMENT 3

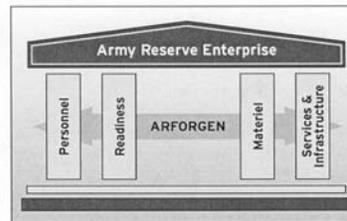
STRATEGIC CONTEXT

In accordance with Title 10 of the U.S. Code, the United States Army Reserve "provides trained units and qualified persons available for active duty in time of war or national emergency." Since the September 2001 attacks on America, the Army Reserve continues to deliver on its Title 10 obligation by serving in a *prolonged operational capacity* for which it was *originally neither designed nor equipped, but for which it is currently being transformed*. Each day, Army Reserve Soldiers and their Families make unprecedented sacrifices in response to lengthy and repeated deployments. The Army Reserve is an operational force providing critical combat, logistics, and stability support capabilities for homeland defense, overseas contingencies, and war. The demands of today's conflict, coupled with the existing and foreseeable stresses on our force, have redefined the way this institution, the Army, and the Nation views the Army Reserve.

The Army Reserve defines itself as a community-based, federal operational force of skill-rich Warrior-Citizens, that provides integral capabilities for full spectrum operations. The basis of this definition is reflected in the fact that today Army Reserve forces mobilize almost continuously. The Army Reserve has supported nine major operations and several lesser contingencies since 1990. This legacy of service and our most recent contributions set the conditions necessary to embrace the future for the Army Reserve.

One way to view this future is to look at the Army Reserve as an enterprise organization: a conceptual model applying a holistic approach to strategic leadership to improve organizational efficiencies. The enterprise approach is fundamentally about seeing the entire organization—its relationships among its people, processes, functions, and organizational parts.

In this document, we present the Army Reserve enterprise across four core management areas: *Personnel, Readiness, Materiel, and Services and Infrastructure*. To optimize Army Reserve performance we must:



- * Attract and retain the very best Warrior-Citizens to serve our Nation (**Personnel**);
- * Prepare, train, organize, and equip Soldiers and units (**Readiness**);
- * Provide Soldiers with the latest, mission-ready, modular force weapons and equipment (**Materiel**); and
- * Provide for the well-being of our Soldiers, Families, Army Civilians, and employers while providing state-of-the-art training capabilities, unit facilities, and secure, redundant communications (**Services and Infrastructure**).

The following sections of this document highlight our accomplishments and discuss the challenges and needs for strengthening the organization across these core functions (Personnel, Readiness, Materiel, and Services and Infrastructure). The Army Reserve will continue to generate a positive return on investment building, sustaining, and maintaining warfighting and support capability for America.



Personnel

Today's Army Reserve Soldiers are patriotic men and women who have a vision for their lives, have roots in a civilian community, and have a desire to serve their country. Their commitment translates into our success.

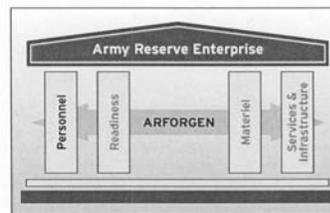
The Army Reserve exceeded its FY08 recruiting and retention objectives by accessing 44,455 new recruits and retaining 16,523 Soldiers. Yet, recruiting an all-volunteer force in a time of war presents challenges. The Army and the Nation face significant hurdles—from a lower propensity of young people to enlist, to a shrinking pool of fully qualified prospects, to an increasing trend of mid-grade Soldiers leaving the service.

One initiative the Army Reserve is advocating to combat the loss in mid-grade ranks is a "continuum of service" for a fully integrated force—active and reserve. By presenting options, the Army Reserve hopes to create an environment for Soldiers to move back and forth among components as their personal lives and civilian careers dictate. We have taken this continuum concept a step further with our Employer Partnership Initiative by developing a human capital strategy model to leverage the skill sets of volunteers, the innovations of industry, and the human development capacity of the Army.

Increasing Army Reserve End Strength

During FY08, the Army Reserve increased end strength by 7,142 Soldiers. A successful community-based recruiting effort; targeted programs and incentives; and personnel policies to control unanticipated losses resulted in this substantial net gain.

In FY08, the Army Reserve achieved 106 percent of its accessions goal and 111 percent of its reenlistment



Critical Needs

Obtain from Congress full support and necessary authorities.

Sustaining recruiting and retention incentives for Army Reserve Soldiers, with specific emphasis on mid-grade commissioned and noncommissioned officers;

Developing and sustaining adequate full-time support (FTS) to train and administer a fully functioning, robust, and capable operational force, and to ensure Soldier and Family readiness; and

Enhancing employer partnerships to optimize the development of human capital for the mutual benefit of industry and national security.



mission. Three critical initiatives contributed to this progress. Command emphasis and guidance provided the greatest impact focusing energy and effort on filling the ranks. The Army Reserve Recruiting Assistance Program (AR-RAP) brought a tangible reward to Soldiers for finding other patriots to serve. This innovative recruiting assistance program produced 3,751 accessions this past fiscal year. Finally, the Critical Skills Retention Bonus, Army Reserve (CSRB-AR), allowed us to address specific skill-set and grade shortfalls and retain much-needed talent and expertise in our ranks. These targeted financial incentives for continued service in critical specialties ensured 809 captains and 128 experienced staff sergeants and sergeants first class stayed in uniform.

As we gain momentum, building to a strength of more than 206,000 Soldiers, and while the Army Reserve is within the congressionally mandated end strength window, we recognize a significant gap in capability. Overall, the Army Reserve is short on the order of 10,000 officers in the grades of captain and major. In the enlisted ranks, we are challenged to develop and retain senior mid-grade noncommissioned officers (staff sergeants and sergeants first class). We are working aggressively to grow and shape the force to overcome these challenges. Continued re-sourcing of recruiting and retention incentives will maintain our Manning momentum.

Full-Time Support for an Operational Reserve

We now have a strategy to guide the transformation of Full-Time Support (FTS) in the Army Reserve in order to better support our operational force in this era of persistent conflict and global engagement. In 2008, we developed an initial strategy called FTS 2017, which envisioned a culture shift in how we support the readiness and

mobilization of Army Reserve units on a continual basis. This strategy defines and directs the effort to transform all aspects of Army Reserve full-time support. The strategy improves operational capability by providing a more dynamic, responsive, and flexible system to support global operations.

Completing the transition from a strategic to a fully operational force requires more than having the right-sized full-time support force. The current full-time support model remains a strategic reserve legacy. Key legislative and policy modifications may be required to change personnel support processes. Evolving the full-time support program requires addressing: active-reserve Soldier staffing (AGRs); Army civilians; contractors; and unit members on orders beyond their statutory 39 training days per year.

Currently three studies are under way to quantify full-time support issues and inform policy-makers. One study is determining the adequacy of full-time support billets across the Army Reserve and Army National Guard. Another study is providing a "capabilities and competencies" analysis of full-time support across the Army Reserve. The third is examining the use of dual-status military technicians within the Army Reserve. These studies will lead to the development of a capabilities-based full-time support solution for the operational demands of the Army Force Generation (ARFORGEN) unit training and employment construct. We anticipate initial study recommendations by early fall 2009. At that time, working with Congress, we will determine the optimum full-time support strategy and identify additional actions required to appropriately staff the organization to sustain the Army Reserve as an ARFORGEN-enabled operational force.

Employer Partnerships

The Army Reserve is implementing leading-edge employer relations programs that promote a continuum of service, sustain Soldiers' well-being during mobilization periods, and provide career-enhancing employment opportunities. The Army Reserve's Employer Partnership Initiative benefits employers by referring highly qualified, competent, disciplined Soldiers to work within their communities. By collaborating with employers, the Army Reserve can augment existing Soldier proficiencies while simultaneously building new capabilities to complement civilian job and military skills. By aligning military and civilian credentialing and licensing requirements, the Army Reserve and partner employers optimize a shared workforce. As employers are critical for sustaining the Army Reserve, sharing the same talent pool of Soldier-employees builds mutually beneficial relationships. Developing and maintaining effective partnerships allows the Army Reserve and employers to capitalize on particular strengths while minimizing weaknesses.

Our way ahead is to build a skill-rich organization by working closely with civilian employer partners. From an individual's perspective, we see it working this way: a local hospital struggles to find quality, skilled personnel to fill technical positions. The Army Reserve becomes a personnel source for this hospital through our Employer Partnership Initiative. We recruit an individual seeking to be a radiology technician. We train that individual as a Soldier and certify him or her as a radiology technician. After finishing advanced training, the Soldier walks into a civilian job with that local hospital where that Soldier continues to develop and refine his or her skills. Through our cooperative efforts, the hospital and the Army gain a

more competent, more experienced, and more capable Soldier-employee.

We see other advantages of partnering with employers. A major trucking company—our civilian partner—uses a state-of-the-art training center complete with truck driving simulators. Our Army Reserve Soldiers—employees of this trucking company—use the simulators to confront an array of driving hazards. The drivers train and work daily operating trucks safely on the road. When these Soldiers get in the cab of one of our



military trucks, they are better, more experienced drivers. The training and experience they gain from our industry partner benefits the Army Reserve. America gets a better, more disciplined, service-oriented employee, a more skilled and capable truck driver, and a stronger Soldier.

Over time, our Employer Partnership Initiative will become more than a key human capital strategy. It could well serve as the foundation of our identity. Two entities share and enhance the skills of one individual who contributes both to the defense of our Nation and to sustaining a robust national economy. We are building human capital in the Army Reserve and the private sector with highly skilled, career-oriented Warrior-Citizens.

Positive Return on Investment: Same Job in Different Country



A Major in the Army Reserve, Mark Bennett is a planning manager for the city of Haines City, Fla., and Commander of Alpha Company, 487th Civil Affairs Battalion. Major Bennett oversees Haines City's urban planning program, which includes development review and enforcement of land development regulations. Major Bennett easily applied his civilian planning expertise to the rebuilding effort in Baghdad. "In many ways," Major Bennett observed, "they are dealing with the same issues I am dealing with in Haines City. They have annexation issues, they have problems with urban growth boundaries." Major Bennett agrees that being deployed to Iraq was good for him professionally in his Army Reserve career, but also in his civilian job.



Readiness

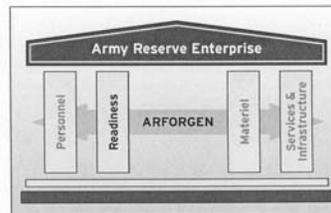
Our military success in the Global War on Terror depends on our ability to train and equip Army Reserve Soldiers and fully cohesive units for current and future operations. Training units for full spectrum operations is directly linked to resourcing. The Army Reserve applies a sophisticated training strategy to ensure Army Reserve warfighting unit readiness. Fully funding the Army Reserve integrated training strategy will ensure trained and ready Army Reserve units and individual Soldiers are available to meet the operational needs of the United States Army.

Building an Effective, Fully Operational Force

Army Reserve support of the FY08 Grow the Army plan began with the realignment of 16,000-plus spaces from generating force structure to critically needed operating force structure. As the planned end-strength objective is to grow the Army Reserve by 1,000 to 206,000 Soldiers, we are investing an additional 1,000 spaces to increase operating force structure. Together this translates to a total 17,000-plus spaces of capability. In addition, the Army Reserve continues to rebalance and right size by employing new operating force modular command and control structure and reducing generating force command, control, and support structure. Streamlining command and control maximizes available forces to support Army operational requirements.

Army Reserve units are now aligned to headquarters in the same way they are aligned on the battlefield. The

Army Reserve streamlined its institutional force by replacing seven institutional training divisions with three training commands to provide initial entry, military skill reclassification, and professional and leader development. We harvested additional structure as four two-star regional support commands assumed the base support operations functions for more than 900 Army Reserve



centers across the country. These four support commands relieve operational commands of facility and garrison-type service functions allowing the operational commands to focus on unit readiness and training. The Army Reserve continues to explore innovative structuring options to maximize the number of warfighting units available to support operations.

Improving Medical and Dental Readiness

Soldier medical and dental conditions have proven to be one of our greatest mobilization challenges. More than half of our Soldiers not in a mobilization or alert window are not ready to deploy. In 2008, the Army Reserve moved aggressively to improve medical and dental readiness by addressing a number of Soldier and Family health concerns. The Army Reserve Surgeon working with members of the Office of the Surgeon General, the U.S. Army Medical Command, U.S. Army Dental Command, the Army National Guard, Department of the Army G-3, the Chaplains Office and other agencies developed

and implemented three paradigm-shifting initiatives to improve Soldier and Family readiness:

- * A comprehensive Reserve Component Soldier dental readiness program;
- * A Whole-Life Fitness program to improve the physical, emotional, spiritual, social, family, finance, and career facets of Soldier wellness;
- * A partnership with civilian medical and nursing schools to educate and develop medical professionals for military service.

Additionally the team identified medical readiness barriers and implemented measures to mitigate each obstruction.

To ensure unit commanders know the status of their Soldiers' medical conditions, the Department of Veterans Affairs and the Department of Defense must effectively

Critical Needs

Obtain from Congress full support and necessary authorities.

Continuing transformation of Army Reserve support command structure and the building of operational and functional commands, properly organizing Soldiers and units to develop capability for diverse national security missions;

Implementing the Army Reserve Training Strategy (ARTS) to develop Soldiers and build cohesive, capable, and effective units while maximizing Boots on the Ground and optimizing the Warrior-Citizens' impact and contribution to mission success;

Implementation of the training strategy involves three primary elements:

1. Army School System Training Centers—for developing individuals
2. Regional Training Centers—for unit pre-mobilization training
3. Combat Support Training Centers—for rigorous mission-focused training

Support for training man-days to sustain the Army Force Generation (ARFORGEN) process and maintain the Army Reserve as a fully operational force.



interface. The Reserve Health Readiness Program (RHRP) provides the platform for commanders and Soldiers to meet medical and dental readiness now. One significant advance for the Army Reserve is to develop and adopt automated information systems that interface with current medical data systems: Medical Protection System (MEDPROS), and eventually Veterans Health Information Systems and Technology Architecture (VISTA). The Army Reserve adapted a paperless dental record—DENCLASS—and is in the process of converting Soldiers' paper treatment records to the electronic health readiness records.

Improving what we know about the status of Army Reserve Soldiers' health has set the conditions for the



Army Reserve to implement two comprehensive treatment programs: Dental Readiness and Whole-Life Fitness. Working across agencies and leveraging civilian health care, we are treating dental problems and addressing holistically the well-being of Soldiers and Families. This

effort includes a mental health component and is appropriately linked with our Yellow Ribbon Reintegration Program efforts.

We are supporting and promoting these medical and dental readiness initiatives with a multimedia communication outreach effort to all Soldiers and Families. Our communications efforts and these new programs coupled with TRICARE and TRICARE Reserve Select have allowed us to address in significant ways our medical and dental readiness challenges.

Positive Return on Investment: Army Reserve Soldier Pinned With Coveted Bronze Star for His Work in Iraq



Stationed for one year at Forward Operating Base O-West, south of Mosul, Iraq, Specialist Scott Baird worked on simplifying and improving the

standard operating procedures of supply account points for ammunition and other materiel in his unit. His superiors noted the results of his ingenuity and sent him on a tour of the entire division to teach his counterparts at the battalion level the processes he had created.

A customer service representative for Blue Cross and Blue Shield of Utah in Salt Lake City in his civilian occupation, Specialist Baird said the honor is more reflective of the proactivity and resourcefulness of his fellow Soldiers with the Montana-based 592nd Ordnance Detachment at O-West, than anything he did personally.

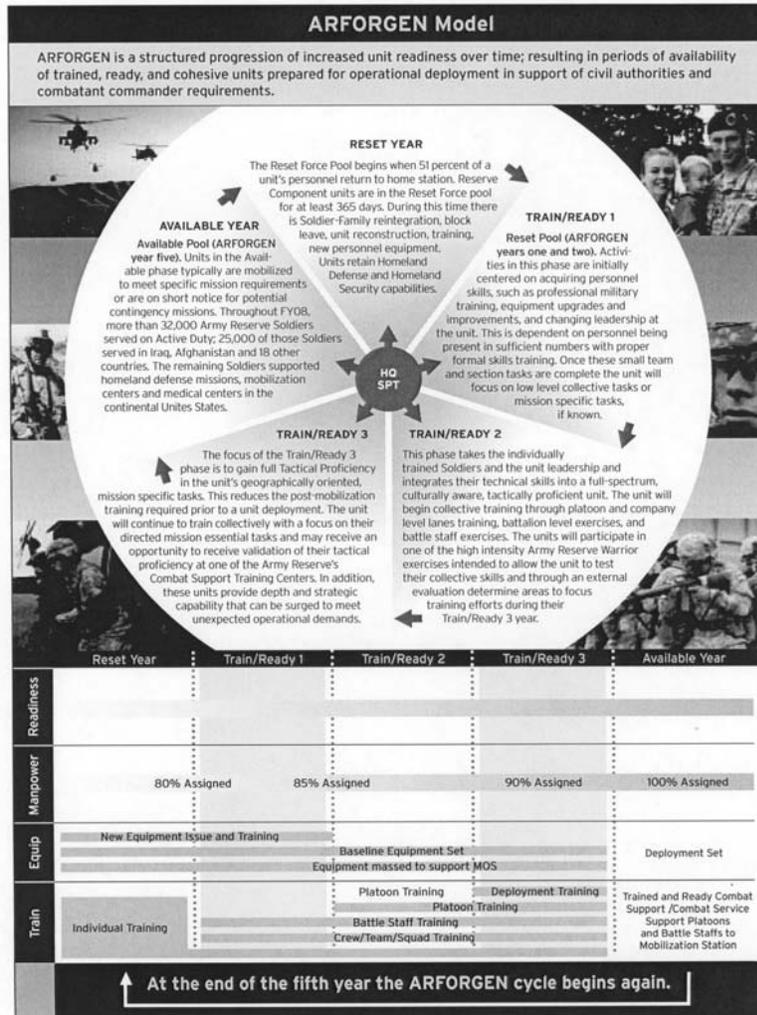
Although an Army Soldier of only three years, his initiative has improved readiness in the field and ultimately led to the saving of American lives.

Focus on Training Readiness

The Army Reserve is committed to providing trained platoons, companies, and battle staffs to combatant commands. To fulfill this commitment the Army Reserve must be resourced as an operational force. While the mobilization training centers provide the finishing touch, the Army Reserve is responsible to develop and sustain the following, prior to mobilization:

- ★ Adaptive, competent, and broadly skilled Soldiers prepared for changing operational environments;
- ★ Agile, adaptive, and culturally astute leaders; and
- ★ Rapidly deployable and employable, trained, ready, and cohesive units.

We develop readiness through the execution of a progressive Army Reserve Training Strategy (ARTS). The training strategy uses the ARFORGEN model as the "means" to meeting mission commitments. Further, the





strategy uses three training domains—Soldier, Leader Development, and Unit—as the ways of achieving desired training end-states. The “Soldier” domain concentrates on completing individual, functional, warrior task, tactical and low-level collective training. The “leader development” domain entails completing professional military education and preparing leaders and battle staffs to execute full-spectrum operations and directed missions. The “unit” domain requires, through a progression of collective training events, achieving unit technical and tactical proficiency for collective tasks in full-spectrum and directed mission environments.

Preparing Army Reserve Forces for Future Missions

Army Reserve forces are arrayed across the Army Force Generation (ARFORGEN) training and employment cycle. The duration of the entire cycle is five years. Our objective is for a unit to train for four years in preparation for an “available” year where the unit could mobilize and deploy. Army Reserve units flow through this cycle aligned within Army force pools to meet global mission demands. Units are to spend one year in the Reset pool, three years in Train/Ready pool, and one year in the Available pool. Army Reserve units can expect to deploy to

Positive Return on Investment: Neurosurgeon Saves Lives in Iraq



Long before Dr. Jason Huang became a major in the U.S. Army Reserve, he was a Chinese citizen who faced down tanks in Tiananmen Square. He was forced into three years of house arrest, signed daily confessions to the Chinese police, and was blacklisted by the Chinese government. He sought political asylum in the United States and became a political refugee, an American student, then an American citizen, and eventually a neurosurgeon at Strong Memorial Hospital in Rochester, N.Y.

When Dr. Huang met a military recruiter at a medical conference in 2002 and heard of the shortage of neurosurgeons, he made up his mind. “I thought I needed to give something back to this country.” What he gave back was a 98 percent survival rate with the 1,200 soldiers he treated in Iraq.

meet theater commander requirements in the Available year. Upon returning from a deployment, a unit begins the cycle anew.

Army Reserve Training Centers

Success in operationalizing the Army Reserve has hinged on our ability to reduce post-mobilization training in order to maximize in theater Boots on the Ground. In 2008, the Army Reserve stood up three regional training centers to execute theater-specific required tasks. These tasks are those perishable individual, crew, and leader warrior tasks and battle drills that Soldiers must complete to standard prior to arriving in theater. The regional training center initiative reduced the average amount of training time for Army Reserve units in mobilized status from 70 to 40 days, adding 30 days to Boots on the Ground time in theater. Currently, regional training centers are ad hoc training facilities supported by mobilized personnel and resourced with supplemental funds. When regional training centers are resourced we are able to leverage this success and ensure an enduring, pre-mobilization training capability.

To further enhance readiness, one of the Army Reserve's key training efforts has been establishing a major collective training exercise capability—Combat Support



Training Centers (CSTC). This exercise capability provides support forces a realistic collective training experience to assess tactical proficiency under rigorous conditions. A combat support training event tailors the environment and integrates extensive exercise support capabilities to include opposing forces and observer/controllers. The event provides opportunities for support brigades and their subordinate units to train on directed mission-essential tasks. The CSTC program leverages training readiness platforms to provide Army Reserve commanders an array of institutional and collective training capabilities to meet training requirements. The Army Reserve will conduct a CSTC proof of principle exercise at Fort McCoy in July 2009.



Capabilities-based Army Reserve Centers

To minimize turbulence for Soldiers and their Families caused by training demands during the first two years of ARFORGEN, the Army Reserve initiated an effort to create capabilities-based reserve centers to support full-spectrum individual-crew-squad-team training requirements. We are outfitting reserve centers with digital training capabilities and weapon simulator training rooms. This effort provides an array of targeted training enablers to meet the training needs of units. During 2008, the Army Reserve established 53 digital training

facility locations and three weapons simulator training rooms. The Army Reserve is working with the Army Training and Doctrine Command to determine the way ahead to field additional training enablers to make these state-of-the-art facilities. The Army Reserve is also working to integrate these training capabilities into new facilities.

Training Resources

We are succeeding in managing unit readiness, with the new paradigm for training an operational Army Reserve force. Adequate funding allows the Army Reserve to execute pre-mobilization training man-days, develop infrastructure, and acquire the latest technology and equipment to meet pre-mobilization readiness objectives. We lack, however, the ability to fully train Army Reserve Soldiers on the same equipment the Army uses in the field.

Reset Pilot Program

The Army has established several recent key force readiness initiatives to prepare units for future missions. One of these initiatives is the Reset Pilot Program. Currently the Army Reserve has three pilot units for FY08 and three for FY09. In phase one of the program, units complete inventories in theater, report combat losses, direct equipment for reset, reserve quotas in the Army School System for unit Soldiers, and prepare for home station activities. Upon redeployment, the units move to phase two. The units conduct a Welcome Home Warrior-Citizen ceremony, focusing on Soldier, Family, and employer reintegration and reconstitution of the unit. If successful, this reset program will serve as a model to ensure redeploying unit readiness.

Ready Response Reserve Unit (R3U) Pilot Program

The R3U Pilot Program is a Department of the Army-directed initiative to test the feasibility of nontraditional access and employment of Army Reserve units. This pilot will test our ability to man, equip, train, and employ units in three specific capability categories: short or no-notice employment; support to known basic training surge requirements; and sustainment of dental readiness in the Army Reserve force. The pilot units being assessed in each

Positive Return on Investment: Welding and Fabrication Business Owner and Army Reserve Soldier Saves Lives in Iraq—Earns Bronze Star



Chief Warrant Officer 2 William Grinley of the 94th Regional Readiness Command Center at Fort Devens, Mass., earned the Bronze Star

medal for developing an extraction system to free Soldiers trapped inside blown-up Humvees.

While deployed to Iraq, Chief Grinley oversaw an operation of 28 Army technicians who equipped military Humvees with metal armor. He noticed that certain military vehicles were prone to rollovers when they drove over explosive devices, leaving Soldiers trapped inside these vehicles. Freeing them before the vehicles caught fire or a second explosive device went off was crucial; however, because of security reasons the doors cannot open from the outside, leaving rescuers in a quandary.

Chief Grinley put his metal fabrication and welding know-how to work. He modified the doors so rescuers could open them from the outside by using a handle from their Humvee. Since then, all armored security vehicles have been undergoing the modifications Grinley designed. His extrication system has already saved dozens of lives.

Chief Grinley is living proof of the strong return on investment Army Reserve Soldiers bring to America. In his civilian capacity, he owns Patriot Welding and Fabrication in Pelham, N.H. When he saw the need for an extraction system, he used his civilian and military experience to design it.

category, respectively, are a platoon of a biological detection company, a company of drill sergeants, and a dental detachment. After bringing these units up to the highest levels of readiness during FY08 we will evaluate their readiness during FY09. Key tenets of an R3U are that they are manned with all volunteers, that they sustain a high level of readiness, and that they are used outside of the traditional "one weekend a month, two weeks annual training" concept of reserve duty. For example, the drill sergeant company will conduct a complete 10-week basic combat training cycle at Fort Jackson, S.C., during FY09. Usually, it takes five drill sergeant companies two weeks each to accomplish that one cycle. The R3U Pilot will test the Army Reserve's ability to sustain nontraditional units like this and provide

non-mobilized, enhanced capabilities to meet specific Army requirements.

Meeting Homeland Defense and Disaster Relief Missions

The Army Reserve can be a federal first-responder to support civil authorities during domestic emergencies. As such, the Army Reserve is an important element of the current DoD "Lead, Support, Enable" strategy for homeland defense and civil support. U.S. military forces organize, train, and equip to operate in contaminated environments, as well as manage the consequences of chemical, biological, radiological, or nuclear explosion incidents. The Army Reserve was recently tasked to provide increased support as a federal responder for man-made or natural disaster situations.





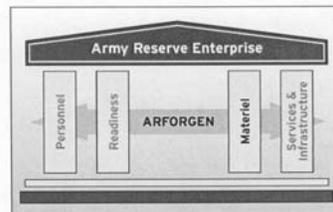
Materiel

Patriotic men and women who join the Army Reserve today know that mobilization and deployment are a reality, not a possibility. Our Nation expects much from our Warrior-Citizens, their Families, and their employers.

When preparing to perform a dangerous mission, our Soldiers must have modern equipment and state-of-the-art training facilities. The Army Reserve is working hard to make these requirements a reality. During FY08, we continued to refine our sustainment concept supporting the Army Reserve Training Strategy (ARTS) and the ARFORGEN model. We fielded new equipment; repaired, reset, and reconstituted unit equipment; adjusted equipment sets at regional training centers; redeployed support assets (manpower, tools, and support equipment) to sustain those sets; and continued to field aviation capability in accordance with the Army Campaign Plan. As we develop more competent and capable Soldiers and unit teams, we seek to provide those teams with the best tools available to accomplish diverse and challenging national security missions.

Unit Equipment

The Army Reserve has been successful meeting expeditionary demands primarily by falling in on stay-behind equipment or receiving new equipment in theater. We have managed our domestic contingency response and training missions by aggressively managing equipment on hand, authorized substitutes, and training sets. Looked



Critical Needs

Obtain from Congress full support and necessary authorities.

Equipping Army Reserve units with the latest, fully integrated, modular force equipment to develop Soldier skills and unit equipment mastery through realistic training in years two and three of the ARFORGEN cycle;

Equipping Soldiers and units with all the latest required and authorized, fully integrated, modular force equipment to accomplish deployment and contingency standby missions in accordance with the ARFORGEN construct and national security mission demands of the ARFORGEN employment cycle; and

Resetting and reestablishing unit readiness, replacing lost, damaged, and committed (theater stay-behind) equipment expeditiously to ensure optimum training and mission readiness sustaining the world-class operational Army Reserve.

at holistically, however, today the Army Reserve faces momentous equipping challenges.

The Army Reserve has 73 percent of its required equipment on hand. Under currently programmed funding, the Army Reserve should reach 85 percent equipment on hand by FY16 with the goal of 100 percent on hand by FY19.

Army Reserve Aviation

The Army Reserve currently has a fleet of more than 130 aircraft—fixed and rotary wing for combat and support

operations. In addition to sustaining current capability, the Army Campaign Plan identifies growth of three aviation medical evacuation companies within the Army Reserve. The first company is standing-up in Clearwater, Fla. Congress initially approved \$1.6 million to lease and modify existing hangar space for the aviation company over the next five years. As the Army Reserve aviation capability grows, Department of the Army has agreed to replace 10 King Air 350 aircraft the Army Reserve provided for operations in Iraq. The Army Reserve needs these aircraft to ensure the readiness of fixed wing aviation warfighting formations. Continued, previously funded, multi-year procurement and replacement of aircraft transferred to theater and associated aviation support infrastructure are essential to optimizing the Army Reserve's aviation capability.

Depot Maintenance

In FY08, the Army Reserve executed \$130 million in programmed depot maintenance funds to overhaul 3,256 major end items at Army depots or by commercial facilities. The Army Reserve depot maintenance program allows the Army Reserve to extend equipment service life, reduce life cycle costs, and maintain safe operation of older pieces of equipment. Through maintenance and restoration programs, the Army Reserve is able to restore and maintain older items to sustain unit capabilities while we wait for the fielding of modern modular force equipment.

Positive Return on Investment: Reserve Soldier Trades South Beach Condo for Bombed-out Building

Army Reserve Soldier Sergeant Frank Lugo leads a double life. In the United States, he was a successful hedge fund trader with condos in New York and South Beach, Fla. Then he found himself in an unlikely spot—Iraq, where he lived in Sadr City. At 36, he has re-enlisted four times, swapping fast cars and fancy restaurants for body armor and bombed-out buildings.

Economic stimulus for Sadr City is the number one focus for Sergeant Lugo. And that's where his investment experience comes in handy. He helped transform Sadr City's broken economy into a center of commerce.

At the end of a long day in 120-degree heat, Lugo dines on hot dogs with a fellow Soldier. His seat in a mess hall in Sadr City could not be farther away from his other life, but he is happy where he is.

"Far too often in corporate America, everything's about the bottom line and how fast can I get ahead," Lugo said. "Whereas here, making sure that everyone comes home with 10 fingers and 10 toes, and making lives better for the people of Sadr City, is our number one priority."



Services and Infrastructure

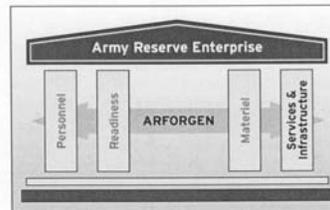
Our Warrior-Citizens are the lifeblood of the Army Reserve. They live and work in civilian communities across the country while volunteering to serve the Nation. They all serve at a time when the stakes for our national security are high and the demands they and their Families face are significant. America owes them the best quality of life and health care possible.

The Services and Infrastructure element of the enterprise approach encompasses those programs, facilities, and systems that improve the well-being of Soldiers and their Families, and supports key management processes to ensure readiness and promote Army Reserve institutional transformation.

Yellow Ribbon Reintegration Program

The Army Reserve Yellow Ribbon Reintegration Program provides information, services, referral, and proactive outreach programs to Army Reserve Soldiers and their Families through all phases of the deployment cycle. The goal of the Yellow Ribbon Reintegration Program is to prepare Soldiers and Families for mobilization, sustain Families during mobilization, and reintegrate Soldiers with their Families, communities, and employers upon release from active duty. The program includes information on current benefits and resources available to help overcome the challenges of reintegration. The program is

comprised of seven events through all four phases of the deployment cycle. Soldiers are required, and Families highly encouraged, to attend a one-day event at alert and again at pre-deployment to help ensure the Soldier and Family are prepared for an extended deployment. During the separation, commands provide two one-day events to help sustain Families mentally, spiritually, and



Critical Challenges

Obtain from Congress full support and necessary authorities.

Developing, improving, and sustaining Soldier and Family programs to achieve comprehensive Soldier and Family well-being across relationship, spiritual, health, and fitness dimensions;

Sustain a robust and appropriately integrated secure communications and information technology to connect Army Reserve Soldiers and units across the Army enterprise ensuring the Army Reserve remains an effective, contributing operational component of the total force;

Providing the facilities to train and sustain the Army Reserve as an active, integrated, robust, and capable operational force. The Army Reserve is managing facilities and infrastructure transformation through three main efforts:

1. Base Realignment and Closure (BRAC) to consolidate and modernize;
2. Accommodating "Grow the Army" and emerging mission set facility and training center requirements to optimize unit disposition, training, and readiness;
3. Improving maintenance facilities and storage capacity to ensure unit readiness and maximize equipment service life.

emotionally. For the local events, we leverage local resources as necessary. Upon redeployment, the Soldier is required, and Family members highly encouraged, to attend a 30- and 60-day reintegration weekend. We conduct a "Soldiers only" weekend event 90 days post-deployment to perform Post Deployment Health Re-Assessments (PDHRA). During this weekend, Soldiers also participate

in small group discussions to explore and resolve any lingering deployment issues.

Spiritual Care

Army Reserve Soldiers, Families, and Army civilians deserve the best religious support and spiritual care available. In addition to providing pastoral support and direct ministry, unit ministry teams (chaplains and chaplain assistants) provide training and education in a variety of fields: Strong Bonds, Basic Human Interaction, Suicide Intervention and Prevention, Clinical Pastoral Education, Traumatic Event Management, and Family Life Chaplain Skills. All these services aid in providing this spiritual care to the Army Reserve Family.

Over 200 Strong Bonds events were conducted by Army Reserve commands throughout the country and



territories during FY08, enhancing Soldier and Family communication and relationship skills. The Army Reserve provided specialized training for couples, Families and single Soldiers during pre- and post-deployment. This training helps Soldiers and Families relieve stress and address relationship issues during every phase of deployment.

Positive Return on Investment: Civilian Engineer Wears General's Stars



In one life, Mike Eyre is an engineer with Trex, a composite decking manufacturer in Winchester, Va.; and, in another life, Major General Mike Eyre is commander of the 416th Theater Engineer Command. His span of responsibility includes all of the Army Reserve engineering units west of the Ohio and Mississippi rivers - some 10,000 soldiers and 2,000 civilians covering 26 states.

Major General Eyre's deployment to Iraq for one year entails commanding a unit of 260 technical specialists charged with rebuilding the country's infrastructure, including oil production and electricity, railroads and highways, health clinics and schools. When Major General Eyre returns to Winchester in late 2009, his job at Trex will be waiting for him.

Army chaplains are key enablers of Soldier well-being. Today there is a critical shortage of chaplains in the grades of captain and major. To address this issue, the chaplain corps partners with religious organization endorsers to help recruit and retain high-quality chaplains, chaplain assistants, and civilians committed to a professional Army chaplaincy.



Army Reserve Warrior and Family Assistance Center (AR-WFAC)

The Army Reserve Warrior and Family Assistance Center ensures that Warrior-Citizens receive appropriate support under the Army Medical Action Plan. This center provides a sponsor to each Army Reserve Soldier and Family currently assigned to a Warrior Transition Unit (WTU), Community Based Health Care Organization (CBHCO), or Veterans Affairs PolyTrauma Center. It also manages a toll-free hotline (1-866-436-6290) and Web site (www.arfp.org/wfac) to provide Army Reserve Soldiers, Families, and Retirees with assistance in areas such as medical, financial, administrative, and pastoral issues.

Family Programs and Services

The Army Reserve Family Programs (ARFP) is committed to fostering Army Strong Families. We continue to develop and evolve to meet Soldier and Family needs. ARFP capabilities include program management, marketing, information, follow-up and referral, mobilization, deployment and reintegration, partnerships, outreach, training and development, crisis management, and command consultation. Our vision is to have a Family Programs "face" at every battalion or equivalent formation to promote resilient Soldiers, Families, and volunteers.

Army Family Covenant

The Army Family Covenant recognizes the commitment and strength of Soldiers and Families, while committing to a supportive environment and a partnership with Army Families. Together, we must make the Army Family Covenant a reality, focusing on the five deliverables: Family Programs and Services; health care; Soldier and Family housing; excellent schools, youth services, and childcare; and expanded employment and education opportunities for Family members.

Family Readiness Groups

Army Reserve Families participate in Virtual Family Readiness Groups (VFRG) utilizing information and resources provided by the Army's integrated Family support network, now called Army One Source. We have begun hiring 127 Department of the Army civilian Family Readiness Support Assistants (FRSA) to provide administrative and logistical support to volunteer Family readiness group

Soldier Story: Sergeant Katrina Waynar



Army Reserve Sergeant Katrina Waynar is the optical lab technician in charge of production at a facility in Qatar that makes eyeglasses for the troops. In October, her unit moved to Camp As Sayliyah in Qatar to work at the U.S. Army Medical Materiel Center Southwest Asia. "When we first arrived, we had a small building with a short supply of materials and no hard-wire electrical power or network access," Waynar said in a news release from the military. "We needed to put this new lab together," she said. "Once it was finished, we started to take on more and more work by reaching out to units elsewhere. Waynar added that "it's safe to say" that her lab has the largest supply of eyeglasses frames in the Middle East. That lab serves Camp As Sayliyah and a nearby air base. It also helps with the workload of other military optical labs in the region. Additionally, it serves troops rotating through the camp for rest breaks. "Some people lose their glasses," Waynar said. "Many get destroyed. We try everything to find their prescription, which is easily available for all glasses ordered through the military."

leaders. Taking the administrative burden off volunteers enables Family readiness group leaders to concentrate on outreach to Soldiers and Families in the command.

Outreach

Family Programs published its third issue of "Family Strong"—a full-color quarterly publication providing Family Readiness information to all Army Reserve households of deployed Soldiers. The entire Army Reserve population will receive future issues of this publication. Family Programs continues to enhance its online information portal, www.arfp.org, to meet the needs of Soldiers and their Families 24 hours a day, seven days a week. The Family Programs outreach and support office is available to Soldiers, Families, and civilian employees at 1-866-345-8248.

Welcome Home Warrior-Citizen Award Program (WHWCAP)

This welcome home program publicly recognizes the sacrifices Army Reserve Soldiers and their Families make on behalf of the Nation. Since the program's inception in FY04, 124,887 Soldiers, their Families, and employers

have received special awards honoring their service and support.

Child, Youth, and School Services (CYSS)

Child, Youth and School Services supports readiness and well-being of geographically dispersed families by reducing the conflict between parental responsibilities and mission requirements. CYSS has 21 full-time staff members dedicated to ensuring children of our Warrior-Citizens have support in their communities throughout the deployment of their loved ones. Programs and initiatives meet the needs of children from youth to young adult and include childcare, youth development, and school support services.

Reserve Enrichment Camps

Enrichment camps provide youth an opportunity to learn new skills, develop relationships, and learn more about the Army Reserve. In 2007, we conducted the first two Army Reserve Enrichment Camps in North Carolina and Wisconsin, serving 100 Army Reserve youth. In 2008, we expanded the program to include five more campsites that served an additional 250 Army Reserve children.





Support to Families of Our Fallen Soldiers

The Army Reserve has lost 170 Warrior-Citizens to date in Operations Enduring Freedom and Iraqi Freedom. We recognize the ultimate sacrifice these Soldiers and their Families have made for the cause of freedom, and we proudly honor our fallen comrades in ceremonies and with personal tributes. By remembering the distinguished service of our fallen, their selfless acts of bravery and leadership, the Army Reserve remains Army Strong. As part of our commitment to the Families of the fallen, the Army Reserve conducts memorial services to honor their loved ones' sacrifices, offers chaplain support if requested, as

well as ongoing support to help the Families through the difficult time. Soldier Outreach Services currently falls under Army Reserve Family Programs and is coordinated through the Chaplains' Office in the Warrior and Family Assistance Center.

Communication (Information Technology)

The Army Reserve is implementing a five-year secure communications project that includes secure data, voice, and video to the battalion level. Secure communications capabilities are essential to unit preparation and training. As units move through the ARFORGEN cycle, secure communications connectivity will reduce time required

Positive Return on Investment: Illinois Reserve Soldier Becomes an American Army Action Figure



Sergeant First Class Robert Groff of the 724th Transportation Company based in Bartonville, Ill., is one of four Soldiers to represent the Army in its American Army Real Heroes program and is featured in an upcoming line of action figures.

Action figure Sergeant Groff is lying down, holding an M4 carbine, which depicts his actions on April 9, 2004, when he and several other members of the Army Reserve 724th Transportation Company came under attack in Iraq by an estimated 250 insurgents in one of the largest coordinated ambushes of the war.

"For me, it's kind of humbling. I was doing my job and doing it the best I could with the circumstances I had," said Sergeant Groff, one of only eight GIs who has received the honor since the program was started in 2005. "It's a great honor and a good way to tell the story of my team who was out there on the road that day."

for pre-mobilization by allowing access to classified information and "real world" data not currently available through unclassified means.

Supporting Army information technology enterprise operations, the Army Reserve is leading the way to consolidating network management and data center services. Consolidation of services generates efficiencies and supports the Army's Global Network Enterprise Construct (GNEC). The return on investment will support future information technology improvements to increase Army Reserve unit readiness.

The Army Reserve must have highly integrated information technology capabilities from the tactical to strategic level—technologies that are both modular and scalable. In order to provide these integrated capabilities, the Army Reserve must move toward network-managed services to reduce overall operating costs, while maintaining acceptable service levels nationwide. Sustaining Army Reserve information technology capabilities is essential to a fully operational Army Reserve.

Army Reserve Facilities and Base Realignment and Closure (BRAC)

In the midst of the ongoing war and transformation efforts to grow, restation, and modernize the Army, the Army Reserve is building new capability. The Army

Reserve is disposing of obsolete facilities and constructing new state-of-the-art training, maintenance, and administrative facilities. In FY09, the Army Reserve will initiate 12 "Grow the Army" projects, 21 BRAC projects, and eight Military Construction Army Reserve (MCAR) projects. We are working aggressively to address all our facilities and infrastructure requirements to ensure Soldiers receive the best training and support possible, and that we adequately support and maintain on-hand and inbound modular force equipment to ensure unit readiness.

The initial BRAC 2005 assessment underestimated the facility requirements of the number of units and Soldiers in facilities identified for closure. This impacts force readiness. To mitigate some of these BRAC costs, the Army Reserve, through our Transformation Integration Office, provides detailed planning and systematic follow-through for each BRAC action. We manage from land acquisition, from coordination with local redevelopment authorities, to final property closure and disposal. This level of attention to specific BRAC mandates enables our commanders to plan unit relocation while minimizing impact on operational missions.

Through our construction efforts, we intend to provide a facilities support framework to support and sustain Army Reserve transformation. We will maximize



the utilization of Army Reserve installations and facilities at Fort Dix, Fort McCoy, Fort Buchanan, Fort Hunter Liggett, and the Combat Support Training Center at Camp Parks to support ARFORGEN. We have embraced a "retool mindset" and are thinking jointly with other components and services wherever possible. We will maintain our community-based presence, and provide



flexible, multiuse, complete facilities for our units. By reducing our footprint where possible, we seek to optimize the return on investment. The Army Reserve is building readiness.

Business Transformation

The Army Reserve is constantly looking for ways to streamline operations, improve unit readiness, develop greater efficiencies—in short, increase the rate of return on investment Americans make in the Army Reserve.

One example of the success of our efforts is our increasing the Boots on the Ground time for Army Reserve units through restructuring pre- and post-mobilization training processes. The goal was to reduce training time for mobilized units to no more than 45 days, to maximize potential "boots on the ground" for a one-year deployment. We approached the challenge deliberately identifying three unit elements requiring very different training regimens: combat support hospitals, military police companies, and engineer companies. By streamlining the pre- and post-mobilization training schedules and eliminating unnecessary and duplicate activities, we reduced training time by an average of 38 days. This resulted in post-mobilization cost savings ranging from \$768,000 to \$5.6 million per unit deployed. Intangible benefits identified include compliance with the Train-Alert-Deploy foundation of ARFORGEN, reducing rotational span, and realigning pre- and post-mobilization training. While these projects focused on specific types of units, the results and findings are universally applicable to Army Reserve units.

Through other business transformation initiatives, we improved the Army Reserve's active component to reserve component transition rate. We achieved the highest transition rate in the program's history, with a projected cost avoidance of approximately \$13 million in training dollars for FY08. Through our business process transformation efforts we further decreased the processing time for incapacitation pay from 79 to 45 days. The Army Reserve is a forward-looking, progressive organization. We will continue to seek to maximize America's return on investment.

Positive Return on Investment: Heroism Shines at Home



Staff Sergeant Jacqueline L. Hunt of the 490th Civil Affairs Battalion received the Department of Defense Soldier's Medal for using her Civil Affairs training to treat a man thrown into highway traffic after being hit by a truck.

The victim was over six feet tall and weighed 220 pounds—almost twice Sergeant Hunt's size. Sergeant Hunt went into heavy traffic, picked the man up and carried him to the side of the road. The man had severe head injuries and was not breathing. She had a bystander call 911 and directed the truck driver to park his truck to block traffic away from her and the victim. Sergeant Hunt says, "In Civil Affairs you must have compassion."



ARMY RESERVE GENERATING RETURN ON INVESTMENT

The Army Reserve today is undoubtedly a strong return on investment for America. We are an effective, cost efficient organization that complements the needs of the Army. The Army Reserve delivers combat support and combat service support capability to the Army for America's defense. Our value to America goes beyond providing military capability. Working with our civilian partners, we are building a human capital strategy where both employer and military share and enhance the skills of one individual, who contributes both to the defense of our Nation and to sustaining a strong national economy. Bottom line, the Army Reserve gets a better Soldier; the employer gets a better employee. That is a good investment for America.

The values and talents that are a part of our skill-rich organization benefit this nation beyond the traditional role of defense. This is the legacy of our Warrior Citizens. When we produce truck drivers for America's trucking

industry, medical technologists for America's medical community, law enforcement officers for America's law enforcement agencies, among other specialties, it is a good value for America.

Transitioning the Army Reserve from a strategic reserve to an operational force is also good value for this nation. It is difficult and complex to operationalize the reserve component, especially in a wartime environment; however, we are making it happen. We are moving away from a legacy structure that served us well as a strategic reserve to a leaner organization that accommodates



command and control of an operational force. Using the Base Realignment and Closure (BRAC) commission mandate, we are also restructuring to add capability for the future. This is the capability we need to support new Army missions, such as Stability Operations. We are supporting the requirements of this expanding new mission by adding civil affairs professionals, transportation

specialists, engineers, and military police as part of our internal reorganization while adding about 16,000 operational spaces of capability for the future. The Army Reserve is doing the right thing internally while transforming externally.

Our success in current and future military operations is dependent on our ability to man, equip, train, and prepare Army Reserve Soldiers as full cohesive units for current and future operations. Our force of Warrior Citizens serves the Nation as an operational force for which they are not designed nor resourced; as a result, our primary focus is on the demands of current operations. With sufficient means, we can not only grow and transform the force, but we can also train Soldiers and units during an era of persistent conflict. We, however, risk failure if faced with a rate of change that exceeds our capability to respond.

We take our commitments to our Nation, to our Army, and to our Soldiers, Families, and our Employer Partners seriously. We are effective stewards of our Nation's resources. We serve with an unwavering pride that the America's sons and daughters willingly answer the call to duty in a time of war or national emergency. As we position ourselves as an essential provider of combat support and combat service support to the United States Army, we look to Congress and our fellow citizens for strength and support as our partners in building an operational Army Reserve for the 21st century.

Positive Return on Investment: Civil Affairs Soldier Earns Department of State Superior Honor Award



Captain Laura Peters, a 31-year old Army Reserve Civil Affairs Soldier, began her deployment to Iraq in March 2007, but never imagined she would be one of a few military service members to receive the Department of State's prestigious Superior Honor Award (SHA). Captain Peters was assigned to a brigade provincial reconstruction team in the Salah Ad Din Province, Iraq, where her work contributed to the bonds of trust and cooperation that enabled the Provincial Reconstruction Teams (PRT) to work effectively with the Provincial Government, the Sheik's Council, the Provincial Council, and the U.S. Army leadership in Multi-National Division-North.

PRTs exist to build Iraqi capacity and accelerate the transition to Iraqi self-reliance. The frontline operatives in the campaign to stabilize Iraq are the American and coalition members who comprise the provincial reconstruction teams.

By building provincial governments' ability to deliver essential services and other key development projects to local Iraqis, PRTs help to extend the reach of the Iraqi government to all corners of the country and help build the stability necessary to complete the transition to full Iraqi control.

SPECIAL HONOREES

AWARD OF THE SILVER STAR

Sergeant Gregory S. Ruske is the fourth Army Reserve Soldier to receive the Silver Star for heroism



Sergeant Gregory S. Ruske of Colorado Springs, Col., earned the Silver Star for placing himself in the line of enemy fire while he planned and led the rescue of an Afghan National Police officer felled in a firefight. While assigned to Combined Joint Task Force 101, operating in Afghanistan's Kapisa province, he and his fellow Soldiers from 3rd Platoon, "A" Company, Task Force Gladiator, were on a patrol in a remote area when Taliban operatives attacked them with heavy grenade, machine-gun and rifle fire.

Trapped with his unit out in the open, Sergeant Ruske returned fire so most of the platoon could move to protective cover. After taking a bullet to the hip, Sergeant Ruske repositioned himself to a rooftop and continued laying fire.

At that point, Sergeant Ruske realized that two Afghan National Police officers were pinned down in the open, taking fire from their Taliban attackers. One ran for cover, but the other officer—one Sergeant Ruske had worked with at vehicle checkpoints and chatted with through an interpreter—had been shot and was trying to crawl to safety through a hail of bullets.

Sergeant Ruske said he did not take time to think about his own safety, but simply reacted using the training the Army Reserve gave him in preparation for combat.

Sergeant Ruske credited his mentor during his three years of active duty, Sergeant First Class Glen Boucher, with instilling the discipline and skills that he drew on while under fire.

"I don't consider myself a hero," he said. "I was just an ordinary guy put in an extraordinary situation. I reacted based on my upbringing, training, and compassion, and thankfully, it worked out in the end."



THE SILVER STAR

The Silver Star is awarded to a person who, while serving in any capacity with the U.S. Army, is cited for gallantry in action against an enemy of the United States while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in armed conflict against an opposing armed force in which the United States is not a belligerent party. The required gallantry, while of a lesser degree than that required for the Distinguished Service Cross, must nevertheless have been performed with marked distinction.

SPECIAL HONOREES

FIRST ARMY RESERVE SOLDIER WINS ARMY SOLDIER OF THE YEAR



"Best Warrior is a tremendous honor; however, the real 'Best Warriors' are those who serve, those who have served, and those who desire to do so. To represent the United States Army Reserve Command at the Department of the Army level means I have a responsibility to bring due-credit to the Army Reserve training and leadership of which I am a product," said Army Soldier of the Year, Specialist David Obray.

Specialist David Obray is a Construction Equipment Repair Specialist with the U.S. Army Reserve, 492nd Engineer Company, 414th Engineer Command, Mankato, Minn.

With three years experience in the U.S. Army Reserve, Specialist Obray is the first Reserve Soldier to win the prestigious Army title.

A native of Fairmont, MN, Specialist Obray attends Winona State University where he is president of the Student Association and pursuing a bachelor's degree in Law & Society and Business Law. His plans include obtaining a Juris Doctorate and Master of Business Administration degree, retiring from the Army Reserve as a Command Sergeant Major, and pursuing his dream of becoming a United States Senator.

For Specialist Obray, service to country is a family business. His sister and brother currently serve in the Army, and his grandfather and great-grandfather served in World War II and World War I respectively.

Specialist Obray's Army goals include becoming a fire team and squad leader and a Battalion Command Sergeant Major. Weighing 300 pounds at age 16, Specialist Obray credits military discipline with giving him the courage and ability to become physically and mentally fit. He is proud to represent the U.S. Army as "Soldier of the Year."

"The Best Warrior is the personified Strength of the Nation," says Specialist David Obray. "The title represents the entire United States Army and shows the proficiency of all Soldiers and Noncommissioned Officers. It is a great honor to be selected."



Soldier of the Year Specialist David Obray greets a veteran at the World War II Memorial in Washington, D.C.

Army Reserve Snapshot

VISION: A community-based federal operational force of skill-rich Warrior-Citizens providing complementary capabilities for joint expeditionary and domestic operations.

MISSION: To provide trained and ready Soldiers and units with the critical combat service support and combat support capabilities necessary to support national strategy during peacetime, contingencies and war.

DESIRED END STATE: An Army Reserve with a culture that embraces continuous transformation, is capable of predictably and perpetually providing relevant operational forces to Combatant Commanders, and maintains strong mutually supporting Warrior-Citizen relationships among Soldiers, Families, Army Reserve Civilians, Employers, and the Army.

KEY LEADERS

- * Secretary of the Army: The Honorable Pete Geren
- * Army Chief of Staff: General George W. Casey, Jr.
- * Chief, Army Reserve and Commanding General, U.S. Army Reserve: Lieutenant General Jack C. Stultz
- * Deputy Commanding General, U.S. Army Reserve Command: Major General Alan D. Bell
- * Deputy Chief Army Reserve: Major General Mari K. Eder
- * U.S. Army Reserve Command Chief of Staff: Colonel Charles E. Phillips, Jr.
- * Deputy Chief Army Reserve: Brigadier General Julia A. Kraus
- * Director for Resource Management: Mr. John C. Lawkowski
- * Chief Executive Officer: Mr. Kenneth N. Williamson
- * Command Chief Warrant Officer: Chief Warrant Officer 5 James E. Thompson
- * Command Sergeant Major: Command Sergeant Major Leon Caffie

ARMY RESERVE BASICS

- * Established: April 23, 1908
- * Designated Direct Reporting Unit to Army: October 1, 2007
- * 2010 Authorized End Strength: 206,000
- * Selective Reserve Strength: 202,500
- * Accessions for FY08: 44,455
- * Reenlistments for FY08: 16,523 (111% of annual goal)
- * Accessions Goal for FY09: 43,154
- * Soldiers Currently Deployed: > 27,000
- * Soldiers Mobilized Since September 11, 2001: >170,000
- * Number of Army Reserve Centers: 1,136

ARMY RESERVE DEMOGRAPHICS

Ethnicity			Average Age:	38.8	Married:	44.5%	Gender		
Caucasian:	59.7%	Asian:	3.4%	Officers:	30.6	Officers:	63.1%	Male:	76.1%
Black:	22.0%	Pacific Isl:	1.0%	Enlisted:	41.8	Enlisted:	39.6%	Female:	23.9%
Hispanic:	12.3%	Native Amer:	0.7%	Warrant:	44.1	Warrant:	73.0%		

ARMY RESERVE BUDGET FIGURES

Total FY09 Budget: \$7.5B		Total FY10 Program: \$7.9B	
Operations and Maintenance	\$2.6B	Operations and Maintenance	\$3.1B
Military Personnel	\$4.6B	Military Personnel	\$4.4B
Military Construction	\$282M	Military Construction	\$381M

DISTINCTIVE CAPABILITIES:

The Army Reserve contributes to the Army's Total Force by providing 100% of the:

- * Chemical Brigades
- * Internment Brigades
- * Judge Advocate General Unit
- * Medical Groups
- * Railway Units
- * Training & Exercise Divisions
- * Water Supply Battalions



...more than two-thirds of the Army's:

- * Civil Affairs Units
- * Psychological Operations Units
- * Transportation Groups
- * Motor Battalions
- * Chemical Battalions
- * Hospitals
- * Medical Brigades
- * Theater Signal Commands



...and nearly half of the Army's:

- * Petroleum Battalions
- * Adjutant General Units
- * Petroleum Groups
- * Transportation Command
- * Terminal Battalions
- * Public Affairs Units



I am an American Soldier.
I am a Warrior and a member of a team. I serve the people
of the United States and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained
and proficient in my warrior tasks and drills. I always maintain
my arms, my equipment and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of
the United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.



Silver Star Recipients

This sketch, by artist Jim Ryan, was unveiled at the 2008 Association of the United States Army Annual Meeting First Region Hospitality Event, which honored the four Operation Enduring Freedom and Operation Iraqi Freedom Army Reserve Silver Star recipients. Mr. Ryan is the Chief Artist for Raytheon Corporation, Waltham, MA.

This afternoon as I testify, Navy Reserve sailors, of course, are operating in every corner of the world. You'll see these sailors in the news, but you won't see a caption that reads "Reserve" because we are part of the Navy's Total Force and we operate that way around the world.

From certifying Strike Groups before they deploy overseas to our sailors and Naval Special Warfare Groups in Iraq, Afghanistan, and elsewhere around the world, our sailors truly are making a significant contribution across the full spectrum of both naval and joint operations.

Following a strength reduction of nearly 25 percent since 2003, the central focus of our manpower strategy now is the establishment of a true "Continuum of Service" culture. This offers our sailors the opportunity to truly be sailors for life, providing that life-work balance that accommodates individual circumstances while at the same time sustaining the inventory of skilled and experienced professionals that we need to fulfill our Total Force commitments.

I believe that we have proven ourselves to be a ready, responsive, and very adaptable operational force while maintaining the strategic depth that Secretary Hall talked about earlier today. This is a very important and, I think, very meaningful time for any one of us to be serving in our Nation's defense, and I would assert particularly so as a reservist.

So I thank you for your continued support, and we look forward to answering your questions, sir.

[The prepared statement of Admiral Debbink follows:]

PREPARED STATEMENT BY VADM DIRK J. DEBBINK, USN

I. INTRODUCTION

Chairman Nelson, Senator Graham, and distinguished members of the Personnel Subcommittee, thank you for the opportunity to speak with you today about the capabilities, capacity, and readiness of the dedicated men and women who serve in our Navy's Reserve component (RC). I offer my heartfelt thanks for all of the support you have provided these great sailors.

On July 22, last year, I had the distinct honor of reporting to the Chief of Naval Operations (CNO), Admiral Gary Roughead, as the 12th Chief of Navy Reserve. In that capacity, I have the privilege of working for over 67,000 sailors in our Navy's RC. I take to heart that each of them has promised to support and defend the Constitution of the United States, against all enemies, foreign and domestic. That promise is their covenant to our Nation, and my covenant back to these Sailors is to do everything I can to make their service truly meaningful, significant, and rewarding; these sailors form an incredibly capable and motivated force, and they deserve nothing less. I find myself amazed and truly in awe of the daily sacrifices our RC sailors are making for our Nation and our Navy.

My predecessor, Vice Admiral John Cotton, laid a strong foundation during the past 5 years for a more responsive and operational force, and we are a better Navy because of his leadership. We remain steady on course and we will look to increase speed where able by improving upon our strengths and efficiencies to further advance our "Support to the Fleet . . . Ready and Fully Integrated." We are also working on new initiatives in order to more fully implement the Navy Reserve's vision of: "Ready Now. Anytime, Anywhere."

The Navy Reserve is an integral component of our Total Force—inextricably linked with the Active component (AC), civil servants, and contractor personnel. Our focus is on strategic objectives and specific initiatives that will enable us to optimize our support for the CNO's priorities: (1) Build the Future Force, (2) Maintain Warfighting Readiness, and (3) Develop and Support our sailors, Navy civilians, and families. Within this framework, I would like to take this opportunity to update you on the operational contributions, support to the sailor and family, and the people policies and programs of the Navy Reserve.

II. OPERATIONAL CONTRIBUTIONS

The Navy's RC contributions are directed when and where they make the most operational and cost-effective sense—the right sailor, in the right assignment, at the right time, and importantly, at the right cost. Leveraging valuable military and civilian skill-sets and capabilities—when possible and consistent with volunteerism—Navy reservists operate in all corners of the world. RC sailors are on the ground in Iraq and Afghanistan; they help project power from the Arabian Gulf; and they aid in providing a stabilizing influence in the Eastern Mediterranean. They patrol waters off the Horn of Africa and deliver humanitarian assistance and disaster relief throughout the world.

To meet global requirements, the Navy continues to mobilize thousands of Selected Reserve (SELRES) RC personnel. These mobilized SELRES personnel provide a growing spectrum of capabilities to prosecute our current fights by integrating seamlessly into a multitude of augmentation missions, in addition to mobilizing as Navy units. We are called to execute missions well beyond core requirements with new capability missions (Civil Affairs Units, Mobile Training Teams, and Provincial Reconstruction Teams, in particular) and mission-unique training such as Detainee Operations and Customs Inspection battalions. One-third of Navy augmentees currently serve in nontraditional missions that involve new capabilities or require unique training. Mobilized SELRES sailors have sustained their largest footprints in Iraq (1,018 sailors), Kuwait (796 sailors), and Afghanistan (277 sailors). At the Landstuhl Regional Medical Center (LRMC), more than 90 percent of the expeditionary medical support personnel are RC augmentees. Navy RC medical augmentees are generally activated for mobilization employment periods from 3 months to 1 year from various Operational Health Support Units to form the highly valued Navy Expeditionary Medical Units (NEMUs). Over 380 RC medical personnel served in our NEMUs in 2008, and 294 are expected to serve in 2009 and 2010.

In addition to the contributions of mobilized SELRES and those conducting Active Duty Operational Support in fiscal year 2008, an additional 21,803 Navy reservists provided 385,291 man-days of Fleet Operational Support above the traditional 39 days each SELRES provides under current law. The Navy Expeditionary Combat Command (NECC) sets the example of RC's operational contributions. Led by Rear Admiral Carol Pottenger—a Full Time Support (FTS) Officer of the RC (the Navy RC equivalent of Active Guard and Reserve (AGR)), its expeditionary forces deployed across 5 continents and 12 countries in 2008, and continue supporting Overseas Contingency Operations and the Global Maritime Strategy. With 51 percent of the NECC force comprised of RC members, NECC's global support to the Navy component commanders (NCCs) and unified combatant commanders (COCOMs) is only executable with integral contributions from the RC. In 2008 alone, nearly 2,300 RC members from 17 NECC units deployed globally, with more than 95 percent of the deployed units and personnel supporting Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) in the Central Command (CENTCOM) Area of Responsibility (AOR). NECC RC forces continue to support operations that include: construction/engineering operations with the Naval Construction Forces (e.g., Construction Battalions, or SEABEEs), maritime expeditionary landward and seaward security with Maritime Expeditionary Security Forces (MESF), Customs Inspections and port/cargo operations with Navy Expeditionary Logistics Support Group (NAVELSG), warfighting documentation with Combat Camera, document and electronic media exploitation with Navy Expeditionary Intelligence Command, and Anti-Terrorism/Force Protection (AT/FP) training with the Expeditionary Training Command.

The Navy's RC has been the driver behind an enormous success story Navy-wide through its lead role in the critical Customs Inspection mission, currently providing virtually the entire deployed footprint with more than 500 RC sailors on Individual Augmentee (IA) assignments. The Navy is projected to sustain this footprint in 2009 with planned Customs rotations throughout the year. The mobilized Customs Inspectors include police officers, corrections officers, State police/sheriffs, full-time students, engineers, and small business owners. Others include teachers, postal clerks, carpenters, nurses, emergency medical technicians, auto technicians, and fire fighters. The most recent rotation of RC sailors to deploy for an 8-month Customs/Ports tour of duty in Iraq and Kuwait departed in November. These Customs personnel are drawn from 96 Navy Operational Support Centers (NOSCs) representing 38 States and territories, including Puerto Rico and Guam.

RC sailors are also found in the Navy Special Warfare (NSW), Maritime Expeditionary Security, and Explosive Ordnance Disposal (EOD) communities. reservists comprise 17 percent of the NSW community, including SEALs and Special Warfare

Combatant-Craft Crewmen (SWCC). As a CNO initiative to relieve stress on the AC EOD force, the RC EOD force was established in 2007. In 2008, RC EOD units deployed to support two OIF/OEF/Global Naval Force Presence Posture (GNFPP) requirements. Through Maritime Expeditionary Security units, the Navy's RC also directly augments the Maritime Expeditionary Security mission.

The RC aviation community is equally involved in Total Force operational support. Electronic Attack Squadron 209 (VAQ 209) mobilized, deploying 188 FTS and SELRES personnel to Bagram Air Base, Afghanistan in support of coalition operations from January 14 thru March 14, 2008. Helicopter Sea Combat Squadron 84 (HSC 84) continues its deployment to Balad Air Base, Iraq to conduct air assault combat missions in support of CENTCOM Joint Special Operations. RC members of Helicopter Sea Combat Squadron 85 (HSC 85) are deployed to Kuwait to support the 2515th Naval Air Ambulance mission, while RC members of Helicopter Mine Countermeasures Squadron 15 (HM 15) are deployed alongside the AC to the CENTCOM AOR for Fifth Fleet and Navy tasking by the U.S. Central Command. Eight RC sailors from HM 14 are also deployed to Korea, conducting Airborne Mine Countermeasures and Vertical Onboard Delivery (VOD) missions.

A detachment from Carrier Airborne Early Warning Squadron 77 (VAW 77), consisting of more than 30 FTS/SELRES personnel and 25 maintenance contractors completed 4 month deployments in 2008 to various sites in the Southern Command (SOUTHCOM) AOR for counternarcotics operations, directly assisting in the capture of cocaine and heroin with an approximate street value of \$700 million. A 25-person detachment from Helicopter Antisubmarine (Light) Squadron 60 (HSL 60) deployed aboard the USS *Dewert* (FFG 45) last year to support SOUTHCOM and Fourth Fleet counternarcotics operations, assisting in the interdiction of cocaine that was valued at \$350 million. Currently, HSL 60 has another 25-person detachment onboard USS *Samuel B. Roberts*, seizing 7 metric-tons of narcotics to date. The Navy Air Logistics Office scheduled aircraft and forward-deployed detachments from all 15 Fleet Logistics Support Wing (VR) squadrons, enabling the efficient and effective transport of more than 127,000 personnel and 21.7 million pounds of cargo to/from various overseas locations in support of COCOM and theater-validated requirements. The VR Wing routinely fulfills three CENTCOM Deployment Orders, and in excess of 160 RC personnel from the VR Wing are deployed to Japan, Italy, Qatar, and Bahrain each day.

The VR Wing also enables the Fleet Readiness Training Plan (FRTP) by transporting personnel and cargo throughout the Continental U.S. in support of FRTP airlift requirements for Carrier Air Wings (CVWs), Carrier Strike Groups, Fleet Replacement Squadron (FRS) detachments, and NSW training requirements. Fighter Squadron Composite 12 (VFC 12), Fighter Squadron Composite 13 (VFC 13), Fighter Squadron Composite 111 (VFC 111), and Strike Fighter Squadron 204 (VFA 204) also enable FRTP initiatives by executing adversary sorties for multiple CVW and FRS detachments. The Squadron Augmentation Units (SAUs) from Commander, Naval Air Training Command (CNATRA) flew 20 percent of all sorties conducted in support of student Pilot/Naval Flight Officer (NFO) production during 2008, while the FRS SAUs flew nearly 10 percent of the syllabus flight events in support of Pilot/NFO and aircrew production.

III. EQUIPPING THE NAVY RESERVE

For Navy reservists to continue providing superior operational support to the Navy through the competencies they have acquired both in the Fleet and in their civilian careers, the Navy must also have interoperability between all elements of the Total Force. The acquisition of AC and RC equipment, enhancements and upgrades to programs, and equipment redistribution (AC to RC, as well as RC to AC) have virtually eliminated capability and compatibility gaps between AC, RC, and Joint Forces. Current and future RC equipment requirements that are vital to our combat forces include aircraft and NECC equipment.

The aircraft needed to recapitalize the RC and ensure complete alignment with the AC are: the EA-18G "Growler" for Electronic Attack, the P-8A "Poseidon" Multi-Mission Aircraft, the KC-130J "Hercules" for over- and out-sized cargo intra-theatre transport, and the C-40A "Clipper" for intra-theatre cargo and passenger transport. In addition to RC operators, the AC will also have aircrew personnel who will operate the EA-18G, P-8A, and the KC-130J (USMC AC). The C-40A is unique among these aircraft as it is only operated by RC aircrew personnel—the AC does not have any "Clipper" operators. Further, the C-40A is essential to providing flexible, time-critical, and intra-theater logistics support, serving as a connector between strategic airlift points of delivery to Carrier Onboard Delivery and VOD locations. The C-40A is the replacement for aging DC-9/C-9B and C-20G aircraft, and

it can simultaneously transport cargo and passengers. The Clipper has twice the range, payload, and days of availability of the C-9 models, and it has twice the availability and eight times the payload of the C-20G. The C-40A is an outstanding asset and has provided enormous operational support, while facilitating the FRTP, since its arrival in 2001.

NECC provides equipment for its subordinate commands, such as SEABEE, MESF, EOD, and NAVELSG units. The equipment utilized by these type commands include counter-Improvised Explosive Device equipment, tactical vehicles, construction and maintenance equipment, material handling equipment, communications gear, boats, and expeditionary camp equipment. Like NECC's mission, the equipment it operates is both dynamic and diverse.

The Navy has trimmed the RC force structure to the appropriate capacity and capability required to sustain the operational Reserve Force. The perceived value and the return on investment that the RC delivers in personnel and equipment to the Total Force are measured on a daily basis. Critical recapitalization continues to be a priority, and budgetary dynamics make us ever reliant on a combination of the service priority and the direct appropriation for these aging and depreciating assets. Some of these requirements have been mitigated by your continued support through the National Guard and Reserve Equipment Appropriation.

IV. SUPPORTING THE SAILOR AND FAMILY

As we continue supporting the Fleet, we proactively extend our support to individual sailors and their families. Our sailors will do almost anything we ask of them, and we see evidence of their dedicated service everyday, especially in Iraq and Afghanistan. Their expectation that we will support their families while they are away from home is both fair and reasonable.

With so many RC sailors filling IA and mobilization requirements, the July 2008 release of the RC IA Business Rules (Navy Administrative message 235/08) directly addressed how we care for our RC sailors. In particular, these business rules authorized RC sailors who volunteer for unit mobilization to combat zones inside their 1:5 "Dwell Time," to reset their "Dwell Clock" and receive Post-Deployment/Mobilization Respite Absence (administrative leave).

To ensure that our Reserve Force was ready to deploy at any time, the Navy's RC introduced the Medical Readiness Reporting System (MRRS) to address Individual Medical Readiness. MRRS use was expanded in fiscal year 2008, and is now used by the Navy's AC and RC, as well as the Coast Guard and Marine Corps. In addition, MRRS was recently enhanced to allow more accurate tracking of those sailors at risk due to combat operational stress, and to ensure they receive the appropriate attention during Post-Deployment Health Reassessments conducted 90-180 days after demobilization.

To facilitate a continuum of readiness, given the stress that oftentimes results from operational deployments overseas, funding was approved in 2008 to establish the Navy Reserve Psychological Health Outreach Program. This program provides outreach services to reservists returning from deployment, both during the reintegration process and beyond. It ensures early identification and timely clinical assessments of Navy reservists at risk for stress injuries. The Program Coordinators facilitate access to psychological health support resources for the servicemembers and their families, and serve as facilitators at Psychological Health/Traumatic Brain Injury seminars and Returning Warrior Workshops.

The Navy Reserve continues to make exceptional progress in advancing a standardized, world-class Continuum of Care for SELRES sailors, FTS sailors, and their families through all phases of the mobilization deployment cycle. United States Fleet Forces (USFF), as executive agent for IA and IA Family Support, was vital to the evolution of a Total Force Continuum of Care in 2008 by standing up the IA and IA Family Cross Functional Team and Executive Steering Committee. The Navy Reserve is a lead stakeholder supporting USFF in this initiative, and is well-aligned with the Total Force in developing and implementing deployment support and reintegration programs for deploying IA personnel and units throughout all phases of the mobilization cycle.

The Returning Warrior Workshop (RWW) is now available to RC and AC sailors, marines, and their spouses throughout the country. The RWW serves as a model in the development of a broad spectrum of additional "Continuum of Care" programs and events. The workshops epitomize sailors taking care of sailors; they reflect the Navy's dedication to supporting, educating, and honoring our sailors and families, and they communicate a strong message that the Navy values their service and sacrifice.

RWWs are “five-star events” conducted on weekends and attended by up to 200 sailors, marines, and spouses. Attending participants have the opportunity to address personal, family, or professional situations experienced during deployment and receive readjustment and reintegration support and resources from a network of counselors, psychological health outreach coordinators, chaplains, and Fleet and Family Support Center representatives. Throughout the weekend, participants benefit greatly from considerable counseling opportunities to educate and support the Navy Family and assist sailors in re-acclimating with their families and to civilian lives.

The future for RWWs is bright given the unprecedented success of the workshops completed in 2008 and those already completed in 2009. The recent event in Albuquerque, NM, was the 21st successful event since the inception of the program by Navy Region Southwest Reserve Component Command (at Navy Operational Support Center, Phoenix) in late 2007. Looking ahead, 29 additional workshops are contracted and funded through July 2010.

Our Return-Reunion-Reintegration team is placing strong emphasis on the development, implementation, and enhancement of several other transformational programs and events. These high profile initiatives include:

- Full implementation of DOD’s Yellow Ribbon Reintegration Program by Navy
- Modification of the Chaplain’s Religious Enrichment Development Operation retreats to provide a “One-Day Up-Check” for returning sailors as an alternative to the RWW
- Development of comprehensive roles and responsibilities for Psychological Health Outreach Coordinators assigned to each region

V. PEOPLE POLICIES AND PROGRAMS

A central component of Navy’s Total Force strategy is the establishment of a culture of a “Continuum of Service” to provide opportunities for sailors to transition in and out of active service at different stages of their careers. The Continuum of Service represents a new operating paradigm which can be summarized by the phrase: “Recruit once, Retain for life.” Last year, the Navy’s accession and retention bonuses for RC sailors increased to \$108 million, enhancing our ability to recruit and retain the right people for the right job. For fiscal year 2008, Navy Recruiting Command achieved 100 percent of the RC enlisted accession goal, and 105 percent of RC General Officer goal. As recently stated by our Chief of Naval Personnel, VADM Mark E. Ferguson, we believe we are on track to repeat this success in fiscal year 2009. Once we recruit, train, and lead these sailors through their initial tours of duty, our imperative is to give them opportunities to transition between the Active and Reserve components, allowing them to find the life/work balance that’s right for them. This will strengthen the focus on retention and reduce the burden on recruiting.

In addition to achieving the Navy’s recruiting goals, the retention and attrition for RC personnel have been just as successful. Improved retention and lower attrition rates are attributed to a slowing economy and an effective recruiting campaign through our “Stay Navy” initiatives. These efforts target affiliation and retention bonuses on skill sets we need the most. In fiscal year 2009, we continue to target high-demand/low-supply communities and critical skill sets with competitive monetary incentives.

Navy Reserve end strength has declined by approximately 20,000 sailors from 2003 through 2008 (88,156 RC sailors in 2003 to 68,136 RC sailors in 2008). The anticipated steady state end strength is approximately 66,000 in fiscal year 2013. During fiscal year 2008, to provide for a stable RC inventory, we implemented several force shaping measures that included a reduction in prior service accessions, as well as proactive management of Transient Personnel Units, overmanned designators, and sailors reaching High Year Tenure. These measures proved to be effective, as the Navy ended fiscal year 2008 with 68,136 RC personnel (approximately 0.5 percent above our statutory end strength authorization of 67,800).

In fiscal year 2009, we already see higher retention and fewer losses than planned in the enlisted and officer populations. To mitigate this over-execution, we continue to enforce current policies and adjust enlisted prior service accessions. Our goal is to finish fiscal year 2009 with a more stable, balanced inventory of sailors that positions our Reserve Force for continued Total Force support.

Vice Admiral Ferguson and I are identifying legislative, financial, technological, and policy barriers impeding a Continuum of Service and developing management practices to quickly and efficiently transition sailors between components to meet changing workforce demands. One of our key initiatives is to implement a process

that transitions sailors between the AC and RC within 72 hours. As we provide opportunities to transition seamlessly between Active and Reserve statuses, Navy's Total Force will capitalize on the spirit of volunteerism to encourage a sailor's lifetime of service to the Nation.

The Navy needs Total Force systems that will reduce administrative impediments to a Continuum of Service. The administrative inefficiencies created by multiple electronic pay and manpower systems create waste and unnecessary burdens on sailors, and they also hinder force readiness. A common AC/RC pay and personnel system is crucial to building seamless transitions and the success of our sailor for Life and Continuum of Service initiatives. In the future, manpower transactions will ideally be accomplished with the click of a mouse, and records will be shared through a common data repository within all DOD enterprises. Navy fully supports this vision of an integrated set of processes to manage all pay and personnel needs for servicemembers, concurrently providing necessary levels of personnel visibility to support joint warfighter requirements. Manpower management tools must facilitate audits of personnel costs, and support accurate, agile decisionmaking at all levels of DOD.

One constraint to seamless transitions is the multiple RC funding categories. We are working closely with the Office of the Secretary of Defense to reduce the number of duty types, aiming to improve efficiency while retaining the flexibility Navy reservists need to manage their careers and personal lives. Coupled with a well-developed, web-enabled personnel management system, this initiative will enable RC sailors to rapidly surge to support validated requirements. The consolidation of most RC order writing to the Navy Reserve Order Writing System has been a significant evolution in Navy's effort to integrate its Total Force capabilities by aligning funding sources and accurately resourcing operational support accounts.

The Honorable Secretary of the Navy Donald C. Winter recently approved the Navy's request to transition to a community management-based promotion policy for the RC Officer community—both SELRES and FTS. As a result, the Navy has implemented a policy change to “decouple” its Reserve Officer promotion zones from the AC officer promotion zones, as was the current practice under the Running Mate System (RMS). In place since 1947, the RMS linked RC and AC promotion zones without consideration of RC community needs. Under the Navy Total Force construct, Officer Community Managers now have the flexibility to develop promotion plans and policies that meet individual community and component needs, especially for SELRES Officers.

For Navy reservists who look to further their professional development, the Navy has recently obtained Joint and Combined Warfighting class quotas for RC personnel (both FTS and SELRES) at the Joint Forces Staff College. These new class quotas complement the Advanced Joint Professional Military Education course that is already in place. The Navy is also in the early stages of establishing an RC Foreign Area Officer (FAO) program. RC FAOs will be part of a cadre of Officers aligned with the AC who have the skills required to manage and analyze politico-military activities overseas.

VI. CONCLUSION

Since September 11, nearly 53,000 contingency activation requirements have been filled by SELRES personnel, along with an additional 4,300 contingency requirements filled by FTS sailors in support of ongoing conflicts in Iraq, Afghanistan, and the Horn of Africa. On any given day, more than 18,000 Navy reservists, or about 26 percent of the Force, are on some type of orders that provide support to global operation requirements of Fleet Commanders and COCOMs. Our more than 67,000 sailors serving in the RC are forward deployed in support of coalition forces, at their supported commands around the world, or in strategic reserve, ready to surge 24/7 each day if more Navy Total Force requirements arise.

I am proud to be a Navy reservist, and I am humbled by the commitment of the men and women of our Navy Reserve. It is very rewarding and fulfilling to stand shoulder to shoulder with the Navy's AC as we meet our Nation's requirements. Although I readily admit my bias, there has never been a more meaningful time to be part of the Navy-Marine Corps team, and our Navy Reserve is clearly an integral part of the this hard-working, high-spirited and amazingly capable force.

The Navy's ability to be present in support of any operation, in war and peace, without permanent infrastructure in the area of operations, is a key advantage that will become even more important in the future. Our Navy remains the preeminent maritime power, providing our Nation with a global naval expeditionary force that is committed to global security, while defending our homeland as well as our vital interests around the world. The Navy Reserve's flexibility, responsiveness, and abil-

ity to serve across a wide spectrum of operations clearly enhances the Navy Total Force, acts as a true force multiplier, and provides unique skill sets towards fulfilling Navy's requirements in an increasingly uncertain world.

On behalf of the sailors, civilians, and contract personnel of our Navy Reserve, we thank you for the continued support within Congress and your commitment to the Navy Reserve and our Navy's Total Force.

Senator BEN NELSON. Thank you.
General Bergman.

STATEMENT OF LT. GEN. JOHN W. BERGMAN, USMC, COMMANDER, MARINE FORCES RESERVE; AND COMMANDER, MARINE FORCES NORTH

General BERGMAN. Good afternoon, Senator Nelson, Senator Burriss. It's an honor to be here to thank you for all the support you've given your Marine Corps Reserve because without it, we wouldn't be the ready and relevant fighting force that we are today.

We heard the term "Operational Reserve" put out a little bit earlier. No matter what you call it, Operational Reserve, Strategic Reserve, all I know is that our marines and our sailors who are attached to us, and their families and their employers are standing up and continuing to stand up to sustain the level of operations worldwide that the Marine Corps Reserve is involved in.

As we contemplated what do we call this deployable Reserve, we called it an Operational Reserve and put it into what we call a Force Generation Model, which drives us towards the most important word that I think we can use here for our preparation of forces, which is predictability. When you let someone know in advance, well in advance, what they're going to be doing, where they're going to be going, so the employers, the families, and everybody knows what the mission is, know what the timeframe is, we have found that has helped us minimize the amount of cross-leveling that has occurred amongst our units.

So we are very, very deep into the maturation of the Force Generation Model that will allow us in that 5-year dwell time to try and meet the 1:5 dwell time ratio criteria for the Reserve component, to man, equip, train, and get our units ready to go. Of course, all that is tied to budgeting. If we get this right, we will provide not only a ready and relevant force, but a force that was done with a relatively wise use of all the dollars available.

I suggest to you there's nothing more adaptable than a marine in the fight. As we've been adapting to growing the Marine Corps to 202,000 here over the past few years, we're 2 years ahead of schedule. That will allow us to refocus some of our manpower planning and policies to shape this Operational Reserve and our large units so that we're ready to go for the long term.

I look forward to your questions, sir.

[The prepared statement of General Bergman follows:]

PREPARED STATEMENT BY LT. GEN. JACK W. BERGMAN, USMC

Chairman Nelson, Senator Graham, and distinguished members of the subcommittee, it is my honor to report to you on the state of your Marine Corps Reserve.

I am pleased to report that your Marine Corps Reserve continues to equip and train the best and brightest of our Nation's sons and daughters. In an environment where the Marine Corps continues to rapidly adapt to broad strategic conditions and wide-ranging threats, your Marine Corps Reserve—a primarily Operational Re-

serve—continues to meet all challenges and commitments. Whether in Iraq today, Afghanistan tomorrow or in subsequent campaigns, your Marine Corps Reserve continues to answer the clarion call to arms in defense of this great Nation.

On behalf of all our marines, sailors, and their families, I would like to take this opportunity to thank the subcommittee for its continuing support. The support of Congress and the American people reveal both a commitment to ensure the common defense and a genuine concern for the welfare of our marines, sailors, and their families.

I. TODAY'S MARINE CORPS RESERVE

Your Marine Corps Reserve continues to be fully capable of warfighting excellence. As a vested partner in the Total Force Marine Corps, we faithfully continue our steadfast commitment to provide Reserve units and personnel who stand shoulder-to-shoulder with their Active component counterparts in all contingencies, operations, and exercises.

As of March 3, 2009, 52,369 Reserve marines and approximately 99 percent of U.S. Marine Corps Reserve units were activated since September 11—98 percent of our activated units deployed to the U.S. Central Command area of responsibility.

Today's Marine Corps Reserve is characterized by a strong resolve that enables us to sustain the current operational pace during the longest mobilization period in our Nation's history. However, to continue this unprecedented pace will require adequate funding. Without the total funding, currently provided through baseline and supplemental processes, we would be unable to maintain a truly Operational Reserve.

The Force Generation Model, implemented in October 2006, continues to provide predictability of future activation and deployment schedules for our marines and sailors. The predictability the Model provides has been well received by our marines, sailors, and employers. The model provides our reservists the opportunity to effectively plan their lives throughout their Reserve contractual agreement, enabling them to creatively strike a successful balance between family, civilian career and service to community, country, and Corps. I am happy to report that we recently activated the fifth rotation based upon the model to Operations Iraqi and Enduring Freedom (OIF and OEF) with 5,500 marines being activated and deployed during fiscal year 2008. Additionally, we have activated approximately 2,500 more marines during the timeframe November 2008 to February 2009.

The Force Generation Model continues to assist Service and Joint Force planners in maintaining a consistent flow of fully capable Marine Corps Reserve units. This steady flow of Reserve units is essential in enabling our Active component to reach a 1:2 dwell time. The Model, based on 1-year activation to 4-plus years in a non-activated status, continues to be both supportable and sustainable. Predictable activation dates permit unit commanders to focus training on core mission capabilities early in the dwell period; and then train to specific OIF and OEF mission tasks once the unit is within 12 to 18 months of activation. Additionally, the amount of cross-leveling has been significantly reduced. With each subsequent rotation, the requirement to cross-level continues to decrease. For example, the upcoming activation of the St. Louis, MO-based 3rd Battalion, 24th Marine Regiment, will require minimal cross-leveling of enlisted personnel.

We believe the full benefit of the Force Generation Model will begin to be realized once we have completed a full cycle of nine rotations and the active Component reaches the authorized end strength of 202,000. A very important byproduct of the Force Generation Model will be our emerging ability to more accurately budget for training and equipment requirements during the 5 year dwell time.

In addition to the 5,500 marines activated and deployed during fiscal year 2008 in support of OIF and OEF, we deployed an additional 3,300 marines worldwide in support of joint and/or combined Theater Security Cooperation Exercises. In each of the past 3 years, between OIF, OEF, Theater Security Cooperation Exercises, and recently emerging security cooperation mobile training teams that conduct Phase-0 operations, nearly one-third of our force has deployed outside the continental United States both in an activated and nonactivated status.

During this past year, more than 3,300 marines from 4th Marine Division have served in Iraq. Included are two infantry battalions, as well as armor, reconnaissance, combat engineer, military police, and truck units. Of particular note, the El Paso, TX-based Battery D, 2nd Battalion, 14th Marine Regiment, became the second Marine Corps High Mobility Artillery Rocket System (HIMARS) unit to be deployed. Another highlight was the success of New Orleans, LA-based 3rd Battalion, 23rd Marine Regiment, in al-Anbar Province. This infantry battalion, with companies in Louisiana and Texas, played a key role in the redevelopment of the Haditha K3 Oil

Refinery and transport of crude oil in al-Anbar Province. Their efforts, spurred primarily by several of the battalion's marines who are consultants and executives within the U.S. oil and energy industry, resulted in the successful rail transport of crude oil into Anbar and restart of the oil refinery by July 2008, several years after the refinery and rail system had ceased to operate. Also of note was the ability and flexibility of the Division units to train for and conduct "in lieu of" or provisional missions due to changing operational requirements in OIF/OEF.

Fourth Marine Division also deployed two of its regimental headquarters in the role of Marine Air Ground Task Forces (MAGTF) command elements. Kansas City, Missouri-based 24th Marine Regiment deployed as a Special Purpose MAGTF to U.S. Southern Command to support the new Partnership of the Americas series of small combined Theater Security Cooperation Exercises in South America. The San Bruno, CA-based 23rd Marine Regiment led a combined joint regimental headquarters in support of exercise African Lion in Morocco as well as a combined joint battalion headquarters in support of Exercise Shared Accord in Ghana. These 3 exercises alone incorporated the deployment of more than 1,100 marines from across Marine Forces Reserve. Fourth Marine Division also conducted training to assist our allies in foreign militaries from Korea to the Republic of Georgia. Calendar year 2009 will be a busy year for the division as they conduct training in Benin, Brunei, Ukraine, the Dominican Republic, the Bahamas, Brazil, Guatemala, and Guyana. Returning to exercises in Morocco and Australia and supporting the 50th anniversary of UNITAS Gold with a command element from 24th Marine Regiment will be key engagements. From May through August 2009, an activated Reserve reinforced rifle company from the 24th Marine Regiment and a composite platoon of marines from the 4th Amphibious Armored Battalion, in partnership with the U.S. Navy, will conduct training and exercises in Brunei, Singapore, Malaysia, Indonesia, Thailand, and the Philippines during exercise Cooperation and Readiness Afloat Training.

Fourth Marine Aircraft Wing has continued to provide essential exercise support and predeployment training normally provided by Active component squadrons. The Marine Corps' premier predeployment training exercise, Mojave Viper, received a majority of air support from our fixed wing and helicopter squadrons. Fourth Marine Aircraft Wing deployed Mt. Clemens, MI-based, Marine Wing Support Squadron 471 as a Provisional Security Company to Camp Lemonnier, Djibouti, in the Horn of Africa, provided a truck platoon to support combat operations for the Active component's 3rd Battalion, 7th Marine Regiment in Iraq, and sourced multiple Marine Air Control detachments from Chicago, IL-based Marine Air Control Group 48. Marine Transport Squadron Belle Chasse (Louisiana) Detachment is currently in theater with the UC-35 Citation Encore aircraft providing critical Operational Support Airlift capability to U.S. Central Command.

Additionally, Fourth Marine Aircraft Wing has participated in multiple combined, bilateral and joint exercises in Africa, Asia, Europe, and South America. Humanitarian Assistance construction projects were conducted in Trinidad-Tobago, Peru, and Honduras. Participation in these exercises includes support of U.S. and Marine Corps forces and facilitates training and interoperability with our allies. For example, African Lion participation enabled the Moroccan Air Force to develop better close air support and aerial refueling techniques.

Fourth Marine Aircraft Wing continues to be an integral partner in the Marine Corps Aviation Transition Strategy. In the near term, transition from legacy to leap-ahead aviation capabilities (i.e. MV-22, UH-1Y, AH-1Z, and JSF) in the Active component required a transfer of certain Reserve component aviation manpower, airframes and support structure to the Active component Marine Corps. As a result, two Reserve Fighter/Attack F/A-18 squadrons were placed in cadre status and a light attack UH-1N/AH-1W helicopter squadron, a Heavy Lift CH-53E helicopter squadron, an Aviation Logistics Squadron and two of four Marine Aircraft Group Headquarters were decommissioned. A second Heavy Lift CH-53E helicopter squadron has been reduced in size. As the Active component transitions to the new airframes, 4th Marine Aircraft Wing has assumed the Fleet Replacement Squadron role for the legacy model KC-130s, UH-1s, and AH-1s. Additionally, as part of the Aviation Transition Strategy, two Tactical Air Command Center Augmentation Units were commissioned. To complete the Aviation Transition Plan, beginning in 2014, 4th Marine Aircraft Wing will begin transitioning to the new airframes and Command and Control (C2) capabilities.

Fourth Marine Logistics Group continues to provide fully capable units, detachments, and individuals prepared to deliver sustained tactical logistics support. In the past year, 4th Marine Logistics Group provided approximately 1,300 marines and sailors from across the spectrum of combat service support to augment the Active component's 1st and 2nd Marine Logistics Groups engaged in OIF. In addition

to the requirements of the Force Generation Model, 4th Marine Logistics Group provided additional support to OIF by sourcing 265 marines to staff the al-Taqauddam Security Force and to OEF by sourcing 279 marines from the Portland, OR-based 6th Engineer Support Battalion to staff Provisional Security Company 8 at Camp Lemonier, Djibouti, in the Horn of Africa.

Increased augmentation in support of OIF/OEF will include a complete Combat Logistics Battalion (CLB-46) formed with more than 800 marines and sailors from across 4th Marine Logistics Group's nine battalions. Combat Logistics Battalion 46 will provide tactical level logistics support to a Marine Regimental Combat Team in al-Anbar Province, Iraq. This will be the first CLB formed and deployed by 4th Marine Logistics Group.

Continuing to aggressively support overseas joint and combined exercises, training, and other events in support of the Combatant Commanders' Phase-0 operations, 4th Marine Logistics Group participated in 29 overseas events spread across all of the Unified Commands, ranging in size from exercises involving 75 marines down to 3-person Traveling Country Teams that conducted engagement with foreign militaries. Olympic Thrust in June 2008 began the preparation of 4th Marine Logistics Group's battalions' staffs to form the nucleus of a CLB headquarters. Exercise Javelin Thrust (June 2009) will be a capstone preparation event for CLB-46.

Fourth Marine Logistics Group has taken the lead on coordinating Marine Forces Reserve's participation in Innovative Readiness Training (IRT) program events. The purpose of the IRT program is to provide civic assistance projects in the United States, possessions and territories while simultaneously improving military readiness. Fourth Marine Logistics Group has initiated and conducted IRT planning during the last year and will execute two events in Alaska and one event in the Marianas Islands during 2009. These events will focus on infrastructure improvements and medical/dental assistance projects.

In addition to ground, aviation, and logistic elements, Marine Forces Reserve has provided civil affairs capabilities since the start of OIF. Air-Naval Gunfire Liaison Detachments from Marine Forces Reserve have augmented the supported Marine Air Ground Task Forces and adjacent commands with air/ground fires liaison elements. Marine Forces Reserve also continues to provide intelligence augmentation, to include Human Exploitation Teams, Sensor Employment Teams, and Intelligence Production Teams.

The trend in recent years toward increased participation of marines in the Individual Ready Reserve (IRR) continued in fiscal year 2008. During the fiscal year, the Marine Corps Mobilization Command (MOBCOM) mustered more than 1,500 marines from the IRR to screen and prepare them for activation. More than 1,500 sets of mobilization orders were issued with a total of 1,002 IRR marines reporting for activation during fiscal year 2008. MOBCOM also processed more than 8,100 sets of shorter duration active duty orders for IRR marines during fiscal year 2008. We have expanded our family programs to reach out to the families of our deployed IRR marines, using local Peacetime/Wartime Support Teams as well as MOBCOM assets. With the advent of Yellow Ribbon Legislation, we continue to develop programs to better support our deploying and returning marines and their families.

MOBCOM modified its IRR muster program during 2008, from large scale metropolitan musters to a combination of large scale musters and smaller, more personalized musters at Reserve sites. We completed the fiscal year screening of approximately 11,000 of the 55,000 marines in our IRR population. Our screening effectiveness continues to rise as we continue to develop better communication methods with our IRR population. For example, MOBCOM contacted and engaged the IRR marines through email, letter correspondence, and telephone calls. Higher quality communications keeps our marines better informed and prolongs their connection with each other and our Corps. We believe that these longer-term connections will be critical as we truly seek to create the Continuum of Service necessary to support a sustainable Operational Reserve.

The Marine Corps Reserve's continuing augmentation and reinforcement of the Active component is not without cost. Continuing activations and high Reserve operational tempo highlight personnel challenges in select military occupational specialties and significant strain on Reserve equipment.

II. PERSONNEL

The Selected Marine Corps Reserve is comprised of Reserve unit marines, Active Reserve marines, Individual Mobilization Augmentees, and Reserve marines in the training pipeline, which when added together, form the inventory of the end strength in the Selected Marine Corps Reserve.

End Strength

Although we continue to benefit from strong volunteerism of our Reserve marines, a degradation in our ability to achieve authorized end strength has occurred. Fiscal years 2002 to 2005 had percentages of authorized end strength above 100 percent and fiscal year 2006 percentage of authorized end strength at 99.71 percent. Fiscal years 2007 and 2008 percentages of authorized end strength were at 97.36 and 94.76 percent—shortfalls of 1,044 and 2,077 marines respectively. This resulted in the only fiscal years since September 11 that the Selected Marine Corps Reserve fell below the Title 10-allowable 3 percent variance from authorization.

As previously stated in my testimonies before the House and Senate Appropriations Committees' Subcommittees on Defense during 2008, we anticipated an adverse affect on meeting an acceptable percentage of authorized Marine Corps Selected Reserve end strength as greater numbers of Reserve component marines volunteered for full-time active duty due to the Marine Corps' accelerated build to a 202,000 Active component Marine Corps.

During the past fiscal year, we accepted the short-term risk in our ability to obtain our Selected Marine Corps Reserve component end strength of 39,600 as the Reserve accession plans were adjusted and our experienced and combat tested Reserve marines were encouraged to transition back to active duty to support the build effort, and they responded in force: From 2007 to present, approximately 1,946 Reserve marines returned to, or are awaiting return to, active duty.

The fact is that the Active component Marine Corps will continue to rely heavily upon augmentation and reinforcement provided by our Reserve marines. I firmly believe our authorized end strength of 39,600 is still highly relevant and appropriate, and will consequently drive recruiting and retention. This number provides us with the marines we require to support the Force and to achieve our goal of a 1:5 deployment-to-dwell ratio in the Selected Marine Corps Reserve.

Additionally, it is worth noting, the Marine Corps is on pace to reach an active duty end strength of 202,000 by the end of fiscal year 2009, which will enable the Marine Corps to refocus the Reserve recruiting and retention efforts to achieve the expected percentage of authorized Selected Marine Corps Reserve component end strength. The bonuses and incentives for recruiting and retention provided by Congress are essential tools for helping us accomplish this goal and I thank you for your continued support.

Recruiting

The Marine Corps is unique in that all recruiting efforts (officer, enlisted, regular, Reserve, and prior-service) fall under the direction of the Marine Corps Recruiting Command. Operationally, this provides the Marine Corps with tremendous flexibility and unity of command in order to annually meet Total Force Marine Corps objectives.

Like the Active component, Marine Corps Reserve units primarily rely upon a first term enlisted force. Currently, the Marine Corps Reserve continues to recruit and retain quality men and women willing to manage commitments to their families, their communities, their civilian careers, and their Corps. Despite high operational tempo, the morale and patriotic spirit of Reserve marines, their families, and employers remains extraordinarily high.

The Marine Corps Recruiting Command achieved 100 percent of its recruiting goal for nonprior service recruiting (5,287) and exceeded its goal for enlisted prior service recruiting (2,672) during fiscal year 2007; and achieved 100 percent of its recruiting goal for nonprior service recruiting (4,235) and prior service recruiting (4,501) in fiscal year 2008. As of February 1, 2009, 1,756 nonprior service and 1,227 enlisted prior service marines have been accessed, which reflects 48 percent of the annual enlisted recruiting mission for the Selected Marine Corps Reserve. We fully expect to meet our Selected Marine Corps Reserve recruiting goals again this year.

An initiative implemented during June 2006 at Marine Forces Reserve to enhance recruiting efforts of prior service marines was the Selected Marine Corps Reserve Affiliation Involuntary Activation Deferral policy. Realizing that deployments take a toll on Active component marines, causing some to transition from active duty because of high personnel tempo, we continue to offer this program. This program allows a marine who has recently deployed an option for a 2-year deferral from involuntary activation if they join a Selected Marine Corps Reserve unit after transitioning from active duty. The intent of the 2-year involuntary deferral is to allow transitioning marines the opportunity to participate in the Selected Marine Corps Reserve without sacrificing the ability to build a new civilian career.

Junior officer recruiting and consequently meeting our Reserve company grade requirement remains the most challenging area. Historically, the Active component Marine Corps has been the source of company grade officers to the Selected Marine

Corps Reserve, due to initial active duty contractual requirements of all Reserve-commissioned officers. There are, however, three programs in place now that enable Reserve officer accessions without the typical 3- to 4-year active duty obligation: the Reserve Enlisted Commissioning Program (RECP), the Meritorious Commissioning Program—Reserve (MCP-R) and the Officer Candidate Course—Reserve (OCC-R).

These programs strive to increase the number and quality of company grade officers within deploying Reserve units while addressing our overall shortage of junior officers in our Reserve units. The 3 programs combined to access 108 Reserve officers during fiscal years 2007 and 2008, and are an essential tool to help mitigate company grade officer shortages in the Selected Marine Corps Reserve.

Eligibility for the RECP was expanded to qualified Active Duty enlisted marines. The MCP-R was established for qualified enlisted marines, Reserve and Active, who possess an Associates Degree or equivalent number of semester hours. The third program, the OCC-R, has proven to be the most successful as 93 candidates have been commissioned second lieutenants in the Marine Corps Reserve during fiscal years 2007 and 2008. We anticipate commissioning between 50 and 75 more second lieutenants through the OCC-R this fiscal year.

The OCC-R focuses on ground-related billets, with an emphasis on ground combat and combat service support within Reserve units that are scheduled for mobilization. The priority to recruit candidates is tied to the Marine Forces Reserve Force Generation Model. Refinement of the OCC-R program to target geographic company grade officer shortfalls is a logical next step.

Retention

All subordinate commanders and senior enlisted leaders at each echelon of command are required to retain quality marines. On a monthly basis, these leaders identify marines who either have to re-enlist or extend. Identified marines are counseled concerning the opportunity for their retention in the Selected Marine Corps Reserve.

Enlisted retention trends remain a concern and are being monitored very closely, but were obviously affected by the Active component 202,000 build. The good news is that the Active component Marine Corps is no longer making a concerted effort to draw personnel from the Selected Marine Corps Reserve to active duty.

For fiscal year 2008, Reserve officer retention remained at the same level as during the previous fiscal year, which was above historic levels.

We continue to offer retention incentives for enlisted marines in the Selected Marine Corps Reserve, to include the maximum allowable \$15,000 Selected Marine Corps Reserve Affiliation Bonus for an initial 3-year commitment. We also offer a \$10,000 Selected Marine Corps Reserve Officer Affiliation Bonus for those officers who affiliate with a Selected Marine Corps Reserve unit and agree to participate for 3 years. I greatly appreciate the continuance of the increased reenlistment incentive, which was initially provided in the National Defense Authorization Act for Fiscal Year 2008.

These incentives are necessary tools to help us retain quality marines and consequently assist us in achieving an acceptable percentage of authorized Selected Reserve end strength.

I read with interest the memorandum of July 24, 2008, by Secretary Gates concerning the recommendations of the Commission on the National Guard and Reserves. I am pleased to see the strong emphasis on study of the various recommendations that pertain to the Continuum of Service personnel management construct. As the Continuum of Service concept is refined, it should facilitate the affiliation of prior service marines into the Selected Marine Corps Reserve as well as retain those good marines already serving.

III. EQUIPMENT

The Marine Corps Reserve, like the Active component, has two primary equipping priorities: first—equipping individual deploying marines and sailors, and second—equipping our units to conduct home station training. We will continue to provide every deploying marine and sailor with the latest generation of individual combat and protective equipment. Our unit equipping efforts include the full complement of equipment to support training efforts across the MAGTF. This complement includes essential communications; crew-served weapon systems such as Light Armored Vehicles (LAVs), Assault Amphibian Vehicles (AAVs), Tanks, and Artillery; ground mobility; and ground support equipment, which requires continued adequate funding of our Operations and Maintenance accounts. Your continued support in this area has enabled us to adequately sustain home station training and predeployment operations.

As with all we do, our focus will continue to be on the individual marine and sailor. Ongoing efforts to equip and train this most valued resource have resulted in obtaining the latest generation individual combat and protective equipment: M16A4 service rifles, M4 carbines, Rifle Combat Optic scopes, improved helmet pad suspension systems, enhanced Small Arms Protective Insert plates, Modular Tactical Vests, and the latest generation AN/PVS-14 Night Vision Devices, to name a few. Every member of Marine Forces Reserve has deployed fully equipped with the most current authorized individual combat clothing and equipment to include personal protective equipment.

Marine Forces Reserve's unit equipping priority is to obtain the principal end items necessary to establish or replenish the appropriate inventory of equipment to the level dictated by our training allowance. Training allowance is the amount of equipment needed by each unit to conduct home station training. Our Reserve units should train with the equipment necessary for Marine Forces Reserve to effectively augment and reinforce the Active component.

Currently, our equipping focus is on mitigating the short-term impact of reduced supply of certain principal end items, e.g.; seven LAV variants, Digital Terrain Analysis Mapping Systems, and the Theater Provide Equipment Sensors. We employ adaptive resourcing and training management approaches to ensure our Reserve units can adequately train. The inherent latency in procurement timelines and competing priorities for resources continue to challenge the training and equipping of our Operational Reserve. Since the Marine Corps procures and fields equipment as a Total Force, equipment modernization efforts of the Marine Corps Reserve are synchronized with the efforts of the Active component. The approved \$37.3 million fiscal year 2009 National Guard and Reserve Equipment Appropriation (NGREA) will provide Marine Forces Reserve the funds to procure much needed Tactical Laptop Computer Packages (Ruggedized Laptops and General Purpose Laptops), Supporting Arms upgrade to Digital Virtual Training Environment (DVTE), Bright Star FLIR, LAV 25 A2 Variant (LAV-25A2), and a Tactical Remote Sensor Suite.

To maintain an inventory of current equipment necessary to conduct home station training, Marine Forces Reserves utilizes several resources and programs. Routine preventive and corrective maintenance are still performed throughout the country by our marines. However, ground equipment maintenance efforts have expanded over the past few years, leveraging contracted services and depot-level capabilities. Marine Corps Logistics Command, through mobile maintenance teams, provides preventive and corrective maintenance support to our Reserve units. Marine Forces Reserve is actively involved in the Marine Corps Depot Level Maintenance Program to support the continued operation of principal end items. Marine Corps Logistics Command continues to uniquely provide Marine Forces Reserve a "Repair and Return" program which enables us to request additional maintenance support when requirements exceed the Marine Forces Reserve maintenance capacity.

Another key maintenance program utilized by Marine Forces Reserve is the Corrosion Prevention and Control program which extends the useful life of all Marine Corps tactical ground and ground support equipment. This program reduces significant maintenance requirements and associated costs due to corrosion through the application of corrosion-resistant compounds, establishing environmentally-safe wash-down racks, and providing climate controlled storage. Additionally, the program identifies, classifies, and effects repair, or recommends replacement of equipment that has already succumbed to the elements.

Marine Corps Reserve ground equipment readiness rates are currently above 90 percent (Maintenance—97 percent and Supply—92 percent as of March 9, 2009), based on our Reserve equipment Training Allowance. The Marine Corps Reserve equipment investment overseas MAGTF operations since 2004 is approximately 5 percent of our overall equipment and includes various communications, motor transport, engineer, and ordnance equipment, as well as several modern weapons systems such as the new HIMARS artillery system and the latest generation LAV. This investment has presented challenges for our home station training requirements yet greatly adds to the warfighting capability of the Marine Corps. Deliberate planning at the Service level is currently underway to reset the Total Force, to include resourcing the Reserve equipment. This resourcing will enable the Marine Corps Reserve to remain ready, relevant, and responsive to the demands of our Corps.

Marine Corps Reserve equipment requirements are captured as part of Marine Corps Total Force submissions. Priority Reserve equipment requirements that cannot be timely met with these vehicles are identified in the Commandant's Unfunded Programs List and/or my NGREA request.

We especially appreciate Congress' support of the Marine Corps Reserve through NGREA. It would be impossible for me to overstate the importance of NGREA and in particular, the consistency of these appropriations. Since 2002, NGREA has pro-

vided more than \$240 million for equipment procurements. The stability of NGREA funding has significantly increased our ability to forecast meeting priority equipment requirements. The NGREA provides immediate flexibility, allowing procurement of items necessary to meet specific combat capability, training, and support requirements.

In the last 3 years, we have been able to close the gap on combat equipment requirements necessary to effectively train our marines and sailors. Examples of high-priority combat equipment purchases we have made or will make through fiscal years 2007, 2008, and 2009 NGREA funding are: the Litening II Targeting Pod; the AN/ARC-210 (V) Multi-Modal Radio system for our KC-130 aircraft; the UC-12+ aircraft; multiple C2 systems component; and as previously stated, the Brite Star FLIR; the Tactical Remote Sensor System; and the LAV-25A2. Through consistent NGREA funding, we have been able to completely eliminate some deficiencies.

Additionally, with NGREA, we have been able to establish a robust ground combat modeling and simulation program, our NGREA-procured Virtual Combat Convoy Trainers (VCCTs), Combat Vehicle Training Simulators, Medium Tactical Vehicle Replacement-Training Systems, HMMWV Egress Trainer, and DVTEs enable us to overcome many resource and time-related challenges while increasing the individual and unit's combat readiness. Our fiscal year 2009 NGREA plan includes Supporting Arms-Helmet Mounted Displays for our DVTEs, giving our marines the ability to enhance Forward Air Control and Indirect Fire Control proficiency without leaving the Reserve Training Center. It is accurate to say that we could not have provided some critical capabilities without these NGREA funds.

IV. TRAINING

The collective lessons wrought from our unit and individual combat experiences, Theater Security Cooperation Exercises and other Active component operational tempo relief deployments have helped improve nearly all facets of our current Reserve component training. In this regard, one of the most exciting areas where we are continuing to transform the depth and scope of our training remains the cutting-edge arena of Modeling and Simulations Technology.

Rapid advancement in modeling and simulation software, hardware and network technologies are providing new and increasingly realistic training capabilities. Marine Forces Reserve is training with and continuing to field several complex digital video-based training systems which literally immerse our Reserve component marines into "virtual" combat environments, complete with the sights, sounds and chaos of today's battlefield environment in any clime or place, day or night, spanning the full continuum of warfare from high-intensity conventional warfare to low-intensity urban conflict.

One new capability that we are fielding to support our Reserve marines is the Indoor Simulated Marksmanship Trainer-XP. This interactive audio/video weapons simulator provides enhanced marksmanship, weapons employment and tactical decision making training for a variety of small arms. The system consists of infantry weapons instrumented with lasers that enable marines to simulate engaging multiple target types.

Another system addressed in last year's testimony that continues to prove invaluable in the predeployment training of our tactical drivers is the Virtual Combat Convoy Trainer-Reconfigurable Vehicle System. This is an advanced, full-scale vehicle simulator that trains marines in both basic and advanced combat convoy skills using variable terrain and roads in a variety of weather, visibility and vehicle conditions. The simulator is a mobile, trailer-configured platform that utilizes a HMMWV mock-up, small arms, crew-served weapons, 360-degree visual display with after-action review/instant replay capability. Marine Forces Reserve was the lead agency for initial procurement, training and evaluation of this revolutionary training system, which is now being used throughout the Marine Corps. We are now preparing to accept the fourth generation of this invaluable training system at Camp Wilson aboard the Marine Air Ground Combat Center in Twentynine Palms, CA. Upon installation, student throughput capability for combat convoy training will double.

It is important to recognize the key role that Congress has played in the fielding of all four generations of the VCCT. Procurement of the VCCT resulted directly from NGREA. Of all the training packages our deploying units complete, returning combat veterans have consistently praised the invaluable benefits of having had the opportunity to train in tactics, techniques, and procedures using this advanced simulation system.

Beginning this summer, Marine Forces Reserve will field the newly developed DVTE. This advanced, first-person, immersive, simulation-based training system, made up of 16 laptops and peripherals packaged in ruggedized deployable cases, is

capable of emulating and simulating a wide variety of weapons systems and generating high fidelity, relevant terrain databases. The DVTE also provides small-unit echelons with the opportunity to continuously review and rehearse Command and Control procedures and battlefield concepts in a virtual environment. The system consists of two components, the Combined Arms Network, which provides integrated first person combat skills, and Tactical Decision Simulations, which provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features include combat engineer training, small-unit tactics training, tactical foreign language training and event-driven, ethics-based, decisionmaking training.

One of our newest and rapidly advancing training initiatives involves the collocation of a select number of the previously cited training systems aboard Camp Upshur at Marine Corps Base Quantico, VA. Our intent is to provide an advanced, unit-level training capability within easy access of the I-95 corridor. When fully established this summer, the Camp Upshur training capabilities will include eight mobile VCCT trailers, two mobile HMMWV egress trainers, a mobile multi-platform tactical vehicle operator simulation system, three Indoor Simulated Marksmanship Trainers that are networked for combined arms training, and 80 DVTE terminals. These resources, in combination with the billeting, training ranges and facilities available aboard MCB Quantico, will provide the opportunity for reinforced battalions to conduct training and force-on-force exercises using combinations of live, virtual, and constructive training systems and resources. This initiative provides state-of-the-art training support to units while revitalizing long-established Camp Upshur into a cost effective, vital and dynamic training resource for Marine Forces Reserve and other agencies. In addition to facilitating training at Camp Upshur, the numerous mobile training systems will remain available for movement and redeployment anywhere in the lower 48 States in support of training Reserve marines.

All of these advanced training systems have been rapidly acquired and fielded with vital supplemental and NGREA funding. These critical funding resources are not only providing a near-term training capability in support of combat deployments, but are also providing a solid foundation for the transformation of our training environment from legacy static training methods to more realistic virtual combat training environments designed to prepare our marines and sailors to succeed on future battlefields.

V. FACILITIES

Marine Forces Reserve is comprised of 185 locations in 48 States, the District of Columbia, and Puerto Rico. These facilities are comprised of 32 owned and 153 tenant locations. In contrast to Active Duty installations that are normally closed to the general public, our Reserve sites are openly located within civilian communities. This arrangement requires close partnering with State and local entities nationwide. Thus, the condition and appearance of our facilities may directly influence the American people's perception of the Marine Corps and the Armed Forces as well as possibly impacting our recruiting and retention efforts.

Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) program funding levels continue to address immediate maintenance requirements and longer-term improvements to our older facilities. Sustainment funding has allowed us to maintain our current level of facility readiness without further facility degradation. Your continued support for both the Military Construction Navy Reserve (MCNR) program and a strong FSRM program are essential to addressing the aging infrastructure of the Marine Corps Reserve. With more than 57 percent of our Reserve centers being more than 30 years old and 44 percent being more than 50 years old, the continued need for support of both MCNR and FSRM cannot be overstated.

The Base Realignment and Closure (BRAC) 2005 continues to move forward and the Marine Corps Reserve will begin relocating many Reserve units to new consolidated Reserve centers during fiscal year 2009. Like other BRAC Business Plans, the Marine Corps Reserve BRAC program is tightly linked to other Service's business plans for our shared Reserve centers. Of the 25 BRAC actions for the Marine Corps Reserve, 21 are in conjunction with Army and Navy military construction projects.

In September 2008, the Department of the Navy (DON) and the State of Louisiana signed a lease for a new Federal City in New Orleans, which will provide a new headquarters compound for Marine Forces Reserve. The State of Louisiana is providing construction dollars for the new headquarters facility and saving the Federal Government more than \$130 million.

Our Marine Forces Reserve Environmental Program promotes accepted stewardship principles as well as compliance with all regulatory requirements in support

of training both on site and outside the fence line. We employ the Environmental Management System (EMS), which uses a systematic approach ensuring that environmental activities are well managed and continuously improving. Additionally, Marine Forces Reserve has initiated a nationwide program to reduce waste production and ensure proper disposal at our centers. We have also executed several major projects to protect the Nation's waterways near our Reserve centers.

VI. HEALTH SERVICES

Military healthcare support (medical prevention and treatment) programs have grown exponentially over the past few years—fiscal year 2008 being one of the most significant. A myriad of programs are now provided to our marines, sailors, and their families during predeployment, deployment, and post-deployment.

Our Health Services priorities are: 1) maximize education and awareness of TRICARE support for reservists; 2) attain Department of Defense (DOD)/DON Individual Medical Readiness goals; and 3) ensure general awareness of all health service programs in support of our servicemembers.

TRICARE remains the foundation of our medical support programs, providing the full spectrum of medical, dental and behavioral health services. As a result of the 2009 Defense Authorization Act analysis of TRICARE Reserve Select costs, monthly premiums for TRICARE Reserve Select dropped by 42 percent for individual coverage and by 29 percent for family coverage on Jan. 1, 2009. Reservists now pay \$47.51 a month for single coverage, down from \$81, while the cost for families is down from \$253 to \$180.17 a month. Reservists and their family members are eligible for different TRICARE benefits depending on their status: as a member of the Select Reserve, a reservist may qualify for and purchase TRICARE Reserve Select; on military duty for 30 days or less a reservist is covered under line-of-duty care; when activated he and his family are covered by TRICARE Prime; and when deactivated a reservist is eligible for transitional health plan options.

All deploying servicemembers are now required to complete a Baseline Predeployment Neuro-Cognitive Functional Assessment. The tool used to complete this assessment is called the Automated Neuro-Psychological Assessment Metric (ANAM). Results from the ANAM will assist leaders and medical providers with evaluating servicemembers who screen positive and require necessary medical treatment. The intent is that ANAM results and implementation of the Psychological Health Outreach Program will provide standardized guidance for providers who follow up on identified issues and concerns from results of the Post-Deployment Health Assessments, to include development of protocols and creation and implementation of an information/benefits tracking system. Our commanders and staff are coordinating with the Navy's Bureau of Medicine (BUMED) in order to ensure that deploying marines and sailors are properly evaluated prior to deployment.

Efforts to assess health post-deployment have also increased significantly over the past year. In addition to completing a Post-Deployment Health Assessment prior to returning to the United States, our marines and sailors now complete a Post-Deployment Health Reassessment (PDHRA) 3 to 6 months after returning from deployment. The PDHRA is crucial in identifying and addressing health concerns with specific emphasis on mental health issues which may have emerged since returning from deployment. Active tracking of this process ensures that we meet the post-deployment health care needs of our marines and sailors.

The Psychological Health Outreach Program, introduced by BUMED, is another specialty program which addresses post deployment behavioral health concerns. This program is designed to provide early identification and clinical assessment of our Reserve marines and sailors who return from deployment at risk for not having stress-related injuries identified and treated in an expeditious manner. This program, funded by supplemental Defense Health Program appropriations, provides outreach and educational activities to improve the overall psychological health of our reservists and identifies long-term strategies to improve psychological health support services for the Reserve community. We are currently developing our concept and implementation strategy to best support the Force.

Individual medical and dental readiness for our marines and sailors remains a top priority. To improve current readiness of our reservists, which is 64 percent and 73 percent as of March 1, 2009 respectively, we continue to utilize the Reserve Health Readiness Program. This program funds medical and dental contracted specialists to provide health care services to units specifically to increase individual medical and dental readiness. During fiscal year 2008, this service provided more than 3,020 Preventive Health Assessments; 4,013 Dental examinations, 402 Dental Panoramic x-rays; 529 blood draws; 803 immunizations; and 3,149 PDHRAs for our marines and sailors.

The Armed Forces Health Longitudinal Technology Application, which provides electronic health records for the entire U.S. Armed Forces, is currently being rolled out to all Reserve components to include Marine Forces Reserve. The transition to electronic medical records will enable optimal health services to our marines and sailors with the end result being increased individual and unit medical readiness.

VII. QUALITY OF LIFE

We continue to aggressively institute new Family Readiness Programs, revitalize services, and proactively reach out to our reservists and their families to ensure our programs and services meet the needs and expectations of our marines and their families.

As part of widespread Marine Corps reforms to enhance family support, we are placing full-time Family Readiness Officers (FROs), staffed by either civilians or Active Duty marines, at the battalion/squadron level and above to support the commander's family readiness mission. Modern communication technologies, procedures and processes are being expanded to better inform and empower family members including spouses, children, and parents of single marines.

The Marine Forces Reserve Lifelong Learning Program continues to provide educational information to servicemembers, families, retirees, and civilian employees. More than 1,200 Marine Forces Reserve personnel (Active and Reserve) enjoyed the benefit of Tuition Assistance, utilizing more than \$2.4 million that funded more than 4,000 courses during fiscal year 2008. Tuition Assistance greatly eases the financial burden of education for our servicemembers while enabling them to maintain progress toward their education goals.

The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRRA) continues to provide a great resource for servicemembers and their families in selecting child care, before, during, and after a deployment in support of overseas contingency operations. The Boys and Girls Clubs of America provide outstanding programs for our Reserve Marines' children between the ages of 6 and 18 after school and on the weekends. Under our agreement with BGCA, Reserve families can participate in more than 40 programs at no cost. With NACCRRRA, we help families of our reservists locate affordable child care that is comparable to high-quality, on-base, military-operated programs. The NACCRRRA provides child care subsidies at quality child care providers for our reservists who are deployed in support of overseas contingency operations and for those Active Duty marines who are stationed in regions that are geographically separated from military installations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand services for family members of our reservists who reside in isolated and geographically-separated areas. Additionally, our Marine families (on active duty 30 or more days) enrolled in the Exceptional Family Member Program are offered up to 40 hours of free respite care per month for each exceptional family member. This allows our families the comfort that their family member will be taken care of when they are in need of assistance.

We fully recognize the strategic role our families have in mission readiness, particularly mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle (predeployment, deployment, post-deployment, and follow-on) by providing educational opportunities at unit family days, predeployment briefs, return and reunion briefs, and post-deployment briefs. This is accomplished through unit level Family Readiness programs that are the responsibility of the commanding officer managed by the full-time, nondeploying FRO and supported by trained volunteers and force level programs such as Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.).

Every Marine Corps Reserve unit throughout the country has a Family Readiness program that serves as the link between the command and family members—providing official communication, information, and referrals. The FRO proactively educates families on the military lifestyle and benefits, provides answers for individual questions and areas of concerns, and enhances the sense of community and camaraderie within the unit. The L.I.N.K.S. program is a training and mentoring program designed by marine spouses to help new spouses thrive in the military lifestyle and adapt to challenges—including those brought about by deployments. This program has recently been expanded to support the extended family of a marine—children and parents. Online and CD-ROM versions of L.I.N.K.S make this valuable tool more readily accessible to families of Reserve marines who are not located near Marine Corps installations.

To better prepare our marines and their families for activation, Marine Forces Reserve is fully engaged with the Office of the Secretary of Defense (OSD) to imple-

ment the Yellow Ribbon Reintegration Program, much of which we have had in place for quite some time. We continue to implement an interactive approach that provides numerous resources and services throughout the deployment cycle. Available resources include, but are not limited to, family-related publications, online volunteer training opportunities, and a family readiness/mobilization support toll free number. Family readiness educational materials have been updated to reflect the current deployment environment. Specifically, deployment guide templates that are easily adapted to be unit—specific were distributed to unit commanders and family readiness personnel, as well as Marine Corps families, and are currently available on our Web site. Services such as pastoral care, Military OneSource, and various mental health services are readily available to our Reserve marines' families. Also, through the DOD contract with the Armed Services YMCA, the families of our deployed Reserve marines are enjoying complimentary fitness memberships at participating YMCA's throughout the United States and Puerto Rico. Our Active Duty marines and their families located at Independent Duty Stations have the ability to access these services as well.

Managed Health Network is an OSD-contracted support resource that provides surge augmentation counselors for our base counseling centers and primary support at sites around the country to address catastrophic requirements. This unique program is designed to bring counselors on-site at Reserve Training Centers to support all phases of the deployment cycle. Marine Forces Reserve has incorporated this resource into post-demobilization drill periods, family days, predeployment briefs, and return & reunion briefs. Follow-up services are scheduled after marines return from combat at various intervals to facilitate on-site individual and group counseling. Additionally, we are utilizing these counselors to conduct post-demobilization telephonic contact with IRR marines in order to assess their needs and connect them to services.

The Peacetime/Wartime Support Team and the support structure within the Inspector-Instructor staffs at our Reserve sites provides families of activated and deployed marines with assistance in developing proactive, prevention-oriented steps such as family care plans, powers of attorney, family financial planning, and enrollment in the Dependent Eligibility and Enrollment Reporting System. During their homecoming, our marines who have deployed consistently cite the positive importance of family support programs.

To strengthen family support programs, we will continue to enhance, market, and sustain outreach capabilities. The current OSD-level oversight, sponsorship, and funding of family support programs properly corresponds to current requirements. We are particularly supportive of Military OneSource, which provides our reservists and their families with an around-the-clock information and referral service via toll-free telephone and Internet access on a variety of subjects such as parenting, childcare, education, finances, legal issues, elder care, health, wellness, deployment, crisis support, and relocation.

Marines and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We will continue to be a forceful advocate for these programs and services. We will continue to evolve and adapt to the changing needs and environments in order to ensure that quality support programs and services are provided to our marines and their families.

VIII. CASUALTY ASSISTANCE AND MILITARY FUNERAL HONORS

One of the most significant responsibilities of the Reserve site support staff is that of casualty assistance. It is at the darkest hour for our marine families that our support is most needed. By virtue of our dispersed composition, Marine Forces Reserve site support staffs are uniquely positioned to accomplish the vast majority of all Marine Corps casualty notifications and are trained to provide assistance to the family. Historically, Marine Forces Reserve personnel have been involved in approximately 90 percent of all notifications and follow-on assistance to the next of kin. There is no duty to our families that we treat with more importance, and the responsibilities of our casualty assistance officers continue well beyond notification. We ensure that our casualty assistance officers are adequately trained, equipped, and supported by all levels of command. Once a casualty assistance officer is designated, he or she assists the family members in every possible way, from planning the return and final rest of their marine to counseling them on benefits and entitlements to providing a strong shoulder to lean on when needed. The casualty assistance officer is the family's central point of contact and support; available to serve as a representative or liaison with the media, funeral home, government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units provide significant support for military funeral honors for our veterans. The active duty site support staff members, with augmentation from their Reserve marines, performed more than 12,000 military funeral honors in 2008 (91 percent of the Marine Corps total) and we anticipate supporting nearly 13,000 during 2009. The authorization and funding to bring Reserve marines on active duty to assist in the performance of military funeral honors has greatly assisted us at sites such as Bridgeton, MO; Chicago, IL; and Fort Devens, MA; where we frequently perform more than 10 funerals each week. As with casualty assistance, we place enormous emphasis on providing military funeral honor support.

IX. CONCLUSION

The Marine Corps Reserve—your Operational Reserve—continues to shoulder the war fighting burden with our Active component counterparts. OEF/OIF, as well as support to Combatant Commanders' Theater Support Cooperation Exercises, have required continuous activations of Selected Marine Corps Reserve Forces. We will continue to focus upon the future challenges to the Total Force and corresponding requirements of modernization, training, and personnel readiness to ensure that the Marine Corps Reserve remains on equal footing with our Active component. Your consistent and steadfast support of our marines, sailors, and their families directly contributes to our ability to do so. *Semper Fidelis!*

Senator BEN NELSON. Thank you, General.
General Stenner.

STATEMENT OF LT. GEN. CHARLES E. STENNER, JR., USAF, CHIEF, AIR FORCE RESERVE; AND COMMANDER, AIR FORCE RESERVE COMMAND

General STENNER. Chairman Nelson, Senators: I truly appreciate being here today as the Chief of the Air Force Reserve. I'm also honored to have with me Chief Master Sergeant Troy McIntosh, who is my Command Chief Master Sergeant and the highest ranking enlisted member of our Major Command. He takes great pride in doing the job that he's doing in helping me take care of that enlisted force, which truly is that backbone of our Air Force and our Air Force Reserve. So, Troy, thank you very much for what you've done, and thank you all here for what you have done as well for our Air Force and our Air Force Reserve.

I say that as a proud member of a three-component Air Force. The Air Force Reserve is a part of how we do business on a daily basis. We are funded, and we appreciate that, to a tier-one level so that our forces are prepared and ready to go on 72-hours notice, and we are interchangeable and deploy as such with all of our ANG partners and our Active Duty partners as well.

That, in my mind, is the most efficient way to do business, and continuing to do business that way with the Reserve as a Strategic Reserve that we leverage as an Operational Force makes great sense for the Nation. The 14 percent of the manpower that we have as an Air Force Reserve for about 5 percent of the budget, again, remains a very effective and efficient way to deliver that capability to the warfighter and to the combatant commander.

That reservist that we're talking about is, in fact, the most precious commodity we have. The reservist, in fact, is an individual who has a civilian job, who also has that employer to be concerned with. Reservists are just as much a part of delivering that capability we are using around the world with their support for our citizen-airmen that are out there doing the job in a military fashion, as well as making sure that the families are taken care of along the way.

So that Reserve triad is very precious, I know not only to the Air Force Reserve or the Guard, but all of our components sitting right here at this table.

Finally, we have brand new mission areas that we're out there growing, and on behalf of the 67,400 Air Force reservists, we are growing to deliver that capability in unmanned aerial systems, intelligence, surveillance, reconnaissance, the cyber space arena that we are all growing into, that will be not only the force of today, but the force of tomorrow.

So I'm a proud Commander and Chief of Air Force Reserve and look forward to your questions.

[The prepared statement of General Stenner follows:]

PREPARED STATEMENT BY LT. GEN. CHARLES E. STENNER, JR., USAF

Mr. Chairman and distinguished members of the subcommittee, I appreciate the opportunity to appear before you today and discuss the state of the Air Force Reserve.

The Air Force Reserve is a powerful manifestation of the finest American qualities; pursuit of happiness and dedication to nation. It is an organization of ordinary working people, wedded to the fabric of our great Nation through their individual pursuits. Reserve airmen are linguists, utility technicians, police, railway engineers, entomologists, school teachers, salespeople, analysts, aviators, and nurses, to name just a few. All are dedicated to the greater purpose of serving our Nation; all are essential.

The Air Force Reserve provides these dedicated individuals the opportunity to be a citizen and an airman. Like the Reserve components from our sister Services, we perform the essential task of bringing citizens to service. In doing so we gain from them their civilian skills, capabilities, and experience; alternative approaches to solving problems; and expertise and judgment. Civilian employers benefit from Air Force reservists who are instilled with the enduring values of the Air Force—integrity, service before self, and excellence in all we do.

Secretary of Defense Robert Gates recently remarked that if we are to meet the myriad of challenges facing our Nation, we must strengthen and fully integrate other important elements of national power; that military success is not sufficient to win in conflict; that we must urgently devote time, energy and thought to how we better organize ourselves to meet these challenges.

The Air Force is already recognizing the benefits of using all of its resources from the Reserve, Guard, and regular components as it increasingly relies on reservists to support operational missions throughout the world. Moreover, the Air Force is encouraging the Reserve and Guard to integrate more fully with the Regular Air Force in a whole host of missions, adding tremendous value to the forces the Air Force provides to the joint warfighter.

As the Nation looks for ways to strengthen its organizations and integrate all of the untapped resources it will need in facing the challenges of the 21st century, we submit that a model by which ordinary people, dedicated to serving their country in a way that meets both their needs and the needs of the Nation, is already manifest in the U.S. Air Force everyday—in the extraordinary Americans of the Air Force Reserve.

I'm proud to serve along side these great airmen and as chief and commander of the Air Force Reserve, I have made a promise to them that I will advocate on their behalf for resources and legislation that will allow them to serve more flexibly in peace and war with minimum impact to their civilian career and employer. I will work to eliminate barriers of service, so that they can more easily serve in the status that meets their needs and those of the Air Force. I will work to efficiently and effectively manage our Air Force Reserve to meet the requirements of the joint warfighter and the Nation.

RECRUITING AND RETENTION

Over the last 8 years, the Air Force Reserve has exceeded its recruiting goals. Our success in great part has been due to the accessions of experienced regular Air Force members upon completion of their active duty commitments. Indeed, recruiting highly trained individuals is essential to lowering training costs for the Air Force Reserve. For the past couple of years we have been able to recruit experienced air-

men from the regular Air Force as a result of force structure changes and program budget decisions.

We no longer have the luxury of large numbers of experienced airmen leaving regular Service. As both the regular Air Force and the Air Force Reserve once again build end strength, we expect we will face some recruiting challenges in the near future: not only will the Air Force Reserve have access to fewer prior servicemembers, but we will be competing with all other Services for non-prior recruits.

We are also facing challenges with retention. The Air Force Reserve continued to execute force structure changes in fiscal year 2008, to include Base Realignment and Closure and Total Force Initiatives, which prompted a reduction of over 7,000 positions. As a result, we again missed our historical officer and enlisted retention targets but met end strength requirements. Second Term reenlistments and extensions fell slightly for the third straight year—we also attribute this to the large population of airmen affected by the Air Force drawdown over the past few years. There is, however, a bright spot: in fiscal year 2008, for the first time in 3 years, we saw a dramatic upswing in reenlistments/extensions for first-termers and a modest gain for career airmen.

Nevertheless, our forecast models indicate that we will continue to face challenges. Accordingly, as outlined in our Air Force Reserve priorities discussed below in greater detail, we are striving to improve Reserve airmen awareness of benefits, incentives, and policies affecting deployments; we are emphasizing the importance of the Employer Support of the Guard and Reserve (ESGR) program and the Yellow Ribbon Reintegration Program (YRRP); and we are striving to better understand this very complicated dynamic by surveying the attitudes and beliefs of our airmen on the array of policies, benefits, and incentives that affect them to determine what appropriate adjustments can be made to improve our retention outlook. The Department of Defense (DOD) and the Air Force have improved our ability to make deployments more predictable. As I discuss below, I believe we need to take a hard look at the number of airmen held in Reserve.

I am confident that as we act on not only our Air Force Reserve priorities, but those of the Air Force and the DOD, and with the continued support of this committee and Congress, we will be able to continue to meet the needs of combatant commanders and the Nation with a viable operational and strategic Air Force Reserve.

PRESERVING, LEVERAGING, AND IMPROVING AIR FORCE RESERVE VALUE AND OUR PRIORITIES

The Air Force Reserve is a repository of experience and expertise for the Air Force. Air Force Reserve airmen are among the most experienced airmen in the Air Force. Air Force Reserve officers average roughly 15 years of experience, and enlisted members average 14 years of experience, compared to 11 years and 9 years for regular Air Force officers and enlisted respectively. In fact, roughly 64 percent of Air Force Reserve airmen have prior military experience.

Airmen of the Selected Reserve remain mission-ready, training to the same standards, and maintaining the same currencies as those in the regular Air Force, and are capable of deploying within 72 hours of notification. These airmen provide the insurance policy the Air Force and the nation need: a surge capability in times of national crises.

Reserve airmen are a cost-effective force provider, comprising nearly 14 percent of the total Air Force authorized end strength at only 5.3 percent of the military personnel budget. Put differently, Air Force Reserve airmen cost per capita is 27.7 percent of that of Regular Air Force airmen, or roughly 3.5 Reserve airman to 1 regular airman.¹

The Air Force leverages the inherent value of the Air Force Reserve in furtherance of its priorities, which are to: reinvigorate the Air Force nuclear enterprise; partner with the joint and coalition team to win today's fight; develop and care for

¹ Fiscal year 2008 budget, figures derived from Automated Budget Interactive Data Environment System, the budget system currently in use by the Air Force and recognized as the official Air Force position with respect to the Planning, Programming, and Budget Execution system. Inflation data used for any constant dollar calculations were based on average Consumer Price Index for All Urban Consumers rates for the past 10 years: roughly 2.6 percent average annual rate of inflation. Medicare Eligible Retirement Health Care (MERHC) is an accrual account used to pay for health care of Medicare-eligible retirees (age 65 and beyond). Cost per capita figures were derived dividing cost of Selected Reserve program by Selected Reserve end strength. When MERHC figures are included, the cost of Air Force Reserve airmen to regular Air Force airmen increases to 30.4 percent.

airmen and their families; modernize our air and space inventories, organizations, and training; and recapture acquisition excellence.

Preserving, utilizing, and improving this value in pursuit of Air Force priorities underlie each of our Air Force Reserve priorities. We must provide an operational, combat ready force while maintaining a Strategic Reserve. We must preserve the viability of the triad of the relationships reservists must sustain with their families, the Air Force Reserve and their employers. We must broaden Total Force Initiatives. We must modernize our equipment and facilities. Each of these priorities is vital to preserving our value and sustaining our forces as we meet the needs of the Nation.

OPERATIONAL, COMBAT READY FORCE WHILE MAINTAINING A STRATEGIC RESERVE

The Air Force Reserve is first and foremost a Strategic Reserve, providing the Air Force with a surge capacity in times of national crisis. Over time, the Reserve has become a mission-ready reserve force capable of serving operationally throughout the world. Since Operation Desert Storm, Air Force Reserve airmen have been continuously engaged around the world supporting ongoing contingencies, serving side by side with the joint team.²

²Airmen of the Selected Reserve are mission-ready, capable of performing ongoing operations. Collectively, they have met the operational needs of the Air Force for decades—largely through volunteerism, but also through full-time mobilization. For example, Reserve and Guard airmen have continuously supported Operation Coronet Oak in Southern Command year-round, 24/7, since 1977. Between 1991 and 2003, reservists supported the no-fly areas of Operations Northern and Southern Watch. Since the attacks on 11 Sept 2001, 54,000 reservists have been mobilized to participate in Operation Enduring Freedom, Operation Noble Eagle, and Operation Iraqi Freedom—6,000 remain on active duty status today. It is a fact that the Air Force, more than any other time, now relies on members of the Reserve and Guard to meet its operational requirements around the globe.

Our Reserve community continues to answer our Nation's call to duty with large numbers of volunteer reservists providing essential support to combatant commanders. Forty-six percent of the Air Force's strategic airlift mission and 23 percent of its tanker mission capability are provided by Reserve airmen. We currently have over 450 C-17, C-5, KC-135, and KC-10 personnel on active duty orders supporting the air refueling and airlift requirements.

In Operations Enduring and Iraqi Freedom, Reserve C-130 crews flew over 6,000 hours in 2008; Reserve F-16 and A-10 crews flew over 3,700 hours. The Air Force Reserve provides 24 crews and 12 fighter aircraft to U.S. Central Command (CENTCOM) in their regularly scheduled rotations for the close air support mission.

The Air Force Reserve maintains 60 percent of the Air Force's total Aeromedical Evacuation (AE) capability. Reserve AE crews and operations teams provide a critical lifeline home for our injured warfighters. Our highly trained AE personnel fill 39 percent of each AEF rotation and fulfill 12 Tanker Airlift Control Center tasked AE channel missions each quarter—all on a volunteer basis. On the home front in 2008, the Air Force Reserve provided 21 of 24 AE crews, 88 percent of the mission requirement, for the response to Hurricane's Ike and Gustav. Additionally, the Reserve provided four standby crews, 100 percent of the mission requirement, in support of the Democratic and Republican National Conventions.

In 2008, the men and women of our Combat Search and Rescue forces have been heavily engaged in life saving operations at home and abroad. Since February, airmen of the 920th Rescue Wing at Patrick Air Force Base, FL, and their sister units in Arizona and Oregon, flew over 745 hours and saved more than 300 U.S. troops on HH-60 helicopter missions in support of U.S. Army medical evacuation operations in Iraq and Afghanistan. While mobilized for 14 months in support of combat missions abroad, the 920th continued to provide humanitarian relief in response to natural disasters at home, as well as provide search and rescue support for National Aeronautics and Space Administration shuttle and rocket launches.

The Reserve made use of its organic Intelligence, Surveillance, and Reconnaissance (ISR) and firefighting capabilities to protect the lives and property of our citizens threatened by an especially severe fire season. Defense Support to Civilian Authorities engagement started with planning and directing exploitation and analysis of the first Global Hawk imagery to support Incident Analysis & Assessments. In fact, the first Distributed Ground System Mission Commander was an Air Force Reserve Officer that directed analysis of the areas devastated and movement of the fire lines. Aircrews in the 302nd Air Expeditionary Group (AEG) flew more than 980 air-drops and delivered in excess of 1.3 million gallons of fire retardant to help firefighters on the ground and mitigate further damage and destruction. The AEG is a Joint unit made up of eight C-130 Hercules aircraft equipped with the Air Force Modular Airborne Firefighting System, six Marine Corps helicopters, and two Navy Reserve helicopters. Two of the C-130s belong to the Air Force Reserve's 302nd Airlift Wing at Peterson Air Force Base, CO. Reserve and Guard personnel helped fight the more than 2,000 fires that ravaged the California wilderness this past summer.

The Air Force Reserve provides 100 percent of the airborne weather (hurricane hunting) capability for the DOD. This past hurricane season tied as the fourth most active with 16 named storms and 5 major hurricanes. Throughout the year, Air Force Reserve "Hurricane Hunters," C-130J aircraft flown by citizen airmen of the 403rd Wing at Keesler Air Force Base, MS, flew over 1,000 hours, collecting lifesaving data that was sent directly to the National Hurricane

Continued

Using reservists in operational missions makes sense: it leverages the experience and comparatively lower costs of a predominantly part-time force. Moreover, it improves relationships between regular Air Force and Air Force Reserve members—it gives airmen of each component an opportunity to demonstrate their capability and relevancy to each other, as well as sister Services and coalition forces; it provides airmen of each component the opportunity to lead each other. Equally important, operational duty provides Reserve airmen the benefit of operating as a member of the joint team in diverse environments. Operational taskings also improve unit morale and enhance unit pride—important factors in achieving and sustaining high performance.

Yet, for all of our operational capability and contributions, we must not lose sight that we—along with our Air National Guard brothers and sisters—are also a Strategic Reserve that must be available to surge in times of national emergency. For us to serve as both an Operational and Strategic Reserve, it is critical that we find the right balance between the two. Too few Reserve airmen means a higher operational tempo for all airmen—regular or Reserve; it means less capacity to surge in times of national emergency; it means exhausting our people and jeopardizing the cornerstone of Air Force Reserve Service.

We are now 18 years in continuous combat operations, and in our 8th year of Operation Enduring Freedom; soon to be in our 6th year of Operation Iraqi Freedom. By any measure, our airmen are performing admirably. But, our retention rates are dropping, our experience levels are dropping, indeed the Air Force is “going deep” into the Inactive Ready Reserve and Retired Reserve with its Limited Pilot Recall Program. Are these anomalies that can each be explained; or are they the signposts of a more serious problem? My concern and challenge, indeed our collective challenge, is to ensure we are able to refocus, reconstitute and recapitalize while remaining engaged in the full spectrum of operations—in a word, our efforts must be “sustainable” over the long run.

Volunteerism is vital to the overall capability of not just the Air Force Reserve, but the entire Air Force—today we meet roughly 80 percent of our taskings through volunteerism. Without it, I do not believe we can sustain this level of commitment indefinitely. From this essential fact flow all of my other priorities.

PRESERVING THE VIABILITY OF THE RESERVE TRIAD—(FAMILY, AIR FORCE RESERVE,
AND EMPLOYER)

Air Force Reserve airmen must strike a balance between their commitments to the Air Force, their families and their civilian employers, i.e. their main source of income. We must be ever mindful of these commitments and the balancing act our reservists undertake to sustain these relationships. We must strive to preserve these relationships through open communication with each of these essential partners. We must strive to provide predictability in deployments, and parity with benefits. Doing so is critically important in ensuring we provide ready and capable Reserve airmen to the Nation.

This past year, the Air Force Reserve has endeavored to improve communication with reservists by rolling out awareness campaigns concerning the differences in benefits Congress has provided over the past few years, and how these accrue for those who voluntarily deploy and those who are mobilized. We have also put a spotlight on other important benefits such as reduced eligibility age for retirement pay, improved availability of health benefits, and lower premiums for TRICARE Reserve Select. We have begun surveying focus groups within the Air Force Reserve to better understand the needs of our reservists and whether we are meeting these needs.

Center in Miami, FL, contributing to better forecasts and landfall predictions. Following the end of the hurricane season in the Caribbean, the 403rd deployed two aircraft and four crews to the Pacific region to continue its support of storm research.

In addition to our hurricane mission, the Air Force Reserve provides 100 percent of the aerial spray mission in support of the Federal Emergency Management Agency, the Centers for Disease Control, and State public health officials. Air Force Reserve aircrews and C-130s from the 910th Airlift Wing, Youngstown Air Reserve Station, OH, sprayed more than 1 million storm ravaged acres of land with pesticides to control the spread of disease.

Our ISR professionals are providing critical information as they answer the Nation’s call to service. In 2008, 192 intelligence personnel deployed in support of worldwide contingency missions to include Afghanistan and Iraq. For the foreseeable future, Reserve intelligence professionals will continue to be deployed throughout the combatant command theaters, engaged in operations ranging from intelligence support to fighter, airlift, and tanker missions to ISR operations in Combined Air Operations Centers and Combined/Joint Task Forces.

These are but a few examples of the dedication and contributions our Air Force Reserve airmen have made and will continue to make around the clock, around the world, each and every day.

I personally send emails to all of our Selected Reserve members to highlight important issues concerning their service. In the coming months, as we learn more, we will be rolling out an awareness campaign on the post-September 11 GI Bill and how it works vis-à-vis other education benefits.

We have worked with the Small Business Association to provide reservists and employers awareness of improved access to increased, uncollateralized, low interest loans that Congress authorized last year. We have made it a point to educate our airmen about the importance of the ESGR program, and we have asked that they nominate their employers for ESGR recognition and take time to accurately fill out employer data in the DOD employer database. I am pleased to report that we have increased our nominations by 149 percent this past year.

We are moving ahead with implementation of the Air Force YRRP to support Reserve members and their families throughout the entire deployment cycle. Prior to the enactment of this program, Air Force Reserve Wings dedicated time and a notable level of effort to support their deploying airmen and families, as evidenced by the number of deployment support and reintegration activities in the past. In 2008, the Air Force Reserve hosted 58 YRRP events that served over 1,250 airmen and 500 family members.

In addition, the Air Force Reserve Command has formed a Yellow Ribbon Reintegration Office. This multi-functional team has begun identifying challenges, assessing strategic, operational and fiscal gaps, and evaluating effective and implementable options. We're working towards full implementation of DOD directives.

In the future, the Air Force Reserve will publish an overarching YRRP strategy that optimizes benefits to servicemembers and their families. A key component of this strategy will be to support and unify the current independent efforts, and identify the successes of those efforts.

As a Total Force, we continue to work through Continuum of Service challenges to better enable varying degrees of service commitment that members can provide as their life circumstances change throughout their career. The Air Force and the Air Reserve components are taking a coordinated approach to identifying the issues that make Reserve component members disinclined to frequently volunteer for active duty tours. We're identifying barriers and options for reducing or removing impediments to service. These impediments range from financial, cultural, technological to policy, and legislative. Through this program, the Services have thus far identified dozens of impediments, three of which were mitigated by improving policies concerning enlisted promotion, chaplain service age waiver, and security clearances. Although still in its formative stage, the Air Force—developed CoS Tracking Tools is gaining wider DOD acceptance and we hope will continue to gain momentum as all Services look to act on this important reform initiative.

Thanks to the help of this committee, the National Defense Authorization Act for Fiscal Year 2008 included legislation to authorize reimbursement of travel expenses not to exceed \$300 for certain Selected Reserve members who travel outside the normal commuting distance because they are assigned to a unit with a critical manpower shortage, or assigned to a unit or position that is disestablished or relocated as a result of defense base closure, realignment or another force structure reallocation. Because of this authorization, the Air Force Reserve has been able to retain trained and qualified personnel, rather than having to recruit and train new personnel.

BROADEN TOTAL FORCE INITIATIVES

The Air Force leverages the value of its Reserve components through association constructs. The basic model is an associate wing in which a unit of one component has primary responsibility for operating and maintaining equipment (such as aircraft), while a unit of another component (Air Force Reserve, Air National Guard, or Regular Air Force) also operates and maintains that equipment.³ This arrange-

³The Air Force uses three types of associations to leverage the combined resources and experience levels of all three components: "Classic Association," "Active Association," and "Air Reserve Component Association."

Under the "Classic" model, so-called because it is the first to be used, a Regular Air Force unit is the host unit and retains primary responsibility for the weapon system, and a Reserve or Guard unit is the tenant. This model has flourished in the Military Airlift and Air Mobility Commands for over 40 years. We are now beginning to use it in the Combat Air Forces: our first fighter aircraft "Classic" association at Hill Air Force Base, Utah, attained Initial Operational Capability in June 2008. This association combined the regular Air Force's 388th Fighter Wing, the Air Force's largest F-16 fleet, with the Air Force Reserve's 419th Fighter Wing, be-

Continued

ment effectively places more people against a piece of equipment, thereby gaining more utility from each piece of equipment, and the ability to surge as needed, and pull back when not.

Beyond fiscal efficiencies, however, associations use the inherent values that each component brings to the mix. For example, less experienced airmen from regular Air Force can be more favorably balanced against higher experienced Reserve component airmen. Moreover, these constructs can foster mutual respect among components, and can lead to a cross flow of ideas. Regular Air Force airmen can bring a wider perspective of Air Force operations to an associate unit based on their ability to change assignments on a regular basis. For their part, Reserve airmen lend stability and continuity to the organization and the mission. The ultimate goal is to provide the Air Force and COCOMs the best possible capabilities with fewer physical resources by leveraging the combined resources of the regular Air Force, Air National Guard, and Air Force Reserve.

The Air Force has been using associations modestly, with varying degrees of success, since 1968, primarily in the air mobility missions. However, during the last 5 years we have aggressively pursued fundamental change to maintain our warfighting capabilities. Our central strategy is to use integration/association initiatives to leverage the strengths of all three components to make one strong Air Force in many mission areas. Failing to consider the Air Force holistically risks unbalancing the contributions of each component, which are central to the success of the efficient and effective delivery of combat capability to the warfighter.

Associations also present new challenges in the way we develop plans to meet the needs of combatant commanders. It used to be, and in some cases still is, that our mobilization plans were developed for a unit and its equipment to deploy together in support of a given operations plan. Associations now must be worked into those plans. We have made progress in developing war mobilization plans that deploy equipment separately from the units that deploy. But we will undoubtedly encounter difficulties in the execution of these plans. We still will have to find the sweet spot in the regular Air Force/Air Reserve component manpower mix when allocating our people against various missions within the Air and Space Expeditionary Force construct. We will have to determine how long and how best to access Air Reserve component personnel—i.e., mobilize or volunteer—to meet that mix so that we can give combatant commanders the most effective force. We should consider measuring taskings by associations instead of wings.

coming the benchmark and lens through which the Air Force will look at every new mission. The 477th Fighter Group, an F-22 unit in Elmendorf, AK, continues to mature as the first F-22A associate unit. This unit also achieved Initial Operating Capability in 2008 and will eventually grow into a two-squadron association with the Regular Air Force.

The Air Force Reserve also established its first Intelligence Squadron Association with the 50th Intelligence Squadron at Beale Air Force Base, CA. This unit of Reserve and regular airmen delivers real-time, tailored intelligence to combat forces engaged in missions in Iraq and Afghanistan, with data derived from theater Predator/Reapers, Global Hawks and U-2s, in partnership with the Total Force team. The Air Force is considering additional associate intelligence units for Beale and Langley Air Force Bases. These new capabilities create a Strategic Reserve Force ready to respond to the call of our Nation, capable of being leveraged as operational crews ready and willing to support the regular Air Force in everyday missions around the world. This model has proven itself and is the basis for the growth of associations over the last 5 years.

Under the "Active" model, the Air Force Reserve or Guard unit is host and has primary responsibility for the weapon system while the regular Air Force provides additional aircrews to the unit. The 932nd Airlift Wing is the first ever Operational Support Airlift Wing in the Air Force Reserve with three C-9Cs and three C-40s. Additionally, the Air Force Reserve will take delivery of an additional C-40 in fiscal year 2011, appropriated in the fiscal year 2009 Consolidated Security, Disaster Assistance and Continuing Appropriations Act. This additional C-40 will help to replace the three C-9Cs, which are costly to maintain and fly. To better utilize the current fleet of C-40s at the 932nd, the Air Force created an Active Association. We also are benefitting from our first C-130 Active Association with the 440th AW at Pope AFB.

Under the "Air Reserve Component" model, now resident at Niagara Falls Air Reserve Station in New York, the Air Force Reserve has primary responsibility for the equipment while the Guard shares in the operation of the equipment and works side by side with the Reserve to maintain the equipment. The Air National Guard has transitioned from the KC-135 air refueling tanker to the C-130, associating with the 914th Reserve Airlift Wing. The 914th added 4 additional C-130s, resulting in 12 C-130s at Niagara Air Reserve Station. This Air Reserve Component Association model provides a strategic and operational force for the Regular Air Force while capitalizing on the strengths of the Air National Guard and Air Force Reserve. Additionally, in this case it provides the State of New York with the needed capability to respond to State emergencies.

The Air Force Reserve has 9 host units and is the tenant at 53 locations. There are currently more than 100 integration initiatives being undertaken by the Air Force and Air Reserve components.

If it is to succeed, the Air Force must educate airmen about the unique challenges of associations—at all levels, within and among each of the components. Advancement within each Service is premised upon joint education and experience; advancement should also be premised on joint component education and experience. Candidates for leadership in associations should be screened and selected based on their experience and abilities to lead and work well with other components.

Force integration is not a process unto itself; it has a purpose, an end state. Properly understood, an integrated force is a unified, harmonious, effective entity. We are merely at the beginning of this process; it will take many, many years before we approach the end state. We must look beyond the fiscal efficiencies touted as the basis for our undertaking, roll up our sleeves, and get to the hard work needed to make us a more effective combat force. Should we do so, we will some day look about us and recognize a truly integrated Air Force.

MODERNIZE EQUIPMENT AND FACILITIES

The DOD's goal is to fully equip Reserve component units, thereby providing a trained and ready force at every stage of the Service's force rotation plan. The Air Reserve components, along with the Regular Air Force, face significant modernization and recapitalization challenges, for both our aircraft and infrastructure. Some Air Force Reserve platforms remain out of the fight due to lack of defensive and countermeasure systems needed in the CENTCOM Theater, including some of our C-5A, A-10, and C-130 aircraft. In addition, as with the regular Air Force, we are facing unpredictable fatigue, corrosion, and structural component availability concerns on platforms that even our superior maintainers cannot correct forever, as we have seen in our C-5, KC-135, and A-10 fleets. While we continue to meet the requirements of the Air Force and the joint team, the current high operations tempo has led to our current reality—the increasing uncertainty of our long-term fleet viability. Similarly, continued risk in the Air Force Military Construction (MILCON) program has caused a significant growth in the Air Force Reserve Command's facility project backlog. Timely modernization is critical to remaining a relevant and capable combat ready Reserve Force.

National Guard Reserve Equipment Account

The National Guard Reserve Equipment Account (NGREA) appropriation has resulted in an increase in readiness and combat capability for both the Reserve and the Guard. For fiscal year 2009, we received \$37.5 million in NGREA appropriations which resulted in the Air Force Reserve Command's ability to purchase additional upgrades for Reserve owned equipment. Some of the items that we purchased using NGREA funding include: Defensive Systems for C-5s, Line of Sight/Beyond Line of Sight capability and new upgraded radar for our C-130 aircraft, and an upgrade to the F-16 Commercial Fire Control Computer. Many of these new capabilities are directly tied to better air support for our soldiers and marines in Iraq and Afghanistan. NGREA funding has helped the Air Force Reserve to remain relevant in today's fight as well as the ability to remain ready and capable in future conflicts. We thank you for your support with this critical program.

Military Construction and Facilities Modernization

Along with challenges in modernizing our equipment, we face challenges modernizing our facilities. During the fiscal year 2008 budget formulation, both the regular Air Force and the Air Force Reserve took risk in MILCON appropriation in order to fund higher priorities. This reduction coupled with past shortfall funding in MILCON has resulted in a backlog nearing \$1 billion for the Air Force Reserve.

We will continue to work within the fiscal constraints and mitigate risk where possible to ensure our equipment and facilities are modernized to provide a safe and adequate working environment for all of our airmen.

CONCLUSION

Mr. Chairman and members of this subcommittee, I am excited to have been able to take on this role as Chief of the Air Force Reserve and Commander of Air Force Reserve Command. I take pride in the fact that when our Nation calls on the Air Force Reserve, we are trained and ready to go to the fight. Over 67,000 strong, we are a mission-ready Reserve Force capable of serving operationally throughout the world with little or no notice.

The rapidly changing security and economic environment will cause Congress, the DOD, and the Air Force to make some difficult choices in the year ahead. The Air Force Reserve is highly experienced, cost-effective force provider well-suited for this challenge. I submit it is a hedge against the uncertainties we are facing for which you pay a relatively small premium. I firmly believe paying this premium will en-

able the Air Force to achieve its force integration goals and address not only its priorities, but also help Congress address the more pressing issues we will face as a Nation in the years to come.

I appreciate the support of this committee for the authorization and legislation it provides to our readiness and combat capability. I look forward to working with each of you in the future on the challenges facing the Air Force Reserve, the Air Force, and the Nation.

Senator BEN NELSON. Admiral May.

**STATEMENT OF RADM DANIEL R. MAY, USCG, DIRECTOR OF
RESERVE AND TRAINING, U.S. COAST GUARD RESERVE**

Admiral MAY. Chairman Nelson, Senator Hagan, Senator Burriss: It's an honor and pleasure to be here this afternoon representing the Coast Guard Reserve. I want to especially thank you for that warm welcome.

Here with me this afternoon is my deputy, Captain Andrea Contrada, and also Master Chief Jeff Smith, the Reserve Forces Master Chief.

First of all, I'd really like to thank you and Senator Graham for your commitment and for tackling the tough issues that face our military personnel, and all the progress that you've made in supporting our military men and women.

The Coast Guard is one of our five Armed Forces. It has a long history, a distinguished history of service to our home, both here and abroad, as a military, maritime, and multi-mission service, always ready for all threats and all hazards. Because of this mix of military and civil law enforcement authorities, the Coast Guard is really uniquely positioned to serve as a lead Federal agency for our maritime homeland security, while also acting as a supporting agency to the DOD.

In fact, over 80 percent of our 8,100 Selected Reserve Force is directly assigned to our Coast Guard shore units. The remainder of our force is spread out and dedicated to supporting defense operations. These forces are assigned to our eight individual port security units, which are staffed by reservists full-time as well as support personnel. Today, Post Security Unit 311 is serving in-theater.

The integration of our Active and Reserve components began in the 1990s and enables us to respond quickly when and where Operational Reserve Forces are needed. It's aided, in part also, by the unique authority held by the Homeland Security Secretary by using title 14 of the U.S. Code. Under title 14, the Secretary may recall Coast Guard reservists for up to 30 days at a time for domestic contingencies, including natural and manmade disasters, as well as any terrorist attacks.

This unique authority helped facilitate a rapid response for the Coast Guard in response to Hurricanes Katrina and Rita, where approximately 700 mobilized Coast Guard reservists performed nearly 20,000 person-days in support of our rescue and recovery operations in the Gulf region.

Now, after the tragic events of September 11, and in the wake of our largest mobilization, nearly 50 percent of our Reserve Force was mobilized. This continues today, where we have nearly 700 Coast Guard reservists on Active Duty. They are actively participating in a number of missions across the entire Coast Guard.

We thank you again for the Commission, for all that they have done. The Coast Guard has been an active participant in the Commission on the Guard and Reserves. As you pointed out, Mr. Chairman, many of those recommendations and any laws that may come from them will apply to the Coast Guard as one of our military Services.

So thank you, again. It's an honor to be here on behalf of the Coast Guard men and women. I look forward to any questions you may have.

[The prepared statement of Admiral May follows:]

PREPARED STATEMENT BY RADM DANIEL R. MAY, USCG

Good afternoon, Chairman Levin, Senator McCain, and distinguished members of the Senate Armed Service Subcommittee. It is a pleasure to have this opportunity to appear before you today to discuss the Coast Guard Reserve, its contribution to National Defense and Homeland Security, the issues that face the men and women of our Coast Guard Reserve and the Coast Guard's ability to sustain the high level of quality staffing we currently have.

As one of the five Armed Forces of the United States, the Coast Guard has a long and distinguished history of service at home and abroad as a military, maritime, multi-mission service always ready for all threats and all hazards. Because of its mix of military and civil law enforcement authorities, the Coast Guard is uniquely positioned to serve as the Lead Federal Agency for Maritime Homeland Security while acting as a supporting agency for National Defense. Founded in 1941, the Coast Guard Reserve is the force multiplier for the operational Coast Guard, due in part to the complete integration of our Selected Reserve Force into Active component units during the last decade. In fact, over 80 percent of our 8,100-member Selected Reserve Force is directly assigned to Active Coast Guard shore units, where reservists hone readiness skills through classroom instruction and on-the-job training side-by-side with their Active Duty counterparts. The remainder of our Selected Reserve Force is dedicated primarily to supporting Defense Operations. The majority of these reservists are assigned to our eight deployable Port Security Units (PSUs) which are staffed by reservists and Full Time Support (FTS) personnel; the PSU's principal mission is to support the Combatant Commanders in strategic ports of debarkation overseas. The remaining personnel are assigned to Department of Defense (DOD) units, such as the Maritime Expeditionary Security Squadrons and combatant commanders' staffs.

INTEGRATION

The strength the Coast Guard gained through integration in the 1990s was the creation of this Operational Reserve Force. Although just less than one-fourth the size of the Active Duty component at approximately 8,100 personnel, this operational Reserve Force acts as a surge capability ready and able to respond to any national or domestic contingency. They responded magnificently to the attacks of September 2001, and all contingency operations that have followed. Since 2001, cumulative recalls of Coast Guard reservists under title 10 of the U.S. Code have totaled over 6,800, with reservists serving at home as part of the Coast Guard's Maritime Homeland Security mission and overseas in direct support of the combatant commanders. The majority of those recalled served domestically as members of Coast Guard units safeguarding ports and waterways alongside 95,000 miles of U.S. coastline or enforcing security zones in strategic outload ports on the Atlantic, Pacific, and Gulf Coasts where supplies and equipment for combat forces begin their journey overseas. Coast Guard reservists also served overseas since September 2001 as members of PSUs operating in Iraq, Kuwait, and Bahrain and as individuals supporting Coast Guard units in the region, including cutters under U.S. Fifth Fleet. At the height of Operation Iraqi Freedom combat operations in early 2003, approximately half of the Coast Guard personnel deployed overseas were reservists.

POST-SEPTEMBER 11

Since September 2001, when we embarked on the largest mobilization of Coast Guard reservists since World War II, we have redoubled our efforts to capture and capitalize on those lessons learned to further improve readiness and ensure a Reserve Force with the right people, skills, and training for the missions of the 21st century. We have examined our systems for recruiting, training, mobilizing, and de-

mobilizing reservists to identify and close readiness gaps. More significantly, we undertook a comprehensive review of the Coast Guard Reserve that resulted in our Commandant, Admiral Thad Allen, issuing a Policy Statement that embodies the three core strategic functions of the Reserve Force: Maritime Homeland Security, domestic and expeditionary support to national defense, and domestic manmade or natural disaster response and recovery. The individual competencies required to support these core functions center on boat operations, contingency planning and response, expeditionary warfare, law enforcement, marine safety, and port security with appropriate force levels invested in the administrative and logistical support our Reserve Force requires.

TITLE 14

None of this represents a radical change for the Coast Guard Reserve, but rather an affirmation of the vital role our reservists play as the Coast Guard's operational surge force. One key component of that ready surge force is availability and accessibility of individuals for mobilization. As with members of the other Reserve components, our Reserve men and women are subject to involuntary mobilization under title 10 for national security contingencies. However, unlike members of the other Reserve components, Coast Guard reservists can also be involuntarily mobilized by the Secretary of Homeland Security under 14 U.S.C. 712 for up to 60 days at a time for domestic contingencies, including natural and manmade disasters and terrorist attacks. This unique authority provided under title 14 has been used over a dozen times since the 1970s to mobilize Coast Guard reservists for a wide range of emergencies ranging from the 1980 Mariel Boat Lift to floods, hurricanes, and other natural disasters.

In 2005, it was this special authority used by the Secretary of Homeland Security, which allowed the Coast Guard to mobilize approximately 700 members of the Coast Guard Reserve for Hurricanes Katrina and Rita, providing a ready force for rescue and recovery operations in New Orleans and the stricken areas of the Gulf Coast. It was used again this past year for nearly 70 members in response to Hurricanes Gustav and Ike. In all, members of the Coast Guard Reserve mobilized under title 14 for Hurricanes Katrina and Rita performed nearly 20,000 person-days of duty in support of Coast Guard rescue and recovery operations. Most served alongside their active-duty counterparts as individual augmentees. For instance, several reservists assigned as Coast Guard Investigative Service special agents were mobilized to augment active-duty and civilian agents deployed to New Orleans, Baton Rouge, and Gulfport, where they provided armed security for senior officials and personnel disbursing cash to Coast Guard members. In addition to individual augmentees, the Coast Guard also activated two PSUs to provide physical security in New Orleans and Gulfport, and to aid in the distribution of relief supplies, a departure from their normal mission of deploying overseas in support of Defense Operations but a testament to the ability of our reservists to mobilize when and where needed to plus-up Coast Guard forces responding to an emergency.

Recent legislative changes have also provided increased capability to use our Coast Guard Reserve. The Coast Guard and Maritime Transportation Act of 2006 expanded the Secretary of Homeland Security's title 14 recall authority to permit mobilization of Coast Guard reservists "to aid in prevention of an imminent serious natural or manmade disaster, accident, catastrophe, or act of terrorism." Other language included in the bill extended the limits on the period of recall to not more than 60 days in any 4-month period and to not more than 120 days in any 2-year period. This significantly enhanced our ability to mitigate major natural disasters and thwart terrorist attacks by enabling us to bring Coast Guard reservists on active duty even before disaster strikes.

ORGANIZATION STRUCTURE

A major component of the Coast Guard's success in responding to disasters is the Coast Guard's decentralized command and control structure. The authority and responsibility to move forces, including reservists, establish response readiness levels, and direct operations is vested in the regional district and area commanders. This provides the most direct oversight of operations at the field level and avoids delays caused by unnecessary and time-consuming bureaucratic processes. However, the most important factor contributing to the Coast Guard's effectiveness in disaster response is the fact that our forces are engaged in this type of mission on a daily basis. As the Nation's maritime first responder, Coast Guard men and women, Active, Reserve, Civilian, and Auxiliary plan for, train and execute missions every single day.

DOD IN DESIGN

The Coast Guard also possesses several unique features that help to integrate its efforts with those of the DOD, other Federal agencies, the National Guard, and State and local authorities. Because the Coast Guard is at all times a branch of the military, our communications systems, planning processes, personnel training and even our command structures have much in common with the DOD Services. Coast Guard commanders can be either supported or supporting commanders for military operations and we have extensive experience working in and with DOD Joint Task Force Headquarters. This allows for easy integration of forces and unity of effort when working together during major catastrophes. Today, we are closer to DOD than we ever have been since World War II with numerous active duty and reservists assigned at our combatant commands and various other DOD organizations providing key skills in support of our Nation's defense.

JOINT FORCES

The Coast Guard has excellent working relationships with all of the Armed Forces, providing support and leveraging expertise through mutual agreements. At Marine Corps Base Camp Lejeune, NC, the Coast Guard partnered with the Marine Corps to develop the Coast Guard Special Mission Training Center which is tasked to provide training, doctrine, and testing/evaluation in support of mission requirements of the Coast Guard, Navy, and Marine Corps operational forces. The Special Mission Training Center offers specialized courses for Coast Guard Reserve deployable units, and inclusion of Coast Guard personnel in formal training conducted by the Navy and Marine Corps.

In today's joint environment the spirit of cooperation and common purpose is exceptionally high. The Coast Guard welcomed the opportunity last May to participate in Patriot Hook when PSU 312 working jointly with the 452nd Air Lift Control Flight, leveraged the opportunity to complete required underway live fire, anti-swimmer grenade training, and rehearsal of the movement of personnel and equipment by land and air. During the 4-day exercise, held at San Clemente Island, over one-half million pounds of cargo is transported by the U.S. Air Force from various airfields to San Clemente Island.

As I report to you here today, 120 members of PSU 311 are deployed to Southwest Asia as an integral part of the Navy's Maritime Expeditionary Squadron. That unit is providing vital water and land side security for ports of strategic importance in Kuwait.

INTERAGENCY

In addition to our work with DOD, the Coast Guard works on a daily basis with other Federal, State, and local partners. The Service's Ports, Waterways, and Coastal Security mission requires the Coast Guard to interact daily with State and local law enforcement and emergency response organizations, exercising command structures and building the trust critical to effectively execute an emergency response. Coast Guard Captains of the Port provide a critical link through Local Emergency Planning Committees, Area Maritime Security Committees, Harbor Safety Committees, Area Planning Committees, Regional Response Teams, and other venues that allow the Coast Guard to build close relationships with key partners in disaster response. Because of the integrated nature of the Coast Guard, individual reservists play a key role in these efforts. Their dual status as Coast Guard members and residents of their local communities frequently enables them to leverage organizational and personal relationships that yield immeasurable benefits during a crisis situation.

The Coast Guard has built on these important relationships to improve our emergency response capability by actively working to implement the National Response Framework (NRF). Since 1996, the Coast Guard has trained thousands of personnel, including reservists, on the Incident Command System, a central component of the NRF and updated its full range of contingency plans to reflect the guiding principles of the NRF. Additionally, the Coast Guard has realigned and combined operational field units to provide full integration of emergency response capabilities, and directly support staffing for Joint Field Offices, when those entities are in place.

COMMISSION ON THE NATIONAL GUARD AND RESERVE

The Coast Guard has participated from the start of the Commission on the National Guard and Reserve (CONGR) process providing testimony to the Commission participating in each of the fact finding sessions, and providing a dedicated staff member. Upon completion of the study the Coast Guard worked with the Office of

the Assistant Secretary of Defense, Reserve Affairs (OASD-RA) in evaluating the impact of the 95 CNGR recommendations. Participating in work groups with the other Reserve components and OASD-RA, the Coast Guard provided official comments on each of the recommendations and implementation plans for those selected for action.

It is appropriate that the Coast Guard continue to be involved in this process as the CNGR recommendations that are implemented will likely have significant impact on the Coast Guard Reserve just as it will with the other military Services. The Coast Guard is keenly aware that laws and policy that affect DOD have a profound affect on the Coast Guard Reserve program and workforce. Coast Guard Reserve Affairs stands ready to work with OASD-RA at all times.

WORKFORCE

Staffing the Coast Guard Reserve workforce is unique to the services as Reserve and Active Duty recruiting for the Coast Guard is conducted through a single Recruiting Command. The Coast Guard Reserve supplements Recruiting Offices with reservists on Active Duty (Temporary Active Reserve Recruiters) under the concept that reservists are best suited to recruit reservists. In addition to the Reserve recruiters, the Recruiting Command has found success in the use of In Service Transfer Teams to ensure that all Active Duty personnel that are being released from active duty are briefed on the benefits of the Coast Guard Reserves, and offered an opportunity join and continue with their military career within the Reserves.

RETENTION

Retention in the Coast Guard Reserve has remained steady over the course of the past several years with current retention at 92 percent for officers and 88 percent for enlisted personnel. These retention rates indicate that members see the Coast Guard Selected Reserve as an attractive option and, once they join, they want to continue serving. It has not been determined that the economy is a factor in retention as retention for the Coast Guard Reserve was high before recent economic downturns.

EMPLOYER SUPPORT OF THE GUARD AND THE RESERVE

The Coast Guard is actively engaged with Employer Support of the Guard and the Reserve (ESGR). In February 2008, five Coast Guard Commands signed a pledge of participation in recognition of ESGR's contribution to the Armed Services. Following up on that pledge, the Coast Guard Reserve actively engaged reservists to nominate employers for the Secretary of Defense's Freedom Award resulting in a substantial increase in nominees over the previous year. ESGR, working with Coast Guard Reserve, saw a positive trend of a steady decline of cases referred to ombudsman.

IMPROVED BENEFITS

The 2008 National Defense Authorization Act along with changes to DOD and Coast Guard policy provided improved benefits for members of the Coast Guard Reserve. New dwell time policy established a 12-month limit on mobilization improving predictability for members, families, and employees. TRICARE benefits provide for up to 90-days early access to TRICARE medical and dental care when members are notified of upcoming deployments. TRICARE Reserve Select extends insurance benefits to reservists not on active duty. The Coast Guard initiated an annual Periodic Health Assessment that will replace the previous 5 year medical exams making them mandatory for all personnel, Active and Reserve.

CHALLENGES

The Coast Guard has demonstrated its ability to prepare for and respond to a wide range of contingencies, including natural disasters and terrorist attack, while executing more routine missions, such as maritime law enforcement and search-and-rescue. To continue to meet these challenges into the future, the Coast Guard continuously examines best practices and takes steps to adapt. In 2008 the Coast Guard Reserve Program developed an initiative called the Reserve Force Readiness System (RFRS) aimed at increasing readiness of Coast Guard Reserve Forces. Under RFRS, existing billets will be realigned at the operational level providing improved oversight, day-to-day management, and readiness of our Reserve Forces. This new organizational construct will also provide additional leadership opportunities for senior Reserve personnel (officer and enlisted), provide increased

mentorship, and training for junior personnel, and optimize the placement of FTS personnel.

The Coast Guard is the Nation's premier maritime law enforcement agency with broad, multifaceted jurisdictional authority. It is on behalf of the men and women of the Coast Guard that I thank you for your continued support of the Coast Guard and the Coast Guard Reserve.

Thank you for the opportunity to testify today. I look forward to your questions.

Senator BEN NELSON. Thank you very much, Admiral.

General Vaughn, General Stultz, and to the members of the panel: A couple of years ago during the Christmas holidays, 48 members of the 110th Medical Battalion based in Lincoln, Nebraska, found themselves stranded at Fort Lewis, Washington, when training was suspended and the base was shut down for the holidays.

Now, military rules prohibited using funds to pay for their travel back to Nebraska until training resumed. In a joint explanatory statement that accompanied the National Defense Authorization Act for Fiscal Year 2009, we urged the Services to be mindful of training suspensions and minimal staffing periods when devising training schedules for the Reserve components. I've drafted legislation, which Senator Graham and I will soon introduce, that will correct this deficiency and would authorize travel if a Reserve or Guard member is more than 300 miles from home and is placed on leave for 5 days or more because of training suspensions or staffing issues.

Now, it's our understanding that this is not a unique experience among guardsmen and reservists because of a lack of planning on the part of the military unit; servicemembers are sent away from home, in some cases thousands of miles, for training missions and then the training is suddenly suspended.

In these cases, isn't it the military's responsibility to either plan appropriately and not to waste the time of our servicemembers or unnecessarily keep them away from their families, or if the military doesn't plan should we pay to send them home? Let me say that we got those members home, but we raised money from private sources in order to do it, which means that there were a number of generous folks who helped do it. But it isn't necessarily the responsibility of the private citizen to pay for that public cost.

So my question is, what are your policies for assigning training duty during the holiday season, especially as most posts go to reduced manning and suspend training during that period? Can we start with you, General Vaughn?

General VAUGHN. Senator Nelson, a great issue, inflammatory issue. We're 100 percent on your side. We went through this thing for several years, dating all the way back to the 39th Infantry Brigade, and Wal-Mart and a couple other folks paid for that. We have no business passing that on. We made our concerns known, and I will tell you that Lieutenant General Jack Stultz and I don't have anything to do with scheduling when they mobilize and report to the training centers.

It's absolutely something that we needed the kind of emotion and fervor behind it to get that straightened out. This year, for our big formations, everything is after the holiday period. Now, that's not to say there might not be something in there someplace that we

don't know anything about. But the other piece of that is that we ought to pay for them coming back home.

The ARNG agrees 100 percent with your line of reasoning on this.

General STULTZ. Yes, sir. I'll echo what Lieutenant General Clyde Vaughn said. Sir, in 1990, Operation Desert Storm, I reported with my unit to Fort Eustis, VA, in November right after Thanksgiving. Now, I deployed with an advance party into Saudi Arabia ahead of them, but the rest of my unit sat at Fort Eustis during Christmas holidays, and I saw what it did to morale. I said this is crazy, that we have soldiers sitting around.

The past 3 years, as I've traveled around Iraq, Afghanistan, Kosovo, the Horn of Africa, and I talked to soldiers about what makes you feel good and what do you not feel good about, one of the number one subjects they said is wasted time: "I sat at a mobilization station, did nothing, and it was wasted time. I could have been with my family."

It's a morale issue. It's a morale issue for holidays. It's a morale issue for any time where we have them sitting in a mobilization station and there's nothing going on.

So we have made the commitment to wherever possible stop that from happening. As Lieutenant General Clyde Vaughn said, look at the training and say: "Hey, listen; if you're not going to be there for training, my soldiers aren't going to be there." Working together with Forces Command and First Army, we are now much better than we used to be. We don't do like we used to, where there used to be a pre-mobilization plan which I had responsibility for, but once they got mobilized, I handed them to Forces Command, and they took over, and I lost control.

Now we have one training plan and we say: "This is all we're going to do in the pre-mobilization time period and this is what we're going to do in the post-mobilization time period, and we're going to make sure that every day they're at a mobilization station they're occupied with some valuable training, or they're deployed."

In the past 2 years, we've cut the time down, time at a mobilization station, from 90 days down to 40 days. Our target is 30 days. A unit doesn't need to be in a mobilization station longer than 30 days and they can get going.

So to that point, we've said: "Listen, if you're not going to be there, we're not going to be there." If we are there and they suspend training, I agree wholeheartedly we ought to send the soldier home for the holidays. It's a morale issue.

Senator BEN NELSON. Would anyone else like to make any comments? I think they said it very well, but if there are any other comments, we'd certainly like to accept them.

[No response.]

I appreciate that very much. It is a morale issue, and we will seek to have this legislation introduced shortly. I hope this year we'll be able to get it passed, so if those unintended consequences occur in the future, we'll be able to deal with it appropriately. Thank you.

One other question here. Prior to this hearing, our committee sent out a data call on suicide rates in our Guard and Reserve Forces, and we've received the information, we've done some anal-

ysis on the numbers, and we thank you for the responses. The information received, however, did identify what I think are some troubling trends. The Army and the Air Force were able to provide complete data for suicide rates both while Reserves are activated and on drill status. The data you provided consistently showed that the number of suicides that occurred while on drill status was more than those that occurred while deployed.

This correlates to the qualitative data we received at the hearing last week before our committee, which showed that servicemembers tend to exhibit more mental health issues when they're away from the support structure of the military. Obviously, your quantitative data proves to us that we need to make certain that our Guard and Reserve Forces have access to support structures and medical services even when they're not activated.

In your responses to the data call, some of the Services stated that they do not have the authority to investigate the death of members while the member is in a non-military status. Now, our Guard and Reserve are an Operational Force, and so they need to be ready at all times to meet the mission requirements. How does each of your Services track the suicide of a member who's on drill status? What mechanisms do you need in place and/or what can we do to help to ensure that you have the capability to track medical records for members while they're on drill status?

I guess why don't we start at this end of the witness table and work back. Admiral May, this may be a new issue. I don't know how much you've been involved. We did have the other Services. We didn't include the Coast Guard, not because we intended to exclude you; we just didn't include you.

Admiral MAY. Yes, sir, Mr. Chairman. We've been very fortunate in the small numbers of Coast Guard men and women that have deployed. We have not suffered any suicides whatsoever of our Reserve Forces. So that's been a blessing for us.

We do keep track of our folks as they come back, and they typically return to a drilling status. We make sure that they go through a demobilization process. We monitor their progress. There are certainly programs that are available to them should they need any medical assistance whatsoever. Then, once they go back to a drilling status, obviously we have visibility of their health and wellbeing, and if there's anything that's identified, we immediately get them to any care that they may need.

Senator BEN NELSON. General?

General STENNER. Mr. Chairman, the data research that we've done was a pretty difficult dig to go find some of these things, particularly because we don't have access to their civilian medical records and where and when these things happened, unless they were filing an insurance claim. Sometimes we never knew that there was a cause of death that would have been noted as suicide.

However, the 2003 to 2008 timeframe where we did research it, we had 42 completed suicides, if you want to put it that way. None of those occurred, for the Air Force Reserve anyway, while the member was deployed. Sixteen of the 42, that we did find, had deployed at least once prior to their death. Then, of the 13 cases that we did have available for review, we did have 1 that had deployed

prior to committing suicide, but it wasn't during the deployment that we had the suicide.

Now, regardless, what we really have here is a microcosm of society and some of the realities that occur. The marital difficulties and those kinds of things played as well. So, pinning down what actually caused that individual to do what they did will be a difficult situation. But we are very, very cognizant of the fact that we need to be trained and ready and have suicide prevention going on, that our folks watch each other, they understand each other. We do have Yellow Ribbon and the reintegration efforts to help us get more eyes on and more data. We're going to put some folks into place, both at the command level and regionally, to track the incidence and to keep track of the folks who have these issues.

It will be something that we have as a high priority for quite some time to ensure that our folks are taken care of.

Senator BEN NELSON. I realize it's a lot easier in terms of tracking when somebody's activated or somebody is active and on Active Duty. But it also occurs when they're not. While some might think that there would be a greater opportunity for someone to commit suicide while they're deployed, it apparently is not the case. We understand some of the reasons are the breakdown of romantic or marital relationships or economic difficulties.

We also are aware that sometimes the breakdown in the romantic, the marital difficulty, and/or the economic circumstances might be because of the deployment or the number of deployments that create the separation. We still think it's important to track it the best way that we possibly can.

General STENNER. Yes, sir, we agree, and we're going to keep on doing what we're doing.

Senator BEN NELSON. Thank you.

General Bergman?

General BERGMAN. Yes, sir. While absolutely we agree that we need to track it, currently in the Marine Corps Reserve we do not have the database available to do that. However, because we're about an 80 to 85 percent unit-based force, the ability to contact people who don't show up for drill, just like you would contact someone who didn't necessarily show up for school—what's going on, are you sick, type of thing. We have a little bit of an advantage as we focus our efforts in that direction.

The challenge comes when you have a very small percentage of young, usually new marines who decide maybe that the decision to become a marine wasn't part of their life's plan, and now they just quit coming to drill. We deal with that on a daily basis, and sometimes it might be 6, 8, 10 months or longer before we can get good locations and data on them, on their whereabouts.

So we recognize the need, and we will do everything we can to ensure that we get everybody on the roster.

Senator BEN NELSON. Thank you.

Admiral Debbink?

Admiral DEBBINK. Chairman Nelson, although not required under any instructions to do so, we've been actually tracking any Navy reservist who committed suicide since July of last year. I'm sad to report that we had four such suicides occur, not on Active Duty, not in a drilling status. But, as General Bergman has just

said, we, too, have a unit structure, and when someone doesn't show up for drill, work, or whatever, you know you're missing somebody.

So we are changing Navy instructions now to make sure that we include all sailors, Active component, Reserve component, no matter what status they're in.

I'd also like to report that we had a couple of good news stories, and that is with the money that's come to the Yellow Ribbon reintegration program. We've stood up our Returning Warrior Workshops and we've also stood up Psychological Health Outreach Coordinators. At one of our Returning Warrior Workshops, somebody with suicide ideation was identified by another sailor and referred to our program, and we believe prevented that from happening.

Additionally, we had a Psychological Health Outreach Coordinator visiting a Navy Operational Support Center (NOSC) once and identified another sailor, and I'm proud to say both those sailors are alive yet today. So, thank you for your support of that very important program.

Senator BEN NELSON. Thank you.

General Stultz.

General STULTZ. Yes, sir. We in the Army take suicides very, very seriously. We have, in the Army Reserve, been tracking all suicides, whether they're on or off Active Duty or drilling status, because any soldier I lose is a loss, whether he was in an active or non-drilling status.

As you probably know, the Army is in the midst of a standdown, where we have taken a standdown approach for doing suicide prevention training across the Force. We're doing that throughout the Army Reserve. The challenge we have is what you just mentioned. I see my soldiers 2 days out of the month. The other 28 days out of the month, they're with their families.

What we're trying to train is awareness, what to look for, what the signs are that somebody's having problems, our goal is to reduce the stigma to show that it's okay to ask for help and what are the resources to reach out to. We're doing a good job training the soldiers. We have to train the families because they're the ones that are with that soldier the other 28 days that we don't see them.

We do a psychological autopsy on every suicide that we have and try to dig in as much as possible, to try to understand and to see: is there anything we could have done differently, is there anything we could have done to prevent it? As Vice Admiral Dirk Debbink just mentioned, during the training that we've been conducting, we've already had several cases where individuals stepped up and said: "I need help."

We had one case where a soldier took an overdose of pills, but then changed, realized after he'd taken the overdose of pills, I don't have to do this, and called one of his other buddies and said, I need help, I just did this. We were able to save him.

But, we've also had a couple of incidents where soldiers took their own lives after leaving a weekend drill or a period like that, and in doing the psychological autopsy what we find out is we're a support structure to them. They take great pride in being the Army Reserve. They feel like we care. When I'm with my unit, they

care about me, they take care of me. But when I go back home, there's nothing there, and that's when it's happened.

We have to really reach out and figure out how do we get in touch and stay in touch to provide that support network, the other 28 days of the month that we're not with that soldier, and to be able to educate the families and the support structure around them what to do when something occurs, when something's not right. We can take care of them the 2 days we have them. It's the other 28 days. As has been reported, the majority of our suicides occur off duty. It's not related to a deployment. It's not related to the Army specifically. It's something that's going on in their life elsewhere that's failing, and we just don't know about it.

Senator BEN NELSON. General Wyatt.

General WYATT. Mr. Chairman, the ANG has been tracking suicide data actively since September 2004, and we had 46 completed suicides from September 2004 through December 2008. To lend substance to your observation that most of these take place outside of the supervision of the military, none of our suicides have occurred while the members have been deployed.

Of the 46 members who have had a suicide history, 41 percent have had a history of deployment, while 59 had no history of deployment. Of the ones who had deployment history, 32 percent had one deployment, 9 percent had two deployments, and 0 percent had more than two deployments.

We share the same concerns that the Air Force Reserve does in the inability to investigate deaths that occur when a member is not on status because of resourcing and legal authorities. But like the Army Reserve, we take each one seriously and do our best to track through our contacts with local law enforcement to ascertain the cause of death.

But just to lend support to your observation, most of our problems seem to occur when the member is not under our command and control.

Senator BEN NELSON. General Vaughn?

General VAUGHN. Mr. Chairman, I would echo what General Stultz and General Wyatt have had to say. We have tracked them very closely. We're probably as tight-knit an organization as there can be. Most of them, the great bulk of them, are not on Active Duty. They occur back here on this side.

This is a significant issue for the ARNG right now. We've averaged over the last few years—you have the data—about 60 in both statuses. At the rate we're going, if we hold with the same rate, we may see as many as 90 suicides, based on what's happened so far.

Our adjutants general are all over this. I get good, accurate reporting, whether on-duty or not. It comes in. We assign it properly. As you all know, the report is pending right up until you get a coroner's report. Now, we have asked our Judge Advocate General for our commanders to be able to do a 15-6 investigation, a cursory look at this to say, "Yes, this is what it is because we need the other pieces of the investigation."

We are into it. We are on the Army plan. Lieutenant General Stultz and you both are right there with General Peter Chiarelli.

The better part of that, the adjutants general, really have this thing in their sights. We'll do all we can, sir.

Senator BEN NELSON. Thank you.

Senator Graham.

Senator GRAHAM. Thank you, Mr. Chairman. I'm going to have to run again, I apologize, for a budget markup. This is one of those days where everybody meets at the same time.

General Vaughn, about the dental readiness, are these numbers right, 52 percent? For the first quarter of fiscal year 2009, more than half the Army Guard and Reserves, 52 percent, were reported as nondeployable due to class 3 or class 4 dental readiness status? Is that correct?

General VAUGHN. Senator, that's probably correct because of the screening mechanism. In other words, you know how this goes. If you go downrange, you get screened, you come back and you can't drill for 30, 60, or even 90 days. You're getting pretty close to being out of sorts already.

Now, what is a big deal is that when we started into the mobilization stations, we were running about 50 or 60 percent dental readiness. Today, we're running at 90 to 92 percent readiness. We have made overwhelming progress. Now, the screening piece, we have to get better on the screening piece. But just because they're not screened out and they're out of tolerance on the screening doesn't mean they're not deployable, and that's what we're finding.

Senator GRAHAM. I got you.

Is there anything we can do to help you there with resources?

General VAUGHN. We'll check and see what plays out resourcewise here pretty quick. I think that everybody here is pretty candid. We're going to come up and tell you. You've helped a great deal, and let us ponder that just a little bit, and we'll get something to you.

Senator GRAHAM. Sure. Outstanding.

One last question. This idea of increasing 20- to 30-year retention of military guards and reservists who have hit 20 years of service. Usually people, particularly in the Guard, stay as long as they can. But I've seen, just anecdotally from being a reservist myself and being around the Guard a lot, that at 20 years of service, they're pretty worn out, and they're punching out. Is that generally a problem?

Let's start with the Coast Guard and work our way backwards.

Admiral MAY. Senator Graham, we actually are blessed in that folks want to stay. In fact, I had a Coast Guard reservist who wanted to stay beyond 60 years of age. 60 years old is usually the retirement date.

Senator GRAHAM. But you're not losing guardsmen or reservists? Your numbers haven't declined?

Admiral MAY. No, sir.

Senator GRAHAM. Okay. What about the Air Force?

General STENNER. Sir, they want to stay.

Senator GRAHAM. Okay. The Marines?

General BERGMAN. They want to stay, sir.

Senator GRAHAM. Navy?

Admiral DEBBINK. Sir, they're staying.

Senator GRAHAM. Okay.

General STULTZ. Sir, it's an issue for us.

Senator GRAHAM. The Army's taking the brunt of this, the Army and the Marine Corps.

General STULTZ. If you go back to Vietnam, we lost the NCO corps in Vietnam. If you talk to a lot of the commanders that were there during that timeframe, it was because of repeated deployments. By about the third deployment, the family and everybody else says: "You have your 20 years of service in; you can get out." The Active Army lost their NCO corps. It took them 10 years to rebuild it.

I'm concerned we're doing the same thing in the Reserves.

Senator GRAHAM. Yes, I am, too.

General STULTZ. Right now, I'm short.

Senator GRAHAM. But the Marines, you're okay?

General BERGMAN. At the senior levels. Where we, sir, have room to go and grow, and we've identified this, is they're not even near the 20-year level. It's a question of how we take those corporals and sergeants in the Reserve component and get them over that hump to make them want to become E-6s and then populate that senior enlisted level.

Senator GRAHAM. Got you, okay.

So it is a problem in the Army. I want to get with Senator Nelson and find a way to incentivize people to stay past 20 years of service.

Air Force again, not a problem, right?

General STENNER. No, sir.

Senator GRAHAM. Thank you.

General Vaughn, you agree with that? We need to get ahead of this in the Army?

General VAUGHN. I agree with what Lieutenant General Stultz says, that it's mid-level. It's mid-level stuff. If they've made the commitment as a colonel or a master sergeant, E-5s, E-6s, and E-7s have been stagnated a little bit. What they're after is the early retirement piece, the piece that may get them to stay. When you come with the 90-day and 1-year per fiscal year program, all of a sudden we see people's eyes going wide open.

Senator GRAHAM. What I've been thinking about doing is in certain selected areas, critical need areas, if you'll stay to 22 years of service you can retire maybe at 59 years old, and just walk your way down to 55 years old, as an incentive to stay on.

Thank you all for your service. All I can tell you is that this war has been an incredibly difficult challenge for the Active Duty component. For the Guard and Reserve it has been a phenomenal challenge. The communities have stood up and stepped up. The employers are the unsung heroes of this war as far as I'm concerned, along with the Guard and Reserve families.

We're going to win this thing, and you could not possibly fight this war without the Guard and Reserve. Mr. Chairman, we talked about this yesterday. From a national point of view, we have the most war-ready, combat-ready Guard and Reserve in the history of the Nation, and they're being well led. So God bless them.

Senator BEN NELSON. Thank you, Senator.

When it comes to retaining and incentivizing that group, there are a lot of good reasons to do it, not the least of which is those

are very expensively trained and prepared personnel. When we lose them prematurely, we lose part of the investment, if not all the investment that we've made, beyond what we've received in the way of service. So we obviously have every reason in the world to want to retain the members at that level if we possibly can.

So we will look for ways to be able to do this. Before we drop them in, we'll run them by you because we want to make sure that the incentives really do in fact make sense.

When we worked on the new GI Bill, the first effort at it was comparable to the draft military, and that was taking care of people who were leaving. So the first effort at the GI Bill, I looked at it, and I said, "Now we're going to create incentives for people to leave, as opposed for incentives for people to stay." I think that's clearly what we want to do here; to make certain that we know exactly what it is that we'll get from any kind of solution we come up with.

Senator Burris, any other questions?

Senator BURRIS. Mr. Chairman, thank you. I do have one question to all the commanders. Mine deals with a family question, in particular the requirement for supporting the family members of our deployed or frequently deployed Reserve components, the Coast Guard, the Army, the sailors, the marines, and the airmen.

If not properly prepared and supported, the family member's negative experience will transfer to the servicemembers who are thousands of miles away. So my question is, a RAND study, which addressed the deployment experience of the Guard and reservists, found that family readiness was a critical aspect of preparing a servicemember for Active Duty service. Also in the RAND study, emotional and mental problems were mentioned most frequently—39 percent of the spouses and 26 percent of servicemembers mentioned such problems.

So, commanders, can you each tell us what steps are we taking to deal with the deployment related to the problems with the family members that are experiencing the absenteeism and the constant uncertainty in the deployments? However you want to start; Coast Guard can start.

Admiral MAY. Yes, sir. Sir, I think General Stultz mentioned this earlier, but taking care of the families of our reservists is absolutely the best thing we can do to ensure reservists' wellness and that they're ready to fight and be as ready as they can for us.

We have several programs that are in place to support the families of the members either while they're deployed or when they come back. We have a work life program. We also have an Employee Assistance Program that is available for members and their families should they need that.

The other thing we're doing, and this is on behalf of Admiral Debbink and the Navy, they have reached out to the Coast Guard and offered us to participate in their reintegration program, and we're going to sign a Memorandum of Agreement with the Navy that will allow Coast Guard men and women to take advantage of that great program that they're offering for members that have deployed and come back.

So we're with you, sir, and we're going to do everything we can to take care of our families.

Senator BURRIS. Thank you.

Yes, sir?

General STENNER. I'll echo those sentiments. I'll tell you, one of the biggest things we've done, sir, is the predictability that comes with starting well ahead of time and announcing when it is these folks will be leaving. That gives us plenty of time. Six months is the Secretary of Defense's red line right now for advising soldiers, sailors, airmen, and marines when they're going to be called up to go.

That gives us and our family readiness shops 6 months prior time to get everybody ready, to let them know what it is that they have, as far as their benefits go to get them prepared with the pieces of paper that they would need in the case of wills and child care. Then our family readiness shop takes up and we use our spouses as well. We have Key Spouse programs, Phoenix Spouse programs, Military OneSource, all of the kinds of things that are available to them, and we prep all those families prior to the deployment of the member.

Then we, as was said by Admiral May, keep up with them when they come home and make sure that the things that have happened along the way that can uproot and upset families are accommodated and taken care of, and we get them in touch with the right agencies. The Yellow Ribbon program, again, becomes a very useful tool to keep those families engaged.

Senator BURRIS. How about the Marines?

General BERGMAN. Yes, sir. First of all, great question. Thank you.

I think it's important to note that, whether you're Active or Reserve in any Service, but I'll speak about the Marine Corps here, when we deploy a Reserve marine we take that marine from their home, wherever their home is in this country, and their family stays most of the time in that comfort zone of where they grew up, where they're living. So they have a natural support network, whereas an Active component marine might have been from Chicago and gotten stationed at Camp Lejeune, and that marine deploys and the family decides to go back to Rolling Meadows, Naperville, or somewhere to sit out that 7-month deployment.

We have a different set of metrics for support of the families, whether it be Active or Reserve. The good news is that, when General Conway became Commandant, one of his first statements was: "I'm going to put the family readiness programs and family support programs on a wartime footing." He felt there was room to grow.

We have made a myriad of changes, the largest two of which are full-time family readiness officers, hired on the payroll of the Marine Corps, both Active and Reserve units, down to the battalion level. Second to that, once you have the people in place, now you add the communications systems because largely—now, getting back to the Reserve component—what our families need, if they're sitting in Chicago, they want to know what's going on with their marine. They want to know where he or she is. So, as that marine is activated and joins that gaining force command, it could be a Reserve command, it could be an Active command, the ability to track

where he or she is because we all want to know where he or she is, how he or she is doing.

So, thanks to General Conway's efforts, we have made great strides in the last couple of years in coupling together the Reserve and Active needs through the full-time family readiness program.

Senator BURRIS. How about the Navy? Do they get on those ships for those 6-month tours and the family doesn't know where they are?

Admiral DEBBINK. Yes, sir, Senator Burris. I think one of the keys to all of this is, of course, we all recognize that we recruit a servicemember and we retain a family. You've heard that saying before.

Senator BURRIS. Absolutely.

Admiral DEBBINK. So we need to continuously communicate with those family members. We look for ways for doing that, whether they're deployed, whether they're back here at home, or whether they're on a ship. We have things like Family Days. We have a very robust Ombudsman program at all of our units.

Our Navy Operational Support Centers are located throughout the country, and they all know to stay in touch with these family members while the members are deployed.

We also have the program you've heard about before, Returning Warrior Workshops, where we incorporate the family member when they come back, so you're communicating with them before they leave and after they come back as well. Military OneSource is a fantastic thing we all have available to us. It is being funded, of course, by DOD. Just almost anything you could ask for, a family member can get via Military OneSource.

Finally, I do believe the most important thing we can do for family members is ensure each and every one of our servicemembers has real and meaningful work to do, so when they're deployed, they're gone, they're out doing our work, our Nation's work, they call back home, they email back home, they maybe can't tell you what they're doing, but they can say, "Hey, I'm making a huge difference." As long as that's the case, the family members have been very, very supportive, sir.

Senator BURRIS. Thank you.

General, how about the Army?

General STULTZ. Yes, sir. Family readiness, family support, is critical for us. As Vice Admiral Debbink mentioned, if we don't retain the family we don't retain the soldier. We've seen what the operational tempo will do in terms of performance. I've been there on the battlefield with a soldier who can't focus because he has family problems back home. He becomes a liability, a liability not only to himself, but also to his buddies.

We have put, as Lieutenant General Bergman said, a lot of structure into the Army Reserve. We have hired family readiness support assistants, full-time people, because we said we can't depend on volunteers. The volunteers are burning out, they're getting tired. So we've put full-time structure in there, trying to get it down to the battalion level. We're not there yet.

We've reorganized our structure on our family readiness programs. It's become a command priority, and it's become a command measurement also, because in readiness, we measure unit readi-

ness by personnel readiness, by equipment readiness, by training readiness. We never measured family readiness. We've said we have to put that into the equation because the unit's not ready if the family's not ready.

The last thing I would tell you is, as we've developed what we call the Army Force Generation Cycle, the 5-year rotation where we bring a unit back from theater, reset the unit, get it into training year 1, 2, 3, and then deploy it, that family readiness becomes part of that cycle, too, because when you come home, you have to reset that family readiness group, then you have to rebuild them, and then you have to prepare them so that when the unit gets ready to deploy we can check the block and say the family readiness group is ready, too, and all the families are taken care of.

The last thing I'll mention, because it is a particular issue for me: We can't forget about the kids, the stress on the kids. We don't know what's going on in their mind. My wife, Laura, and I were down at a kids camp, these Operation Purple camps we have for kids of deployed soldiers, sailors, marines, and airmen. Great camps. We were down at one at Fort Bragg a couple of years ago, talking to the counselor, and he said: "You never know what's on their mind. We're sitting there with two young kids around a campfire, and one's talking about when his dad comes back, they're going to go fishing. The other kid looks at him and says: 'You mean they come back?'"

We don't know what they're thinking, and we can't forget about the kids and make sure we're taking care of them also.

Senator BURRIS. Absolutely.

General, the Air Force?

General WYATT. Yes, sir. The ANG has been deploying AEF rotations since about the mid-1990s. My particular wing in Oklahoma, for example, first deployed in 1996 and has deployed either in Operation Northern Watch, Operation Southern Watch, Operation Enduring Freedom, or Operation Iraqi Freedom, nine times. Granted, the deployments aren't as long, but they are more frequent. We have a few different challenges than perhaps the Army does with different types of deployments.

We're seeing also with some of our reachback capabilities, some of our Predator operators, and some of the people who provide the information processing, that they'll go to work at an ANG base one day, work 8 hours, see some things that most Americans don't see, and then go home to the wife and kids. It poses or it presents a different challenge.

The adjutants general tell me that they recognize that there are different challenges with the Services, and they need to have programs that consider the equities of the Services, but they would also like to integrate and leverage the capabilities of different programs that are provided by our parent Services. To that extent, I think we are in the process of working extremely well with the ARNG to lash our two programs up so that they complement one another.

We could use some help, at least the ANG could, in our joint force headquarters manning to help facilitate that. But we have, for example, one program, the Yellow Ribbon program, that has been mentioned before. Reintegration, I think, might be a mis-

nomer because I consider it more of an integration; it's not just after the deployment. It starts, actually, before. An outreach program to the families, the member, the kids, to teach them about the programs that are available to them to handle all the different challenges that they might face and to facilitate access to those programs that are out there. Strong Bonds marriage seminars is another.

It's getting better. I remember back in the days when we first started deploying, we had one family support person who did all of the work for the entire wing and it was a wait-and-see-what-developed approach, as opposed to what it is today, which is an active outreach program to reach out and touch our families and help them through the process.

Senator BURRIS. General, do you have any other comments on the Army's situation?

General WYATT. Senator Burris, I would mirror several of the comments here. A couple of things. One is the ARNG manages 325 family assistance centers by charter throughout the United States. Now, that's Air and Army, Navy, Marines, everybody who walks in. That's 2.2 million inquiries. Now, that just gets at the issues that are out there.

I think one of the most powerful things that has come out of the conflicts that we're in is the power of the family readiness groups. Every unit, every deploying unit, has them. Now, when you look at the soft spot in what's wrong with our organization, we identified something here: the people that aren't served by that are the cross-level soldiers, the ones that are coming in there from different units, that the families are way away from those tight-knit communities.

So when we looked at that, we said, "the way to get at this family readiness problem and the family issue, so that we have the families with their arms all the way around everybody and know everybody, is to bring more unit cohesion to our organizations." That's why we're all about readiness, we're all about getting our strength as high as we can in trained soldiers, and not cross-leveling, and getting all that out of the way because it actually empowers family readiness groups because they can get their arms around everybody. So that's what we've done. Thanks for the great question.

Senator BURRIS. Mr. Chairman, I was out at Walter Reed Hospital last Friday, and this is neither a Reserve nor a National Guard issue, but I was interviewing some of the warriors that were being treated at Walter Reed. I came into the room of this young warrior from Illinois. He was being discharged, and I asked him: "Son, what are you going to do?"

You know what he told me? He said: "Senator, I'm trying to figure out how in the hell I can get back to my unit in Iraq." I looked at that kid and I almost broke down in tears, because he was getting out of his bed with a prosthesis, talking about he wanted to go back to be with his unit. You guys are training those young men to defend us. God bless you.

Thank you.

Senator BEN NELSON. Thank you, Senator. Thank you.

General Wyatt, it's my understanding that under the auspice of Total Force Integration (TFI), the Air Force is now considering transfer of priority missions that align with the traditional Guard construct to the ANG, thus enabling the Air Force to reallocate those freed Active Duty resources to missions requiring higher full-time manning.

I support operationalizing the Total Force, and I want to make sure this is done, but I also want to preserve your ability to perform the homeland defense and civil support missions. Maybe you can give some examples of TFI missions that have been assigned to the ANG and in the process of having those reassignments have you received the necessary resources to see them through so that they don't in some way diminish your other resources?

General WYATT. Thank you, Senator. Great question, and you're right on target.

The ANG is working with General Stenner, Air Force Reserve, and the Air Force Active Duty airmen to identify those capabilities that the U.S. Air Force needs that would be ideal situations for associations.

You're very aware of probably one of the greatest association examples in your cryptolinguist unit there in Nebraska. But you're also aware, because of that association, that sometimes we're not properly resourced, even though that's a great example of how a guardsman can associate with an Active Duty member force structure to provide the capability that this country needs.

Each of the three components has strengths that can be leveraged to make us even stronger. We also have some weaknesses that, if we can avoid through these associations or at least minimize, we can provide more capability to the country. We're looking at just about every mission that the U.S. Air Force wants to get into, we're looking at ways to associate. We're looking at the high operations tempo missions that the Air Force is more suited to take because of their full-time force, but also associating guardsmen in there to provide the surge capability that particular unit might need.

The Air Force Reserve is doing the same thing. We have different types of associations that we're looking at, the classic association which originally started with Air Force owning the platform, and the Reserve component going to the Active Duty. But we see Active associations now where the force structure is coming the other way.

We sometimes get caught up, I think wrongly so, in arguing over who owns the capability and because an Active Duty component may own the capability that the association should take place on an Active Duty base. I think we need to consider things like ability to recruit to that particular mission, the demographics, the type of mission it is, the particular mission design series or the weapons system that we're talking about, and then take a look at the different association constructs and see which one fits a particular situation better.

We're investigating a new construct called an Embedded Associate, that may offer opportunities to take TFI to the next step. I think you're aware that Secretary Donnelly has encouraged us, through his TFI-2, to continue working together, and I'm proud to say that we're partnering up with my good friend Lieutenant Gen-

eral Charlie Stenner, Air Force Reserve, and the Active Duty to do exactly that, sir.

Senator BEN NELSON. Are there any examples of what you could do on a TFI mission, if you had greater end strength or additional resources that could be put together?

General WYATT. Yes, sir. The demand far exceeds the supply. The Air Force brought its manpower down and is in the process of bringing it back up. I think General Stenner is adding 4,000-plus to his end strength after having taken his force down a few years ago.

The adjutants' general counsel to the Air Guard was: Don't take your manpower down (a few years ago) but take your risk in a reduction of our flying hour program, and we did that. But if you take a look at the missions that the ANG has already accepted from the U.S. Air Force, and the validated required manpower needed to perform those missions, we are 2,228 positions short of what we need.

That doesn't count the need for air guardsmen to populate our joint force headquarters, and it doesn't count all the other missions that the Active Duty Air Force is asking the Guard and the Reserve to consider. So if the Air Force wants us to do these missions, we'll be happy to do it. Our recruiting vector is going in the direction that would allow us to recruit to those, but we need appropriate resourcing if that's the call that will be made by our senior Air Force and Nation's leadership.

Senator BEN NELSON. I certainly agree with you, and I hope that as these opportunities are there, and if they do in fact increase, that everyone will make us aware of the need to add the resources, the end strength, and/or the financial resources, to make sure that they happen so we don't end up with a cryptolinguist situation where, great idea, just not resourced, and therefore a missed opportunity.

General WYATT. You're exactly right, sir. At last count, we had 136 TFIs that were still pending work with the Active Duty and the Reserve. The ANG is involved in 94 of those, so we're extremely interested in participating in TFI, but when it drives an additional manpower requirement, we would ask to be appropriately resourced if that's the direction the Air Force wants to go.

Senator BEN NELSON. As you should. So if you will keep us aware of that, that would be very helpful. We'd be more than willing to assist and take that into consideration.

To the other witnesses today: Have you experienced similar issues with assignments or consideration of additional missions that you might have engaged in if you'd had the resources, either the end strength or the financial resources to be able to do so? Let's see, yours is a little different, Admiral May, but are you running into some things like that?

Admiral MAY. Yes, sir, Mr. Chairman. I think that's the biggest thing we struggle with each and every day, both on the Active Duty side of the Coast Guard and on the Reserve side. It's our limited capacity. If you look at the Active Duty component, it's about a 41,000 force. The Reserve component is about 8,100. So, combined, you're looking at a total force of less than 50,000. That's about the

size of the New York City Police Department, and we have a worldwide mission.

So we're only limited by our capacity, and certainly if there was an opportunity there, we could certainly provide greater service to this Nation if we had additional forces, yes, sir.

Senator BEN NELSON. With the concern we have about port security and other needs to secure our borders, oceanfront property, as well as landlocked locations, certainly it makes a lot of sense to be certain we have adequate resources for your missions.

Admiral MAY. Yes, sir.

Senator BEN NELSON. Thank you.

General Bergman?

General BERGMAN. The short answer, sir, is no, we haven't seen anything significant, whether it be on the potential addition of missions or the need for manpower. But we must be very mindful of—and General Conway has discussed this in his vision and strategy for 2025—the need for the sustainable Reserve with the skill sets that the Marine Corps requires. I would suggest to you that, as we deploy worldwide, some of the skillsets in the Marine Corps Reserve are available because these marines, largely senior Marine Reserves, have acquired a combination of Marine Corps leadership traits and civilian occupation skill sets which provide a very unique and very positive blend for some of the places we go.

Senator BEN NELSON. Admiral Debbink?

Admiral DEBBINK. Yes, sir, Mr. Chairman. We talked, of course, about there being Navy capabilities, and then the question is how best to source those, either with the Active component or the Reserve component. This is where the really hard work is going on. One example is our Navy Expeditionary Combat Command down in Norfolk, which is presently 51 percent Reserve component and 49 percent Active component. It seems to be working okay right now during the current overseas contingencies, but what about later on and what about post this period? What's the right mix?

Those are very difficult questions to answer. We're doing the analytics on that question right now. That analysis will drive the real solution as to where those capabilities exist on the Active component or Reserve component. So it's hard work, but we're hard at it.

Senator BEN NELSON. Thank you.

General Stultz?

General STULTZ. I get asked every day by the Army to do more. If you'd have asked me 3 years ago when our end strength was at 20,000 below what we were authorized, we would have probably said we couldn't take on any more. Today, we're 500 short of what our authorized end strength should be, so we're growing at a great rate.

I think there is more we can do. Yes, sir. I just came back from a trip to European Command in Stuttgart, Germany, and Africa Command, at their request, specifically, because they're looking at the same thing we do down in Southern Command regarding security cooperation partnership-type programs for medical readiness and engineering missions. We're doing things in Africa already, building schools, building roads, drilling wells, those kind of things that they say—within the Reserve components, Guard and Re-

serve—you guys have the civilian skills that blend nicely with this, and they're not long-term missions. In a lot of cases, it's 3 months or 4 months of work. Can you do more? Can you take these on because the Active Force is committed to Afghanistan or Iraq, and we can't get any resourcing for these types of exercises?

We could do more if we had more to work with. Likewise, when the Army was given the go-ahead to grow to 547,000, which was an increase of 65,000 over 482,000 that they originally had, what we saw happening out there was that everybody thought they had something of a blank check. So a lot of these Army units that were at one time a multiple component unit, split between Reserve and Active, the Army came to us and said: "We're just going to go Active pure; we don't need the Reserve anymore because we're growing. So you go ahead, take your structure, and grow something else," which we did.

We grew 16,000 additional military police, transportation experts, engineers, and medical personnel in the Army Reserve. Now the Army's coming back to us and saying: "Just kidding; we really do need you in these multiple component units." We've said: "But we've already committed the spaces. So, if you're going to ask us to fill out these Active component units now as multiple component headquarters, you have to give us more strength at the end."

So I think there is a lot more we can do. As I led off with, we are a great return on investment, as are all the Reserve components. We're limited in terms of end strength and capability.

Senator BEN NELSON. General Vaughn?

General VAUGHN. Sir, we take on every mission that's out there, and we don't turn any down. It's those that we can't see that really disturb us. We are on track in our surge to be a great at-the-ready organization. We need to keep the equipment thing flowing like it is, get our full-time support piece that you've helped us with in the appropriate numbers, and it's probably getting there now.

The issue that we have in front of us for the Army Guard is that, today, we stand at 368,000. It's about 16,000 over the appropriated strength, but about 10,000 over the language that was in the supplemental. We don't have the money, and we're going to have to pull back towards that 358,000.

But I will tell you this: It's going to be healthy for us, because we have two problems. We have a dinosaur of a Cold War era relic in the way that we man up our Force. We take individuals in that want to be soldiers, but that are not yet soldiers, and swear them in at day 1. This is 60 years old, the nearest that I can see.

Now, those soldiers count against our spaces. On the Active side, they only count those folks that are really soldiers. We're going to convert into a system just like the Active Army does over the next 8 months. I think we're going to get there. Then my successor's going to come back and ask for an end strength increase because we also need an over strength account to take care of those that are in training, just exactly like the Active Army has. This will then have you exactly postured to where, when you ask the Guard to do something, you can rest assured they're not going to have to cross-level a bunch of folks to do it, and they're going to go and do it.

So, we just have to keep it on the rails that we're on right now. I think we're going to have to look at a strength increase at some point in time for this training account, or we're going to have to reduce some force structure to get the readiness we need.

Senator BEN NELSON. I think it's important that you do that and get into that position because it's easy to predict that we're going to be needing some help along the southern border with the drug war. It's war nevertheless, no matter what it may consist of. It would not be surprising if you were asked to take some role in helping quell the violence along that border; that is almost certainly going to happen soon.

I've asked all the questions I have, but I may not have asked all the questions I should have. So I ask, is there anything that I haven't asked you that I should have or anything that we've left out that you'd like to comment on? I won't be embarrassed for not having asked something I should have if you add anything to it.

Have I missed anything?

[No response.]

Senator BEN NELSON. We, as a committee, appreciate very much your involvement. Thank you for being here at this hearing today. There's a great deal of interest in these subjects and we want to get it right, and we want to make sure you receive whatever you need. You know that there's a place to come, tell us, ask for it, and we'll work with you to get it accomplished. It's too important not to.

May God bless you. May God bless the men and women under your command and all those who wear our uniform all over the world.

Thank you very much.

This hearing is adjourned.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR DANIEL K. AKAKA

YELLOW RIBBON REINTEGRATION PROGRAM

1. Senator AKAKA. Secretary Hall, in my own State of Hawaii, over 5,000 members of the National Guard and Reserve have deployed in support of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Because of Hawaii's geographically separated environment, it complicates outreach efforts to these National Guard and Reserve members before, during, and after deployments. I'm encouraged that the Yellow Ribbon Reintegration Program (YRRP) will go a long way in addressing this issue. How would you assess the YRRP's impact on Guard and Reserve members that are geographically separated from military installations?

Mr. HALL. The Department of Defense (DOD) YRRP events provide National Guard and Reserve members and their families with information, services, referrals, and proactive outreach opportunities throughout the entire deployment cycle. While some events are held at National Guard and Reserve component installations, we usually use non-military facilities to provide events in geographically centric locations for Reserve component members and their families, which negates most, if not all, YRRP accessibility issues that might occur by holding YRRP events at remotely situated military installations. Prior to the establishment of the DOD YRRP, the Services' Reserve components (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve) used Service programs to meet the intent and requirement of the program. DOD is working with all Services, both Active and Reserve components, to create standardized programs that combine the best practices of each Service to better support servicemembers and their families. The impact of the DOD YRRP enables the components to deliver conveniently located, effective, timely, and standardized support to servicemembers and their families throughout the entire deployment cycle regardless of Service affiliation or unit location. This will assist commanders in ensuring the highest pos-

sible readiness of their units and the health and well-being for our entire DOD military community.

As this is the first year of implementation for the YRRP, we are working to ensure that the program can be tailored effectively to meet local needs. We are particularly sensitive to the difficulties we may encounter in establishing the program in geographically challenged areas such as in Hawaii and Alaska. The advisory board created by the National Defense Authorization Act (NDAA) for Fiscal Year 2008, section 582, will provide an initial report to the Armed Service Committees on September 11, 2009, which will assess our progress. The report is to cover an evaluation of the implementation, an assessment of resource requirements, and any recommendations they deem necessary to ensure the YRRP maintains "closer coordination with the State National Guard and Reserves."

COMMISSION ON THE NATIONAL GUARD AND RESERVES

2. Senator AKAKA. Secretary Hall, the Commission on the National Guard and Reserves recommended ". . . DOD should be prepared to provide the bulk of the response to a major catastrophe that incapacitates civilian government over a substantial geographic area and that DOD should initiate the necessary planning, training, and coordination for such events." In my State of Hawaii, this is of particular interest to me because of our location. From the information your office has received to this date, what recommendation(s) would you make to current policy to address any planning or training shortfalls to prepare DOD for an incapacitating catastrophe?

Mr. HALL. Based on this recommendation of the Commission on the National Guard and Reserves, the Secretary of Defense, in a November 24, 2008, memorandum, directed the Chairman of the Joint Chiefs of Staff, in consultation with the Department of Homeland Security and other Federal agencies, and representatives of State and local officials as appropriate, to assess U.S. Pacific Command, U.S. Northern Command, and National Guard Bureau plans to determine their adequacy to meet the demands of an incapacitating catastrophe.

In addition, there are two significant planning efforts ongoing at the Federal and State level. On December 3, 2007, the President issued Annex I ("National Planning") to Homeland Security Presidential Directive-8 ("National Preparedness"). Annex I required the Secretary of the Department of Homeland Security (DHS), in coordination with the heads of Federal agencies with a role in homeland security, to develop interagency plans for each of the 15 national planning scenarios and for the head of each Federal agency with a role in homeland security to develop an operations plan to execute the roles and responsibilities assigned in the interagency plans.

At the State level, last October, the Federal Emergency Management Agency, in partnership with DOD and State Governors, began the Task Force for Emergency Readiness (TFER) initiative. A TFER is a planning activity, operating under the authority and direction of a Governor, supported by the Secretary of DHS and the Secretary of DOD and augmented by the expertise of the National Guard, that is intended to: (a) support participating States' Hazard Identification and Risk Assessment processes to identify threats/hazards, vulnerabilities, and consequences; (b) develop State operations plans for the national planning scenarios; (c) synchronize and integrate, as appropriate, State operations plans with Federal operations plans for the national planning scenarios; (d) synchronize and integrate such State operations plans with those of other States; (e) support the use of State operations plans for training and exercises consistent with section 648 of the Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C. section 748); and (f) support State efforts to monitor and improve their operational readiness consistent with the national preparedness system required by sections 641-647 of the Post-Katrina Emergency Management Reform Act of 2006 (6 U.S.C. sections 741-747). Currently, a five State TFER pilot program is underway in Hawaii, Massachusetts, South Carolina, Washington, and West Virginia. In the future, DOD hopes to see a TFER established and planned in every State. With a TFER in every State, we will have taken a revolutionary step in moving beyond asking questions about needed capabilities and resources, proper response actions, and responder readiness to actually having answers.

RETENTION

3. Senator AKAKA. Lieutenant General Vaughn, Lieutenant General Wyatt, Lieutenant General Stultz, Vice Admiral Debbink, Lieutenant General Bergman, Lieu-

tenant General Stenner, and Rear Admiral May, during the hearing, Secretary Hall mentioned the remarkable 111 percent recruitment rate of the National Guard and Reserve. I applaud the efforts of Secretary Hall's office and the Services for accomplishing this level of success during a time of war. In your opinion, what are the most critical programs available to your Service that will retain our servicemembers?

General VAUGHN. The strength of the ARNG is in communities, service, and belonging to a proud organization. In addition to that basic reason for serving, the pay, retirement benefits, vacation, and travel savings, and other related benefits of service, to include Veteran's preference in hiring and housing loans, are great motivators for our citizen soldiers.

Currently there are several programs being utilized to retain soldiers in the ARNG. These programs help to keep quality soldiers in our organization. The following are some of the programs that have been proven to be effective:

The Extend to Defend program recognizes the soldier and spouse with a certificate and other awards of appreciation when the soldier extends his/her service. The awards presented vary based on the length of time the soldier has served. The Bronze Level recognizes soldiers with 1 to 9 years of service, the Silver Level represents 10 to 14 years and the Gold Level is 15 to 20 years. The recognition of years of service rendered by the soldier and family has been very successful, especially since families are rarely recognized for their selfless support.

TRICARE and dental benefits that are now offered to National Guard soldiers are instrumental not only in readiness, but in retention as well. These affordable and convenient programs are excellent benefits, and in today's economy this has been a strong retention tool to many people who may otherwise be uninsured.

Reenlistment bonuses have been a staple of the ARNG. These bonuses retain quality soldiers by means of extra income which could be used for a home, car, bills, et cetera. Retention bonuses have been used for many years by the military to retain top quality soldiers and help the ARNG retain strong, qualified individuals.

Lieutenant General WYATT. In the Air National Guard, the most critical programs for retention are: the Montgomery GI Bill, Reenlistment Critical Skill Bonus, Residency Stipend, Health Professional Critical Skill Bonus, Family Readiness Program, Yellow Ribbon/Hometown Heroes and TRICARE.

Lieutenant General STULTZ. The following are Army Reserve critical programs. These programs will provide the maximum benefit to soldiers and their families.

Reenlistment Bonuses

The Army Reserve will most likely meet its end strength objective of 205,000 this year. However, a strength imbalance currently exists within some grades and career specialties. It is critical that we sustain the flexibility to offer monetary and non-monetary incentives to continue to recruit and retain the best and brightest soldiers. We must retain maximum flexibility to quickly tailor incentives to manage the force. Additionally, TRICARE Reserve Select (TRS) and all education benefits, including tuition assistance (TA), have proven to be very valuable resources in retention efforts, especially in challenging economic conditions. Finally, we must sustain the flexibility to offer incentives such as the Critical Skills Retention Bonus, targeted to specific grades and specialties, to manage and shape the force.

Education Benefits

The Army Reserve TA Program, the Montgomery GI Bill-Selected Reserve (MGIB-SR), and the Reserve Educational Assistance Program (REAP) have all been directly related to retaining quality Army Reserve soldiers. TA is available for voluntary off-duty education and pays up to \$250 per semester hour with a maximum of \$4,500 per fiscal year. A Reserve soldier must be actively attending battle assemblies as a satisfactory participant in order to use TA. To qualify for the MGIB-SR, a soldier must have a 6-year obligation to serve in the Selected Reserve after June 30, 1985. Servicemembers may be entitled to receive up to 36 months of MGIB-SR benefits. The REAP makes certain soldiers eligible who were called or ordered to Active Duty in response to a war or a contingency operation for at least 90 days or more after September 11, 2001. They may be eligible to receive up to 36 months of REAP benefits depending on length of service. Both the MGIB-SR and REAP can be combined with TA.

Retirement System

First, the Army Reserve retirement system helps provide a sense of closure for those who have selflessly dedicated so many years of their lives to the defense of and service to our country, often at great personal sacrifice to themselves and their families. Additionally, it provides a very important and valuable incentive to servicemembers to continue service to 20 years. Retirement eligibility following 20

years of service in the Army Reserve remains one of the most effective incentives to promote retention and continued service. Since fiscal year 2003, over 36,000 Army Reserve soldiers and families have retired. When treated with dignity and respect, each of them can become a future recruiter for the Army Reserve. Second, changing the Reserve component servicemember retirement eligibility age to less than 60 for Active Duty mobilization tours in support of OEF can be a longer-term retention factor for both the soldier and their families. This change also could potentially equalize retirement benefits across the Federal Government while giving soldiers a tangible reason to continue to serve.

Health Care TRICARE Reserve Select

TRS provides health care coverage and prescription medications for our soldiers and their families. It is a flexible, premium-based system, available to our soldiers serving in a Select Reserve status.

TRS provides an excellent benefit for our soldiers and families who may not be offered a health care plan through their employers, or who have a plan with higher costs. It also provides an opportunity for seamless health care coverage as our soldiers are called to Active Duty and return to Select Reserve status.

Employer Partnership Initiative

The Army Reserve is implementing leading-edge employer relations programs that promote a continuum of service, sustain soldiers' well-being during mobilization periods, and provide career-enhancing employment opportunities. This partnership initiative benefits employers by referring highly qualified, competent, and disciplined soldiers to work within their communities. This collaboration builds new capabilities to compliment both military and civilian skills. The employers and the Army Reserve share the same talent pool. Partnering with industry for a shared workforce helps to ensure success in better qualified soldiers/employees and it facilitates a longer-term relationship as the soldier cycles through training opportunities, tours of duty, and reintegration.

Admiral DEBBINK. There are several critical factors and programs that influence sailors' decisions to "Stay Navy" and facilitate the retention of top performing Selected Reserve sailors.

At the tactical level, our affiliation and retention bonus programs, targeted at specific year groups, communities, and critical wartime specialties, remain essential to retaining the right people for the right job. Reserve bonuses are critical to our ability to target sailors in undermanned ratings and critical skills.

Additionally, drill pay, which provides Selected Reserve sailors a source of competitive monthly income that augments their overall earnings, a robust retirement plan that offers a monthly annuity adjusted for inflation, and access to comprehensive quality health-care, continue to provide unique and unparalleled financial and medical security and stability for Reserve component sailors and their families.

Also key to Reserve component retention success, at all pay-grades, is that we provide sailors with meaningful work that allows them to see the results of their efforts and how that contributes to mission success. During a recent visit to the Central Command Area of Responsibility, as I spoke with many Reserve component sailors, I observed first-hand their high levels of motivation and heard of their continued desire to serve.

Among our highest priorities is to recruit and retain the best and brightest sailors so we can continue to deliver full-time excellence through part-time and full-time service that enhances the Navy Total Force, now and in the future. These programs and initiatives contribute significantly to the success we are having in achieving this vital goal.

General BERGMAN. The Reserve incentives that are currently offered under title 37 U.S.C. and the NDAA are critical to continuing to access and retain both our Reserve officer corps and our Reserve enlisted marines. Funding of these programs is essential. The various incentives provide flexibility and options for the servicemember to consider while giving the service level headquarters the ability to target certain critical skills, as needed. Programs in question are:

Officer Programs

- The Selected Marine Corps Reserve (SMCR) Officer Education Loan Repayment Program that provides up to \$30,000 for college loan repayments for officers that affiliate and continue to participate in the SMCR.
- The Officer Accession Incentive that offers \$4,000 to infantry officers who affiliate and continue to participate for at least 4 years with the SMCR.

- The Officer Affiliation Bonus that pays a \$10,000 lump sum payment for company grade officers and those majors that are naval aviators for a 3-year affiliation with an SMCR unit.
- The Transition Affiliation Bonus (TAB) that provides for a \$3,500 lump sum payment for those Active component company grade officers that affiliate with the SMCR for 3 years. The TAB is also available to Active component naval aviators who affiliate with the SMCR for 3 years.

Enlisted Programs

- The SMCR Enlistment Bonus provides a \$20,000 lump sum payment to enlisted marines with critical skills who enlist for a standard 6 × 2 obligation.
- The SMCR Reenlistment Bonus provides a \$15,000 lump sum payment to enlisted marines with critical skills that reenlist and serve a minimum 3-year obligation with the SMCR.
- The SMCR Enlisted Affiliation Bonus provides a \$15,000 lump sum payment to Active component marines who affiliate with the SMCR for a 3-year commitment upon their EAS from Active service.
- The MGIB–SR Kicker provides up to \$350 a month for up to 36 months of full time enrollment for those SMCR marines with critical skills who commit to a standard 6 × 2 obligation to the SMCR.
- The Active Reserve Enlisted Affiliation Bonus provides a \$15,000 lump sum payment to marines with a critical skill that joins the Active Reserve for a 3-year obligation.
- The Active Reserve Reenlistment Bonus provides a \$15,000 lump sum for those Active Reserve marines with a critical skill that reenlist for at least a 3-year obligation.

General STENNER. Congress continues to provide the Air Force Reserve with the tools necessary to improve retention rates among our career airmen. In recent years, the list of notable retention tools has grown to include retention bonuses for our hard-to-fill critical skills, the post-September 11 GI Bill, reduced TRICARE premiums, reduced age retirement pay eligibility, in-active duty travel pay, and the YRRP. Predictable deployment and mobilization schedules are additional tools we use to aid our retention efforts. Having the ability to inform our reservists, in advance, when they are vulnerable for deployment allows us to take care of the all important Reserve Triad: the reservist; the family; and the civilian employer.

With the assistance of this committee, the Air Force Reserve has expended a great deal of time and effort in developing recruitment and retention programs that attract and keep the talented citizen airmen that are this country's great strength. In our efforts to do so, we remain cognizant of our capacity to integrate with the Regular Air Force and Air National Guard, and our role as a force provider in support of the joint warfighter. To that end, we gain from the civilian skills, capabilities, and experience that our citizen airmen provide and match those attributes with requirements developed from the mission areas of the Air Force. We retain talented airmen by providing them with meaningful service in relevant and vital mission areas. As the Air Force evolves to assume emerging missions, the Air Force Reserve will evolve with it.

Admiral MAY. Since September 11, 2001, the retention rates in the Coast Guard Reserve have remained relatively high, ranging from 87 to 89 percent, in spite of a significant increase in the operational tempo of our Reserve Forces. I feel this is directly related to the many benefits we continue to provide our servicemembers and continually strive to improve, such as TRS, dental coverage, and TA programs.

We have also answered some of their concerns about the increase in operational tempo by providing clear mobilization and dwell-time expectations in the utilization of the Total Force so our reservists, their families, and employers have the planning factors and stability required to balance their civilian career, family, and service in the Reserves. Most importantly, the high retention rate is a testament to our servicemembers' dedication and loyalty to our Coast Guard missions and our country.

4. Senator AKAKA. Lieutenant General Vaughn, Lieutenant General Wyatt, Lieutenant General Stultz, Vice Admiral Debbink, Lieutenant General Bergman, Lieutenant General Stenner, and Rear Admiral May, what initiatives/programs do you recommend implementing to assist with retention efforts?

General VAUGHN. The following initiatives assist with retention: funding for soldiers to attend military schools as part of the retention effort has a substantial impact on ARNG retention. The benefits to the Guard would be substantial savings

over traditional bonuses, a better trained force, and improved morale. The ARNG is currently using Air Assault School as an incentive template of how such retention efforts could work.

Educational benefits motivate many applicants to enlist in the ARNG. As our soldiers grow in their careers, advanced degrees and certifications progress them in position and income.

Education programs focused on our mid-grade NCOs and officers benefit both their civilian employer and their military employer. Currently, the ARNG is working with the United States Border Patrol for the benefit of both organizations. This partnership allows soldiers the opportunity to gain full time employment with the Border Patrol upon enlisting into the ARNG. Implementing this as a retention tool helps retain soldiers as they see full-time employment opportunities available to them.

Similar to the Border Patrol partnership is the Drive the Guard program. This program offers the soldier training as a commercial truck driver that will lead to a Commercial Drivers License. Once the soldier has completed the training he is guaranteed a job with a trucking company, arranged by our partners in this program. This program is not only a recruiting program, but can be used as a retention program as the ARNG is helping members enter a civilian career field that offers future growth and benefits. Additional funding would allow more new and existing ARNG soldiers to begin careers as truck drivers and remain active members of the ARNG.

Recognizing the spouse and families sacrifice is also imperative to retention. Providing family strengthening experiences in appropriate settings which demonstrate our Nation's gratitude to soldiers and families will increase family support for ARNG membership.

General WYATT. Our Air National Guard incentive program is a critical component in our recruiting and retention efforts and serves to motivate and support manning requirements in units with skills that are severely or chronically undermanned. It is established to encourage the reenlistment of qualified and experienced personnel. The Air National Guard saves on average \$62,000 in training cost for every qualified member we retain or recruit.

We believe reenlistment and affiliation bonuses would encourage members to retrain into critical skill areas such as chaplains and health professionals. While we do have the authorization to offer these bonuses, we lack the flexibility within our current budget to fund many of them. Further, we need changes to the cumbersome program requirements and process for paying student, chaplain, and health professional loans. These requirements and processes are impeding our retention efforts in these critically needed areas. Finally, offering Federal TA for Air National Guard members in Title 32 status would also enhance our retention efforts.

General STULTZ. The Army Reserve is in the process of developing a strategy to transform the Full-Time Support (FTS) at the unit level which will better support readiness and mobilization of Army Reserve units on a continual basis. Evolving the FTS program requires addressing: Active-Reserve soldier staffing (AGRs); Army civilians; contractors; and unit members on orders beyond their statutory 39 training days per year. Currently, there are three studies underway to quantify FTS issues and inform policymakers. One study is determining the adequacy of FTS billets across the Reserve components. Another study is providing a "capabilities and competencies" analysis of FTS across the Army Reserve. The third is examining the use of dual status military technicians within the Army Reserve. These studies will lead to the development of a capabilities-based FTS solution for the operational demands in support of Army Force Generation.

Admiral DEBBINK. I appreciate Congress' foresight and concern for the retention of our Reserve servicemembers, and I'd like to thank Congress for the authorizations of these retention bonus initiatives to date. Continued congressional support for flexible special and incentive pays, which allows us to target specific year groups, communities, and critical wartime specialties remain vital to our ability to recruit and retain the right people for the right job through the most cost effective means. These authorities are critical force shaping tools to retain sailors in undermanned ratings and critical skill areas.

Additionally, your continued support for development of flexible and responsive policies, processes, and systems that support "Continuum of Service" and "Sailor for Life" initiatives will ease the burdens of service for Reserve sailors and their families, while helping us provide a favorable life/work balance for all who serve. Initiatives, such as the recently enacted post-September 11 GI Bill and Early Retirement Credit for Active Duty service, enhance our ability to recruit high quality sailors and to retain them and their families for life.

Reserve component retention rates among both officer and enlisted remain high, while attrition rates remain at historic lows. In fiscal year 2008, attrition rates were approximately 25 percent for enlisted and 15 percent among officers, contrasted with historical averages of approximately 29 percent and 19 percent, respectively. Additionally, we are continuing to judiciously apply force shaping tools to maximize "Fit," while targeting the optimal number of prior service enlisted accessions to comply with budgetary and strength controls.

Congress' continued legislative support of these programs and initiatives provide us with the necessary tools to retain our best and the brightest sailors, as part of the Navy Total Force.

General BERGMAN. The key to any retention effort is retaining quality Career Retention Specialists throughout the Marine Corps, not only the Reserves, and providing them with the tools to encourage marines to consider making a career out of the military. Targeting programs to retain/expand the Career Retention Specialist Force would ultimately benefit the Marine Corps and more importantly the individual marine. This would enable every marine the opportunity to explore more fully career opportunities available to them.

General STENNER. This committee's support of family support programs such as the YRRP, retention bonuses for our hard-to-fill critical skills, affordable TRS, and reduced age retirement eligibility, is essential to our retention efforts. While this list is not all inclusive, we believe there are additional tools that would help to increase retention rates. For example, identifying avenues to reduce the age for collecting Reserve retirement pay would be another great incentive to help us keep our experienced career airmen. We routinely hear of incidents where members of the Millennial generation, born in the 1980s, are not willing to serve over 20 years then have to wait an additional 10 years to receive a reduced annuity as compared to the Active component. We believe it would be beneficial if the mandatory age for collecting retirement pay was lowered. Additionally, medical coverage after retirement is a priority for the care of our members and their families. Providing the option of purchasing TRS beyond retirement should also increase retention.

Admiral MAY. Since September 11, 2001, the retention rates in the Coast Guard Reserve have remained relatively high, ranging from 87 to 89 percent, while the operational tempo and demands on our Reserve Forces have significantly increased. Although retention rates remain within our goal, we continue to analyze the use of reenlistment bonuses to incentivize servicemembers with critical skill sets at pay grades with a shortfall to stay past their initial obligations. The many existing benefits, combined with new benefits such as the post-September 11 GI Bill and reduced premium TRS continue to assist in the improvement of our high retention.

Additionally, within the Coast Guards modernization effort, we are reprogramming senior enlisted billets where best positioned to mentor junior enlisted reservists and strengthen participation and training plans. This senior enlisted cadre will provide expertise, oversight, and leadership at the field level, giving junior Reserve servicemembers guidance for a successful career and ensure more effective and efficient training of our integrated workforce. Experience shows that a higher level of engagement with a junior enlisted member's career and training results in a more satisfied and trained reservist who is more inclined to reenlist.

5. Senator AKAKA. Lieutenant General Vaughn, Lieutenant General Wyatt, Lieutenant General Stultz, Vice Admiral Debbink, Lieutenant General Bergman, Lieutenant General Stenner, and Rear Admiral May, the 21st century GI Bill provides enhanced educational benefits for veterans and servicemembers who have served in the armed services after September 11, 2001. The bill goes into effect on August 1, 2009. What steps has your Service taken to implement this program across the Guard and Reserve by August 1, 2009?

General VAUGHN. The post-September 11 GI Bill is a Title 38 Department of Veterans Affairs (VA) run program; however, this new program will affect all servicemembers ordered to Active Duty under U.S.C. sections 688, 12301(a), 12301(d), 12301(g), 12302, or 12304. For the ARNG this equates to Title 10 Active Guard and Reserve, Title 10 Active Duty for Operational Support, Title 10 Contingency Operations Temporary Tour of Active Duty mobilizations, and those who join the ARNG with Active component service post-September 11.

Currently the ARNG is awaiting final policy from the Army G1. Once this policy is received, potentially by June 1, 2009, the ARNG will send out an Education and Incentives Operation Messages to all States and territories with policy guidance for this program. Education Service Officers (ESO) and Educational staff will be informed on this new program in July at the annual ARNG Education Conference. Additional training is under development as a special 2-day workshop to be conducted at the ARNG Professional Education Center at Camp Robinson, AR. The new pro-

gram will also be incorporated into the curriculum of our semi-annual training offered to State educational staff; the next class is scheduled for November 2009.

General WYATT. The Air National Guard provides weekly information to the field Retention Office Managers regarding post-September 11 implementation and VA resources available to members. To date we have not received official instructions for implementation from the Office of the Secretary of Defense, Reserve Affairs. While we await this guidance, we do have a tentative plan in place to provide additional training to the Retention Office Managers when the web application comes online. We believe there will be a need for additional manpower resources to train site users for the web application, facilitate the benefits transfer application process, and to provide conflict resolution for eligibility questions from the VA.

General STULTZ. The Army Reserve has partnered with the Office of the Secretary of Defense (OSD) Reserve Affairs and other Reserve component service representatives, the Army G-1, the Defense Manpower Data Center, and the VA regarding the post-September 11 GI Bill initiative since it was enacted on June 30, 2008. The Army Reserve has participated in all post-September 11 working group efforts hosted by OSD Reserve Affairs over the past 10 months and will continue to provide feedback to OSD Reserve Affairs on post-September 11 GI Bill policy and procedural issues. Additionally, the Army Reserve has conducted various informational workshops and seminars with Education Services Specialists, retention personnel, and Human Resources Officers. The Army Reserve will continue to track the implementation and impact of the new GI Bill program for Army Reserve soldiers and families. The Army Reserve is advertising the new GI Bill program through its websites and will continue coordination efforts with OSD Reserve Affairs until full implementation occurs on August 1, 2009.

Admiral DEBBINK. Navy has taken several steps as a Total Force in preparation for the post-September 11 GI Bill program launch later this year. Navy, in an ongoing collaborative effort with the OSD and the other Services, is working to develop implementing policy for Service management of the program. Additionally, Navy has conducted analyses on the potential retention and recruiting impacts for both Active and Reserve components.

In order to facilitate implementation, Navy has begun a rigorous communications plan to educate the fleet on the provisions of the post-September 11 GI Bill and to provide sailors with updates as details are refined. Navy has been working extensively with OSD and the Defense Manpower Data Center to develop an online interface for seamless eligibility determination and transferability election. The website will have an Active component portal and a Reserve component portal to convey general program information as well as facilitating automated eligibility verification and election to transfer benefits. We have also initiated a training plan to educate recruiters (Navy recruiters are responsible for both the Active and Reserve missions), Navy Operational Support Center leadership teams, career counselors, Navy College Office counselors, Recruit Training Command instructors, officer commissioning program mentors, and educational services officers to effectively impart information regarding the provisions and eligibility criteria of the program.

Post-September 11 GI Bill information is readily available on our integrated online learning network, Navy Knowledge Online, and other frequently-visited Navy websites, which link to the VA Web site. We have also communicated information about the new program to sailors in the fleet through entries on each sailor's leave and earnings statement. We continue to circulate news articles and bulletins through various media outlets and host fleet-wide question-and-answer outreach sessions through mobile team trainers. These endeavors will continue to include the Active and Reserve component—both are working as a team to ensure the entire Navy stays abreast of the new program and any changes forthcoming.

Strategic communications about the post-September 11 GI Bill are essential to ensuring sailors are well-informed and prepared to take full advantage of benefits the program offers. We will continue to work collaboratively to ensure successful implementation of the post-September 11 GI Bill.

General BERGMAN. MFR MCCS continues to market Lifelong Learning Programs to include the post-September 11 MGIB through all available means; direct emails to units, briefings at various conferences and trainings and through our Family Readiness Officers. Additionally, we have created a dedicated email to support lifelong learning issues/questions: MFREDUCATION@USMC.MIL and have revamped and updated a more user friendly Education Web site <http://www.mfr.usmc.mil/hq/mccs/edu/edu.html>. In January 2009 we conducted our first Lifelong Learning site visit and another in February. In March 2009 we started conducting customer surveys to better serve the Force and to evaluate their needs. We have been approved for funding to conduct our first ever Lifelong Learning Conference for Unit Education Officers, currently scheduled for August 2009, specifically to provide the most

up-to-date information on the new post-September 11 MGIB. We will also continue to conduct site visits upon request. A power point presentation was created and emailed to units with as much details as possible provided from HQMC/OSD.

MFR MCCS is committed to provide quality education opportunities and information to all marines and sailors with TA and counseling services on most up-to-date changes stationed onsite and at 184 sites located throughout the United States.

General STENNER. Air Force representatives have been working closely with the DOD in establishing the service policy for the implementation and execution of the post-September 11 GI Bill. The Air Force Reserve has been involved in several working groups and other sessions to ensure that all pertinent details are identified and addressed prior to final development of the policy guidance. We stand ready to implement the new program and are keeping functional agencies that will play a key role in implementing and sustaining the program abreast of pending guidance.

Admiral MAY. The Coast Guard Personnel Management Directorate and the Coast Guard Office of Reserve Affairs continue to work closely with the Office of the Under Secretary of Defense, Personnel and Readiness, to ensure the timely transmittal of information to the Defense Manpower Data Center regarding qualified personnel. This process will ensure that the VA has the most accurate information required to make determinations on qualified benefits when our servicemembers make application for GI Bill benefits for higher education.

The Coast Guard has also disseminated information to its members through message traffic, through information posted to Coast Guard Central on the internet and intranet, and through various periodicals distributed to the field announcing the new educational benefits available to Active and Reserve military members. We will continue to use this multi-media approach to provide our servicemembers with the most up-to-date information regarding this new benefit.

QUESTIONS SUBMITTED BY SENATOR CLAIRE MCCASKILL

DUAL-USE EQUIPMENT

6. Senator MCCASKILL. Lieutenant General Vaughn, due to ongoing requirements and demands related to overseas missions such as OIF, the historic equipment on-hand (EOH) percentage for the ARNG has been about 70 percent. Fiscal year 2006 EOH declined to approximately 40 percent due to cross-leveling of equipment to support immediate deployment requirements. It increased to about 49 percent in fiscal year 2007. By the end of fiscal year 2008, the ARNG had 76 percent of its required EOH when deployed equipment is included. One of the primary reasons why these numbers are so low is that Guard components traditionally have had to leave equipment and vehicles in country (i.e. Iraq) for follow-on forces' use. As a result of these vehicle and equipment shortages, National Guard personnel have limited mobility when conducting military support to civilian authority missions. Up-armored and tactical vehicles do not necessarily maneuver well in urban environments and have limited seating capacity. Many National Guard units, therefore, require commercial, non-tactical vehicles (i.e. passenger vans, pick-up trucks, and sport utility vehicles) to fill the gap between authorized and on-hand vehicles for transportation and evacuation purposes during emergency response operations.

National Guard units continue to respond to State and federally declared disasters requiring passenger transportation, evacuation support, and cargo movement. Often times, units are unable to bring enough manpower to bear on a mission in a timely manner due to limitations of tactical vehicles. To overcome this obstacle, some have argued that their National Guard forces be allowed to make up the difference between authorized and on-hand tactical vehicles through the procurement of commercial vehicles. National Guard units could potentially draw these commercial vehicles from a centralized pool for use only during an emergency event. This would in turn greatly increase response time for both State-wide response and when providing emergency and medical assistance forces to other States.

Do our National Guard forces have the adequate mix of non-tactical vehicles it needs to respond to domestic emergencies and disaster events? If not, where are the shortfalls and what are the funding or bureaucratic constraints to get what you need?

General VAUGHN. The concept of utilizing nontactical vehicles to bridge the gap in authorized equipment such as HMMWVs has been reviewed by the ARNG. The basis of meeting both the Guard's wartime and Homeland Defense and Defense Support to Civil Authorities (DSCA) missions has always been on hand unit equipment. The goal is to equip units to 100 percent of requirements to ensure that adequate equipment remains in the State to perform domestic response missions when a por-

tion of its forces are deployed. A 100 percent equipped ARNG ensures we can train and deploy the unit for a Federal mission while simultaneously having the proper and authorized EOH, which our soldiers are trained to use for State missions. As the base requirement, using unit equipment for domestic response minimizes the overall ARNG equipping bill and enables training on the equipment used in wartime. Dual use of unit equipment is what makes the ARNG a modern and interoperable force. Reliance on a commercial fleet of vehicles for State missions may not meet the training requirements of our soldiers to ensure their readiness for overseas contingency operations.

Good progress has been made in improving the posture of the ARNG light tactical fleet. The ARNG currently has 84 percent of authorized HMMWVs on hand. By the end of fiscal year 2010, the ARNG will field 93 percent of required HMMWVs. While this is not fully modernized equipment, as most vehicles are not armored, it works in favor of mobility and maneuverability to support the domestic response mission. Some specific new up-armored HMMWV models are extremely heavy and wide, and of questionable value in domestic response.

The ARNG is already authorized approximately 10,000 light vehicles in the Table of Distribution Allowance non-tactical fleet. Some of these vehicles are government-owned and some are leased from General Services Administration. This non-tactical fleet has been funded at 65 percent. The shortage of buses, sedans, and light trucks does inhibit moving people and equipment.

DISASTER RESPONSE

7. Senator McCASKILL. Lieutenant General Vaughn, it has been stated by some that while advances have been made in pre-event coordination of National Guard forces with the interagency prior to a disaster response, there is not always a commensurate level of re-event resourcing and authorization that it needs to adequately respond to civil emergencies. At times this situation has manifested itself in the adjutants general being unable to control their own organic equipment and assets due to coordination mechanisms and chains of command that have to occur with Federal authorities. For instance, coordination of limited DOD aero-medical evacuation assets continues to be an ongoing issue for many States during a disaster response. The adjutants general have to compete for limited assets and even work with Transportation Command (TRANSCOM) for approval to use their own resources even at times. One might argue that the conditions should be set to better enable DOD aircraft transportation resources be made available for Governors and adjutants general to handle their own evacuation problems prior to an emergency.

Is the process for adjutants general and Governors to coordinate use of critical assets with Federal authorities in times of domestic crisis relatively efficient or in need or review?

General VAUGHN. The ARNG is now an operational force, supporting requirements and missions both at home and overseas. We continue to increase our equipment readiness posture, as well as improve the relationships we have built with the interagency. State Joint Forces Headquarters will equip their units to their required level, while balancing both domestic and overseas contingency requirements to prepare for or respond to emerging crises. Emergency Management Agreement Compacts (EMACs) involve the temporary movement of equipment across State lines to help address shortages of equipment in other States during emergencies. The ARNG prioritizes its equipment fills according to mission type, and continues to fill toward 100 percent. Although your question indicates a competition for resources between the Governors, their adjutants general, and Federal organizations, within the ARNG, each Governor has control over his/her State's equipment to respond to emergencies within their State. EMACs facilitate the use of that equipment between States, prior to crises. At NGB, we work with States to help coordinate equipment sharing.

You gave an example of how aero medical evacuation assets continue to be an ongoing issue for many States during disaster response, and that States have to compete with TRANSCOM for assets. In the ARNG, that is not the case. Any rotary wing assets within the ARNG are only moved with the consent of the State's Adjutant General. With that said, the advent of the chemical, biologic, radiologic, nuclear, or high yield explosives (CBRNE) Consequence Management Response Force (CCMRF) has created some constraints in rotary wing aircraft employment across State boundaries. Although aircraft designated for the CCMRF mission cannot cross State lines while designed as CCMRF assets, they can however participate in the response to their own State's emergencies. This constraint applies to personnel and equipment in support of the ground forces CCMRF mission as well. Insofar as a

State's ability to handle their own evacuations prior to an emergency, for evacuation by air, the Air National Guard would be better suited to answer that question as they have the fixed wing aircraft capability that would better address the requirement for mass evacuation. To answer your last question, there is always room for improvement in the coordination done between the States and Federal authorities. Some of the improvements we have implemented within the ARNG include the employment of Joint Enabling Teams, comprised of subject matter experts from various staff elements who are sent to an affected area to act as liaisons from National Guard Bureau to the State to facilitate information flow. Prior to hurricane season, conferences are held with the hurricane States, National Guard Bureau, and Federal agencies, to work through process improvements, changes to procedures, and update agreements.

There are always challenges in responding to any crisis. We are better as an organization and continue to gain efficiencies. We are better as a response force. We are better as a Nation since Hurricane Katrina in responding to crisis situations. Even during Hurricanes Katrina and Rita, units across the country quickly mobilized and responded to the needs of the Governors of Louisiana and Mississippi, beginning within 72 hours after receiving the call. More than 50,000 trained and equipped soldiers and airmen deployed to the Gulf Coast to help with rescue and recovery. The ARNG will respond in the future when needed, quickly, and to the best of our abilities, wherever we are needed in the United States to perform the mission we are given.

MEDICAL EVACUATION ASSETS

8. Senator MCCASKILL. Lieutenant General Vaughn and Lieutenant General Wyatt, are there adequate numbers of DOD aero medical evacuation assets available to National Guard forces in times of emergency?

General VAUGHN. The ARNG is on a path over the next few years to potentially possess a total of 27 aeromedical evacuation companies, but is pending Army's approval. This equates to 252 ARNG UH-60 aeromedical evacuation aircraft and 48 ARNG UH-72 medical evacuation aircraft. This amount of future aeromedical evacuation capability given our requirements overseas greatly enhances the ARNG's ability to be available in times of emergency. The ARNG may still have a small capability gap in additional UH-72 aircraft. Currently, the Guard is assessing that gap to determine any additional requirements across all the States, territories, and the District of Columbia.

General WYATT. In the Air National Guard, we have identified a requirement for three additional complete equipment sets. Additionally, there is a need for specific equipment packages to accommodate the transfer of special needs patients. Finally, we have requested a manpower study (priority one) to determine the proper manning for support of U.S. military operations overseas and homeland defense support.

CONSEQUENCE MANAGEMENT RESPONSE FORCE

9. Senator MCCASKILL. Lieutenant General Vaughn, the CCMRF consists of about 4,700 joint personnel who would deploy as the DOD's initial response force for a CBRNE event. The force would support civil authorities to save lives, prevent further injury, and provide temporary critical life support. The current CCMRF consists of three brigades that form the core of the multi-component, multi-service response force. These three units are the 1st Brigade Combat Team of the 3rd Infantry Division from Fort Stewart, GA; the 1st Medical Brigade from Fort Hood, TX; and the 82nd Combat Aviation Brigade from Fort Bragg, NC. The force also includes Air Force medical and engineering elements, Marine Corps technical support forces, and elements of the Defense Threat Reduction Agency and Defense Logistics Agency in order to conduct assessment, search and rescue, decontamination, medical, aviation, engineering, and logistics missions. The next CCMRF scheduled for 2009 is scheduled to be comprised of National Guard forces, which might tend to pull soldiers in high-demand/low-density occupational specialties from their organic units and might impede a State's ability to provide military support to civil authorities during emergency response operations.

Do you foresee Governors losing control of high-demand/low-density Guard assets by having to commit forces to the CCMRF, or are these concerns unfounded?

General VAUGHN. No. Once units have been identified for the CCMRF mission, these units are dedicated specifically to that mission, but will remain available for State missions, if required. CCMRF units can perform DSCA operations, but not simultaneously to a CBRNE incident. As a result, Governors will not lose assets and

forces that have been identified for the CCMRF mission unless a CBRNE incident occurs.

10. Senator MCCASKILL. Lieutenant General Vaughn, what States/units are slated to source their forces to the CCMRF in the near term?

General VAUGHN.

Units scheduled for 2009

Kentucky	63rd Theater Aviation Brigade
Colorado/Nebraska	Headquarters 2-135th General Support Aviation Battalion
Colorado	A/2-135th General Support Aviation Battalion
Colorado/Nebraska	B/2-135th General Support Aviation Battalion
Colorado/Nebraska	C/2-135th General Support Aviation Battalion
Colorado/Nebraska	D/2-135th General Support Aviation Battalion
Colorado/Nebraska	E/2-135th Field Support Company
Arkansas	Detachment 1, B/449th Aviation Services Battalion
Florida/Alabama	B/1204th Aviation Services Battalion

Units scheduled for 2010

South Carolina	Headquarters 218th Maneuver Enhancement Brigade
South Carolina	4-118 Infantry Battalion
South Carolina	218th Support Battalion
South Carolina	251st Area Support Medical Company
South Carolina	111 Signal Company
South Carolina	1052nd Medium truck Company
South Carolina	108th Public Affairs Detachment
North Dakota	3662nd Maintenance Company
Michigan	Headquarters 146th Medical Battalion
Michigan	1171st Area Support Medical Company
Alabama	Headquarters 115th Signal Battalion
Alabama	B/115th Signal Company
Wisconsin	357th Signal Company

11. Senator MCCASKILL. Lieutenant General Vaughn, will Governors and adjutants general be able to pull these forces back from this requirement in the case of an exigent circumstance requiring their presence, i.e. natural disaster?

General VAUGHN. Yes, the CCMRF units remain available for State missions. However, it is recommended that units perform State missions only and not respond to DSCA operations outside their State due to the CCMRF mission requirement.

12. Senator MCCASKILL. Lieutenant General Vaughn, will all these forces be collocated in one location on a constant alert level or will they be kept in their organic State to be called upon whenever needed?

General VAUGHN. The CCMRF forces will remain organic to their State until Federalized for a CBRNE incident. This applies for both CCMRF aviation and ground forces.

[Whereupon, at 4:41 p.m., the subcommittee adjourned.]

