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HEARING

ON

NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2009

AND

OVERSIGHT OF PREVIOUSLY AUTHORIZED PROGRAMS

BEFORE THE

COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES

ONE HUNDRED TENTH CONGRESS

SECOND SESSION

READINESS SUBCOMMITTEE HEARING

ON

BUDGET REQUEST ON THE READINESS OF THE ARMY AND AIR FORCE RESERVES AND NATIONAL GUARD FORCES

HEARING HELD
APRIL 1, 2008

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FISCAL YEAR 2009 NATIONAL DEFENSE AUTHORIZATION ACT—BUDGET REQUEST ON THE READINESS OF THE ARMY AND AIR FORCE RESERVES AND NATIONAL GUARD FORCES

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
READINESS SUBCOMMITTEE,
Washington, DC, Tuesday, April 1, 2008.

The subcommittee met, pursuant to call, at 9:05 a.m., in room 2118, Rayburn House Office Building, Hon. Solomon Ortiz (chairman of the subcommittee) presiding.

OPENING STATEMENT OF HON. SOLOMON P. ORTIZ, A REPRESENTATIVE FROM TEXAS, CHAIRMAN, READINESS SUBCOMMITTEE

Mr. ORTIZ. Good morning. This hearing will come to order. I want to thank our distinguished panel of witnesses for appearing before the subcommittee today. And it is a pleasure to see you again and to work with you.

Today the Readiness Subcommittee will receive testimony on the readiness posture of our Army and Air National Guard, Army Reserve, and the Air Force Reserve. The readiness of our Reserves and National Guard is a vital concern for this committee and the Nation. This is especially the case now, given the heavy reliance upon reservists and guardsmen, both at home and in combat in Iraq and Afghanistan.

My friends, it is no secret that all of the services are experiencing readiness shortfalls. This subcommittee has heard in briefings and testimony the many difficulties our ground and air forces are experiencing as they try to maintain combat readiness. These reports cause great concern about the ability to sustain ongoing operations as well as potential future missions.

These significant readiness shortfalls also extend to the National Guard and Reserves. And in many cases, they are more pronounced than the active component.

Training and equipment shortfalls hinder the support that the Reserves provide to the active forces. In the case of the National Guard, these shortfalls also limit our ability to respond to emergencies at home.

For example, the Army National Guard currently has an average of 61 percent of the equipment needed to support their state governors and their requirements. Believe it or not, this is a significant improvement over the 40 percent equipment average of prior years. And I applaud that progress.

But 61 percent is just not sufficient preparation for emergencies at home. In my view, a 39 percent equipment shortage creates an unacceptable level of risk for an emergency response force.

We certainly wouldn't want our fire or police service to be equipped with 61 percent of the equipment. And I understand that. I used to be a sheriff. And I hate to respond to emergencies of all kinds with only 61 percent, you know, of the equipment that I have.

In addition to equipment shortfalls, I am also concerned about the Defense Department's plan to shift the Guard from a strategic Reserve force to an operational force. This is a historic change, and it raises serious questions about how the Department will resource the Guard to train, man, and equip to the level required of an operational force.

I am also concerned about how the Guard will balance this operational role with its existing state missions. These equipping and training challenges are troubling. Today I hope you gentlemen will help us better understand the readiness difficulties that you face as you support ongoing operations and prepare for other missions at home and abroad.

We understand how important your mission is, and we, the Congress, we want to help you. But we are relying on you to tell us what you need to restore the readiness of our Guard and Reserves.

Gentlemen, I look forward to hearing your testimony.

And now the chair recognizes the distinguished gentleman from Virginia, Mr. Forbes, the Ranking Member of the Readiness Subcommittee, to make any remarks that he would like to make.

[The prepared statement of Mr. Ortiz can be found in the Appendix on page 47.]

STATEMENT OF HON. J. RANDY FORBES, A REPRESENTATIVE FROM VIRGINIA, RANKING MEMBER, READINESS SUBCOMMITTEE

Mr. FORBES. Mr. Chairman, I want to thank you again for holding this hearing. And as we all know and you have stated before, the readiness of our troops is critical to our national security and success in the war on terror. The Department of Defense (DOD) continues to face budgetary pressures against the backdrop of the ongoing war on terror, continued high operations tempo, and a need to recapitalize much of its aging equipment.

There is no doubt that the challenges the Department of Defense face are significant. Years of under-funded procurement accounts are manifesting in aging fleets of aircraft, ships, and vehicles. And this aging equipment is costly to maintain. It offers reduced reliability and requires increased manpower to keep it serviceable.

The high mission capable rates and mission effectiveness ratings that are being reported are a direct result of the hard working, dedicated men and women serving this nation. Nowhere is this more evident than in the National Guard and Reserves. The Reserve component has faced many additional challenges because it started this long war postured, as you mentioned, as a strategic Reserve.

For decades we have postured the National Guard with a Cold War mindset. We believed we could accept risk in equipping and

training the Guard because we thought there would be a clear, unambiguous signal to get them ready. We also believed there would be sufficient time to field the equipment and get them trained before they would be needed on the battlefield.

We have learned many lessons as we move into the sixth year of this global conflict. We have learned that there is not time to ready the Guard from a strategic reserve posture because the threat simply doesn't allow it, because the industrial base can't support it, and because natural disasters like Hurricane Katrina come with little or no warning.

The need for a ready, well-equipped, and integrated Reserve component is clear. However, the shortfalls in equipment, the holes in the yard prior to 2001 make the Guard's transition to a modernized operational Reserve particularly challenging.

Although substantial progress has been made, there is much more to be done. In 2001, the Army had a $56 billion shortfall in major weapons systems and modernization funding. The Army is now on a path to reduce that to $17.4 billion by 2013. The Reserve component was a large part of that number and will benefit greatly from investments being made to modernize and equip the forces.

However, we must realize that we cannot snap our fingers and produce a Reserve component that is fully ready, regardless of the funds provided. Transitioning from a strategic Reserve to an operational Reserve would take years, even if there were no other demands on the National Guard and the Reserves. Navigating that transition while we are at war is what many have likened to changing the oil in your car with the engine running. Most would say it is possible, but it is not easy to do, and it is certainly not recommended.

Unfortunately it is where we are, and we must be successful. In order to do so, we must be patient. We must have a solid plan of action. And we must provide the funding stream necessary to make it happen.

I look forward to hearing from each of our witnesses. I thank them for the service that they do to our country.

Mr. Chairman, I know you join me in recognizing that they have done a tremendous job in producing some of the greatest men and women the world has ever seen. We look forward to their discussion today on the readiness challenges that they face and the tools they need to get the job done for our nation.

Thank you all for being here.

And, Mr. Chairman, I yield back.

[The prepared statement of Mr. Forbes can be found in the Appendix on page 50.]

Mr. ORTIZ. You know, today we are very lucky to have a group of very responsible and dedicated individuals. And we appreciate the work that you have done throughout the years, both representing the National Guard Bureau, the Army, and the Air National Guard, and the Army and Air Force Reserves.

Today our witnesses are Lieutenant General H. Steven Blum, Chief of the National Guard Reserve.

General, good to see you, sir.

Lieutenant Colonel Clyde A. Vaughn, Director of Army National Guard.

Good to see you again, sir.

And Lieutenant General Craig A. McKinley, Director of the Air National Guard.

Thank you, sir.

Lieutenant General Jack Stultz, Director of the United States Army Reserve.

General, so good to see you again, sir. I hadn't seen you in quite while.

And Lieutenant General John A. Bradley, director of the United States Air Force Reserve.

Without objection, all witnesses' prepared testimonies will be accepted for the record.

And, General Blum, whenever you are ready you can begin your testimony, sir. Good to see you.

STATEMENT OF LT. GEN. H. STEVEN BLUM, USA, CHIEF, NATIONAL GUARD BUREAU

General BLUM. Good morning, Chairman Ortiz, Ranking Member Forbes, and other distinguished members of the subcommittee. We the leadership of the National Guard, General Vaughn, General McKinley, and myself as well as our senior enlisted advisors here today are here to answer any questions you may have in an open forum on the readiness of the National Guard. Obviously because it is not classified setting, we will have to keep those answers generic. But we are more than willing to get to the issues at hand.

This morning I am joined, frankly, by three excellent representatives of the 465,000 citizen soldiers and airmen that make up your National Guard. General Vaughn will introduce the Army representative from the Army Guard. And General McKinley will introduce the air representative.

But first I would like to introduce my senior enlisted advisor that represents all 465,000 of those airmen and citizen soldiers. And that is Command Sergeant Major Dave Hudson, who is with me today. He is a long-serving law enforcement officer from the Alaska National Guard, has served in the Air Force as well as the Army. So he knows both sides very well. And he also understands the interagency, inter-governmental role the Guard plays when we are not overseas in support of the Army or the Air Force for the combatant commands.

You are absolutely correct. This committee, thank you for having this most important hearing on readiness. Readiness requires three essential things for it to occur. You must have people. The people must be trained. And those trained people must have the equipment they need to do their—the tools to do their job in-hand.

I think it would be best at this time to introduce the members that are brought with us, our special guests today and kind of let this committee focus their readiness issue to ensure that these magnificent men and women that serve our Nation and do what we ask them to do have at least the resources and the tools to do the job we ask them to do. So, General McKinley, if you would go first, please.

[The joint prepared statement of General Blum, General Vaughn, and General McKinley can be found in the Appendix on page 55.]

STATEMENT OF LT. GEN. CRAIG R. MCKINLEY, USAF, DIRECTOR, AIR NATIONAL GUARD

General MCKINLEY. Thanks, General Blum.

Mr. Chairman, members of the committee, thank you for the opportunity to be here today. I am deeply honored to introduce my Command Chief Master Sergeant, Chief Master Sergeant Richard Smith, who is in the second row behind me. Dick Smith is in his fourth year serving as our senior enlisted advisor. And he hails from the state of Ohio.

I am also deeply proud to introduce right behind me, Mr. Chairman, Master Sergeant Mike Keller. Mike is a C–130 loadmaster from the 164th Airlift Wing in Mansfield, Ohio. He has been deployed in support of Iraqi Freedom and Enduring Freedom for over 500 days.

And on one of his missions he was the loadmaster on a C–130 with 59 passengers onboard whose landing gear was raised but was unable to be deployed. They flew around doing conference calls and were able to get the gear down saving those lives of 59 people. He is a technician, but he has been a drill status guardsman in Ohio. He represents the absolute best and finest that we have in the Air National Guard. And we are deeply privileged to be in front of you today, sir, to answer any questions you may have.

Thanks, Chief.

General BLUM. General Vaughn.

[The joint prepared statement of General McKinley, General Blum, and General Vaughn can be found in the Appendix on page 55.]

STATEMENT OF LT. GEN. CLYDE A. VAUGHN, USA, DIRECTOR, ARMY NATIONAL GUARD

General VAUGHN. Chairman Ortiz, Ranking Member Forbes, distinguished members, a great honor and a privilege to be here this morning. I would like to introduce my Command Chief of the Army National Guard, Command Chief Thomas O'Sullivan from Massachusetts.

It is a singular privilege to introduce this next great soldier. I want to introduce to you Staff Sergeant Brooks Shield. And his story is quite difficult sometimes to tell, but please pay really close attention because he represents the finest of the great patriot families that we have in the Army National Guard and across the other Reserve components that we have here today.

Originally from Yankton, South Dakota, spent several years in Council Bluffs, Iowa, with the finest 168th Infantry of the Iowa National Guard, put in his 10 years, got out, had a 5-year break. And then upon hearing that the Charlie Battery, the first of the 147 Field Artillery out of South Dakota was going to Iraq, he enlisted. And he enlisted because his brother was the Platoon Sergeant in that formation, Platoon Sergeant, 1st Platoon, Charlie Battery.

They trained for six months at Fort Dix. He was assigned as a squad leader in the 2nd Platoon, later to deploy into Iraq as some would talk about it as a sec four formation, but to train, deploy jointly with the Iraqi police in reconnaissance and security missions, and pull personnel service security detachment missions

throughout Baghdad, mainly Eastern Baghdad operating out of Lafave there.

Brooks, on the morning of 4 December, was in a Humvee getting ready to depart with is squad. And his brother, doing what great platoon sergeants do and rotating around and giving other members of their formation a chance to do something else, some of them going on leave, had volunteered and was a gunner in a Humvee that went out the front gate in front of him by about 15 minutes. Brooks later moved up to departure time out of the forward operating base——

Mr. ORTIZ. General, can you get closer to the microphone, please?

General VAUGHN [continuing]. Moved up to the forward operating base and heard there that there had been an explosion about two miles down the line. And they had some Humvees that were engaged with the enemy. And so, he moved out with his squad and there to find a couple of Bradleys from the 3rd Infantry Division (ID) there on location and went about the business of securing returning fire, rescuing, attending soldiers, one of which was his brother, put his brother in that Bradley and later returned to Lafave, and his brother was dead, killed in action.

Brooks returned with his brother to Washington, D.C., came into Dover, had promised his brother that he would do some things with him when it was all over. And they, along with his brother, Richard, drove by the Supreme Court building, the Capitol and Arlington Cemetery, and then returned to South Dakota and buried his brother on a very cold wintry day.

And then he returned to his unit to go through the full tour with a formation that lost four and had three hurt very seriously. He is an eighth grade school teacher, one of those individuals that makes a difference out there. He says we are making a great difference. And the biggest thing that he is proud of is the patriotism of those that step forward and serve their Nation when called, regardless of what they are asked to do.

And it is a great privilege, you know, to be here with him and with a family that has given so much. I would ask that my statement be read into the record. I look forward to your questions. And I am going to turn the remaining piece of this discussion over to Steve Blum.

[The joint prepared statement of General Vaughn, General Blum, and General McKinley can be found in the Appendix on page 55.]

Mr. ORTIZ. Sergeant, thank you so much for your dedication, not only of you, but your family. And we are very proud.

And for those folks that are here, this is the type of individual that we have as citizen soldiers serving our country today. Thank you so much, sir. Let us give him a hand.

[Applause.]

General BLUM. Our third and final guest that is here today to see this important hearing and to participate today is——

Mr. ORTIZ. General, can you get closer to the microphone? Some of the members are having problems hearing.

General BLUM [continuing]. Sergeant Shield's wife, Joan. Joan is the wife of the soldier that General Vaughn just described. She is not only a wife, she is a teacher, a special education teacher in middle school making a difference for the future of our Nation in

educating our youth. She has two sons and a 13-year-old daughter. The daughter's name is Clara. The two sons are named Jordan and Blake.

She is very, very loving wife and mother. But she also does something very important for our Nation in addition to educating our youth and raising a good family and being a good spouse to a deployed soldier. She is the family readiness volunteer for Charlie Battery 147 Field Artillery in Yankton, South Dakota, which means all of the free time that she has is devoted to making sure that the citizen soldiers that are down range doing the kind of things that were just described by General Vaughn are taken care of back here at home.

One of the things that this committee needs to make sure when we are discussing readiness is when we talk about people like Joan, that they are properly resourced and given the tools they need to do this important role in taking care of soldiers and their families before they are deployed, while they are deployed, and when they come home so that they are fully reintegrated back into our society. It is very important that we reset the force, not only with equipment, but we do it psychologically, emotionally, and otherwise.

The practical reality is that this unit, Charlie 147, has been alerted for redeployment again in 2009. And Staff Sergeant Shield will deploy with that unit once again. And Joan will have to do the hard work with her volunteers yet again. I just want to make sure that we give these magnificent Americans the tools that they need to do their job in uniform and out of uniform, here at home and abroad and when they come back home so that we can have this volunteer force sustained as an operational Reserve.

Because whether we want to debate whether it is an operational Reserve or not, or do studies about whether we are an operational Reserve or not, for the last seven years we have been an operational Reserve in reality. And we will be for the foreseeable future. It is time to get the authorities, the laws, the policies, and the resources in alignment to be able to sustain the magnificent effort of these magnificent young Americans.

Thank you, sir. I await your questions.

Mr. ORTIZ. This is something, General, that I saw firsthand when I went to visit one of my National Guard units that had been deployed.

Thank you, ma'am, for your great dedication and work.

I ran into a school teacher as well whose brother had been deployed not once, but the second time. Some of the families were completely lost. They didn't know where to go. They didn't know what to do. And if it wasn't for people like you, it would be so hard on the families.

And the committee and I have talked about this as to how to best handle that. And I can assure you, General, that we are working on it, and we are trying to do our best to facilitate and give the families what they need.

Again, ma'am, thank you so much for the kind work that you have done.

[Applause.]

Mr. ORTIZ. Now, who do we have next to testify?

STATEMENT OF LT. GEN. JACK C. STULTZ, USA, CHIEF, U.S. ARMY RESERVE

General STULTZ. Yes, sir. It is General Stultz, the Commanding General for the Army Reserve Command. First of all, Mr. Chairman, Mr. Forbes, other members, thank you for the honor to come here today and testify before you about the readiness of the Army Reserve. I am here to tell you that the Army Reserve is answering the call. We currently have between 25,000 and 30,000 Army Reserve soldiers mobilized at any given time, both here in the continental United States and the 18 to 20 countries around the world serving our nation.

I have submitted my posture statement for the record. And so, I did want to also introduce a couple of individuals. First and foremost, my Command Sergeant Major, Command Sergeant Major Leon Caffie. He is the senior enlisted soldier for the Army Reserve representing that 200,000 soldiers we have in our ranks. He is a Vietnam veteran. He is an Iraqi Freedom veteran. But more importantly, he knows what it means to take care of soldiers and take care of their families. And it is an honor to have him representing our senior enlisted ranks.

I brought two individuals with me today also to introduce to you. This time last year when I was testifying, I also brought some great combat veterans from the Army Reserve to highlight what they are doing serving their country. But this year I really wanted to bring a couple of individuals that have yet to deploy.

But it does highlight the quality of the force that we have in the Army Reserve. The first individual is First Lieutenant Villacorder.

Stand up.

I met Lieutenant Villacorder when I was over in Korea this past September. I was having lunch with a group of soldiers who were over there for an exercise. And I asked him, I said, "Where did you go to school?" And he looked at me and said, "Grad or undergrad?"

And I said grad school. And he said I got my doctorate at Massachusetts Institute of Technology (MIT). And I said what did you major in. And he looked at me like you won't understand. And he proceeded to tell me things about how you take mental images and thoughts and convert them into speech patterns or whatever. And I said what do you do for a living. And he said I work for a contractor, actually doing defense work.

And I said doing what. And he said developing artificial intelligence for unmanned aerial vehicles and other systems. And then I had to ask the question, why are you here. Why are you here? You are a Ph.D. MIT graduate with a great career, and you are sitting here in front of me as a First Lieutenant.

And he said, "Sir, after 9/11, I volunteered and joined the Army Reserve as a Private because I wanted to serve my country." And that epitomizes the quality of the force that we have, individuals who have great educations, great careers and put it on hold and volunteer to go risk their life to serve their country.

So I am not saying that every Army Reserve soldier out there is a Ph.D. grad, but what I am telling you is the quality of the force is unbelievable that we have right now. And it is soldiers like Lieutenant Villacorder that epitomize those great Americans that come from your state who put their life on hold to serve their nation.

Now, the other individual I want to introduce is Private E–2 Leticia Young. She just finished her advanced individual training this past January. She also epitomizes what the Reserve components, Guard and Reserve, do for this nation. Because you see, Private Young came from the inner cities of Memphis, Tennessee.

Her mother is a single parent. She has three siblings. She is trying to support that family along with her mom. She is trying to take care of her siblings. She is the oldest of the four.

She really doesn't have a whole lot to look forward to. How do I get out of this situation? How do I better my situation? And I can't leave my family. I have got to be there for them.

And one of our general officers actually met her through church, going to church together and said let the Army Reserve help you. Let the Army Reserve help you out of this situation.

So she enlisted in the Army Reserve. She went to training this past year at Fort Sam Houston. And she is now a dental assistant. She now has a skill.

Next month she starts a job in Memphis, Tennessee, in a dental office working as a dental assistant. And she has already told me she is going back to school in August to start working on her degree.

But the Army Reserve—and I highlight the Army Reserve, but any Reserve component it is not just about, you know, pulling people in to serve their country who are willing to serve their country. It is also about offering people the opportunity to better themselves and give back to the community.

Just as we were talking about the school teachers here, now we have an individual that is a soldier for us, but she is also giving back to her community as a dental assistant. She is also helping her family. She has got a future. And the Army Reserve has been able to provide her a way out.

So I just want to highlight for you today the goodness that we have in our forces in terms of the quality of the individuals, but also the goodness of what we are doing. You know, a lot of times we get criticized for the quality of what we are bringing in in some cases. We don't get credit for what we are putting out, what we are developing.

So I look forward to your questions. It is an honor to be here. Thank you, sir.

[The joint prepared statement of General Stultz and Major Caffie can be found in the Appendix on page 97.]

Mr. ORTIZ. Thank you, sir.

General.

STATEMENT OF LT. GEN. JOHN A. BRADLEY, USAF, CHIEF, U.S. AIR FORCE RESERVE

General BRADLEY. Chairman Ortiz, Mr. Forbes, thank you. I appreciate the attendance of all the members here. I think these hearings are extremely important so that we can talk to you about our people and what we need to do the job our services and our Nation ask us to do.

I did not bring any airmen with me today. But I want to talk to you a little bit about what our airmen are doing in our Air Force Reserve. And I am very proud of them.

This is a readiness hearing. And our people are the readiness of our command. We are in 2 weeks going to celebrate the 60th anniversary of the Air Force Reserve. I believe we are the most ready force, the best-equipped and best-trained force we have ever had in our 60 years of existence as the Air Force Reserve.

Yesterday I reviewed the readiness ratings of all of our flying units in the Air Force Reserve. And they are as high or higher than any in the entire Air Force. So I am very proud of the job my people and their commanders are doing in our units around the country.

They are deployed at a great rate. We have got about 1,000 people mobilized. But what we do in the Air Force Reserve as we deploy, we deploy more volunteers who are not mobilized rather than those who are mobilized so that we can save that mobilization when it is needed.

We talk about moving from a strategic Reserve to an operational Reserve. And I personally believe that is a very good thing for us. We have been doing this for 15 years in the Air Force. Our Air Force has treated us well, given us good equipment and the right budget authority so that we can equip ourselves and train properly.

My units have to be ready to deploy. Every one of my units has to be ready to deploy within three days. We do not train at home before we deploy for a major war campaign. We have to deploy in three days. So we do our training throughout the year. And it has been very effective.

I have units today that are preparing to deploy to Iraq and Afghanistan to fly close air support missions for soldiers and Marines to take care of those folks that are doing that very difficult job on the ground. I have several units that are training today to deploy for the fourth and the fifth time in the last six years, and in one case, in the last four years.

So I am very proud of the job that our airmen do. My deployments are not as long as the Army deployments and the Army National Guard and Army Reserve deployments. But when we send our people for three and four months at a time several times over the years, it adds up. And they have done a phenomenally good job.

We do it with volunteers. Most of the people who go to fly our combat missions in Iraq and Afghanistan in the Air Force are not mobilized. They are done with strictly volunteers.

At home we have a great set of missions that we conduct at home taking care of the homeland, flying through hurricanes to give warning to folks who live on the East coast and Gulf coast of the United States to prepare for storms. My hurricane flying unit during Hurricane Katrina had their homes wiped out around the Gulfport, Mississippi, area and along the coastline, and they continued to fly through the storms that were still approaching the United States in other areas, even though their families were back home trying to pick up pieces.

We fly forest fire containment missions. And we also fly aerial spray missions in the Air Force Reserve in the homeland. We can respond to natural disasters.

I said we are the best-equipped. That is because you have provided us, through the National Guard and Reserve equipment ac-

count, money that has allowed us to continue to modernize our aircraft so that we can be capable and relevant in today's Air Force.

We have systems on our aircraft today thanks to your generosity in this Congress to give us this equipment. And I directly relate this equipment from the National Guard and Reserve equipment account to readiness and to saving lives of soldiers and Marines because we are more capable with the assistance we have doing our close air support missions.

So I want to thank you for your generosity. I want to thank you for authorizing us to pay in some cases for travel for our reservists for inactive duty training. That is a brand new authority you gave us in the last authorization bill. And it will make a dramatic impact on our airmen who are displaced because of base closure and have to find new units that may be hundreds of miles away from where they actually live today. So thank you for that.

Finally, I am very proud of our young airmen and soldiers and sailors and Marines. I believe this young generation—you have seen some of them today. Some are older. But there are many very young people out there, active, Guard and Reserve, serving our Nation.

And in my 40 years of service I will tell you I think this is the finest group, most disciplined, most dedicated, professional group of young people we have had in my entire time in our Air Force. So I am very proud to get to lead for a few years the Air Force Reserve airmen. And this generation is serving our Nation with great distinction.

I look forward to your questions. Thank you, sir.

[The prepared statement of General Bradley can be found in the Appendix on page 129.]

Mr. ORTIZ. Thank you so much. I think that the American people today have seen what the citizen soldiers, what they do and how they protect our country, the dedication and their commitment. You know, what I see now is just like a moving vehicle. And this is how I see what the problems that we confront today.

A moving vehicle full of occupants trying to get to the destination on the way might develop problems, flat tire, radiator, transmission. So what we are trying to do is to get that vehicle to that destination and to get those occupants safe.

So what we are doing today is to see how we can work together by putting all these pieces together so that we can get there, but at the same time do our best to bring our young men and women back home safe. So what we are trying to do is to fix the pieces. And if it is a flat tire, let us fix it this morning. If it is a radiator, let us fix it. But we need to do something to get this thing done in a fair way that will protect our soldiers.

General Blum and General Vaughn, I know from my visit to the Army National Guard units that equipment is often in short supply. And I have seen this. I have seen this many, many times. I went to a National Guard unit. And you have heard this story. They had deployed. They came back. And I went to visit with a family.

All the children were there, their wives. They had just returned. And I asked him. Can I go see your equipment? And they looked

at me, and they looked at the rest of the soldiers there. And they said what equipment. Our equipment was left behind in Iraq.

So I have been trying to get a better understanding of the magnitude of Guard equipment, the shortages. And you have reported to us that the overall average of equipment available to support the governors' mission is 61 percent. Am I correct when I use that number?

General BLUM. Yes, Mr. Chairman, you are absolutely correct. Sixty-one percent is where we are today.

Mr. ORTIZ. Yes, sir. And recently the Army G–8 briefly committed that the Army Guard has 79 percent of its required items. I mean, this is a significant difference. And both numbers represent a huge increase of the 40 percent average that was reported last year. You know, I see a disparity here. Has the ruler that you measure equipment on changed?

Are you and the Army measuring things differently? How has the equipment problem improved so significantly in 1 year? Because, you know, I still know and I still hear that sometimes they get to Kuwait and they might be short on equipment or they don't have enough training. Maybe you can enlighten the committee this morning as to the differences, what kind of ruler is the regular Army using and you are using.

General BLUM. Mr. Chairman, this is a genuine concern shared by the Secretary of Defense, the Secretary of the Army, the leadership of the Army, and, of course, the Army National Guard. Not so much the concern for the Air Guard because, as General Bradley said, the Air Force Reserve and the Air Guard have been superbly equipped as an operational part of the Air Force. They have operationalized their Reserve 30 years ago. And they are reaping the benefits of that investment today.

The Army did not make that same choice, and we are not in the same place. In front of you you have our posture statement. In fact, all of the members of the subcommittee should have this at your desk.

On page three, there is a very simple cartoon that represents in cartoon fashion the testimony given by Secretary Gates to the Congress of the United States a few weeks ago, and Secretary Geren in his testimony to the Congress a few weeks ago. I stand behind these numbers.

In 2006, we had 40 percent of the equipment that we were required to have in the hands of our units available back here at home, which is called available to the Governors because the Governors are those Commanders in Chief that will call their Guard out in the next 10 minutes if a dam breaks, or if there is an earthquake, or if there is a terrible accident, or a terrorist attack, or a terrible weather catastrophe were to occur. It is essential that the Guard that is home have the equipment in their hands that they need.

This unit that Sergeant Shield is a member of when they are not in Iraq has to respond to flooding in South Dakota. They must have the equipment and the vehicles and the radios and the medical equipment and so forth to be able to respond.

2006 that was 40 percent. Secretary Gates testified that in 2009 that figure will be 70 percent. And by 2013, if all of the money

comes as programmed and as we expect and it stays and survives across the program, we will be in 2013 at 77 percent. So I don't want to argue with other people's figures and other people's numbers because you can calculate things in many, many different ways.

But if you are asking me what equipment does the National Guard have in the United States immediately available to the units to respond if their Governors call them out today, it is 61 percent this morning. And it will be about 65 percent by the end of this fiscal year.

And then it will continue to improve every day as it has improved over the last two years because of several things: a serious commitment on the part of the Secretary of Defense and the Secretary of the Army to ensure that the Guard is equipped for this mission that is equally important here at home as the one we are doing overseas. There is a new recognition of that.

Second, the tremendous attention to this problem given by the Congress of the United States and the real, tangible money that was authorized and appropriated mostly through the National Guard and Reserve Equipment Appropriation (NGREA) that really gets that equipment exactly into the hands of the units that you would want it to have in your district, in your congressional district where your constituents live and vote and serve. That is where we need to get that equipment.

And we are making progress in that. Are we where we need to be today? No. Are we getting better each and every day? Yes. Will we get to the end state described in here? Yes, if the Congress stays dedicated to this issue and stays watchful that this money gets to where it is supposed to go, where it was intended to go.

I think the senior leaders in the Pentagon today are dedicated to this. But we have to make sure that that dedication doesn't wane over the next four to five years as we get to where we need to go.

General Vaughn, do you want to add anything?

Mr. ORTIZ. The only reason that I asked about maybe using a different ruler is because you have two missions. You know, one is to go into a war in a theater that is at war like we are now in Afghanistan and Iraq. But the other mission is domestically, you know, responding to what the issues might be for a fire, a flood. Isn't the equipment different from going to fight at a regular war theater than from responding to——

General BLUM. Mr. Chairman, that is an important distinction. When Sergeant Chiles was in Iraq, he had every piece of equipment that this Nation could put on him and his unit. He lacked for nothing.

Is that right?

Sergeant CHILES. Correct.

General BLUM. And that is tremendous testimony to the commitment of the Congress of the United States and the military leadership in the Pentagon to ensure that none of our soldiers or airmen, Marines or sailors go in harm's way without the equipment they need to perform their mission overseas. That is success.

But that magnificent accomplishment had an unintended consequence of diminishing the equipment that was back here at

home. We need to be ready for the overseas mission. I think that it is right that the National Guard and the Reserves should always be called when we put our young men and women in harm's way because when you call out the Guard and Reserves, you call out America. You bring out the will of the Nation.

And that is extremely important when Joan's husband is overseas and her kids are back here. They want to know the American people are with them. And that does do that. But we also need to make sure that when the Governors call out or the President calls out the Guard back here in the homeland they are equally well-prepared to do the mission.

Now, in the homeland fortunately we don't need to be 100 percent equipped in artillery or tanks or attack helicopters or lethal weapon systems. But we do have to be 100 percent equipped in trucks, radios, medical sets, engineer equipment, command and control security forces so that we can deliver the essential 10 capabilities the American people expect the National Guard or the Reserves if they augment us in a response domestically. They need to have that equipment as well.

So you are absolutely right. This subcommittee should be rightfully concerned that we are magnificently and adequately equipped overseas. But we should not do that by not paying attention to our preparedness because we have to be ready back here at home as well.

The mission back here is a dual mission. So those pieces of equipment that we could take to war overseas, anywhere on the planet or help some international country out of a problem or help us with our national security issues have great utility back here in what we call the critical 10 area, which I just described.

And we have worked with the United States Army to agree on 342 line item numbers of equipment that fall into general purpose transportation trucks, aviation, general purpose helicopters that can fly medical supplies, take people off of roofs in a flooded area. In other words, they don't have to be armed helicopters. They just have to be utility helicopters. We have to have those.

We have to have radios to be able to communicate and interface with other members of the Department of Defense that are responding to the event. We have to have medical sets to save lives and reduce suffering. We have to have engineering equipment to get in there to even get to the problem. And then we have to have engineering equipment to help clean up and mitigate the problem or deal with the after effects of it.

They now have come to agreement with this. And General Casey, the Chief of Staff of the Army, has sent a letter unprecedented in the history of the United States. First time ever in the history of the United States the Chief of Staff of the Army has sent a letter to the Congress saying yes, the Guard does need this equipment. And by the way, if more money would be made available, this is exactly where that money would go to buy that equipment.

So this is a magnificent step forward and a demonstration of the genuine commitment that the Chief of Staff of the Army and Secretary of the Army and Secretary of Defense and the Chairman of the Joint Chiefs, frankly, have really placed a lot of time and attention on this. And it is, frankly, a tremendous team effort because

of the pressures and the attention the Congress has put on this, the assistance that the Congress has been willing to apply to this.

And we are not where we need to be. But we are getting better every day. And I think we will be in an acceptable place in about 2013 at the current rate of the flow of the funds.

Mr. ORTIZ. We just hope to God that nothing happens between now and the year 2013. You know, one of the problems was that the equipment was left behind, and they need the equipment at home, as well, so that they can train. But I don't want to take all the time.

Let me yield to my good friend, Mr. Forbes, for any questions that he might have.

Mr. FORBES. Thank you, Mr. Chairman.

And thank all of you. Today is a good day for us because having you come in here and testify—we just thank you for your service. We are all privileged in here. We have a great chairman. And also, the committee we get to serve on is probably the most bipartisan committee in Congress.

So when you come in here today, you not only come in with your statistics and your testimony, but you bring individuals in here that just show the quality and the character of the job that you are doing. And we thank you for that.

If a picture is worth 1,000 words, bringing in these fine men and women—I don't think we could put a number of words on that that you give us to show us what you are doing. I also was talking to General Blum right before we started. And I told him while you have enormous talent and wonderful people who serve beneath you, we thank you, too, because you are doing a tremendous job of training. I look at the people you are turning out and the kind of excellence that you do, and we just thank you for that.

The other thing we also see—if any of you ever saw the movie Casablanca, at the end they have a statement that said round up the usual suspects. And when I turn on the TV or I turn on the Internet today or pick up a newspaper, the usual suspects are always in there telling us how the sky is falling and how everything is terrible.

General Stultz, you talked about how they are always talking about the quality of people and then you bring in and say look at the quality of people we are turning out. And you are proud of that.

And when you look at Sergeant—is it Shield? I have heard your name pronounced two or three different times today. Is it Shield? Is that correct? I mean, you can't do better. That is the best America has to offer. I mean, somebody that is teaching eighth grade, you know, goes over with the commitment you had for your brother and for your country. We just thank you for that and for all that you are doing.

And I want to try to compare apples to apples here today because so many times we get apples to oranges. And one of the things that happened—I want you to take just a moment and help me with strategic Reserve and operational Reserve. And if I am off on this, correct me.

But basically when we went from a strategic Reserve—is there anybody that is watching this or listening to this—we basically had a capacity that said we are going to have our requirements lower

because if we need it, we are going to gear up then and we are going to produce and we are going to change our requirements. Operational Reserve we changed the requirements, and we say no, we are going to be in this state of readiness all the time. We are going to increase the numbers we have.

Overnight when DOD comes out and says we are going to go from strategic Reserve to operational Reserve and they say your requirements are going to go from—let us take your fiscal year 2001 requirements for just medium tactical vehicles, which were 4,722 and then they come in and say and now you are going to be an operational Reserve so your requirements are going to be 22,266. Overnight your percentages of equipment you would have would be enormously less in that percentage, even if you had more vehicles. Is that an accurate statement for everybody?

So as I look at some of the information I have been given just for the Guard—although you are absolutely right. We are always going to have a long ways we need to travel and things we need to do. For just something like medium tactical vehicles if I just look at a percentage, it would lead me to think my gosh, we have got less vehicles than we had yesterday or the day before.

But for example, in just medium tactical vehicles I could pull a number of statistics. In fiscal year 2001, we had 290 of them on-hand. Today we have got 9,280 of them either on-hand or pending delivery. That is a huge difference in the number of vehicles we have got today versus what we had yesterday. But the percentages might either be the same or less because our requirements that we have set out is greater. Is that not accurate? Anybody disagree with it?

Now, one of the questions I would just ask you today—and I really have two questions and then a third one. And if you can't tell us today, if you could perhaps just get back to us on the record. But one of the things we are interested in is if you look at the requirements that you have and then you look at the President's budget and what we funded and what is in the supplemental, what is the shortfall in funding needs that you have? Because that is what we want to get our hand around. And if you can tell us that today, fine.

General Blum.

General BLUM. Yes, Ranking Member Forbes. The Chief of Staff of the Army actually sent that over in a letter form about five weeks ago to Congress. That number is roughly $3.9 billion. That is the differential. And that is his letter. And I stand behind it. I think he has got it pretty rock solid.

Mr. FORBES. And do you give us a breakdown in that letter or at some other place of where that money would be allocated?

General BLUM. Yes, sir. He actually has in a second sheet to the letter, which is an attachment or an enclosure that lists exactly where that money would go and exactly what it would buy.

Mr. FORBES. Thank you, General.

General BLUM. Yes, sir.

Mr. FORBES. The second question I would ask for any of you is this. General Stultz talked about the quality of people that you are getting in terms of recruitment and retention. Can you describe for us any highlights or concerns you have in your recruitment and

your retention? In particular, is there anything we need to give you in terms of tools to help you do the recruitment and retention that you are currently doing to get the kind of people that you brought with you today?

General VAUGHN. I can start, if that would be all right.

Mr. FORBES. Yes, sir.

General VAUGHN. As you know, I think, we are doing extremely well in the Army National Guard. One of the issues—and it hasn't been raised to this point, but you touched on the operational versus strategic Reserve. And it is equipment, and it is full-time support. And it is manning this force.

We were only authorized in our units above and beyond those soldiers that were in the training pipeline about 82 to 83 percent at the start of this war. And, you know, the myth goes that we would go to the training base and get filled up with soldiers out of the Individual Ready Reserve (IRR) or the big Army training base or wherever.

Something that needs to be looked at very closely is that if you took Sergeant Chiles unit as he got ready to go, he may have been at 100 percent on the books. But there were 18 or 20 percent of those soldiers that were in the training pipeline and counted against his unit.

What we have to turn around is the authorization piece for our total strength. We have really got to look at making sure that we have 100 percent trained soldiers in our unit. And that means our training pipeline needs to come over and above our force structure. And today that training pipeline is embedded in those units.

Right, Sergeant Shield?

Sergeant SHIELD. That is correct.

General VAUGHN. That is exactly the way it is. And so, as an operational Reserve I will tell you that I think that we need to continue on this track today because we are fooling ourselves if we think we have got 100 percent personnel readiness in those formations. There is a structural deficiency in the Army Guard and Army Reserve that needs to be dealt with.

It is a little more technical discussion, and we don't necessarily need to have it here. But we need to get the slide in front of you so you can understand that there is a difference between the active force with their over-strength and their trainees, transients, holdees and students (TTHS) and what we are doing in the guard and reserve today. And we are going to need help to continue to recruit.

We are recruiting the highest quality force that we recruited in many years. In fact, we are recruiting the highest quality force we have ever recruited. What we need to do is continue on that track with the authorities and capabilities that you have given us until we make this an operational force. Thank you.

Mr. FORBES. Thank you.

General STULTZ. Congressman Forbes, I would just—one, on the equipment side—and we will submit it for the record. But I can tell you the value of my total equipment right now that I am authorized in the Army Reserve is about $22 billion, of which I have got about $4 billion of the right equipment on-hand.

[The information referred to can be found in the Appendix beginning on page 151.]

General STULTZ. Now, you go through what is programmed for 813, what is in the NGREA, what is in the supplementals and whatever, and it gets us down to about a shortage of about $7 billion still left. So there is still a shortage left.

The critical thing though is that that is programmed over a fiscal year 2008 to 2013 period of time while we are operating as an operational force right now. And what I am mostly concerned about and continue to focus on is to make sure that the equipment needs of the Army Reserve don't get slid to the right, you know, as somebody else comes in and says, well, we need those dollars for something else right now or we need that equipment for something else right now.

And so, we are holding fast. And that is where the NGREA really helps us out. Because when we get the NGREA money, that is allocated for specifically the Army Reserve for our equipment. And it is more difficult for anybody to shift those funds around.

But, you know, we started out in 2001. I had, I want to say, about 78 percent of the Army Reserve's equipment on-hand. As of right now, I have got about 66 percent. And a lot of that is because we left a lot of equipment in-theater that has yet to be replaced. It is funded, but it takes time to get that equipment replaced.

And as General Blum and General Vaughn testified, that, a lot of times, that dual-use equipment with the Army Reserve with the combat support service support, you know, most all of our equipment is dual-use.

Mr. FORBES. I don't want to take any more time. I know we have other members that need to ask questions. But if you would like, if any of you would like to submit any of that for the record, it would be very helpful for us in trying to see how we can help you and support you.

And the last thing I would ask for the record—Joan, forgive me for calling you Joan, but I just want to identify you. I never call anybody out of the audience, but the witnesses pointed you out today. One of the things we understand is that there is oftentimes a difference between resources we see on paper and resources you actually get in your hands to do something.

And I would really appreciate it if you could send us a letter or something that would outline the kind of resources you need and that you see every day that you think is important to help with the family situations that you have. It doesn't do us any good to have it on paper if it is not getting to you. So if you would let us know that, we would love to look at that, too.

And with that, Mr. Chairman, I yield back.

[The information referred to can be found in the Appendix beginning on page 151.]

Mr. ORTIZ. Thank you.

Mrs. Boyda.

Mrs. BOYDA. Thank you very much.

Thank you for being here. We are extremely proud of our guard and reserve in Kansas. I will mention that my husband is an 11-year reservist. So thank you so much for your service and for being here today.

And I have two questions that I will just give, and then I will listen for your answers. One, back in January you invited us to a breakfast, a caucus breakfast. And what I heard very much at that point was something along the lines of medical and dental Reserve readiness so we make sure that these men and women who are trained and ready to go also have teeth that are ready to go. And I would just like for you to comment on that, what you need Congress to do, what the status of that is.

And then I would also like your opinion—these are two very, very different questions. If something else, again, happens in the rest of the world as Afghanistan, Pakistan start to hopefully get under control, but, God forbid, went in the other direction, how are you ready to respond to those kinds of just strategic, additional strategic threats?

General STULTZ. Well, I will take on the medical, dental piece. There is a couple aspects of that because one, as we are talking about operationalizing the Reserve—and, as was mentioned earlier, that requires us to be at a higher state of readiness because unlike a strategic Reserve where you would have time to get your equipment, to get your training, to get your medical, dental readiness before you would be expected to employ, we don't have that now. As an operational Reserve, you are expected to be at a much higher state of readiness. So that is going to require us to maintain a higher state of medical and dental readiness in our forces.

Mrs. BOYDA. Are those programs in place?

General STULTZ. Ma'am?

Mrs. BOYDA. Are those programs in place?

General STULTZ. Not really because unlike an active duty soldier, I will equate it to this. If you are on active duty, you come back to Fort Hood, Texas. You are required to report to the dental clinic every six months. You are required if you have a dental problem to get it fixed. And the Army is paying for it.

With a Reserve component soldier you come back from theater, you are demobilized. You go back into your civilian status. Now I can require a soldier to go get a dental checkup. But when he has a huge amount of dental work that needs to be done, it is very difficult for me to require him to get it done. He can't afford it.

Mrs. BOYDA. What do you think the answer is?

General STULTZ. Well, I think we have got to be able to provide some type of funding to provide regular dental checkups and dental readiness for our soldiers. Now, maybe we phase it in over time as in the force generation model where you are going once every five years. Maybe you don't do it in year one or two, but by year three, you have got to take care of that soldier's dental needs because you have got to have him ready and you have got to have him trained and be able to employ.

So I think we have either got to provide the funding so that we can provide that dental care for the soldier——

Mrs. BOYDA. Excuse me. Is this on? Have the Guard and Reserves made those requests? Or are we putting those programs in place or that funding in place? Or what is the status of the actual request?

General STULTZ. Yes, we have put in requests for, one, we have what is called the Federal Strategic Health Alliance (FEDS-HEAL)

program, which allows us to do that, contract for dental care. What we are requesting is to be able to do it sooner. Right now it kicks in at about 90 days prior to deployment. We need that in effect at least one year, hopefully two years out. And then we have got to have the funding to cover that.

Second, we would like to have——

Mrs. BOYDA. I ask because I am also a member of the Personnel Subcommittee. So this is a chance to bring those kind of two issues—it is a personnel issue absolutely, but it also becomes a readiness issue.

General STULTZ. But we have a TRICARE dental program also. And one of the alternatives would be for us to fund to pay for that TRICARE dental program for our soldiers to provide ongoing dental care.

Mrs. BOYDA. Would somebody care to quickly answer the second concern that I had about where troop strength lies with regard to more strategic threats? I know that is a little bit more of a difficult one.

General BLUM. This group, this panel that is sitting before you does not really talk to that subject. But in an open forum that anyone could see or read about in the congressional record, let me say that we are not broken as the armed forces of the United States. There is tremendous capacity and capability still left in this Nation. And if something were to happen around the world, decision makers at the Pentagon would have to probably prioritize some other things that we are doing to accommodate that.

But there is enormous capacity and capability still left in the land forces of our Nation, the air forces of our Nation, and particularly the naval forces of our Nation. So the American people should not be concerned that we are basically spent or we have spent all of our capacity and capability in the current effort. There is much, much more left that we are holding, many, many more military options and capabilities that we are not employing in the effort that we are engaged in right now because it is a different kind of effort requiring a different kind of skill set.

But there is a great role that the Air Force and the Navy can play. And there is a great Army in the Army, active Guard and Reserve. There is great capacity still there as well. It even would be deeper and greater if we get this equipment problem fixed because then our capability and our inventory and our options even become—that reconstitutes your ability to have a strategic Reserve as well as an operational force.

General MCKINLEY. Ma'am, I would just say from the Air National Guard that General Bradley and I are very fortunate in that most of the airmen that we have used so far have done their duty in a volunteer status. That is the unique characteristic of having an expeditionary force.

Therefore, General Bradley and I have not had an excessive mobilization, and our airmen are ready and trained and capable to assist our Air Force, both overseas and at home with our homeland air defense mission. So I would echo what Chief Blum said in terms of our capability.

General BRADLEY. Ma'am, briefly, I agree with what they have both said. When you use an operational Reserve, it doesn't mean

you are using all of it all the time. You are using pieces of it, so you still have an enormous strategic capacity left that could be mobilized and deployed very quickly, in the case of the Air Force. So I think you should not have a concern that we are over-used in this operational context so that there is still—so that there is not a strategic Reserve left. There is.

Mr. ORTIZ. Before I pass to Mr. LoBiondo, let me ask you a question about what is the story of the F–15s now. I know you have a huge responsibility to patrol the homeland. And I know we have some problems with them.

Now, where do we stand with them? Or have they been fixed? Are they going to be able to return to be able to fly?

General MCKINLEY. General Blum, if you will let me take that.

Mr. Chairman, obviously the aircraft that we lost a few months due to structural failure was an Air National Guard F–15 from St. Louis, Missouri. That aircraft was discovered to have had a defective longeron in the aircraft from the time it was built. And that is an affect of our aging fleet of aircraft, is as they grow older and they are stressed. This aircraft literally came apart in mid-air. The pilot was seriously injured. However, he is recovered.

And then the rest of the F–15s were grounded, looked at. And the majority of our F–15s now are back in flight. But it concerns me as the Director of the Air National Guard that we have lost five F–15s in the past year, two to mechanical problems with the rudder and the aileron interface. The structural failure that we had at St. Louis—and that, again, expresses the interest we all have in this aging fleet of aircraft that your Air National Guard and Air Force Reserve has.

And the Chief of the Air Force has expressed his desires to modernize and recapitalize the Air Force. And that is what we have to participate in with him.

Mr. ORTIZ. So you feel that we are adequate with what we have patrolling our skies and protecting our homeland?

General MCKINLEY. Well, Mr. Chairman, as you are well aware, from Texas we had other aircraft that we were able to use in place of those F–15s that were grounded. General Bradley and I both put our F–16 fleet heavily into the air sovereignty mission to backfill those aircraft that were lost due to the grounding of the F–15s. So we had an adequate supply of other aircraft, Mr. Chairman.

But the real serious nature is that those airplanes are growing older. The average age of our aircraft is approximately 27 years old in the fighter community, older in the mobility and tanker community. And therefore, we have to have a capable recapitalization program that General Bradley's forces and I can participate in.

Mr. ORTIZ. Mr. LoBiondo.

Mr. LOBIONDO. Thank you, Mr. Chairman.

Good morning, gentlemen. Thank you for being here today.

General McKinley, I especially want to thank you for bringing the air sovereignty alert mission to the forefront and for working so hard to address this issue. But as you know, we have had some conversations. I am very concerned about the level of funding allocated for the Air Sovereignty Alert (ASA) mission, which we all know, is almost exclusively National Guard with F–15s and 16s.

Can you explain to us why we have an almost $35 million shortfall in the funding for the ASA mission?

General MCKINLEY. It is a tremendous concern to General Blum and myself as we look at the number one reason that our forces sit on alert here at home, is to protect the American citizens and our infrastructure, that we have to continually come back and through supplementals and through end-year funding sources try to compensate those who are serving. We are trying through the 2010 Program Objective Memorandum (POM) build to baseline air sovereignty. We have not been able to find exactly the right mechanism to do that. But the Air Force has been able in year-end execution to cover the gaps that we have.

We do have about a $35 million gap in fiscal year 2009. So working with the Air Force, working with the funding sources that we have, my goal is to baseline that funding so that units like yours in New Jersey, the 177th Fighter Wing, can have a stable air sovereignty posture that we can have a very capable and competent workforce that is secure doing that mission. But we are still working on those linkages to fully fund sources for the air sovereignty mission.

Mr. LOBIONDO. Thank you. And I really appreciate your pressing on this. So if I am understanding you correctly, it is not having any effect on the mission now. You are attempting to baseline it so it becomes part of the budget. If it is not baselined, it is inevitable to have an effect in the future? Or how do you see that?

General MCKINLEY. Sir, it most definitely will create an imbalance. And where it really shows up is in the airmen that we employ in this mission. They are not stable. They don't have a predictable career path. We don't have the ability to sustain our force. And so, those are all negative issues which I know you and I discussed in your office. We need to fix that. And that is what baselining the mission will do for us.

Mr. LOBIONDO. Mr. Chairman, you raised the issue of the F–15s. And I appreciate that.

General, do you feel that the recapitalization is on track for Air National Guard for this purpose to accommodate the shortfall?

General MCKINLEY. Congressman LoBiondo, the truth is we have to have a proportionate rebalancing of forces. And at the present time, the roadmaps that I have been privy to show that the Air National Guard and Air Force Reserve are being involved in those decisions. But as I look out 5 to 10 years, many of the units that are in your states will need to be recapitalized.

We will need to put more emphasis on that. We will need to work more with the Chief of Staff of the Air Force to ensure that there is proportionate recapitalization.

Mr. LOBIONDO. Thank you, General.

Mr. Chairman, thank you for holding this hearing. If I may submit to you, Mr. Chairman, for consideration, this baselining budget issue is something that is critical to the entire nation. If there is something that we can do through this committee to help with that process, I would strongly encourage it.

Mr. ORTIZ. There are no objections. So ordered.

Mr. Loebsack.

Mr. LOEBSACK. Thank you, Mr. Chair. Is this working? Is it okay? Okay, thank you.

Thanks to all of you for your great service. Sorry that Sergeant Shield had to return to South Dakota. But I certainly understand, his home state. But I am glad that you could spend time—that you and your spouse could spend time in Iowa for some time anyway.

Often I follow Congressman Courtney here who knows a lot about submarines. And I usually say that we don't have a submarine base in Iowa. We have very few bases. We have nothing large in Iowa, let us put it that way. But we do have a number of National Guard folks and a number of Reserve.

I am a freshman, and when I came to Congress, my first choice of committees had to be education and labor because I am a former educator. My wife is a former educator. And I had no choice. But my second choice was this particular committee in no small measure because of the prevalence of guard and reserve units and in addition to the regular military in Iowa.

So I am really happy to be on this committee. And I want to second what Congressman Forbes said, too, about the bipartisan nature of this committee. I don't know, it may be an oasis in Congress at the moment, you know, in terms of its bipartisan nature. And I am happy to be a part of it in that sense.

But I just want to focus on a couple things with respect to Iowa, if I may, in the little bit of time that I have. To date, the Iowa National Guard has mobilized about 10,000 soldiers and airmen in support of Operations Enduring and Iraqi Freedom. Every one of my constituents and every Iowan across the state, of course, is equally proud of the service and dedication of our National Guard men and women. They have answered their call to duty. And I think they have performed admirably over the years.

However, as the Adjutant General of the Iowa National Guard, Major General Ron Dardis stated in his condition of the National Guard address to the Iowa legislature on February 19th of this year, the Iowa Guard and our Iowa National Guard families are "stressed and strained."

Now, General Bloom and General Vaughn, according to the Army National Guard end strength and funded authorizations, I understand that the Army National Guard has a four to one ratio of part-time personnel to full-time support. In your testimony you state that "Full-time support personnel are vital to the full spectrum of the Army National Guard operations. Meeting readiness needs especially in an era of persistent conflict underscores the vital role of our full-time support personnel."

That is your testimony on page 13. Now, the need for an increased ratio of full-time support personnel is critical, I understand, from my contacts at the Iowa Army National Guard, to the Iowa Army National Guard. And I understand that the U.S. Army plans to increase full-time levels by 2012.

Would you be able to increase your full-time staff by 2010 if authorized and funded? And can you highlight for the committee the readiness implications to the Army National Guard of not having adequate full-time support personnel to meet the needs generated by obviously the increasing operational tempo of the National Guard force?

General BLUM. Sir, sooner is better. If authorized and appropriated, we could hire those people immediately. The readiness implications of them are exponential. The reason that General Bradley can deploy his forces in 72 hours and General McKinley can deploy, direct deploy his forces right out of their home air bases in less than 72 hours is that they have adequate full-time manning.

They are, the Air Force Reserve and the Air Guard, are an operational Reserve force and have been for three decades. The Army Reserve and the Army Guard are not resourced adequately at the full-time manning level to have the readiness this committee would expect us to have. So any increase in that effort would be greatly appreciated and would have a significant improving effect on the readiness of both the Army Reserve or the Army National Guard.

And if General Stultz or General Vaughn want to comment further, I would invite it.

General VAUGHN. Congressman, the ramp or the authorization that these numbers of full-time support soldiers come to the Guard or Reserve was built on a model that was put together in 1999 when it was a strategic Reserve. And that particular ramp calls for us to get about 1,400 soldiers a year in the full-time support arena, in the Army Guard. Jack Stultz is a little bit different.

Army has recognized that we have got as a cornerstone to make this full-time support percentage better. The problem is if it is a study, it is going to take a while for that study to get out of here. And that is going to put it beyond the deliberations of the cycle that we are in. So as General Blum said, we would appreciate being able to expedite and ramp this full-time support level up. And it does directly affect readiness just like equipment does.

Two cornerstones, full-time support and equipment—the other piece, full-time—or a fully manned and supported force, which is the training resources it takes to get these folks ready to go into harm's way. Full-time support is a big deal for us. And we sure appreciate any efforts that could escalate that.

General STULTZ. Yes, I will just echo what they are saying. It is all about readiness. And in the Army force generation model that we used to build our cyclical readiness where you are building on a five-year cycle that we are trying to build to so that it takes one year, two years. And by year three, you are really into starting to train as a unit.

And you really need to be able to put together that core team of that unit, the leadership and the support mechanism. That is full-time support.

And if we don't have the full-time support, then it takes us longer to build that team to get ready and to build, not only the readiness we need to be able to employ immediately, but the readiness that we talked about earlier for strategic depth that we are having ready units that are sitting there not being employed because they have still got one or two years before they are expected, but they are at a higher level of readiness. So I echo everything that General Blum and General Vaughn said about sooner is better and more is better.

Mr. LOEBSACK. Thank you very much, gentlemen.

And, Mr. Chairman, I would like to submit a question to General McKinley for the record, if I may, as well. My time is up. Thank you.

Mr. ORTIZ. You hear no objection. All the questions that you might have will be submitted for the record.

And now, Mr. Bishop.

Mr. BISHOP. Thank you, Mr. Chairman.

Gentlemen, you can hear me? Generals, all of you, I am impressed by the commitment and the dedication you have to this country. It is commendable.

General Vaughn, I will say first off that when you introduced the good Sergeant behind you, you undercut your argument. Anybody who can handle the raging hormones of eighth graders, military issues should not be a problem whatsoever.

But I want you to know that for all the gentlemen and ladies who were introduced or sitting here, I am honored to be in your presence. And to be very honest, I feel inferior to the dedication that you exhibit every day in your commitment to this country.

I also want to take as a basic understanding that I realize military funding is a major problem. In my personal view, the President's budget he sent up was not adequate funding for the military. The budget we voted on is not adequately funding the military. And to be honest, we have prioritized improperly our recapitalization, which harms the manpower issues. And that is inadequate.

But—and that conjunction always means that is the end of my good stuff. Now I am becoming negative. You guys get paid the big bucks to make this work, regardless. I have a specific issue.

And, General McKinley, I will address these to you. The Utah test and training range to me is still a priceless asset that we have. It is the only land-based range we have where everything can be tested. And since I came here, the entire delegation has worked hard to make sure there are no encroachments on that range.

Presently the National Guard 299th Range Control Squadron, the air traffic controllers, are those that make it functional. The program budget decision 720, though, took all 102 part-time positions and half of the full-time positions away.

At the beginning of March, the entire delegation from Utah sent you and General Blum a letter. We have yet to receive a response from that, not even an interim reply that you have received that particular letter that deals with manpower.

In the meantime, a manpower study was conducted by the personnel professionals at Hill Air Force Base that concluded that at minimum 16 part-time positions need to be in here just to make sure that there is any kind of surge in program capacity at the Utah test and training range. So I have six specific questions.

General McKinley, if I can address them to you. I want to go through them first, and then you can go back to them.

Number one, is there any reason that I should suspect the accuracy of the manpower study that was done by the personnel professionals out there that says as a minimum 16 part-time positions need to be added back in to that program? And is there reason I should not take that as prima facie evidence that there is a need?

Number two, is there any reason that Senator Hatch and Senator Bennett and myself should not be, pick a verb here, outraged,

infuriated, upset, misguided that we have yet to receive a reply from our request that was sent up at least three weeks ago, not even an interim concept or understanding that we have received—that you have received the letter? And once again, your decision for the cut goes into effect today, and we have still not received a reply from your office.

Number three, am I accurate in saying that certain positions have been added back by the National Guard from previous cuts? Number four, am I accurate in saying the Utah National Guard and Air National Guard have met or exceeded their retention goals?

Number five, if you have some places where our 2 to 400 positions that have been authorized short in their manpower assessment, do you actually think that there is not the possibility of coming with 16 part-time positions for this 299th Squadron? Or do you actually think that General Tarbet should maintain a squadron of three?

And finally, when can I expect some kind of solution to this problem, which in all respects I see as kind of a budget shell game between the Air Combat Command (ACC) and the National Guard. This is not a proposition from Lichenstein. To me, this is a small problem that can easily be solved. I would like to know when it can be solved.

And in all due respect, General McKinley, you guys broke it. I want a solution from you.

Now, those are the six ones. If I can have you go back through them.

General MCKINLEY. Congressman, those are great questions.

Mr. BISHOP. Let me just do them easily. Is there is a reason for me not to—and is there a reason for me to question the manpower assessment from the—the accuracy of the manpower assessment?

General MCKINLEY. Sir, if I can give you a straight answer, the assessment was done by folks in Utah. And manpower is a commodity today that is like gold. We are giving up manpower across the board.

And therefore, when you make that assessment in Utah, I have to have my higher headquarters at Langley and here in Washington validate that. That is what we are in the process of doing, is corroborating exactly what you are saying at Air Combat Command and at our headquarters here in Washington.

Mr. BISHOP. So it may be accurate, and it may not?

General MCKINLEY. I believe the folks in Utah were absolutely right saying that is a requirement for them. I would like to be doubly careful to make sure that I can come to General Blum with a final answer. And I have not involved the Chief of the bureau yet. So I want to make sure we bring the best facts to General Blum that we can.

Mr. BISHOP. Number two, is there a reason we should not be upset by the lack of a response from your office?

General MCKINLEY. No, I think you should always be upset when we don't provide you a timely response.

Mr. BISHOP. Not that I think I deserve a response. It is just this issue deserves a response.

General MCKINLEY. Yes, sir, I agree. And I have been in contact with General Tarbet on several occasions. So he and I do have a very frank working relationship on this.

Mr. BISHOP. Has not our Guard and Air National Guard exceeded its retention goals?

General MCKINLEY. It has.

Mr. BISHOP. You actually think there should be a three-man squadron left out there to control this?

General MCKINLEY. No, we have to have adequate manning at that range that meets the requirements of the combatant commander and the people who do the training. And if I had an unlimited budget—it is an affordability issue. You have talked about it. And you have also said quite rightly that as we transition from a strategic to an operational Reserve there are more challenges to that budget.

So we had to make some very tough choices. We did it across the nation. I could have probably five or six questions like this from members of this committee. And what I am trying to do is do the best I can for the United States. I need to present it to General Blum, and we need to give you the state of Utah final answer so that we can move beyond. But I understand this is a great capability.

Mr. BISHOP. Since the 720 decision went into effect today, when can I assume there will be a final decision and final report back to us on this particular issue? And once again, if I hadn't worked so hard to make sure that there were no encroachments on this range to maintain it, it may not have bothered me so much.

I have no problems in accepting some cuts. But this is one of those things I think is putting us into the area of inability to operate the effectiveness of the range. So is there some kind of rough ball park of when we can anticipate that decision to be made?

General MCKINLEY. I am going to let the Chief answer that. I think he wants to give you a good answer.

Mr. BISHOP. General.

General BLUM. I don't know if I will give you a good answer, but I am going to give you an honest answer. It is the first time I have heard about it.

You have got my attention. We are talking about 17 people for a national asset. I will get into it this afternoon. I will get you an interim reply this afternoon, even if it is by e-mail or a telephone call. And then we will see. I don't know how quick I can resolve it because I don't own all of the organizations that really control this.

But it sounds like a manageable level problem. And you will get a reasonable solution to it as fast as we really can get all of the moving pieces together.

I apologize publicly. We should have sent those senators and Members of Congress an interim reply that said at least what I just said right now.

Mr. BISHOP. General, let me just say I don't think I could have asked for a better response. And I appreciate that response. And once again, I do appreciate what all of you are doing for the National Guard, for this Nation as well. That was more than an adequate response to my question. Thank you, sir.

Mr. ORTIZ. Thank you so much. Any information that you might come up with between now and then be sure to just relay it to Congressman Bishop. He has got some good, good questions.

Ms. Shea-Porter.

Ms. SHEA-PORTER. Thank you.

This question should be easier. It just requires a, "Sure, we will do that." And this one is for General McKinley.

And I would like to ask about the Air Guard in Portsmouth, New Hampshire. And the Air Force is currently having conversations about a number of new associate wings, including one for the KCX. And our wing, as you know, is operating KC–135s. And we would be very interested in having a wing there. And we have a great Guard. It is enthusiastic, hard-working and a great deal of experience. And I wanted to know where the status of the conversation was at this time regarding Pease Air National Guard Base.

General MCKINLEY. The Adjutant General of New Hampshire, General Clark, and I have had many conversations on the ability of moving active duty people to Pease Air National Guard Base and make that an active associate wing. That is another byproduct of this operational Reserve, is that in the Air Force, in the Air National Guard and the Air Force Reserve we are going to get closer. We are going to work together better. And we are going to share the iron because there just won't be that much of it.

So we are in the stages of talking to the United States Air Force and trying to figure out where that manpower would come. Air Mobility Command is the major command that owns the tanker assets in New Hampshire. So it is a three-way dialogue between the National Guard Bureau, Air Mobility Command, and the air staff here in Washington. And I can come by and give you an answer at your convenience, ma'am, and talk to you about the advantages of having an associate wing at Pease.

Ms. SHEA-PORTER. And I can talk about the advantages, too. And I will take you up on that offer. Thank you.

Mr. ORTIZ. My good friend, Mr. Jones.

Mr. JONES. Mr. Chairman, thank you very much.

And again, thank you for being here today. I sit here listening to your presentation, my colleagues' questions. And the words tough choice have been used a couple of times and, you know, resetting the equipment. And it all comes down to this government—not you, but we need to do a better job of prioritizing our spending is really what it comes down to, and especially in the world we live in today.

Let me ask you, General Vaughn and General Blum, just what is the advertising budget for the National Guard.

General VAUGHN. Congressman, I hate to tell you, but I would have to give you probably something for the record to get right down to the number. For the advertising piece alone, I believe this is somewhere around $250 million. I know there was an article here the other day about how big this was, you know, in the papers. But they added several other lines on top of that.

That particular budget hasn't grown much for the last three years. You know, it took a lot of effort to get where we are at today. So it is somewhere around $250 million. But I will have to get you the exact number on it.

[The information referred to can be found in the Appendix beginning on page 151.]

Mr. JONES. No, I was not being critical. That really was a friendly question.

Yes, sir, General Blum.

General BLUM. It is an important footnote to add that in our advertising budget for the National Guard we are not funded or authorized to purchase on-air time on television (TV) media or radio. So we have no money, zero money for that. So our budget is completely for print items, brochures, other methods that we are using to get our advertising out.

None of that is buying air time on TV or radio. And that is important to know. We are specifically precluded from that, and the other services are not. And that will help you understand the advertising budget differentials.

Mr. JONES. I appreciate you bringing that up. And my staff is sitting here, and I would like to find out the rationale behind your statement. And again, the question about the advertising is a friendly question because the Reserves as well as the Air Force—I think you all have done a magnificent job in a very tough environment to maintain the numbers that you have.

And I was very interested, and I saw a magnificent ad about the Marine Corps recently. And that is what brought it to mind, as a matter of fact. It is a wonderful ad of the Marine Corps. And then one about the Navy—and yet I know that you all are doing a splendid job back in the states to encourage men and women, many sitting behind you today, to give of their time and possibly their life for this country.

General Blum, I wanted to go to in the few minutes I have left—I have been very pleased. I am one of the Members of Congress who feel that we must do a better job of securing our borders. Yes, we have a war on terrorism. Yes, we know where al Qaeda is and the Taliban. But, you know, there are a lot of people who believe, and people like yourself who are professionals and some of us in Congress, that we have every right to be concerned about possible terrorists down in Central and South America.

And I read a very good article. It is very complimentary of the Guard. And I am being very complimentary as well—the Operation Jump Start program and the fact that what the Guard has done down to help the border agents secure the—and I understand that this program is going to end, I think, some time in July. Is that correct?

General BLUM. Yes.

Mr. JONES. Okay. The $1 billion, I think, was the budget for the Guard to go down to be of assistance in protecting the security of this nation. What does that $1 billion—was that already appropriated for that program? Or was that monies you had to shift from one program to another?

General BLUM. I would like to take that one for the record. That is a pretty nuanced, complicated way that money was cobbled together for that mission. But it was appropriated.

Once that mission was given to us by the President, the monies for that mission came through the Office of Management and Budget (OMB), the DOD. And then it was fairly much for the Army

Guard taken out of the Army budget and moved other programs around to make that happen, and to a large extent, probably 80 percent of the money. And then the other 20 percent came out of the Air Guard because we did add Air National Guard down on the border as well.

You are correct. The operation was hugely successful, continues to be and will conclude as scheduled on the last day of July of this year. That does not mean that there will be no presence of the National Guard on the border. It means Operation Jump Start, that specific operation that took 6,000 Army and Air Guardsmen and put them on the border in four border states, will officially end.

It is important also for this subcommittee to realize and remember that we have been on the border in support of counter drug for about 25 years with Joint Task Force (JTF)–6 and now JTF North. But the Guard has participated with active duty and civilian law enforcement, immigration control, Drug Enforcement Agency (DEA), and border patrol for about 25 years.

We also for about 20 years did something called innovative readiness training where we would send engineers down on the border and signal communications units from the border and other type units on the border to do their military training for the wartime mission, which had a beneficial effect of improving the infrastructure, the road nets, the communication nets, and the barrier system that was on the border. The barrier in San Diego that is often held up as the gold standard was built by the Guard basically using innovative readiness training over a period of about, what, 12 years or 13 years, Task Force Grizzly and other thinks.

So just because Operation Jump Start will draw down, the 6,000 that we, hate to use the word surged, but we kind of surged to make happen for 2 years will come off of that in July. We are down to less than 3,000 now. And we are on exactly where we are supposed to be on what the President and the Secretary of Defense asked us to do as well as the four Governors.

And now it is so successful obviously there are people saying, "Wow, we probably ought to keep them here. They are that good."

I think you will see the Guard on the border in lesser numbers under different authorities for the foreseeable future, frankly. It won't just lights out, it is all over. But this operation will be terminated or completed. This truly is mission complete in a sense that we were given a mission two years ago. It was supposed to last two years. It was gradual withdrawal. And it was only funded and set up to exist until 30 July. And it will essentially be over on 30 July, sir.

[The information referred to can be found in the Appendix beginning on page 151.]

Mr. JONES. Thank you, Mr. Chairman.

Mr. ORTIZ. Mr. Courtney.

Mr. COURTNEY. Thank you, Mr. Chairman.

And I want to thank the witnesses and your guests for joining us here today. And I just want to say that coming from Connecticut sometimes some people think I am a one-trip pony talking about submarines. But the fact of the matter is we have got a great National Guard in Connecticut, The Air National Guard.

I think, General McKinley, you are going to join us on Saturday for the redesignation of the air wing. We look forward to that. And we have an Aviation Classification Repair Activity Depot (AVCRAD) unit in Groton, which is about to be redeployed to Iraq in multiple missions. So we are very proud of the Guard in Connecticut and the Reserves.

I want to just follow up a question because there has been sort of a bit of a wrestling match over the last couple of years, which hopefully, I think, our committee resolved on the question of extending TRICARE coverage to Guard and reservists and just made it, I think, crystal clear that it is available, regardless of drilling status and active duty status. And I just wanted to see if you had any sort of update in terms of how that is being played out in terms of whether or not the word is getting out to people, whether or not they are enrolling. Certainly, in my opinion, if you are talking about advertising, that is an issue that should be extremely attractive to people that their families and themselves can be covered by a decent health insurance plan.

General STULTZ. Yes, sir. Let me first applaud Congress for getting that for us. We are really pushing hard to do exactly what you are saying, get the word out to the soldiers, to the families about that benefit and the fact that everybody is eligible for that benefit if they are in an active Reserve status now.

The best indication I can tell you is in October of this past year, I think we had about 2,500 families signed up in the Army Reserve on the TRICARE Reserve Select. As of March, we have got 5,000. It has doubled in that amount of time.

So that is an indication to us that the word is getting out. What we have got to do is work better, I think, with—one, I said this the other day. How do we get the word out to the parents of our kids that we want to be soldiers? You know, if I am a parent and I have got a child graduating from college and she is going to be uninsured.

And so, I have got to figure out how am I going to make sure she is taken care of. I think if that is one of the things we could do to get the word out to those parents out there to help us in our recruiting efforts, to say, you know, this is kind of a safety net, an umbrella for your children. Serve your country, but also we are going to provide health care for them at a relatively inexpensive cost.

But the word is getting out. It is not getting out fast enough. That is my problem. I have got to do a better job.

General BRADLEY. Mr. Courtney, I would say this is a fabulous program. I want to thank the Congress for giving us this authority. And we spend a lot of time and effort trying to make sure that our airmen know what is available to them. This, as Joe Stultz says, is a very good recruiting tool. I think it is a fabulous retention tool as well. So thank you very much.

Mr. COURTNEY. General Blum, did you want to——

General BLUM. I would echo what my colleagues have already expressed and highlight it and tell you that the people that are sitting at this table represent a force that on average about 7 out of 10 are married. And we are a slightly older force than the active

duty force. So it has greater implications perhaps than are sometimes realized.

I am pleased, frankly, that the Congress and the Department have really taken this on because I think Mrs. Shield back there will tell you how much it probably does mean to them and their family in the time that it has taken her husband to prepare to deploy, and then deploy, and then when he redeploys. It is a significant comfort, I would think. And I think that it probably helps her in her decision whether she is going to tolerate his presence in our formation long enough to be called again.

Mr. COURTNEY. Just quickly, have you been able to tally any statistics or numbers like the Reserve has in terms of the change?

General BLUM. I could take that for the record. I would rather not throw a number out here that I am not certain with right now.

Mr. COURTNEY. I think a lot of us would be very interested.

General BLUM. I think you will be pleased. It has great acceptance, is being well-received. And I don't want to give you specific numbers. I would rather take that for the record.

[The information referred to can be found in the Appendix beginning on page 154.]

Mr. COURTNEY. Thank you.

Thank you, Mr. Chairman.

Mr. ORTIZ. Mr. Taylor.

Mr. TAYLOR. Thank you, Mr. Chairman.

I want to thank all of you gentlemen for being here. A couple of quick questions. I always hear that our military trains as it fights. I have been sitting up here for a long time. I have heard that 17, 18 years running.

Yet when I see troops deploying through, particularly troops in your commands deploying through Camp Shelby, I know that is not true. I know that in many instances the first time these troops will ever see a jammer is when they get to theater. I know that even now, what, four years after the start of this war, five years after the start of this war, kids are still rotating through Camp Shelby with a box on the front of their Humvee that says Improvised Explosive Device (IED) jammer.

It is supposed to give them an idea. And interestingly enough, I have heard from the regular force on many occasions it is just something that you strap onto your vehicle and turn it on. On the flip side, in private, the military will compliment the Navy for supplying the electronics warfare of officers who go all the way to Iraq and Kuwait and explain to the troops that when the jammers on their radio may not work or that the terrain may affect that jammer or the distance between vehicles may affect their jammers. So it is simply not something you flip on and the thing goes to work and it is going to work right.

So my question is at what point are the guard and reserve going to get all the jammers they need so that people really can train as they fight. Second thing is with Mine Resistant Ambush Protected Vehicles (MRAPs). Again, the President a year ago December only asked for 4,000 MRAPs because the congressional leadership were going to produce at least 15,000.

But again, the troops don't see them until they get in-theater. Now, I understand the importance of getting working MRAPs to

the troops in-theater first. But it is still important to train as we fight.

I came from manufacturing. Every manufacturer screws up. And I have got to believe that is the case for MRAPs as well.

So my question is to what extent have your commands gone to the manufacturers of MRAPs and tried to get their seconds, vehicles that are good enough to train on but not good enough to deploy, that may have had a faulty well, that may be missing some part that the newer programs aren't but at least will give the troops as they rotate through Camp Shelby and the other training commands some idea of what they are going to expect as far as the characteristics of the vehicle.

To what extent have you tried to work with the Marine Corps, which is in charge of this program, General Brogan, to see that maybe some of the seconds can make their way to these training commands so at least the kids get a—I call them kids because they are younger than me—the troops can get a feel for these vehicles before they deploy?

Last, Congress last year very wisely passed the Guard Empowerment Act, which calls for the Chief of the Guard Bureau to be promoted to four-star status so that when the next Katrina hits that he will be sitting there on an equal basis with the active services to deploy, to help the communities around the country that are so necessary and know where all the parts are in order to make those things happen starting with the hurricane hunters before the storm, but also all the different units that were called on.

And again, General Blum, my eternal thanks to you and every guardsman for the Guard units that came from all 50 states in two or three of our territories to help the people in Mississippi after Katrina. I know that is something that didn't just fall from the sky. It was well-orchestrated. And we will be eternally grateful for that.

So when the next Katrina hits, to what extent has the Guard Empowerment Act been put in place by the President so that the Guard will be even better prepared than last time? I think that is three questions.

General BLUM. Let me try and take them in order and then jump in if you want to. Same here. The train-as-you-fight piece is a challenge. You have identified a problem that we all agree exists and we just spent some time as recently as Saturday in Atlanta with General Casey, the Chief of Staff of the Army, and the U.S. Army Forces Command (FORSCOM) commander, General Campbell, to address—that was one of the things we addressed down there.

We are not yet where we want to be training exactly as we would fight. We are seen to be training as we fought fairly recently or some time ago. We want to get the system to where we are going to train these troops so that they have the equipment in their hands and the tactics, techniques and procedures in place so that it is what they employ and use on the battlefield.

The innovation and the improvement of the equipment and the capabilities that our troops have in-theater because of the pressure and the generosity and support of the Congress has outpaced, frankly, our ability to do what you are describing. Nobody up here and nobody in the Pentagon, I don't think—at least I don't sense—

wouldn't want to do what you are describing, Congressman Taylor. That is exactly where we should go.

We talk about some hard decisions. The decisions are that basically push the MRAPs in-theater to protect the troops in-theater. And I understand that that leaves us unable to train them on those equipment here. I, frankly, to be totally bluntly honest with you, had not considered nor did I know of what you were talking about with the manufacturers. And I wrote that down. I think we ought to——

Mr. TAYLOR. Okay, to that point, one of the manufacturers is in West Point, Mississippi, so probably a four or five-hour drive from Camp Shelby. They tell me that they have—and I will refer to them as manufacturing seconds—sitting in the parking lot that are the property of the United States government that are good enough to train on but not good enough to field because of welding defects, et cetera.

They belong to the Marine Corps under General Brogan. Camp Shelby obviously falls under your and General Vaughn's jurisdiction. The vehicles fall under the Marine Corps. And I would hope that somewhere between your jurisdiction and theirs we could get them down to Shelby to train with.

General BLUM. Sir, you have got my commitment. And we are going to take this and work with it. I don't think—you didn't know about that, did you? I never knew it until you just said it. So now that I know that, we are going to go after it. That is a source that may be an interim solution to what would ultimately—a better solution would be use the things that are exactly like in-theater.

General VAUGHN. And one other thing about that, Congressman. And, you know, you got after us pretty good about this MRAP thing some time back and the jammer piece. And it is a great thing you did. There is nothing—there is absolutely nothing more sacred than those soldiers understanding how to turn that jammer on and what it does. And they believe in it. And that is exactly what they want to do.

All you have got to do is talk to these folks. And I was there three to four weeks ago with folks on MRAPs in the rock clearance business where they are dealing with a boom every day. And they want exactly what you said. So, you know, Jim Conway is a classmate of mine out of the same cowtown college maybe some people would accuse us of, you know, a state college there in Missouri. And I will go see him.

But as far as jammers and just turning them on and not understanding, these folks want to know everything about that. And the deciphers out of Iowa—I spent a great deal of time with them, same thing. They said, "Sir, we need to get this." And they went through Shelby.

We need to get this down at Shelby right now. It is exactly what we need to be doing. And we banged on 1st Army. We banged on FORSCOM. And they got the same issues. I mean, we are trying to surge everything in. But at least we are catching up with what you told us we needed to do here, you know, a couple of years ago. We got it in spades, and we will get after that as soon as we leave here. Thank you, sir.

Mr. TAYLOR. How about on the Guard Empowerment Act? What progress has been made, if any? Because again, Congress was very clear on that in passing it. It has been now 4 months since the bill became law. What is happening?

General BLUM. The Secretary of Defense put out implementing guidance and the schedule for when that would occur. I would have to take that for the record. And I am not really the guy in charge of implementing that guidance, as you, I think, well understand. There is no appetite on the Guard's behalf to make this slow down. In fact, this would be sooner is better as well.

[The information referred to can be found in the Appendix beginning on page 153.]

Mr. TAYLOR. Mr. Chairman, if I may, I would ask that you would consider that the committee send a letter to the Secretary of Defense asking him why it is taking so long to implement the law of the land.

Mr. ORTIZ. I think that is a fairly good question for us to do. And I think that most of the members of this committee will abide by his request. And we will send that letter. And hopefully then maybe you can (INAUDIBLE) that.

General BLUM. I just want to assure this subcommittee there is nothing that we are foot dragging on. The Guard Empowerment Act will take us to a much better place. And the sooner we get there, the better we will be able to serve the nation.

Mr. TAYLOR. Thank you, Mr. Chairman.

Mr. ORTIZ. Thank you.

Ms. Giffords.

Ms. GIFFORDS. Thank you, Mr. Chairman. I am appreciative that you are having this committee hearing today.

And I want to thank all of our witnesses for coming. In the state of Arizona where I come from, General Rataczak does a terrific job as Adjutant General. And we are really proud to have him serve us in our state.

I would like to follow up on the questions that were asked by Congressman Jones about Operation Jump Start. Let me tell you a little bit about what happens in my district. Just last year in the Tucson sector of the border patrol, about 380,000 illegal immigrants were apprehended. And we also were responsible for apprehending about 45 percent of all the narcotics that are coming in, the drugs that are coming into the country. So it is pretty serious.

So I am concerned about what is going to happen in mid-July when Operation Jump Start comes to an end. So a couple of my questions include whether or not there is a contingency plan if the President decides to change his mind and leave more of a force on the border. And also just following up, I believe it was General Blum that talked about you believe there will continue to be a certain kind of presence, but you said in lesser numbers and under a different authority.

So I am curious what that would actually look like. I am concerned the border patrol is working extraordinarily hard. To date in my sector, 150,000 illegal immigrants have been apprehended. That is from October 1st to the present. So we still have a real problem and a real need.

General BLUM. This is fairly simple, the answer. If the President of the United States orders the National Guard to remain on the border, we remain on the border. He is the Commander in Chief. We will do the mission we are ordered to do.

The mission that we have right now is to finish Operate Jump Start, terminate Operation Jump Start at about the 30th of July. It will trickle out and probably take me a little longer, maybe August, to get everybody out of there. But essentially what you knew as Operation Jump Start will be over at the end of July.

Your district is particularly unique because the force structure in Arizona did not have all of the capabilities that we sent into the Arizona sectors to support the border patrol. So in Arizona most of the forces, most of the forces that came in, came in from other contributing states for relatively short periods, two, three weeks at a time and then rotated out.

If the Department of Defense reinstates innovative readiness training, we could do some of those same tasks longer using innovative readiness training within the sectors in Arizona. Again, that has to be funded by the Department of Defense. It is not right now because when Operation Jump Start started, they zeroed out that money.

That is a decision they could make to put some money back in there if they felt it was necessary. The Guard did not just unilaterally decide to go down on the border. We have to have authority to go down there. We have to have someone direct it. And then someone has to agree to fund it because it is not a free activity.

In this case, the President of the United States sent 6,000 guardsmen down there and paid for it out of DOD and left those soldiers under the control of Governor Napolitano. It was exactly the right way to do it. And it has been magnificently successful.

We have done what we were supposed to do at what we envisioned would be necessary two and a half years ago. And this is one of those cases where we did exactly what we were asked to do exactly the way we were asked to do it, and it has worked out magnificently well.

If in the view of the decision makers it is necessary to extend this, we certainly could continue the mission at reduced levels, I might add because our contribution in the overseas war fight right now is increased from where we thought it would be two and a half years ago. So to be able to sustain a specific number like 6,000, I would rather not be held to that.

But we could keep a limited presence in there if so directed and so ordered to do it. So it is not like we don't have the capability to do it. But we do have to have the authority. And I don't order that authority in. As a matter of fact, that is done at the highest levels of our government.

Ms. GIFFORDS. Well, I am pleased to hear that, General Blum. And I know that Governor Napolitano has been quite outspoken about the success that we have had with the presence on the border. But I am concerned what is going to happen after July. And that is why I bring it up.

If I can just do a quick follow up. I know I am out of time. But I want to just get this question in for General McKinley.

As you know, the Air National Guard's largest operational fighter wing is the 162nd Air National Guard that is located in Tucson as well. And like many Guard units around the country, the 162nd flies the F–16s in defense of our nation. And as we all know, the F–16s are getting older, and there is a real concern.

As I understand, just 1 year ago the Air National Guard had 29 F–16 squadrons. In 2010, at least 3 years before the first operational F–35 squadron comes online, there will be 17. And then under current plans, 13 additional squadrons will retire their aircraft by 2018.

So given the strong possibility that the F–35 fighter will be delayed coming online and the current retirement schedule for the F–16s in the Guard and the safety and the reliability issues that were mentioned earlier facing the fleet, can you talk about whether or not we are going to have a sufficient number of aircraft for defense of our homeland in the preceding years before the F–35 comes online?

General MCKINLEY. Again, that is a great question. It talks to our legacy fleet that General Moseley is trying to recapitalize. It is also talking to the aging problem that we are suffering across the Air Force and the Air National Guard and the Air Force Reserve.

Tucson is doing a remarkable job with three different blocks of F–16s. They were built in series. So therefore, the Tucson issue is even more complex than a normal wing.

Base realignment and closure helped us downsize considerably. And so, as we finish the base realignment and closure drawdowns, we are looking at trying to extend the aircraft as long as we can so that adequate numbers of fifth generation fighters to include the F–35 will be available for units like Tucson.

So it is in balance. It is in flux. It has a lot to do with the will of the Congress, and our Air Force is seeking recapitalization budget. And as I said earlier, the proportionality of how that is distributed to the Guard and the Reserve is vitally important to all of us.

Ms. GIFFORDS. And just following up, General Moseley does a terrific job there added to the complexity of having so many countries come through, the language difficulty, the cultural difficulty. You know, I just don't want you to forget about us because they do a terrific job as the largest international schoolhouse in the F–16. But I am concerned about the issues that——

General MCKINLEY. It is a great unit. They have taken a great program in foreign military training to the highest levels. We need to preserve that capability. And we will certainly pay extreme care and careful looks at Tucson as we move forward, ma'am.

Mr. ORTIZ. Mr. Wittman.

Mr. WITTMAN. Thank you, Mr. Chairman.

Lieutenant General McKinley, I wanted to ask a question concerning our combat air patrols over the homeland. We often refer to these combat air patrols as air sovereignty alert or ASA.

Mr. ORTIZ. Can you get, Mr. Wittman, close to the microphone? Is it on? It doesn't work. None of them work.

Mr. WITTMAN. I will just talk a little bit louder.

My question refers to the ASA or the air sovereignty alert system. The Air National Guard's unfunded requirements reflect a shortfall of about $34.4 million for ASA. And I was wondering if

you could explain why that part of our mission is not being totally funded for defense of our homeland. It seems like those missions are extraordinarily important.

And if you could describe what the impact is if we are falling short of funding that particular mission since it is so important——

General MCKINLEY. Yes, sir. Congressman LoBiondo and I discussed that a little bit earlier. I don't think you were in the room at the moment. But we discussed the need to baseline air sovereignty alert in the Air Force budget so that it isn't an appropriation that we have to seek in either a supplemental or a global war on terror (GWAT) type of arrangement.

So we are looking and partnering with the United States Air Force to do that. You know, it crosses both General Bradley and my lane in that the Air Force Reserve sits air sovereignty alert for us also. General Renuart, the Northern commander, has a requirement for a certain number of full-time sites. And it is a high priority for the Guard. And I know John treats it that way for the Reserves. So for the record I will come back to you with several items, sir, and tell you how we are planning to do that.

[The information referred to can be found in the Appendix beginning on page 154.]

Mr. ORTIZ. Thank you. Thank you, sir.

I just have another question, you know—and other members of the panel. I know that in my district the Navy has a very successful partnership with the medical community in Kingsville that has resulted in well-trained military personnel and increased medical services in the district. Are there any initiatives to partner with the private sector, specifically in the medical field, to provide employment and training to the guardsmen or reservists for fielding critical shortages in communities where these personnel reside? And maybe do you have anything going on like this?

General STULTZ. Yes, sir. In fact, that is one of my major initiatives right now. If we are going to have an operational Reserve, if we are going to call upon these soldiers to every four to five years or whatever, leave their employers and serve their country, we have got to have a partnership with employers. We have got to have a strong relationship there. And they have got to be able to look at us as an advantage or a benefit versus a liability.

One of the things that I have done is I started working with a lot of the chambers of commerce and various business forums around the country to talk about how to let us make the Army Reserve and the National Guard, the Reserve components really, a source of employment for them versus us coming to them and looking for them to be a source of soldiers for us.

And I have said to them, you know, what you are looking for are employees who are drug free, physically fit, have a certain aptitude, have a background screening check done so that you know they don't have anything in their background and are trained. We are already doing that for you.

So, for instance, meeting with the American Truckers Association where they have got a real concern about the aging truck driver fleet that they have got. I said we have got a lot of qualified truck drivers in the Army Reserve and National Guard that would be great truckers for you. We have just got to link together.

So to your specific question, right here in the capital region, Inova Health Care is one of our large health care providers. I have got some of my doctors who happen to be—Dr. Chang, a doctor here in the local area who commands the 807th Medical Brigade in Seagoville, Texas. He has partnered with Inova Health Care to where we are going to be able to recruit a soldier or one of our existing soldiers and say if you want to be an x-ray technician in the Army Reserve, we can guarantee you a job in the Inova Health Care facility because they can't find x-ray technicians.

And if we can go out and we will recruit them, we will screen them, and we will train them. All we are asking them to do is hire them. So Dr. Chang has already gotten a formal agreement.

And we are getting ready to sign a memorandum of agreement with Inova to say we are going to go and recruit medical technicians, x-ray technicians, everything for your hospitals, put them in our formations as soldiers in our medical units that will go and save lives in-theater. But when they come back, it is adding back into the community.

We are getting ready to sign some other agreements with some of the trucking association members to do the same thing for truck drivers. We are talking to law enforcement agencies across this country of how we can use our military police, our soldiers that are trained to fill their ranks for law enforcement.

So, yes, sir, you are right on target. I think the success to sustain an all-volunteer force for the future in the Reserve components is going to have to be that that soldier looks and says being in the Army Reserve is going to enable me to have a career in my community. That is exactly why Private Young is here. She is doing that.

She joined the Army Reserve. And now she has got a career in dentistry. We are going to do more of that. Yes, sir.

Mr. ORTIZ. This is great. I see the local program in Kingsville, Texas. And I am so happy that you support it. And I hope that we can expand it.

Any other panel member would like to expand on this question that I just asked?

General BLUM. I think General Stultz captured it well. But it is interesting to know that in addition to the service that the National Guard and Reserves provide, we are probably the largest vocational training school in the country. And we are really providing the trained expertise that is needed in the private sector industry and in particularly, in the medical health industries.

So that is not often always immediately and obviously seen. But it is some value added that these citizen soldiers bring. And not only do they defend our Nation and help their neighbors, but they are adding value to their communities every day in ways that most people don't see that are invisible. So that training account that General Vaughn is talking about, not only contributes to military readiness, it also builds our civic base, our civilian bases and our industry and our businesses.

Mr. ORTIZ. Anybody else? If not, let me yield to my good friend, Mr. Forbes.

Mr. FORBES. Thank you, Mr. Chairman.

Just once again, thank you for your testimony. I just have one quick question.

I am assuming that all of your testimony here today was based on—your readiness situation is based on a timely implementation of the 2008 supplemental, assuming that that would be delayed for some reason. What impact would that have on your testimony and your readiness concerns?

General BLUM. A late arrival to supplemental puts our very ability to even fund statutory requirements at risk. We can't pay our soldiers probably after June after we do all the—if we don't do extraordinary measures, we won't even be able to go into May and June. But if the supplemental does not arrive, we won't be able to pay our soldiers. It will stop our recruiting machine.

It will basically interrupt and break our contract with 465,000 citizen soldiers and their families and their employers. And it will have a devastating affect on readiness and our recovery from—depending on how long we are left in that situation, the recovery for that will be longer and longer and longer based on however long we are in that situation. It is like an assembly line. If you turn it off, it takes some startup time.

The longer it is left off, the longer it will take and the more money it will take to bring it back to where it was when you shut it down. This is an unintended consequence of the way we are funding the Guard and Reserves so heavily in the supplemental vis-a-vis the base budget.

Mr. FORBES. We are looking at April 1st today. When do you start feeling the pain of that delay?

General BLUM. Two weeks. Two weeks we will have to do some dramatic reprogramming just to keep the organization afloat. And then we will be out of tricks by about June.

General STULTZ. I will tell you one other thing I would add to that, too, is, you know, we talked about the equipment we left in-theater and the Army replacing that equipment. The money for that is in that supplemental. And so, the longer we wait on the supplemental, the longer we wait to get the process started to get that equipment back into the hands of our soldiers and back here to support the homeland when needed.

Mr. FORBES. And so, General, you would say, as General Blum said, that much past two weeks from now starts becoming fairly significant to you in your readiness concerns?

General STULTZ. Yes, sir. We would have to start taking steps to start saving money so that we can at least pay the soldiers. And so, we are going to have to get that money from somewhere else.

General BLUM. And when I say we will be out of options—it is a better word—I said that we would be out of tricks by June. I mean we are out of options. And those options include the ability of the United States Army to help us. They actually become out of options a little bit before—almost about the same time we do, just about days apart. But we are both big Army, the Guard and the Reserve are all out of options by June.

Mr. FORBES. Well, we certainly hope that we don't put you in that position. But we just wanted to get that on the record so that hopefully we won't be there.

Thank you, Mr. Chairman. I yield back.

Mr. ORTIZ. Thank you.

Ms. Shea-Porter.

Ms. SHEA-PORTER. Thank you, Mr. Chairman.

My question has to do with a problem that I have been told about that is impacting some guardsmen and reservists. And first let me thank those sitting behind you who have served our country so well. And this question really is for those of you who have experienced it.

It is my understanding that occasionally—and we don't know how many times—the pay—they are overpaid. The reservists and the National Guard units are overpaid. And when the DOD goes to collect the money, they take it in a lump sum. And it leaves the families in a bad position.

And I wanted to get a sense of how often does this happen and what is being done to address it. It is very tough on morale. And it is tough on the families' finances.

General BLUM. Well, when that occurs, there are—interventions are possible. And I will only speak for the National Guard right now, the Army and Air Guard. When, in fact, that happens, the Adjutants General and the United States property and fiscal officer that works for us and them on behalf of the soldiers you see behind us can take—they have options.

They have interventions that they can take to reduce or mitigate the unintended consequence of pulling all that money back at one time. And they can take it back in installments. There are many, many options available. If you will allow me, I will take that for the record, if you want, and give you what is available.

But the command can intervene. And they can mitigate or reduce the unintended consequences. We don't need to punish the family or the soldier because they were improperly paid. I wouldn't call them overpaid. I don't think these guys and girls are overpaid. But there are times where they get more compensation than they were supposed to legitimately receive. And so, it is our fiscal responsibility, statutory responsibility to recoup those funds. But we don't have to do it in a Draconian method.

[The information referred to can be found in the Appendix beginning on page 153.]

Ms. SHEA-PORTER. Right.

General BLUM. Jack, do you want to talk about that at all?

General STULTZ. I would just add, yes, Steve has got it right. We are seeing less and less of those issues. I think part of the issues that grew out of some of the pay issues were as we really went from being a legacy strategic force into the operational force and mobilizing on a regular basis, our systems weren't prepared. And so, we had soldiers coming off active duty but yet continuing to get paid in some cases, or in some cases, getting some of the combat exclusion pays and things like that that continued once they got back.

I will tell you within the Army Reserve that system has been cleaned up dramatically. And so, we are not seeing as many. When we do have those issues, just as General Blum said, we do have the capability to look at the situation. We don't want to put this person into financial distress. So we can spread those payments, repayments out over a period of time or we can work something out to be able to make it more bearable to them when it is our responsibility to recoup it.

Ms. SHEA-PORTER. I would like to say that while I know that you are trying to address that, I heard it in Iraq and Kuwait last week, two weeks ago. And I heard it again in my own state. And so, I would like to discuss that further. And I do think that the problem is stemming from, you know, somewhere in the DOD and probably rather than work on mitigating it, that we need to have another look at that.

I spent a period of my life living on military pay when I was an Army spouse. And it is important. And I think that, you know, we have the technology. We need to take care of that.

General BLUM. First of all, I appreciate the Members of Congress taking that as part of your interest. And second of all, when you do discover these things, it would not be harmful at all if you share that information with us because maybe somebody needs a little bit of adjusting of how they see or view the problem.

Ms. SHEA-PORTER. Okay. All right. Thank you very much.

Thank the chairman.

Mr. ORTIZ. Thank you so much. You can be assured that the members of this committee want to work with you. Some of us have seen, you know, military time before. I was in the Army. And I spent some time in the Reserves. We want to work with you.

And I think that this was a very positive hearing that we had today. Even without the microphones we could still understand one another and what the needs are.

So if there are any more questions, this hearing stands adjourned. And thank you so much for your service, those of your, not only the officers, but enlisted men and women and, of course, your families. The meeting stands adjourned.

[Whereupon, at 11:20 a.m., the subcommittee was adjourned.]

A P P E N D I X

April 1, 2008

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

April 1, 2008

Ortiz Opening Statement
Readiness Posture of the
Army and Air National Guard and the
Army and Air Force Reserves
April 1, 2008

This hearing will come to order.

I thank our distinguished panel of witnesses for appearing before the subcommittee today. It is a pleasure to see you all again.

Today the Readiness Subcommittee will receive testimony on the readiness posture of our Army and Air National Guard, Army Reserve and Air Force Reserve.

The readiness of our Reserves and National Guard is a vital concern for this committee and the nation. This is especially the case now, given our heavy reliance upon reservists and guardsmen both at home and in combat in Iraq and Afghanistan.

It is no secret that all of the services are experiencing readiness shortfalls. This subcommittee has heard in briefings and testimony the many difficulties our ground and air forces are experiencing as they try to maintain combat readiness.

These reports cause great concern about the ability to sustain ongoing operations as well as potential future missions.

These significant readiness shortfalls also extend to the National Guard and Reserves, and in many cases they are more pronounced than in the active component.

Training and equipping shortfalls hinder the support that the reserves provide to the active forces. In the case of the National Guard, these shortfalls also limit our ability to respond to emergencies at home.

For example, the Army National Guard currently has an average of 61% of the equipment needed to support their state governors' requirements. Believe it or not, this is a significant improvement over the 40% equipment average of prior years, and I applaud the progress.

But 61% is just not sufficient preparation for emergencies at home. In my view, a 39% equipment shortage creates an unacceptable level of risk for an emergency response force.

We certainly wouldn't want our fire or police services to be equipped with 61% of their equipment.

In addition to equipment shortfalls, I am also concerned about the Defense Department's plan to shift the Guard from a strategic reserve force to an operational force. This is an historic change,

and it raises serious questions about how the Department will resource the Guard to train, man and equip to the level required of an operational force.

I'm also concerned about how the Guard will balance this operational role with its existing state missions.

These equipping and training challenges are troubling.
Today, I hope you gentlemen will help us better understand the readiness difficulties that you face as you support ongoing operations and prepare for other missions at home and abroad.

We understand how important your mission is and the Congress wants to help. But we are relying on you to tell us what you need to restore the readiness of our Guard and Reserves.

Gentlemen, I look forward to hearing your testimony.

The Chair recognizes the distinguished gentleman from Virginia, Mr. Forbes, the ranking member for the Readiness Subcommittee, for any remarks he would like to make.
(Mr. Forbes remarks)

Today, we have a panel of distinguished witnesses representing the National Guard Bureau, the Army and Air National Guard and the Army and Air Force Reserves.

Our witnesses are:
Lieutenant General H. Steven Blum, Chief of the National Guard Bureau;

Lieutenant General Clyde A. Vaughn, Director of the Army National Guard;

Lieutenant General Craig R. McKinley, Director of the Air National Guard;

Lieutenant General Jack Stultz, Director of the U.S. Army Reserve;
and

Lieutenant General John A. Bradley, Director of the U.S. Air Force Reserve.

Without objection, all the witnesses' prepared statements will be accepted for the record.

General Blum, welcome, and it is good to see you again. Please proceed with your opening remarks.
(General Blum remarks)

General Vaughn, welcome. You also may proceed with any opening remarks you may have.
(General Vaughn remarks)

General McKinley, welcome, and please proceed with your opening remarks.
(General McKinley remarks)

General Stultz, welcome, and please proceed with your opening remarks.
(General Stultz remarks)

General Bradley, welcome, and please proceed with your opening remarks.
(General Bradley remarks)

Statement of the Mr. Forbes
Ranking member, Subcommittee on Readiness

Hearing on FY2009 Budget Request for the National Guard and Reserves
April 1, 2008

Thank you, Mr. Chairman.

As we all know, the readiness of our troops is critical to our national security and success in the war on terror. The Department of Defense continues to face budgetary pressures against the backdrop of the on-going war on terror, continued high operations tempo, and a need to recapitalize much of its aging equipment.

There is no doubt that the challenges facing the Department of Defense are significant. Years of underfunded procurement accounts are manifesting in aging fleets of aircraft, ships, and vehicles. This aging equipment

is costly to maintain, offers reduced reliability, and requires increased man-power to keep it serviceable. The high mission capable rates and mission effectiveness ratings that are being reported are a direct result of the hard-working, dedicated, men and women serving this nation.

No where is this more evident than in the National Guard and Reserves. The reserve component has faced many additional challenges because it started this long war postured as a strategic reserve. For decades we postured the National Guard with a Cold War mindset. We believed we could accept risk in equipping and training the Guard, because we thought there would be a clear, unambiguous signal to get them ready. We also believed there would be sufficient time to field the equipment and get them trained before they would be needed on the battlefield.

We have learned many lessons as we move into the 6th year of this global conflict. We've learned that there is not time to ready the Guard from a strategic reserve posture - because the threat doesn't allow it, because the industrial base can't support it, and because natural disasters like Hurricane Katrina come with little to no warning. The need for a ready, well-equipped and integrated reserve component is clear.

However, the shortfalls in equipment - the "holes in the yard" - prior to 2001 make the Guard's transition to a modernized, operational reserve particularly challenging. Although substantial progress has been made, there is much more to be done. In 2001, the Army had a $56 billion shortfall in major weapons systems and modernization funding. The Army is now on a path to reduce that to $17.4 billion by 2013. The reserve component was a large part of

that number and will benefit greatly from investments being made to modernizing and equip the forces.

However, we must realize that we cannot snap our fingers and produce a reserve component that is fully ready --- regardless of the funds provided. Transitioning from a strategic reserve to an operational reserve would take years even if there were no other demands on the National Guard and the Reserves. Navigating that transition while we are at war is what many have likened to changing the oil in your car with the engine running --- most would say it is possible, but it is not easy to do and it is certainly not recommended. Unfortunately, it is where we are and we must be successful. In order to do so we must be patient, we must have a solid plan of action, and we must provide the funding stream necessary to make it happen.

I look forward to hearing from each of our witnesses today on the readiness challenges and the tools they need to get the job done for our nation. Thank you for being here with us today.

Thank you, Mr. Chairman.

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STATEMENT BY

LIEUTENANT GENERAL H STEVEN BLUM
CHIEF, NATIONAL GUARD BUREAU

LIEUTENANT GENERAL CLYDE VAUGHN
DIRECTOR OF THE ARMY NATIONAL GUARD

LIEUTENANT GENERAL CRAIG McKINLEY
DIRECTOR OF THE AIR NATIONAL GUARD

BEFORE THE

HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON READINESS

SECOND SESSION, 110TH CONGRESS

ON

NATIONAL GUARD AND RESERVE READINESS

April 1, 2008

NOT FOR PUBLIC DISSEMINATION
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THE COMMITTEE ON APPROPRIATIONS

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The National Guard

Posture Statement 2009

March 18, 2008

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Sergeant Heather Wright
Sergeant Michael B. Krieg
Senior Airman Trish Harris
Specialist Gail Sanders
Specialist Karen Lohmiller
Specialist Monette Wesolek

Introduction and Executive Overview

Lieutenant General
H Steven Blum
Chief, National Guard Bureau

In the 371-year history of our National Guard, the year 2007 will no doubt be remembered as one of historic proportions. We are members of a National Guard in the midst of significant evolution.

We have become an operational force, fighting side by side with our active duty partners, working hard to win the long war against terrorism that began some six and half years ago. While we are an essential force multiplier in the overseas warfight, we also remain focused on and connected to our constitutional roots as the organized militia of the states, prepared to rapidly respond domestically under the command of our nation's Governors whenever and wherever we are needed in the 54 states and territories.

The President, Congress, the Secretary of Defense, the Secretaries of the Army and Air Force, the Governors and the Adjutants General all agree: The country needs a National Guard that is manned, resourced, ready, and structured to meet the security challenges of the 21st century.

Resources

Our greatest resources are our Citizen-Soldiers and Airmen. Today, these brave men and women are the most professional, most experienced, most capable, and most relied upon that our National Guard has ever had in its ranks. Hundreds of thousands of our Soldiers and Airmen have deployed to the warfight – many more than once. At one point in this war, National Guard members made up about half of the ground combat forces in Iraq.

Even in the face of increased deployments, shorter dwell times, and extended separations from families and civilian employers, we are retaining members of the National Guard at extraordinary rates. Our recruiting numbers are equally impressive. Right now, the Army and Air National Guard are contributing to the overseas warfight in staggering

numbers approaching 513,500 (309,786 Army and 203,700 Air) mobilizations as of December 31, 2007.

Parallel to our support of the overseas warfight is our support of the nation's Governors as the first military responders to incidents and disasters, whether natural or man-made. Each day, an average of 17 Governors call on their National Guard for everything from weather related assistance to suspected anthrax contamination. The National Guard does all of this while remaining an all-volunteer force.

These young men and women who have volunteered to serve are a testament to what it means to answer the call to something bigger than ourselves. We must continue to work hard to recruit and retain them; they are the future of the National Guard and the future of America.

Readiness

When looking at the readiness levels of the National Guard, it is important to consider two of the core elements of readiness: equipment and personnel.

Equipment

Our objective for the Army and Air National Guard is to have modern equipment on a par with that of the Title 10 forces. Make no mistake – our deploying Citizen-Soldiers and Airmen have the equipment they need to deploy overseas, and it is the same equipment our active duty Soldiers and Airmen take with them to the warfight.

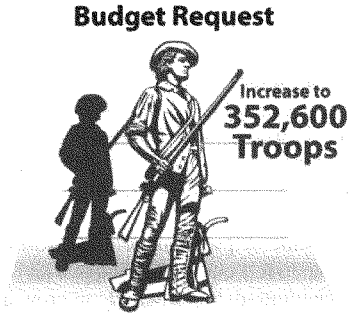
However, over a period of years, the domestic levels of equipment available to Governors have fallen to unacceptable levels. For example, in 2006, the Army National Guard had about 40 percent of its equipment available domestically. As of September 30, 2007, that number is about 61 percent. By the end of 2009, it will be close to 70 percent; and by 2013, it will be 77 percent. This is just one illustration of the unprecedented support and commitment Congress and the Department of Defense has given this issue.

While the Air National Guard has most of its required equipment, the primary challenge is modernizing the aging fleet. Continuing Air Force and Congressional support will be important as we move to meet the Air National Guard equipment challenges ahead. Last

year, Congress appropriated an additional $800 million for the National Guard and Reserve Equipment Account. This support is critical to the National Guard Soldiers and Airmen – who are serving a nation at war.

Personnel

Equally essential to our readiness is having the people necessary to accomplish our missions, and America's National Guard needs more people. The President's Fiscal Year 2009 budget asks Congress to increase the Army National Guard's end-strength authorization from 351,300 to 352,600. That request also seeks additional full-time support.



Most of our National Guard Soldiers and Airmen have full-time civilian careers and devote a minimum of 39 days each year to military training. A far smaller number of full-time active National Guard and Reserve technicians are integral to the readiness of the part-time force. They perform the administrative, maintenance, readiness and training preparation essential to ensuring productive time spent by the part-time force as they participate in weekend drills and annual training.

Structure

On January 28, 2008, the President signed into law the National Defense Authorization Act (NDAA) of 2008. This law contains the most significant and sweeping reforms in the administration and organization of the National Guard Bureau, and indeed the National Guard itself, since the National Defense Act of 1916.

Of significance, the 2008 NDAA designates the Chief of the National Guard Bureau as the principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces, and on other matters as determined by the Secretary of Defense. The Chief of the National Guard Bureau will continue to serve as principal advisor to the Secretaries and Chiefs of Staff of the Army and Air Force on the essential role of the National Guard as a reserve component of each of these services. The law also designates the National Guard Bureau as a joint activity of the Department of Defense.

These and other reforms contained in the 2008 NDAA serve to strengthen the role of the National Guard within the Department of Defense to meet our growing responsibilities, at home and abroad.

State Partnership Program

The National Guard's State Partnership Program, establishes partnerships between foreign countries and American states and is an important contribution to the Department of Defense's security cooperation programs conducted by the Combatant Commanders.

This program was created in 1993 to assist the United States European Command's engagement with defense and military establishments of former Warsaw Pact nations after the fall of the Berlin Wall. The State Partnership Program fosters long-term, mutually beneficial and enduring relationships between states and America's friends and allies around the globe. National Guard Soldiers and Airmen apply both military and civilian skills to support defense reform and military transformation, promote democracy, encourage economic development, and further regional cooperation and stability.

The State Partnership Program currently has 58 state partnerships throughout the world focused on military-to-military, military-to-civilian and civil security exchanges with United States security partner nations. This high value program will continue to grow in both numbers of partner nations and strategic importance to the Combatant Commanders.

The Future

The National Guard remains focused on operational readiness to answer the calls of our Governors and the President in doing our part to secure America's future. As the nation and our world change, the impacts on our force will be significant. The warfight overseas and our response to crises here at home are but two important areas of our reach. We will continue to invest in our family programs, our youth-based programs such as ChalleNGe, our counterdrug programs and many others.

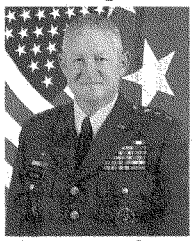
As Assistant Secretary of Defense for Reserve Affairs Thomas Hall recently noted, "Today's National Guard members are the continuation of the Minuteman spirit that defended our citizens and way of life. National Guard members have earned the respect of their fellow Americans by performing above and beyond the call of duty."

With the 2008 NDAA, Congress gave the National Guard new responsibilities and clarified roles. This unity of effort will continue to solidify our foundation for the next 371 years of National Guard excellence. We will remain "Always Ready, Always There."

The following is a full report on our recent accomplishments and an explanation of our requirements for FY09.

Army National Guard

Message from the Director

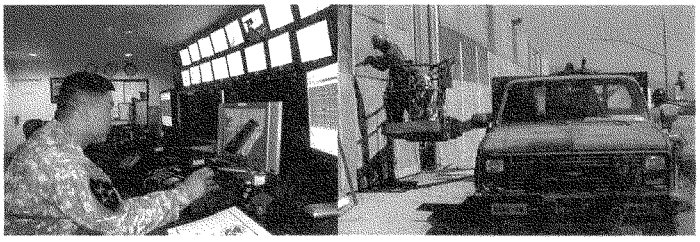


Lieutenant General
Clyde A. Vaughn

Vice Chief, National Guard Bureau and Director, Army National Guard

The Army National Guard (ARNG) continued to step up to new challenges as well as confront the ongoing realities of persistent global conflict. As fast as units returned home from Iraq and Afghanistan, new ones were mobilized, trained and deployed overseas – some for their second or third such deployments.

The Army National Guard also defends American borders. Under Presidential mandate, Operation Jump Start continued along our nation's southwest border. There we worked with U.S. Customs and Border Protection to stop illegal immigrants and drug traffickers. Army National Guard Soldiers responded to the numerous natural disasters and emergencies created by blizzards, floods, tornadoes, hurricanes and wildfires.



Army National Guard support to Operation Jump Start (OJS) along America's southern border covers a wide range of duties. Above, one member of the California Army National Guard monitors traffic in a Border Patrol Radio Video Surveillance room while another works on a secondary fence along the San Diego sector.

ı to a modular

design. Doing so allows the Army National Guard to remain an important force in the nation's emergency preparedness network with missions both at home and abroad.

We had an admirable track record of successes in 2007. In particular, our continued achievements in recruiting and retention have been commendable. Our recruiting and retention efforts are keeping our organization strong, and are handing the future of our force to a new generation of determined and capable leaders.

The Army National Guard understands the human price of freedom and national security. By maintaining and improving the Army National Guard's full potential, we honor the Soldiers who have paid the ultimate price. We have redoubled our efforts to provide our units with equipment needed to replace that left behind from overseas deployments, and lost due to damage or end of serviceable use. With the aid of Congressional funding and a new Memorandum of Understanding with the Army, we have made considerable headway in rebalancing, resetting and re-equipping our force for the future.

In January 2007, the Secretary of Defense directed that Army National Guard units be scheduled for mobilizations of no more than 12 months. To maximize the availability of National Guard troops to Combatant Commanders, we must maximize and certify home state (regional) pre-mobilization training.

The Army Chief of Staff has directed that the Adjutants General have certification authority. This will reduce training time away from the home state or territory and increase "boots on the ground" time. We look forward to the full implementation of the Army Chief of Staff's policy.

The following pages summarize the Army National Guard's key programs and operations during FY07, highlighting organizational and transformational changes and outlining requirements and goals for the future.

While managed by the Indiana Army National Guard, training at the Muscatatuk Urban Training Center (near North Vernon) embraces and supports a consortium of governmental, public and private entities who pool their unique capabilities to provide the most realistic training possible. Here, active duty Army Soldiers from Foxtrot company (PathFinders) 5th Battalion, 101st Aviation Regiment,101st Combat Aviation Brigade of Fort Campbell, Kentucky, prepare for a full day of exercises to test and hone their urban combat skills.

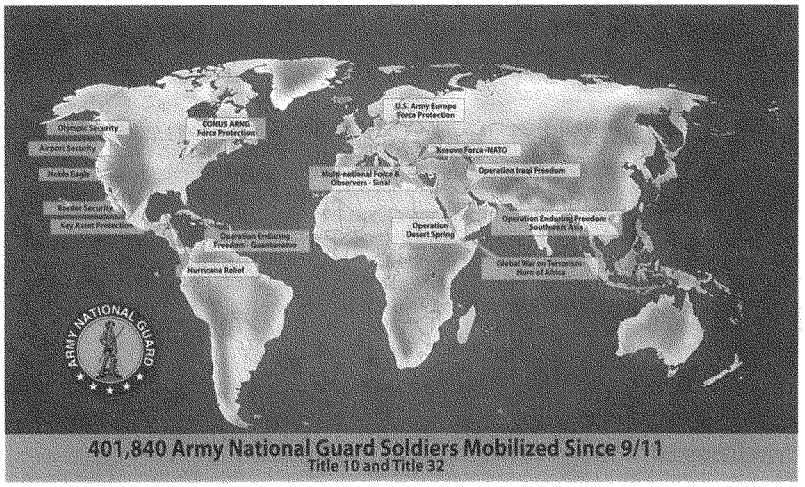
Readiness

The U.S. Army uses Army National Guard units as an operational force. Units mobilized and deployed for support during the era of persistent conflict have maintained high levels of readiness. High readiness levels translate to successful missions.

With lower-than-historical averages of equipment availability, increased mobilizations and deployments, and heavy personnel demands continued in FY07. Despite these difficulties, the Army National Guard met all mission requirements and continued to support military actions abroad.

Our ability to respond reflects the value of the National Guard. Since September 11, 2001, the Army National Guard has deployed Soldiers as follows:

Army National Guard A Tradition of Service to America		
Total ARNG Mobilized since 9/11	Title 10 Orders	Title 10 and Title 32
	309,786	401,840
Operation or Event	Service in 2007	Service since 9/11/2001
Operation Iraqi Freedom	34,947	172,988
Operation Enduring Freedom (Afghanistan)	5,951	24,109
Operation Noble Eagle	164	35,327

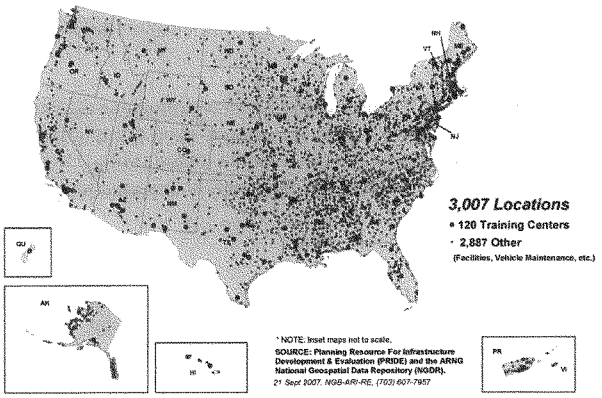


Full-Time Support

Full-time support personnel are vital to the full spectrum of Army National Guard operations. Meeting readiness needs, especially in an era of persistent conflict, underscores the vital role of our full-time support personnel.

Our previously validated Army National Guard full-time support requirement is 84,800 (Technician: 42,329, active Guard Reserve: 42,471). These authorizations are based on the perception of the Army National Guard as a strategic reserve.

FOOTPRINT OF THE ARMY NATIONAL GUARD



Transformation through Modular Force Conversion and Rebalancing

As part of the Army's continuing modular conversion, the Army National Guard is restructuring to create forces that are more independent and interchangeable (modular). Brigade Combat Teams are structured and manned identically to those in the active Army. Because of this, they can be combined with other Brigade Combat Teams or elements of the joint force, facilitating integration and compatibility.

The Army National Guard has transformed over 1,500 operating force units to these new designs. An operating force represents units specifically organized to engage in combat and provide service support. At the current pace, the Army National Guard will successfully convert more than 1,300 additional units to the new modular designs by the end of FY08.

DID YOU KNOW?

The Army is transforming (through Modular Force Conversion) from a division-centric force (18,000 Soldiers) to a more flexible brigade-centric force (4,000 Soldiers) and is

restructuring its organizations to create forces that are more stand-alone and alike (modular) while enhancing their full-spectrum capabilities.

The Army National Guard's transformation into modular formations gives us the ability to function as an interchangeable operational force. This effort impacts Army National Guard units across all 54 states and territories.

Lower-Than-Historical Levels of Available Equipment Affects Rebalancing

The rebalancing plan also ensures that Army National Guard units – many under-equipped after leaving deployed equipment behind for follow-on units – receive replacements equal to their active duty counterparts. While the Army National Guard continues to receive more National Guard and Reserve Equipment Appropriation funding, equipping levels are still lower than historical levels because of transformation and persistent conflict requirements. The average non-deployed unit has about 61 percent of authorized equipment needed to conduct training, handle future deployments and respond to domestic missions.

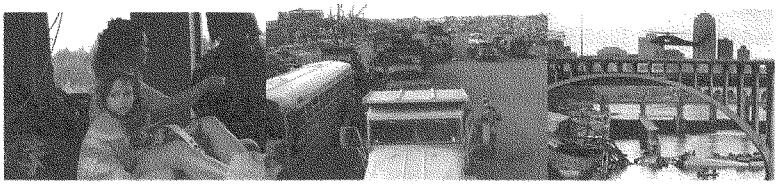
By subtracting unacceptable/non-deployable substitute items, the equipment available falls to an even lower level. The FY09 budget will increase equipment funding levels, increasing the amount of equipment on hand available to National Guard units. Despite these equipment challenges, the Army National Guard stands ready to respond to any federal or state mission.

Dual Mission Operations

The Army continues to work with National Guard leaders to refine requirements for critical dual-use equipment (equipment usable both in wartime and in domestic operations) and to ensure that the states and territories have sufficient resources during a catastrophe. This collaborative effort has successfully garnered Congressional support to better equip and modernize the Army National Guard for critical federal and state capabilities.

Domestic Operations

In May 2007, a severe tornado leveled the Kansas town of Greensburg, leaving in its wake 10 fatalities, more than 100 injuries and a swath of incredible destruction. The Kansas Army National Guard was at the ready. The Kansas Guard's 278th Sustainment Brigade established a joint task force near the site; the Army National Guard deployed an additional 366 Soldiers; and the Air National Guard provided 200 Airmen. The National Guard established shelters, distributed food and water, and supported first responders with search and rescue, power generation, logistical support, debris removal and law enforcement assistance.



Answering the call – whether it be cleanup following a tornado in Greensburg, Kansas, evacuating flood victims in Texas, or rescue and recovery after the collapse of the I-35 bridge in Minneapolis, Minnesota, National Guard members stood ready to respond to both state and federal calls for aid.

California Army National Guard Soldiers conduct patrols (to discourage looters) on the La Jolla Indian Reservation while the Palomar fire burns northeast of San Diego. More than 2,000 National Guard members supported fire fighting efforts in Southern California in October 2007.

In August, the I-35W bridge in Minneapolis collapsed, claiming 13 lives. It was the worst independent structural disaster since a 1983 failure on Interstate 95 in Connecticut. A local network of first responders was on the scene quickly to work the rescue and recovery effort, including the Minnesota Army National Guard.

That same month, Texas prepared for Tropical Storm Erin, which made landfall on August 16 near Lamar, Texas. Erin dropped 3 to 6 inches of rain before moving northward, resulting in emergency declarations for 70 counties, some with up to 10 inches of rain. At least 17 fatalities were attributed to the storm, and an already severe flooding problem in the state was exacerbated. At the height of the emergency, 151 Texas Army National Guard Soldiers worked to help the communities recover.

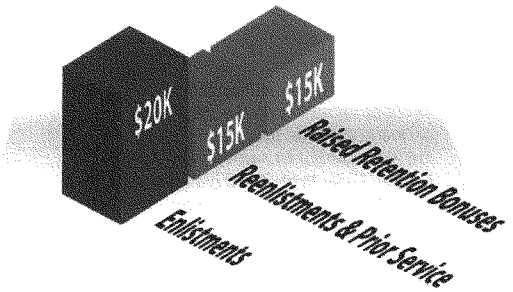
End-strength: Recruiting and Retention

The Army National Guard is authorized by law to have a limit of 351,300 Soldiers. Due to a multiple-program team approach, FY07 was a strong year for recruitment and retention. By March 31, 2007, the Army National Guard exceeded the 350,000-Soldier goal for first time since May 2004. By December 31, 2007, the Army National Guard strength stood at 353,979 Soldiers.

Several innovative programs, Soldier incentives and command emphasis helped the Army National Guard successfully achieve and maintain Congressionally-authorized end-strength levels. They include:

Active First Program
Launched October 1, 2007, and set to run through 2013, Active First is a pilot program under evaluation by the Army National Guard. The program applies to people with no prior military service. Recruits join the National Guard and agree to serve in the active Army first. After completing an active duty tour, a Soldier can either re-enlist in the active Army or revert back to the National Guard to complete his or her military obligation.

ACTIVE FIRST PROGRAM



The Active First program increases bonus maximums to $20,000 for enlistments, $15,000 for re-enlistments and $15,000 for prior service enlistments. The National Guard also raised retention bonuses from $5,000 to $15,000.

Guard Recruiting Assistance Program (G-RAP)
G-RAP is a recruiting program that employs civilian assistants to provide recruiting services. As of December 31, 2007, the Army National Guard had approximately 123,000 active recruiting assistants – one of whom has single-handedly recruited 49 Soldiers (and counting).

Every Soldier a Recruiter
Every Soldier a Recruiter is a referral bonus program established by the Army to motivate every Soldier to be a recruiter. Launched in January 2006, the program has helped bring nearly 3,700 new Soldiers into the Army National Guard.

Continued success in boosting prospect numbers by offering the potential for increased monetary compensation could lead to reductions elsewhere, such as recruitment advertising on radio and television. Only Soldiers assigned specific recruiting and retention positions are excluded from participation in the program.

Army National Guard Recruit Sustainment Program
The Army National Guard Recruit Sustainment Program is a formal process for transitioning new non-prior military service enlistees into the life of an Army National Guard Soldier. The Recruit Sustainment Program prepares recruits by endowing them with the physical and mental abilities to withstand the rigors of basic training and

Advanced Individual Training. By doing so, the program works to reduce training pipeline losses.

Since instituting the Recruit Sustainment Program, the Army National Guard has reduced training pipeline losses by more than 10 percent with the rate of graduation from this program exceeding 95 percent. Long-term prospects of keeping new accessions on duty after the first year are also showing improvements with gains leading over losses by 88 percent.

Logistics–Depot Maintenance

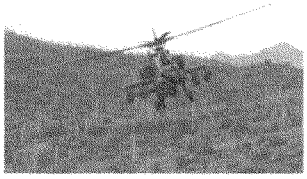
The Army National Guard Depot Maintenance Program played an integral part of sustainment activities during FY07. Unlike the active Army, which uses a loaner system, the Army National Guard's program is based on a "repair and return to user" premise. Additionally, program funding must stretch beyond repair work to cover testing, measurement and diagnostic equipment calibration.

Funding for the Army National Guard's surface depot maintenance requirement was increased by six percent in FY07. During FY07, the Army National Guard Depot Maintenance Program funded the overhaul of 2,276 tactical vehicles.

Training

WAATS (aka "Gunfighter U")

The Western Army National Guard Aviation Training Site (WAATS) gives Army Aviation Soldiers the skills to defend our nation. Its mission is to conduct training in support of Army aviation readiness.



The AH-64 Apache Attack helicopter is the centerpiece for all training conducted at Arizona's Western Army National Guard Aviation Training Site.

Also known as "Gunfighter University," it provides the Army National Guard and active Army counterparts the flexibility to train attack helicopter units to meet mobilization requirements. With realistic training opportunities in desert, mountainous and urban operations, the school is a premier attack helicopter training site. It provides skills training in all areas necessary to sustain the AH-64 Apache Attack helicopters, and their maintenance technicians and aircrews.

In 2007, WAATS supported a significant student load playing a critical role in the Army's Aviation Transformation plan as active and Army National Guard attack battalions transition to the AH-64D Longbow.

Ground Operating Tempo

Collective maneuver training is the foundation of unit readiness and depends primarily on ground operating tempo (OPTEMPO) funding. These funds cover operation and maintenance of authorized equipment and training, administration, and housekeeping supplies for all units in the Army National Guard. Funding for OPTEMPO impacts Army National Guard unit readiness in operations such as Iraq and Afghanistan, southwest border security and domestic preparedness.

In FY07, Ground OPTEMPO funding totaled $723 million. Significant equipment remains in theater even after a National Guard unit's return from deployments. Equipment shortages at home stations compel greater use of what is available. These demanding conditions accelerate wear and tear resulting in rapid "aging" of equipment.

Maintaining leadership, management oversight and support of the ground OPTEMPO program is one of the keystones to maintaining readiness of equipment on hand.

Supporting Our Soldiers

Medical Readiness

The Army's community-based health care organizations provide the best medical care for Soldiers in the Medical Holdover Program and augment medical treatment facilities. This program allows a recuperating Soldier to remain at home on active duty during recovery.

Program highlights include:

- Manned primarily by mobilized Army National Guard Soldiers
- Oversees more than 1,000 Soldiers
- Soldier well-being managed by community-based health care organizations
- Case managers coordinate health care appointments, track the Soldier's progress and ensure that care is up to standards
- Medical care is focused on returning Soldiers to their pre-mobilization health status

The Army National Guard has mobilized 11 state and territorial medical detachments to staff newly created community-based health care organizations. They are: Alabama, Alaska, Arkansas, California, Florida, Hawaii, Massachusetts, Puerto Rico, Utah, Virginia and Wisconsin. Plans are developing to open additional state medical detachments as needed.

Incapacitation Pay

In March 2007, the Army National Guard started testing the Incapacitation Pay software scheduled for release in FY08. The goal of this paperless process is to legally compensate Soldiers who are unable to perform military duties and who demonstrate a loss in civilian-earned income resulting from an injury, illness or disease incurred or aggravated in the line of duty.

The incapacitation pay program allows Soldiers to focus on their families, concentrate on rehabilitation and work towards a speedier recovery without the hardships of income loss.

Family Readiness Programs

The National Guard Joint Forces Headquarters within each state, territory and the District of Columbia coordinates family assistance for all military dependents within each respective location.

Recent accomplishments and activities that help Army National Guard families include:

- The National Guard Bureau Family Program Office which provides training to families to help make them self-reliant throughout the deployment cycle process
- The Army Families Online website which provides information of interest to families of National Guard Soldiers www.armyfamiliesonline.org
- The Department of Defense (DoD) Military OneSource program which provides benefits to all military families (for example, counseling services, resources for parents, assistance with consumer credit, and free access to online tax return preparation)
- The DoD Military HOMEFRONT web portal which provides information about Quality of Life programs and services such as childcare, elder care, and programs for resolving domestic abuse or domestic violence problems www.militaryhomefront.dod.mil

Family readiness is not an option; it is an essential part of our mission.

Family Assistance Centers

As part of our commitment to those who remain behind when our Soldiers deploy, 325 Family Assistance Centers are strategically placed in every state and territory to overcome the geographic dispersion of Army National Guard families from centralized, installation-based service providers. Each Family Assistance Center is staffed monthly with military and civilian personnel, members of the Recruiting and Retention force, Soldiers on active duty special work orders, contract personnel, temporary technicians, state employees and volunteers.

The continued operation of the Family Assistance Centers in FY08 is necessary to support services for families' long-term welfare during an era of persistent conflict.

Freedom Salute Campaign

The Freedom Salute Campaign, one of the largest Army National Guard recognition endeavors in history, is designed to publicly acknowledge Army National Guard Soldiers and those who have supported them in service to our nation. So far, the campaign has recognized more than 100,000 deserving Soldiers, family members, friends, employers, and other important persons for their contributions since the terrorist attacks on September 11, 2001.

Air National Guard

Message from the Director

Lieutenant General
Craig R. McKinley

Vice Chief, National Guard Bureau and Director, Air National Guard

Since before the birth of manned flight, Airmen have embarked on proving the validity of mastering the third dimension of warfare. Our Air Force is the proven leader in this era of air dominance – an advantage no other nation on earth has ever matched. However, now is not the time for complacency.

We can't predict what challenges are on the horizon. What we know, however, is that the speed of advances in technology is eroding and encroaching on our technological advantage. We must remain vigilant and prepared to counteract this dangerous erosion.

We support civil authorities in protecting life and property through rapid response airlift, supplementing search and rescue, assisting aerial fire fighting, providing wide-area situational awareness, and airdropping food and supplies to those isolated by floods or blizzards. We also provide support capabilities to primary airpower missions such as medical triage and aerial evacuation, civil engineering, security force augmentation, infrastructure protection and HAZMAT response.

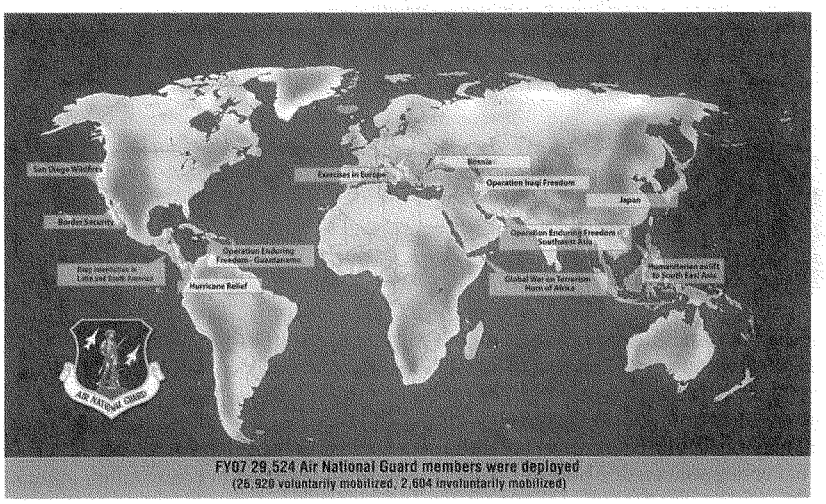
Ninety-four Air National Guard units provide security at home-station and deployed locations through law enforcement patrols, integrated base defense and antiterrorism/force protection initiatives. Security Forces professionals also provide nuclear security, information security, combat training, combat arms training and maintenance services. Every day, more than 6,000 Air National Guard members stand watch, patrolling the skies and assisting civil authorities protecting U.S. borders.

At the same time, approximately 7,000 Airmen are deployed around the world fighting terrorism in Southwest Asia and Africa, and supporting joint and coalition forces through their airlift, air refueling, intelligence, surveillance and reconnaissance capabilities.

Whether fighting overseas, protecting the homeland, or responding to hurricanes, fires and tornadoes, Air National Guard members continue to play an integral part in disaster response in communities throughout America and abroad.

In 2007, throughout the world, the Air National Guard:

- Supported 34,554 activations (31,922 voluntary and 2,632 involuntary)
- Deployed 29,524 (26,920 voluntary and 2,604 involuntary)
- Deployed service members to dozens of 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



The Air National Guard is forward thinking. We adapt to ensure we have the capability to meet the needs of our nation. In the past year, the Air National Guard expanded into new capabilities including unmanned aerial systems (MQ-1 Predator and RQ-4 Global Hawk), intelligence collection and exploitation (DCGS Sentinel), space operations support and cyberspace. Air National Guard members have adapted their traditional community-based organizations to associate more closely with both active duty and other reserve components. New organizational structures are designed to capitalize on the Air National Guard's competitive advantage of cost effectiveness and our core competency of experience.

A crucial part of the American military, the Air National Guard remains vigilant and prepared. The Air National Guard of the 21st century stands as a sleek, efficient and dedicated part of our nation's defense.

Homeland Defense and Domestic Operations

Securing the Home Front While Defending the Nation

In every natural disaster occurring in the United States, the Air National Guard provides critical air capabilities to the states. Airpower is crucial for protection against unknown eventualities including national emergencies. As a nation, we cannot afford to assume otherwise.

Since September 11, 2001, thousands of Air National Guard personnel have provided complete air sovereignty across the United States. We provide 95 percent of our nation's fighter interceptor aircraft, 85 percent of the aerial refueling capability, and 100 percent of the air defense command and control system. Maximizing the traditional basing locations, capitalizing on high experience levels and leveraging a long professional history in Air Defense operations, the Air National Guard continues to serve as the backbone of this vital mission for the near future.

The Kansas Air National Guard works hard to remove debris from Greensburg High School after it was hit by a massive tornado May 4.

In early 2007, the Air National Guard provided disaster relief during a Colorado snowstorm and a Kansas tornado. Since October 1, 2007, our Modular Airborne Fire Fighting systems have spread 132,479 gallons of retardant on wildfires. Air National Guard pararescue and special tactics units, highly experienced, reliable and ready forces, are not only deployed in combat missions but also serve in homeland defense/disaster relief contingencies. Air National Guard squadrons are deployed in combat; they secure public safety against missile launches; provide rescue coverage for the space shuttle if necessary; and provide full-time search and rescue coverage for Alaska.

Through its counterdrug operations, the Air National Guard provides specialized airborne resources critical in the effort to stem the flow of drugs and associated violence crossing our borders. Moreover, as a strong component of the President's Operation Jump Start and other missions, the Air National Guard helps keep America's borders secure.

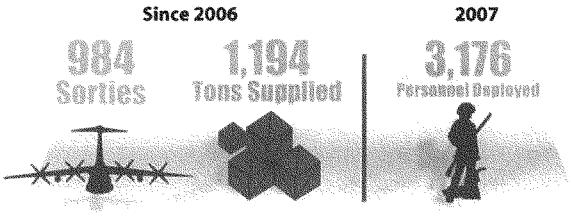
Since July of 2006, Operation Jump Start Air Guard has:

- Flown 984 border sorties (13,922 passengers)
- Airlifted 1,193 tons of materials and supplies

In 2007 alone, the Air National Guard supported Operation Jump Start by:

- Activating 3,250 personnel (3,150 deployed)
- Participating in infrastructure protection and border surveillance resulting in a 75 percent decrease in illegal border crossings

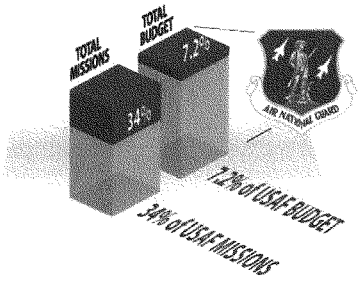
Operation Jump Start Air Guard



In 2007, the Air National Guard provided 2,676 individuals and 274,705 duty days using RC-26B aircraft to assist local, state, and federal law enforcement authorities in conducting counterdrug operations.

Air National Guard Percent of Total Air Force

54 States & Territories | 87 Flying Wings | 88 Support Sites | 106,700 Personnel |1,295 Total Active Inventory



Critical to Today's Fight

Like the Air Force, the Air National Guard is integrated into America's fighting force overseas. Protecting the homeland from terrorist threats begins on American soil and extends overseas. On September 11, 2001, Air National Guard aircraft were the first to respond. Since 1991, the Air National Guard has provided the highest percentage of its force, more than any other reserve component, in responding to America's needs.

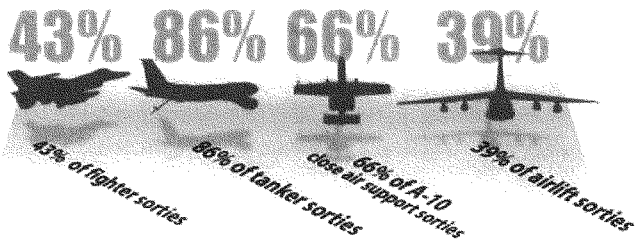
Over the past six years, we have:

- Deployed more than 203,700 Airmen (92 percent voluntarily deployed)

- Flown more than 179,000 missions
- Logged more than 558,000 flying hours

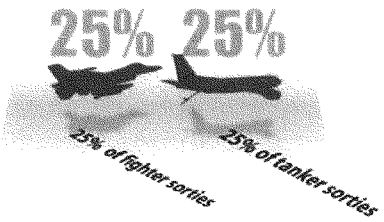
During the peak of Operation Iraqi Freedom, more than 22,000 Air National Guard members were either mobilized or volunteered to support today's fight.

During Operation Iraqi Freedom, ANG Flew



During the same period, in support of Operation Enduring Freedom, the Air National Guard flew more than 25 percent of both fighter and tanker sorties. In addition, the intelligence, surveillance and reconnaissance air support provided by the Air National Guard in both Operation Iraqi Freedom and Operation Enduring Freedom contributed significantly to safeguarding the troops on the ground while pursuing and terminating terrorist leaders.

During Operation Enduring Freedom, ANG Flew



In addition to our airborne capabilities, the Air National Guard has contributed ground forces in the following manner:

- 15 percent of the Air National Guard's expeditionary combat support was engaged during Operation Iraqi Freedom and Operation Enduring Freedom
- 60 percent of the Air National Guard security forces made expeditionary combat support contributions
- 25 percent of the Air National Guard's intelligence, services and weather personnel were mobilized

Developing Adaptable Airmen

Readiness remains a top priority for the Air National Guard. Our goal is to continue to develop adaptable Airmen, service members who are always in a state of readiness and are willing and able to accomplish the job at hand. Proper funding for continued recruitment and training will ensure that the quality of our service members remains high. We are developing Airmen for leadership roles to meet the needs of our Total Force – today and tomorrow.

Recruiting and Retention

Adaptable Airmen are critical to the Air National Guard. They are combat-ready to defend national interests and balance global strategic risk. To preserve these assets, we need significant investment in our personnel, operations and maintenance accounts.

The top priority for Air National Guard recruiting and retention is to meet year-end goals, and build and retain a quality force to meet mission requirements.

For FY07, the Air National Guard reported an end-strength of 106,254, or 99.3 percent of our goal. We accomplished this goal in the face of challenges like base realignment and closure decisions, and Total Force Initiatives implementation.

Air National Guard retention is also solid and has exceeded annual officer retention goals for FY07. The Air National Guard ended FY07 retention at 89.5 percent overall. The Air National Guard continues to have an excellent retention rate, which decreases the cost of replacing valuable members. To maintain this momentum we continue to work to ensure the Air National Guard Recruiting and Retention program is adequately funded.

Transforming Into a Capabilities-based Force

Transforming from a platform-based force to a capabilities-based force is critically important for the Air National Guard. We have to ensure our force is building the capabilities of the Combatant Commanders, Air Force and National Guard need to defeat tomorrow's adversary and support our domestic needs.

The Air National Guard's capabilities-based force realignment requires shifting functions, organizational constructs, and realigned priorities across the entire force. This has to be accomplished while fully engaged in today's fight. Simply put, we will transform at mach one speed; we do not have the luxury of pausing operations while re-equipping and resetting our force.

Some of our missions demand a different force than the one we have today and will affect us in these ways:

- Mission changes, aircraft movements and programmatic decisions will directly impact about 15,000 Air National Guard members in 53 of the 54 states and territories
- Estimated cost for FY09 is $350 million; and involves a complex interplay of people, training, equipment and facilities
- Fully implementing, retraining and rebalancing our force will take 5 to 10 years

As we shift aircraft and missions, some units are transitioning into ground-based capabilities including intelligence, surveillance and reconnaissance duties. This transition is necessary for the Air National Guard to maintain its essential role as part of our nation's defenses.

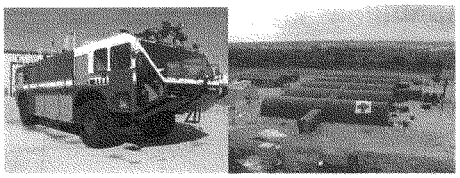
In a few years we'll be able to reflect on this period of change and recognize how hard work, tough decisions and forward thinking reshaped our National Guard into a more capable force.

Equipping and Modernizing the Air National Guard

Developing and fielding "dual-use" capabilities are the cornerstones of the Air National Guard's cost effective contribution to combat and domestic operations. In FY08, with Congressional assistance, we will address critical Homeland Defense shortfalls.

Specifically, we will address:

- Additional Expeditionary Medical Support suites
- Enhanced deployable wireless communication capability
- More fire fighting vehicles (current fleet averages 30 years old)
- Upgraded security weapons
- Enhanced explosive ordnance disposal
- Improved hazardous material handling equipment

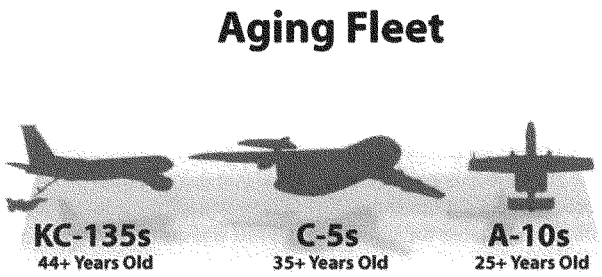


The Air National Guard has made strides in modernizing its 30-year-old fleet of fire fighting vehicles and fielding Expeditionary Medical Supports Units (EMEDS) like those seen here. But the work is far from over.

The Air National Guard has forces in every Air Expeditionary Force deploying to the current combat theaters. Consequently, the Air National Guard must be equipped with the active duty force to meet combat mission demands. The age of the fleet, mission demands, and combat readiness require a parallel approach to aircraft modernization working in tandem with active duty forces.

An Aging Fleet

Our Air Force is struggling with sustainment bills versus recapitalization funding, which directly impacts the Air National Guard. More than 42 percent of the Air National Guard fleet is 25 years or older:



Navigation and Combat Systems Modernization Needs

The Air National Guard is critically important to the Air Force's Total Force effort. Forty percent of the Air Force's C-130 fleet resides in the Air National Guard. In FY07, Air National Guard C-130s flew over 11,000 hours in support of Operation Enduring Freedom and over 4,200 hours in Operation Iraqi Freedom. In support of the Aeromedical Evacuation mission, Mississippi Air National Guard C-17 aircraft returned over 19,000 patients to Germany and the United States from Iraq.

C-130, C-5 and C-17

The C-130, C-5 and C-17 aircraft all operate in environments of increasing levels of threat and complexity. We must ensure these aircraft continue to provide our Airmen with the best protection and warning systems available.

Combat Aircraft

Air National Guard combat aircraft – A-10, F-15 and F-16 – comprise approximately 30 percent of the Air Force's combat capability. Our maintainers continue to keep our fleet combat ready and lethal.

The E-8C Joint Surveillance Target Attack Radar System (JSTARS), a variant of Boeing 707, is flown by the Georgia Air National Guard's 116th Air Control Wing, Robins AFB, Georgia.

E-8C Joint Surveillance Target Attack Radar System

The E-8C Joint Surveillance Target Attack Radar System (JSTARS) continues to be the Combatant Commander's command and control system of choice. JSTARS supports the warfighter by locating, classifying, and tracking ground targets and movement, day or night, in all weather conditions, at ranges in excess of 150 miles. All 17 E-8Cs are operated by the Air National Guard's 116th Air Control Wing at Robins Air Force Base in Georgia. Our challenge is to keep the system modernized while maintaining the current operational tempo. The most urgent modernization need for the JSTARS includes re-engining.

Rescue Squadrons
Air National Guard Rescue Squadrons comprise 30 percent of the Air Force's high-demand combat deployable pararescue capability while special tactics personnel provide 25 percent of the Air Force's Special Tactics capability. These squadrons provide the highly experienced, skilled and reliable force for both deployed and domestic operations support.

Predator/Reaper Operations Center
The Air National Guard conducts predator operations and training in Arizona, California, North Dakota, New York, Nevada and Texas Air National Guard units. We continue to pursue development and acquisition of an integrated Predator/Reaper Operations Center (POC). The POC will allow smooth operation and control of current and future transformational warfighting and homeland defense missions. The new POC design will integrate the multiple systems that currently run independently.

KC-135
To meet continuous demands of global power projection, the Air National Guard KC-135s are effective. These aircraft are crucial to supporting the warfighter.

Operational Support Aircraft
Finally, Air National Guard Operational Support aircraft – C-40, C-38 and C-21 – meet the special mission transportation needs of distinguished visitors and Congressional delegations.

Training

Significantly important to the Air National Guard's training of Airmen is the Distributed Mission Operations program. The program supports all weapons systems. It includes flight and mission crew trainers to provide high fidelity, immersive simulators for individual, team, inter-team and full mission rehearsal training.

Joint Staff

Message from the Director

Major General
William H. Etter

Acting Director, Joint Staff, National Guard Bureau

The National Guard Bureau (NGB) enters 2008 with Congressional designation as a joint activity of the Department of Defense (DoD) and not strictly as a joint bureau of the Army and Air Force. How important is that to the history of an institution that has served this nation for more than 371 years?

From a historical perspective, this change in law is on a par with the National Defense Act of 1916 which created the term "National Guard" and made the state militias a component of the U.S. Army.

New levels of responsibility and authority come with the new law – requirements for plans and protocols for change. As a joint DoD activity, for example, manpower requirements for the bureau are now under the purview of the Secretary of Defense in consultation with the Chairman of the Joint Chiefs of Staff. The Secretary and the Chairman, working in consultation with the Secretaries of the Army and Air Force, are responsible for the development of a new charter for the National Guard Bureau.

While there will be changes, one thing will remain constant for the Joint Staff and the Chief of the National Guard Bureau. They will serve as the channel of communication between the Defense Department and the Governors of these sovereign states via their Adjutants General.

At the end of 2007, National Guard members were doing remarkable things in Iraq, Afghanistan, Kosovo, the horn of Africa, and 40 other countries. They were also serving here at home, protecting our borders, fighting fires, providing rescue and recovery in the wake of disasters, and interdicting the flow of illegal drugs.

Supporting Operation Jump Start

In May of 2006, the President asked the National Guard to temporarily provide support to the Department of Homeland Security's (DHS) effort to secure the southwest border. In 2008, that mission will end as originally conceived. While never meant to replace border patrol agents with Guardsmen on a one-to-one basis, the National Guard's support has provided DHS with time to grow its own capabilities. U.S. Customs and Border Protection is now better resourced and equipped than when the mission started. National Guard members from every state and territory have served in the four southwest border states under the command of the Governors and at the direction of U.S. Border Patrol.

As of November 30, 2007, National Guard members:

- Helped DHS apprehend more than 169,000 aliens and seize more than 269,000 pounds of marijuana, 4,900 pounds of cocaine, and 7,900 vehicles
- Built more than 37 miles of fence, 18 miles of road and 70 miles of vehicle barriers
- Provided support to local, state and federal law enforcement through the Counterdrug program
- Conducted non-core border activities which allowed 581 Border Patrol agents to direct border security missions, and to hire and train additional agents
- Allowed Border Patrol agents to enhance their law enforcement and border security efforts against all threats – illegal aliens, drugs, weapons and possible terrorists
- Aided in apprehending 137,387 aliens in the past year, increasing more than six times the number recorded in the first five months after operations began in June 2006

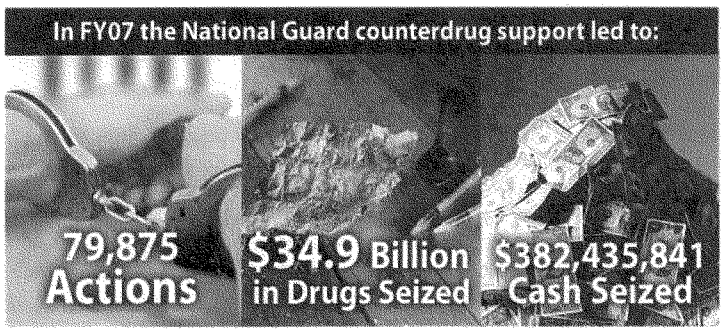
National Guard Counterdrug Program

Because of the National Guard's Title 32 status, we are not restricted by *posse comitatus* (the federal law that otherwise prohibits support of local law enforcement by members of the uniformed services), it serves a particularly unique role for the Department of Defense in the fight against illicit drugs. Since Congress authorized the National Guard to perform interdiction and anti-drug activities in 1989, the program has worked tirelessly with civilian law enforcement agencies and community-based organizations.

Counterdrug program highlights include:

- Employing more than 2,500 Soldiers and Airmen in the 54 states and territories to support over 5,000 law enforcement agencies at the local, state and federal levels, preventing illicit drug import, manufacture and distribution

- Contributing numerous liaison officers to work with State Joint Force Headquarters within the four southwest border states (Texas, Arizona, New Mexico and California)
- Allowing the states unprecedented access to National Guard Bureau assets resulting in a seamless flow of communication between the Joint Force Headquarters and National Guard Bureau
- Reaching about 2.8 million people in FY07 through drug demand reduction efforts, the National Guard Counterdrug program has unparalleled relationships within its communities; studies have shown that this can lead to drug use prevention among youth
- Participating in nearly 80,000 drug-related actions
- Supporting local law enforcement who seized more than 1.4 million pounds of illegal drugs (including more than 3 million 'designer drug' pills known by the street name, *ecstasy*)



In order to continue to support the new light utility helicopter, currently used for the counterdrug mission, adequate funding is required during all of the acquisition years of 2008-2013. The equipment is critical to both counterdrug, as well as in support of first responders during natural disasters.

The National Guard Bureau Joint Staff continues to focus on "mission first, people always." We continue to increase functions and services that enhance the quality of life for the men and women of the National Guard and our communities. In the following paragraphs, we offer a sampling of the accomplishments that demonstrate our commitment to this nation, and the Citizen-Soldiers and Airmen who protect it.

Domestic Operations

Information Sharing Environment Initiatives

The National Guard Bureau and the State Joint Force Headquarters are key partners in the development, implementation and execution of the National Strategy for Information Sharing Environment initiatives.

This partnership was instrumental in assisting a unified command leadership to effectively allocate resources and handle hot spots during the 2007 California wildfires. The ability for key federal, state, local and tribal partners to view a real-time common operating picture enhanced command, communications and coordination.

Critical Infrastructure Protection and Mission Assurance Assessment (CIP-MAA)

The National Guard Bureau is developing 10 National Guard Vulnerability Assessment Teams to provide analysis of sites deemed critical by the Department of Homeland Security. With a newly developed web-based automated reporting tool, the Critical Infrastructure Protection and Mission Assurance Assessment office can provide continual, detailed readiness information to National Guard Reaction Forces in all states and territories.

Support to Civil Authorities

The National Guard Bureau and the 54 states and territories are prepared to provide response to a wide variety of homeland defense/civil support missions.

The National Guard has supported homeland security missions guarding airports, nuclear power plants, domestic water supplies, bridges, tunnels, military assets, counterdrug operations and more. Across the country, National Guard members have responded to hurricanes, snow storms, wildfires, border security and other missions requiring individual assistance. During FY07 the National Guard Bureau Joint Domestic Operations Division provided subject matter expertise and facilitated information sharing across federal, state, and local agencies in over 554 instances of non-federalized National Guard support to civil authorities.

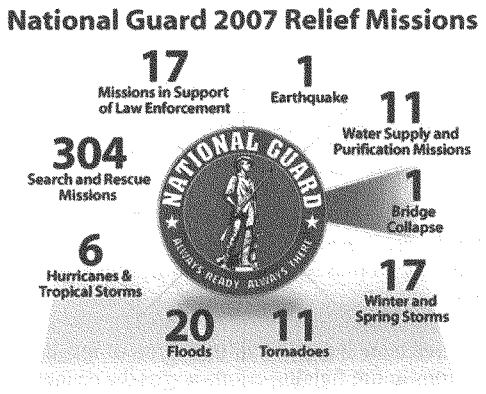
State Active Duty Support to Civil Authorities

During FY07, the National Guard supported hundreds of disaster and crisis response missions using state active duty Soldiers and Airmen. These humanitarian relief operations included construction, security, communications, aviation, medical, transportation, law enforcement support, search and rescue, debris clearance and relief supply distribution.

The following is a more detailed list of those disaster and crisis response missions:

- 6 Hurricane and Tropical Storms affecting the Gulf Coast states, Guam and the Virgin Islands
- 20 flood disasters in 14 states
- 11 tornado recovery responses in 14 states
- 17 winter and spring storm response missions affecting 23 states
- 11 water supply and purification missions in 11 states
- 1 earthquake response in Hawaii
- 1 bridge collapse in Minnesota
- 17 missions in support of law enforcement in 14 states

- 304 search and rescue missions in 25 states



Additionally, the National Guard provided critical infrastructure protection for facilities deemed critical by the states. Joint Force Headquarters Louisiana alone maintained a cumulative total of 109,500 duty days in ongoing support of law enforcement for Hurricane Katrina in FY07. (Possible 'Did you know' Box)

Joint Enabling Teams and the Liaison Officer Program

The National Guard Bureau Joint Enabling Team program assists the 54 states and territories with communication and request flow processes.

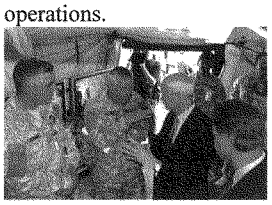
Since development of the Joint Enabling Teams in FY06, they have been successfully employed in live emergency responses to Hawaii for an earthquake; Kansas for tornadoes/floods; Hawaii and Puerto Rico for hurricanes; Texas for a tropical storm; and California for wildfires.

The Joint Enabling Team program must be maintained in a collaborative effort with the supported states and territories to save lives and mitigate suffering.

Joint Continental United States (CONUS) Communications Support Environment

The National Guard continues to provide communication systems for non-federalized National Guard Forces involved in domestic operations for civil authorities and homeland defense activities. This is an essential requirement for non-federalized National Guard domestic operations; particularly in those cases similar to Katrina, in which a large number of states provided National Guard forces in support of a particular Governor. This capability is even more critical with the passage of the National Guard Empowerment Act, and we must provide Congress clear visibility within the President's

budget for the funding support required for non-federalized National Guard domestic operations.



Brigadier General Thomas Sinclair (center), commander of South Carolina's 228th Signal Brigade, explains the impact of the Joint Incident Site Communications Capability to Department of Homeland Defense Secretary Michael Chertoff (right) in support of the unified commands and civil authorities in times of disaster.

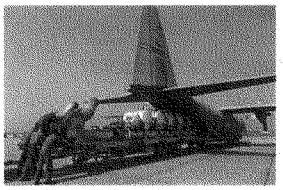
National Guard Support to Civil Fire Fighting

The National Guard provides military support to wildland fire fighting as a part of the Department of Defense response plan.

In FY07, National Guard assets delivered more than 5.3 million gallons of retardant during some 6,800 fire suppression drops in fire fighting efforts across the country. In September 2007, over a five-day period, National Guard helicopters spread more than 35,000 gallons of retardant on the California Lick Fire, aiding in preventing the destruction of homes, commercial buildings and livestock.

National Guard assets are available year-round but are especially focused from April to October – the prime period for forest fires. Aviation fire fighting assets reside in North Carolina, California, Wyoming, Florida, Nevada, New York and Oregon National Guard aviation units and have been greatly successful in past years.

National Guard UH-60 black Hawk and CH-47 Chinook helicopters swarm into Gillespie Field in San Diego in response to the Southern California wildfires in October 2007.



Airmen from the North Carolina Air National Guard's 145th Airlift Wing push a modular airborne fire fighting system onto a C-130 Hercules. The system is a series of pressurized tanks that hold 3,000 gallons of flame-retardant liquid. The retardant is dropped along the leading edge of a fire to block the spread of flames.

Throughout the 54 states and territories, National Guard units also have 249 "bambi buckets" strategically located to combat wildfires nationwide. These fire buckets range in size from 144 to 2,000 gallons and can be carried by UH-1, UH-60, HH-60 and CH-47

helicopters from the Army and Air National Guard. Fire fighting assets and crews assisted state and federal forest fire fighting efforts in California, Nevada, Florida and Georgia in FY07. (Possible 'Did you know' Box)

Vigilant Guard Regional Exercise Program

Vigilant Guard provides an opportunity for National Guard Joint Task Forces and field units to improve command and control, and operational relationships with internal, civilian, and military partners against homeland security threats. The exercise involves all the command elements of Northern Command, National Guard Bureau, Department of Defense, U.S. Transportation Command, Department of Homeland Security and other supporting U.S. government agencies.

The states, divided into regions, have four opportunities per year to test coordinated tactics, techniques and procedures among state and federal civil and military partners in response to a regional level incident. The desired outcome is an increase in readiness while developing partnerships at all levels to enhance the unity of effort in the future.

Vigilant Guard highlights include:

- Eight Vigilant Guard regional exercises have involved 34 participating states
- In May 2007, a combined Vigilant Guard and U.S. Northern Command exercise in Indianapolis tested more than 2,000 National Guard personnel from Indiana and surrounding states

Vigilant Guard training prepares responders to recover and treat casualties under extreme conditions. The result is a force capable of providing the right people at the right place and time with the right capabilities to prevent and alleviate human suffering.

Joint Interagency Training and Education Center

An integral part of continuing the National Guard's transformation for the future is building relationships and capabilities with our interagency partners.

Joint Interagency highlights include:

- Interagency training capability has afforded critical training and interaction with over 90 different organizations and agencies in over 800 exercises during more than 30,000 days of training since September 11, 2001
- The Defense Department established some funding support to develop National Guard interagency training capability in 2007

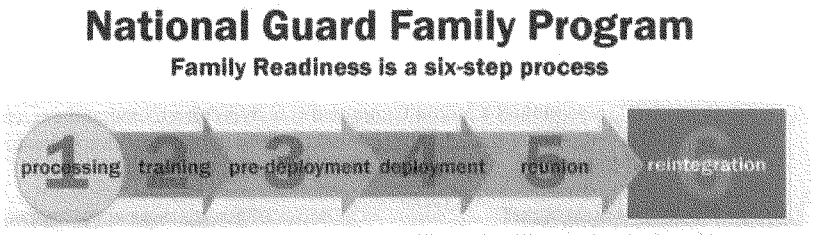
More than 200 training, exercise, or assessment activities are scheduled in 2008. With continuing support from both DoD and Congress, the National Guard will continue to transform itself into a premier homeland security and defense organization, leveraging state and federal responses, capabilities and expertise.

Supporting the Warfighter – Connect the Community

National Guard Family Program

The National Guard Bureau Family Program provides members and their families with education, training, community outreach, and partnerships in three critical areas:

- *Family Readiness* is a six-step process that prepares families for having a loved one in the National Guard. The process covers all phases of service, including a welcome brief, in processing, training, pre-deployment, deployment, reunion and reintegration.



- *Family Assistance* provides support to military families during long or short-term deployments. Over 400 contracted personnel across the nation provide crisis intervention and community outreach services, as well as information and referral services on legal, financial, medical and dental matters. Help is also available for families online at: www.guardfamily.org

- *Program Services* provides support services, education, and information to assist the National Guard members and family members. This is accomplished through family services, youth programs, community outreach, national volunteer programs and training initiatives.

Home Station Transition Support

Last year, Congress appropriated funds for National Guard pilot programs to help returning veterans reintegrate to their civilian lives. Congress also established the Yellow Ribbon Reintegration Program in the FY08 National Defense Authorization Act. In the year ahead, the National Guard Bureau looks forward to working closely with the Office of the Assistant Secretary of Defense for Personnel and Readiness to implement the program. We will develop these capabilities in view of the best practices of the several states that have created their own programs. These programs support the difficult process of transitioning from a combat deployment to civilian status by offering support on

civilian employment, the Department of Veterans Affairs, educational benefits and health care.

Youth ChalleNGe Program

The National Guard Youth ChalleNGe Program is a community-based concept that leads, trains, and mentors at-risk youths, ages 16 to 18, and assists them in becoming productive citizens. The National Guard Youth ChalleNGe Program is the second largest mentoring program of its kind in the nation – second only to the Boy Scouts of America. ChalleNGe is a coeducational program, consisting of a five-month "quasi-military" residential phase and a one-year post-residential phase. The young adults targeted to become Cadets in this program are unemployed high school drops outs – but must be drug fee and have no police record.

Since 1993 ChalleNGe has grown to 34 sites in the United States and Puerto Rico. The program has graduated over 76,000 young men and women.

A 1998 Vanderbilt University report placed the value of intervening in the life of such young people somewhere between $1.5 and $2 million per youth. Today, at an average cost of $14,000 per student per year, the taxpayer reaps an estimated savings of $109 million in juvenile corrections costs annually.

Veterans Affairs Liaison

Sustained mobilization of the National Guard since September 11, 2001 has resulted in a larger number of members eligible for entitlements through the Department of Veterans Affairs (VA).

Since the May 2005 memorandum of agreement was signed to support National Guard members, significant progress has been made to improve the services available to National Guard members and their families. A permanent liaison has been appointed in both the National Guard Bureau and Department of Veterans Affairs to work out issues at the federal level. Additionally, 57 Transition Assistance Advisors have been trained and placed in the Joint Forces Headquarters to act as liaisons among the members entitled to VA benefits within a state and the local Veterans Affairs, veterans' service organizations and community representatives.

Employer Support of the Guard and Reserve

The basic Employer Support of the Guard and Reserve (ESGR) mission continues to be gaining and maintaining the support of public and private employers for the men and women of the National Guard and Reserve.

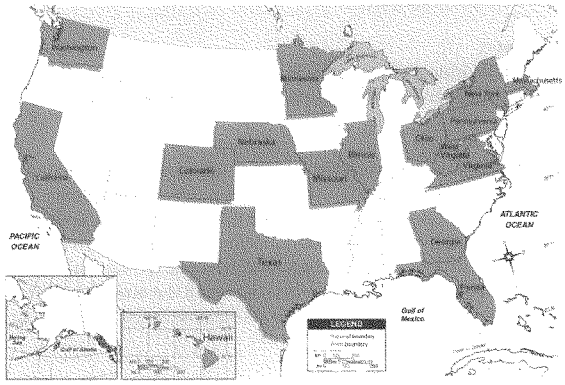
Today, nearly 4,200 volunteers serve on local ESGR committees. With resources and support provided by the National ESGR Office and the National Guard Bureau, these 54 ESGR committees conduct Employer Support and Outreach programs. This includes information opportunities for employers, ombudsman services, and recognition of employers who support and encourage participation in the National Guard and Reserve.

Transformation for the Future

The National Guard continues to staff and publish logistics doctrine and plans for domestic contingency operations and emergencies. The National Guard Bureau is committed to the transformation and integration of the best available information technology enablers into our joint logistics plans, exercises and operations.

Important upgrades and new equipment have been fielded for the 57 Civil Support Teams and 17 Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE)-Enhanced Response Force Package (CERFPs) locations. The next generation of Civil Support Team equipment was fielded for various operational systems; consisting of the Unified Command Suite, Analytical Laboratory Suite and Advance Liaison Vehicle. Additionally, a ground transportation equipment program for the CERFP units was staffed for resource allocation consideration. Staff assistance visits were conducted to identify and fill equipment shortfalls in the initial 12 CERFP organizations to bring them to the same level of capability as the five latest additions to the CERFP force structure. Based on these assistance visits, accountability procedures and material fielding plans were established to synchronize new equipment delivery.

CBRNE Enhanced Response Force Package Locations



Seventeen CERFPs are currently assigned with at least one in each of the 10 Federal Emergency Management Agency regions, with some having up to three based on population density for that area.

Air National Guard members carry a "casualty" to a medical station during a CBRNE exercise held at Muscatatuck Urban Training Center near North Vernon, Indiana in May 2007.

With the ongoing support of Congress and the American people, the National Guard will continue to secure the American homeland while defending her interests abroad. America can depend on the National Guard to be "Always Ready, Always There."

State Adjutants General

Alabama
Major General Abner C. Blalock Jr.

Alaska
Major General Craig E. Campbell

Arizona
Major General David P. Rataczak

Arkansas
Major General William D. Wofford

California
Major General William H. Wade, II

Colorado
Major General H. Michael Edwards

Connecticut
Major General Thaddeus J. Martin

Delaware
Major General Francis D. Vavala

District of Columbia
Major General David F. Wherley, Jr., Commanding General

Florida
Major General Douglas Burnett

Georgia
Major General William T. Nesbitt

Guam
Major General Donald J. Goldhorn

Hawaii
Major General Robert G. F. Lee

Idaho
Major General Lawrence F. Lafrenz

Illinois
Major General (IL)* William L. Enyart Jr.

Indiana
Major General R. Martin Umbarger

Iowa
Major General Ron Dardis

Kansas
Major General Tod M. Bunting

Kentucky
Major General (KY)* Edward W. Tonini

Louisiana
Major General Bennett C. Landreneau

Maine
Major General John W. Libby

Maryland
Major General Bruce F. Tuxill

Massachusetts
Brigadier General (MA)* Joseph C. Carter

Michigan
Major General Thomas G. Cutler

Minnesota
Major General Larry W. Shellito

Mississippi
Major General Harold A. Cross

Missouri
Major General King E. Sidwell

Montana
Major General Randall D. Mosley

Nebraska
Brigadier General (NE)* Timothy J. Kadavy

Nevada
Major General Cynthia N. Kirkland

New Hampshire
Major General Kenneth R. Clark

New Jersey
Major General Glenn K. Rieth

New Mexico
Brigadier General (NM)* Kenny C. Montoya

New York
Major General Joseph J. Taluto

North Carolina
Major General William E. Ingram, Jr.

North Dakota
Major General David A. Sprynczynatyk

Ohio
Major General Gregory L. Wayt

Oklahoma
Major General Harry M. Wyatt, III

Oregon
Major General Raymond F. Rees

Pennsylvania
Major General Jessica L. Wright

Puerto Rico
Brigadier General (PR)* David A. Carrion-Baralt

Rhode Island
Major General Robert T. Bray

South Carolina

Major General (Ret) Stanhope S. Spears

South Dakota
Major General (SD)* Steven R. Doohen

Tennessee
Major General Gus L. Hargett, Jr.

Texas
Major General Charles G. Rodriguez

Utah
Major General Brian L. Tarbet

Vermont
Major General Michael D. Dubie

Virginia
Major General Robert B. Newman, Jr.

Virgin Islands
Brigadier General (VI)* Renaldo Rivera

Washington
Major General Timothy J. Lowenberg

West Virginia
Major General Allen E. Tackett

Wisconsin
Brigadier General (WI)* Donald P. Dunbar

Wyoming
Major General Edward L. Wright

* - Denotes Brevet Rank

In Memoriam

Our Dedication to the men and women of the National Guard who sacrificed all for their nation and state

The United States Army Reserve
2008 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
Second Session, 110th Congress

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans and programs. The 2008 Army Reserve Posture Statement also addresses the support required by the Army Reserve to accomplish its mission as an operational force during FY09.

Unless otherwise noted, all statistics and facts are current through March 24, 2008.
This document is available on the Army Reserve web site at:
www.armyreserve.army.mil

April 1, 2008

Today's Warrior Citizens serve our Nation during an era of persistent conflict - a role unforeseen when the Army Reserve originated on April 23, 1908 as the Medical Reserve Corps. One hundred and sixty civilian physicians comprised this first strategic reserve, one that could be ordered by the Secretary of War to active duty during a time of national emergency. A century later, the U.S. Army Reserve is a diversified, capable, skill-rich, community-based operational force with an authorized end strength of 205,000 Warrior Citizens.

Throughout our first century of service, our mission was to support the Army to ensure mission success and our Soldiers served with pride and distinction. In the final decade of the 20th century, the Army Reserve was called upon to support training, coalition building and stability missions, as well as foreign and domestic contingency operations. At the dawn of this century, with further demands placed on our Nation's military after September 11, 2001, it became necessary for the Army Reserve to transform to a more fully operational force.

Today, the 21st century Army Reserve Soldier is a Soldier who serves in an expeditionary force that is an integral part of the world's best Army. Yet, as we have done for the past one hundred years, our Soldiers live and work in their civilian communities while volunteering to serve their Nation in the U.S. Army Reserve. In the past six years, 190,796 Army Reserve Soldiers have mobilized and deployed in support of the Global War on Terror. Currently 27,143 Warrior Citizens from communities around the Nation are serving in Iraq, Afghanistan and in 18 other countries. They serve at a time when the stakes for our Nation and our national security are high, the demands on our force are significant, and the need for a strong Army undeniable.

As we move forward in our transformation, we are undergoing the most dramatic change to our force structure, training and readiness since World War II. However, as we continue to transform, one thing does not change – the Army's reliance on our Army Reserve Warrior Citizens' civilian-acquired skills; skills which are critical to the Army's success. As a result of the continuous state of mobilization and a high operational tempo, the Army Reserve has experienced stress on our Soldiers and their units, stress on their Families, stress on their employers and stress on our equipment. We have come to realize that while we remain a committed, professional, All-Volunteer Force, the Army Reserve, like the Active Component, is increasingly out of balance.

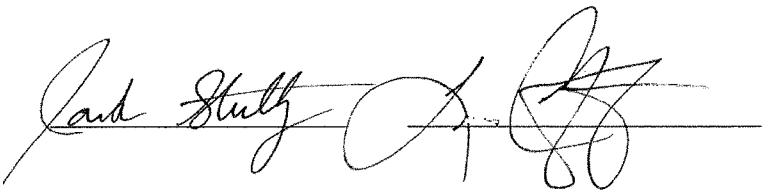
To help us build capacity and increase our military effectiveness, we have aligned our needs into four imperatives: to SUSTAIN our Soldiers, their Families and Employers; to PREPARE our Soldiers for success in current operations; to RESET and rebuild readiness for future operations and to TRANSFORM to better meet the demands of the 21st century.

To continue our mission for the next one hundred years, the Army Reserve depends on adequate, essential resources in the FY09 budget and beyond. The firm application of

the individual and collective skills resident with Army Reserve Warrior Citizens is essential to the offense, defense and stability operations of this persistent conflict. Operationalizing the Army Reserve meets the needs of the Army Transformation guidelines and strategies and gives taxpayers the confidence we are using their resources wisely and efficiently. We agree with the January 31, 2008 Commission on the National Guard and Reserves characterization of the Nation's Reserve Forces; "*The Reserve Components are this nation's insurance policy against unexpected events, provide a daily connection between the military and their civilian communities, constitute a significant pool of pre-trained manpower, and are well-suited for a leading role in homeland response activities. Their value to the nation cannot be overstated.*"

We will continue to reflect the very best of our Nation by defeating the enemies of freedom and the proponents of terror, by defending our homeland, and by assisting our Nation to build a better future for coming generations. But we cannot fulfill our mission alone; we require continued support from Congress and the American people.

The men and women of the U.S. Army Reserve epitomize what is best about America; it is an honor to serve with them. It is humbling to see the support our Families give to their Soldiers; for while it is the Soldier we recruit, it is their Families that we retain. It is also a privilege to work with the civilian employers who support our Soldiers in their communities; they continue to motivate us to find solutions for managing a shared workforce. Together, our Army Reserve Soldiers, their Families and employers are the strength of the Nation.



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

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

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Warrior Citizens: An Integral Part of Today's Army

The quality of our Force is undeniable. Army Reserve Soldiers are Warrior Citizens who contribute to their local communities as they pursue their civilian careers. In uniform, they also contribute to our national security when they train, prepare, watch and listen for a call to arms. Over the last century, Warrior Citizens have repeatedly answered that call and have proven the value of citizens serving in the Army Reserve to achieve national goals. Today, tens of thousands of men and women are in the Army Reserve; when they mobilize, they leave their homes, their Families, and their jobs to serve our Nation. And, over the course of the coming years, thousands more Army Reserve Warrior Citizens will step forward to serve and sacrifice on behalf of their friends and neighbors and the strangers they call countrymen – the citizens of the United States.

Our Warrior Citizens are volunteer members of the best trained, best led and best equipped fighting force our Nation has ever fielded. The 190,796 Army Reserve Soldiers mobilized since September 11, 2001 demonstrates why Warrior Citizens are among those proud to be called Army Strong.

The men and women of the Army Reserve hail from every corner of this Nation; ordinary Americans volunteering for extraordinary service. They are black (22 percent), white (60 percent), Hispanic (12 percent), and Asian and Pacific Islanders (four percent). Seventy-seven percent are men, 23 percent are women. They are young (46 percent are 17-29 years old) and they are mature (46 percent are aged 30-49). They don the uniform as enlisted Soldiers (81 percent), officers (18 percent) and warrant officers (one percent). Our Warrior Citizens are men and women committed to their Families, their communities and their country. They are the strength of our Nation.

Our Force includes Soldiers like Staff Sergeant Jason Fetty, a civilian pharmacy technician from Parkersburg, W. Va. In the Army Reserve, he is a pharmacy specialist with the 339th Combat Support Hospital in Coraopolis, Pa. When he deployed to Afghanistan in April 2006, he voluntarily transferred from his medical unit to the 364th Civil Affairs brigade to join a Joint Provincial Reconstruction Team.

With just a week left on his one-year tour, Staff Sgt. Fetty encountered a man dressed in a hospital lab coat that forever changed his life. On February 20, 2007, at a ribbon cutting ceremony to open the emergency room his unit constructed at the Khost City Hospital, Staff Sgt. Fetty noticed one of the doctors acting strangely. He said the doctor looked, "crazy in the eyes." After ten months in Khost, he knew a lot of the medical personnel, and he didn't recognize this man, so he confronted him and immediately perceived him as a threat. He was right. The man was a suicide bomber.

Staff Sgt. Fetty knew he couldn't risk hitting an innocent bystander if he were to shoot and miss, so he maneuvered away from the crowd, hoping the suicide bomber would follow. He did. Two other U.S. Soldiers began firing warning shots at the man, still not realizing he was a suicide bomber. After firing a warning shot, Staff Sgt. Fetty shot the

man in the legs. He fell, but didn't go down completely so Fetty himself raised his weapon again and struck him in the abdomen. When Staff Sgt. Fetty saw the man slowly put his hand under his lab coat, he knew this was an indicator, something was about to happen. Staff Sgt. Fetty yelled for everyone to get out of the way and he started running. He didn't get far. When the bomb exploded, Staff Sgt. Fetty sustained shrapnel wounds to his face, back, thighs, ankle and elbow. The other two U.S. Soldiers were also wounded, but no one in the large crowd gathered for the ribbon cutting ceremony died; no civilians, no dignitaries, no Soldiers. Staff Sgt. Fetty was awarded the Purple Heart as he recovered from his wounds at the Task Force medical treatment facility at Bagram Airfield. On October 12, 2007, he was also awarded the Silver Star in recognition for his heroic service under fire. He is the first Army Reserve Soldier to earn this distinction for service in Afghanistan. From Staff Sgt. Fetty's perspective, "Anyone would have done what I did if they were put in the same situation."

We are also privileged to have Soldiers like Jennifer J. Johnson in our ranks. She was a nurse practitioner who thoroughly enjoyed her civilian career in medicine; skills she brought with her when she joined the Army Reserve in 1985. But she felt something was missing; that perhaps nursing was a bridge to an even greater calling. In 2003, she was ordained as a minister and moved from the nurse corps to the chaplain corps in the Army Reserve. Of the 393 chaplains serving in the Army Reserve, only 29 are female. Chaplain Major Johnson says there are many qualities of nursing that are comparable to the ministry, "We guide, we direct, we nurture," she said.

Chaplain Johnson mobilized for one year in July 2006. Twenty-one years after she first joined the Army Reserve, her professional and military careers came full circle when she deployed to Iraq in September of that year. As the chaplain for the military hospital in Tikrit, she provided pastoral care at the 46 bed hospital. There she saw first hand how holistic care - taking care of the emotional and spiritual well being of a patient - helps physical healing. Chaplain Johnson always carried a Prayer Book for U.S. Forces with her - in the operating room, visiting patients or leading a congregation in prayers. She also provided spiritual healing to the medical staff. Like many Soldiers, her military duties kept her away from her family for 15 months. She missed her daughter's first prom, family weddings and funerals and routine family life. But her sense of duty to country by serving in the Army Reserve and her responsibility as a person of faith kept her focused. When she returned from Iraq, she was hired as the chaplain of a large university hospital. Chaplain Jennifer J. Johnson is an example of the kind of strength our Soldiers bring to the Operational Force as well as to her civilian community.

College student Bethany Gunter wanted to challenge herself, mentally and physically, so she joined the Army Reserve; the educational assistance would help defray college expenses. In her Little Rock, Ark. unit she not only found the challenge she sought, she also found a soul mate, Nicholas Horn. After taking a few college courses and working for several years in the plumbing business, he was also ready for a change. He dreamed of being a Soldier and the thought of becoming a husband never entered his mind, until he met Beth. The two Soldiers married shortly before deploying together to Mosul, Iraq, where they served with the 431st Civil Affairs Battalion. There, Specialist

Bethany Horn worked in supply, but was trained to drive a 17,000 pound up armored Humvee and to serve as the swiveling turret gunner behind a belt-fed machine gun. Sergeant Nicholas Horn was the operations non-commissioned officer in charge. During his one-year deployment, he was awarded a Bronze Star for saving the life of a civilian injured in a mortar attack.

Bethany said their joint deployment forced them to mature, "We couldn't be kids anymore, our day-to-day objective was to survive and to try to make a difference in Iraq." Nicholas said the deployment reinforced to him the fact that marriage is a team effort, especially in a combat zone. "We worked together 24 hours a day, seven days a week. We saw each other react when mortars hit and we grew to depend on each other; to stay alive as we build our lives together. She's the only battle buddy I'll ever need." They both believe the skills they've learned in the Army Reserve will help them be better leaders in their community as they interact with customers and classmates and to improve their readiness and training with their unit in the Army Reserve.

Our force also includes Soldiers like First Lieutenant Virgilio Villacorta. He's a senior scientist who works in algorithm development and image processing for defense applications. He earned his PhD in Health Sciences and Technology from MIT where his research was on how the brain adapts to acoustic perturbations and resilient speech patterns. He joined the Army Reserve in October 2001 because he wanted to serve his country. He was commissioned in December 2004 and now serves with the 368th Military Intelligence Battalion. He attributes his work in military intelligence to providing him with a better understanding of the technology Military Intelligence units need in the field and how important the design of the technical equipment is to the Soldiers who depend on it. 1st Lt. Villacorta, like many of our Warrior Citizens, came to the Army Reserve with an advanced degree.

These Army Reserve Soldiers are typical of the patriotic men and women who have answered the Nation's call to serve. They are illustrative of why our Warrior Citizens are the strength of our Nation, are an integral part of today's U.S. Army, and deserving of the best possible, most thorough training, resourcing and support from Congress and the American people.

The 21st Century: A Century of Leadership and Strength

The Army Reserve has experienced significant change during our first century of service to the American people. Our military forces support the American people and are connected directly to American communities through Soldiers such as the Warrior Citizens who serve in the Army Reserve.

As we look to the future we know without a doubt we will continue to adapt to change; to transform to a more effective Operational Force and to meet the needs of the Army. Increasingly, we recognize that the uncertain security environment of the future and the challenging fiscal responsibilities faced by our Nation requires more cost-effective,

flexible sources of manpower that can be efficiently increased in times of need and reduced in a way that economically preserves capability when requirements diminish. As the Commission on the National Guard and Reserves concluded, "*Fundamental reforms are needed to ensure the Reserve Components are feasible in the short-term while sustainable over the long-term.*" This will impact the pace of the Army Reserve's transformation and how our Force is resourced, manned and trained.

We have entered a dynamic era – an era of extraordinary challenges – an era marked by unprecedented technological and economic advances, expanded globalization, and a burgeoning world population. These advances have resulted in an increased demand on resources such as fresh water, food, and the elements that sustain economic enterprise. As the global community becomes more interconnected, an unstable natural environment and a growing world population will exacerbate the potential for conflict and increase the likelihood of humanitarian crises.

Other contributing factors impacting international stability include the struggle for power involving economic and technological dominance, religious and cultural conformity, and the infrastructure to provide basic human necessities such as food, water, shelter, sanitation, medical care and the economic means to sustain affected populations.

The technological advances of the last century have contributed to an increase in the length and quality of life for many of the world's inhabitants. But technology has proven to be a double-edged sword. While it is used for many productive ends, it may also be leveraged for destructive purposes. Unstable governments and well-financed groups who seek to exploit weapons of mass destruction for diverse aims seriously threaten global peace and must be contained. State on state regional conflicts; failed states competing for internal and external resources; and global terrorism threatens world peace and stability.

The challenges America faces are many and the risks are great. We are in a position that is both envious and dubious. Global leadership demands global responsibility. The United States Army is one of the most far-reaching and capable forces available for the country to tackle global challenges of the 21st century. The United States Army Reserve is an integrated, operational component of the world's greatest Army, ready, willing and able to face these challenges.

The emerging trends of globalization, population growth, resource depletion, climate change and natural disasters, proliferation of weapons of mass destruction, and failed and failing states demonstrate a global environment of dynamic risk. These risks place high demands on our military. The core competencies that reside in the U.S. Army Reserve allow the Active Force to mitigate these risks to achieve national objectives.

The Army Reserve, a valuable component of the Army, is dynamic, flexible and capable; a significant provider of combat support and combat service support to the Total Force. The Army Reserve is well designed and well suited for operations in a global environment of instability. The Army Reserve possesses extensive capabilities to

respond to nuclear, biological and chemical weapons threats. Army Reserve Soldiers are uniquely suited, by way of the extensive civilian-acquired skills which compliment military-acquired skills, to participate in missions to defeat threats to security as well as stability and reconstruction operations. The Army Reserve also possesses unique capabilities and resources to address humanitarian contingencies at home or abroad and remains the Nation's first Title 10 responder to provide support and assistance to civil authorities when a disaster or emergency occurs in the United States and its territories.

The Army Reserve is postured to respond and execute, in real time, missions to support the national military strategy. We continue improving the Army Reserve's capability and efficiency. We are in the midst of restructuring and improving our business practices, reducing overhead and fielding more deployable force structure to meet the wide array of missions ongoing or expected in the years ahead.

The 21st century is proving to be a century in need of the capabilities of our Warrior Citizens. The strength of the Nation lies with the strength of her citizens to bear the burden, pay the price, and to commit and sacrifice for the greater good. Army Reserve Warrior Citizens are carrying forth that tradition into a second century of service and sacrifice. We are more fully integrating with the Active Army to leverage our mutual strengths as we effectively and successfully carry out every mission we are called upon to accomplish.

2007 - A Year of Success and Achievement

Two thousand and seven was a year of commitment, sacrifice and change. Although the Army Reserve's FY07 budget of $6.9 Billion represented only 3.1 percent of the $221 Billion total Army executed budget, the Army Reserve proved itself a cost effective, successful force, with a global presence. In FY07 we achieved the following:

- ★ Mobilized more than 30,400 Warrior Citizens in support of Operation Enduring Freedom and Operation Iraqi Freedom. Currently, the Army Reserve has 27,143 Warrior Citizens mobilized.
- ★ Recruited 39,055 Soldiers into the Army Reserve.
- ★ Trained 16,479 Soldiers as recruiting assistants through the Army Reserve Recruiting Assistance Program.
- ★ Retained 19,727 Soldiers, which represents 119 percent of our retention goals for first term and career Soldiers.
- ★ Launched the Army Reserve Warrior and Family Assistance Center to provide assistance to Soldiers and their Families supporting more than 900 Warriors in Transition.
- ★ Conducted 165 Strong Bonds programs for 8,500 Soldiers and Family members to enhance Family and community relationships following deployments.

- ★ Initiated contact with business leaders to begin a dialogue on how the Army Reserve and employers can better share the skills of our Warrior Citizens.
- ★ Trained 350 Soldiers, family members and teens using Franklin Covey's "7 - Habits of Highly Effective Families" method to provide tools for Family members to communicate and resolve problems effectively.
- ★ Graduated 33,605 Soldiers from basic, advanced and skill-specific courses and offered 2,797 courses to our Soldiers. Our professional education requirements are essential to ensure that Army Reserve Soldiers remain vital to the world's premier military force.
- ★ Graduated 355 commanders and Command Sergeant Majors and more than 500 company commanders from pre-command courses.
- ★ Inaugurated the first two Army Reserve Enrichment Camps attended by 100 children of Army Reserve Soldiers.
- ★ Accelerated reorganization of the entire Army Reserve Training Structure and Training Commands to ensure synchronization with Army Reserve Training Initiatives.
- ★ Executed two major Warrior Exercises involving more than 8,000 Soldiers at Fort Bliss, Texas and Fort Hunter-Liggett, California. Conducted 16 functional exercises to sharpen Soldiers' technical skills.
- ★ Processed 5,957 Soldiers through the Rapid Fielding Equipment initiative.
- ★ Achieved initial entry rotor wing training for 100 percent of the helicopter pilots residing in the Army Reserve at the U.S. Army Aviation Warfighting Center.
- ★ Moved over 6,700 pieces of unit equipment to regional training centers in support of the Army Reserve Training Strategy.
- ★ Aligned 78 percent of Army Reserve strength into operational and deployable forces.
- ★ Overhauled 4,139 pieces of equipment in the $144 Million Depot Maintenance program.
- ★ Recapitalized 420 High Mobility Multi-Purpose Wheeled Vehicles and 61 Heavy Expanded Mobility Tactical Trucks.
- ★ Fielded over 17,000 items of equipment to include: 12 Longbow Apache attack helicopters, Medium and Light Tactical Vehicles, Improved Ribbon Bridge and Communications equipment.
- ★ Increased Army Reserve Aviation force structure by two Blackhawk companies.
- ★ Moved to increase Army Reserve operating force by over 16 thousand deployable spaces by reducing and rebalancing force structure from training and support organizations to deployable modular operational units.
- ★ Activated and deployed the 316th Expeditionary Support Command, the primary logistics command supporting multinational forces in Iraq (from "zero to Iraq" in nine months).
- ★ Activated the 11th Theater Aviation Command at Fort Knox, Kentucky, and mobilized and deployed a command and control element with Aviation Task Force 49 in support of Operation Enduring Freedom.
- ★ Activated or converted 386 organizations to new modular structure.

- ★ Initiated the disestablishment of 12 Regional Readiness Commands and the establishment of four Regional Support Commands and 11 Operational Commands to reduce overhead and generate more deployable capability.
- ★ Initiated 23 Base Realignment and Closure (BRAC) and Military Construction Army Reserve (MCAR) projects to build 14 Armed Forces Reserve Centers (AFRC), five Army Reserve Centers, and four training support projects.
- ★ Commissioned two Logistic Support Vessels, including the first watercraft in the U.S. military to be named after an African American; Captain Robert Smalls – a hero from the American Civil War.

Dynamic Change; Challenging Times

As the Army Reserve faces the threats of the 21st century security environment and responds to the Nation's call to serve, we continue to accelerate our transformation to a more effective, efficient and relevant organization. We are carrying out dynamic institutional and operational changes in challenging times. We are not moving forward blindly, but we are adjusting to current conditions and responding to Army needs, as they develop. However, the current operational tempo is exacting a toll.

Army Reserve Warriors Citizens are experiencing competing demands of civilian careers, Family, and repeated mobilization and deployments. The effect of these demands is most notable with junior noncommissioned officers and mid-grade commissioned officers. The Army Reserve faces a manning shortfall of experience and expertise at the ranks critical to the long-term health and vitality of the force. The Active Component is growing, the economy has been strong, and the prospects of repeated long-term separations in rapid succession are not sitting well with Soldiers' Families and employers. The Army Reserve, and the Nation, must address these challenges to sustain our critical Warrior Citizen capability. This manning shortfall is the Army Reserve's most critical challenge.

The Army's leadership has recognized the challenges impacting the force and taken steps to focus, time, energy, talent and resources to address these challenges. General Casey, the Army Chief of Staff, established seven initiative working groups to tackle the Army's most critical challenges; the Army Reserve is engaged in each of these groups. The seven Army initiatives are:

- ★ Grow the Army
- ★ Enhance support to Soldiers and Families
- ★ Modernize the Force
- ★ Transition the Reserve Component to an operational reserve
- ★ Develop leaders
- ★ Adapt institutional policies, programs, and procedures
- ★ Build strategic communications capability

The Army Reserve is addressing elements of all seven of these Army initiatives, but we are most focused on growth, enhancing support to Soldiers and Families, and transitioning to a more effective operational force. We direct our progress in each of these areas through the organizing construct of four imperatives: SUSTAIN, PREPARE, RESET, TRANSFORM. To continue to succeed and meet the needs of the Nation, we must ensure we recruit and retain the best and brightest for our team, support our Soldiers, their Families, and their employers, and ensure they have the most efficient and effective organizations and processes to successfully accomplish their missions.

We are organizing to address our personnel shortfall and improve the operational effectiveness of our formations. One of the cornerstones of our institutional transformation – the process that is driving much of our change in response to contemporary demands – is to organize Army Reserve units into a deployment cycle to maximize stability, predictability, and resource utilization. To increase the effectiveness of the Army Reserve and improve our contributions to the Active Component, we have aligned our units into synchronized training and force sustainment packages supported by manning, equipping and training processes. Taken together, we call this construct Army Force Generation (ARFORGEN), which mirrors and is directly aligned to the Army's ARFORGEN model.

When fully implemented, this ARFORGEN process will improve our Force by providing a predictable and rapid capability to synchronize our Soldiers and resources with national and global mission requirements. Based on a five-year training cycle, ARFORGEN involves a structured progression through three successive force pools: Reset/Train, Ready and Available. By establishing these three distinct force pools, the Army Reserve increases unit readiness and ensures a cyclical progression of trained, ready, and cohesive units.

Since 2004, we have aligned 78 percent of our Force into the ARFORGEN process. To fully implement the five-year training model, we need approximately three years of stabilized Army deployment requirements. We have therefore programmed our combat support and combat service support into packages of approximately 35,000 Soldiers annually in the various stages of ARFORGEN.

- *Reset/Train (ARFORGEN years one and two).* Activities during the first two years focus on obtaining or sustaining individual and squad training as well as refreshing unit leaders. Once these small team and section tasks are complete and leadership set, the unit will focus on sub-unit collective tasks or mission specific tasks.
- *Ready (ARFORGEN years three and four).* After building on individual and team training, during years three and four, the focus shifts to sustaining those skills and training at higher collective levels in increasingly challenging environments. This phase is designed to reduce post-mobilization training time and to provide unit depth or strategic capability which can be surged to meet unexpected operational demands. Once units are alerted for deployment mission training is reoriented to prepare for specific missions and the conditions the units will likely

face. Activities during this phase include unit training to support leaders as they prepare for and conduct full-spectrum operations, growing team capabilities and enhancing individual, collective and organizational learning.

- *Available (ARFORGEN year five).* During this year in the ARFORGEN cycle, Army Reserve units are available to mobilize and deploy; to execute specific programmed missions; or are standing ready to respond to unexpected events at home or abroad.

Implementing ARFORGEN has proven that the Army Reserve must fully integrate with the development and fielding of Army logistics information and management systems to meet our requirements for maintaining pre-mobilization readiness. ARFORGEN is an effective tool for our force, allowing the Army Reserve to focus on current operations while enabling Soldiers, Families and employers to anticipate future Army requirements as a fully operational force.

Critical Challenges to Operationalize the Army Reserve

As the Army Reserve transforms to a more effective operational force we continue to witness a change in how the American public views not only the Army Reserve, but patriotic responsibilities to serve our Nation. Immediately after September 11th, Americans answered the call to serve. However, after more than six years of war, we recognize there is a compelling need to inspire a new generation to public service with the Army Reserve. Maintaining the Army Reserve as a world-class provider of support and stability capability also requires:

- ★ Timely and predictable funding through base and supplemental budget requests to fund Reserve Personnel, Army (RPA), Operation and Maintenance, Army Reserve (OMAR) and Military Construction, Army Reserve (MCAR).
- ★ Extend recruiting and retention incentives to assure the Army Reserve enlists and retains the best and brightest to man the force.
- ★ Extend incentive pay for healthcare professionals and other specialized occupations to ensure we retain the professional skills we need.
- ★ Support Army Reserve programmed increases for full-time personnel.
- ★ Improved employer partnership initiatives to ensure employers do not bear an undue burden for employing Army Reserve Soldiers.
- ★ Fund Army Reserve Logistics Automation Operations and Maintenance of new equipment training requirements to support the integration of Army Reserve requirements into Army logistics information technology systems.
- ★ Support Army Reserve request for funding for base operation support and facilities, sustainment, restoration and maintenance of Army Reserve facilities.
- ★ Continued funding of depot maintenance to overhaul older generation equipment.

- ★ Continued support to implement the ARFORGEN process; enabling the Army Reserve to completely transform to an operational force.
- ★ Maintaining momentum to achieve Base Realignment and Closure (BRAC) mandates with modern facilities.
- ★ Support the Army Reserve program for secure communication systems to ensure integrated capabilities; tactical to strategic; that are plug-and-play, modular and scalable, to achieve jointness and modularity.
- ★ Fund Army Reserve training program request to sustain four regional training centers and combat support training centers.

SUSTAIN Our Soldiers, Families and Employers

We live in an era in which Army Reserve Soldiers find themselves serving in a persistent conflict. This is the first time in history that our Warrior Citizens, who are patriotic, professional and integral to our All-Volunteer Force, have been engaged in such a long conflict. No longer can Army Reserve Soldiers plan on one weekend a month and two weeks in the summer to fulfill their annual service/training requirement. The impact of our transformation to an operational force combined with a state of continuous mobilization, has put a strain not only on our force, but the Families and employers whose support is vital to our Warrior Citizens.

Today, the Army depends on the Army Reserve to sustain the tempo of deployments demanded by this persistent conflict. For the Army Reserve to remain a significant asset to the Army, our Nation and the communities where our Soldiers live and work, it is necessary to take care of our most valuable resource – our people. To sustain our force, we must do more to ensure our Soldiers, their Families, and our Soldier's civilian employers are supported through solid programs and supportive communities.

We care about the physical, spiritual and mental health of our Soldiers and their Families. Sustain begins with recruiting high quality men and women and then retaining them *and* their Families as well as partnering with their civilian employers throughout their military careers. Our Soldiers cannot be sharp on the battlefield if their focus is the impact their military service is having on their Families and employers. We must take care of our Families and we must have a relationship with the employers of our Warrior Citizens. Without support from Families and employers, we can not sustain our force. Sustain also reminds us of our moral obligation to take care of our Soldiers who are wounded, injured or ill as well as the Families of our Fallen Soldiers.

Recruit

Our Warrior Citizens must be physically strong, mentally aware, fully trained and equipped and ready to deploy when the Nation calls. In FY07, the Army Reserve surpassed its overall recruiting goal. Although the Army Reserve is solely responsible for meeting our end strength objective, the Army Reserve recruiting mission is shared, thus, we do not have direct control of a recruiting budget that affords us the opportunity

to market and advertise to specific Reserve Component demographics. As a result, we rely heavily on targeted initiatives such as Army Reserve-specific advertising and the Army Reserve Recruiting Assistance Program.

- ★ *Army Reserve Recruiting Assistance Program (AR-RAP).* AR-RAP is a community-based recruiting program launched in July 2007. The program leverages the personal contacts our Soldiers have within their communities. Essentially, every Army Reserve Soldier is now a recruiter who can earn up to $2,000 for each recruit that contracts and ships to *Basic Combat Training, Basic Officer Leader Course* or for each *Prior Service Soldier* that completes 120 days of unit affiliation and attends a Battle Assembly.

Retain

In an environment of scarce human resources, retaining our Warrior Citizens is a top priority. During FY07, reenlistment of first-term Army Reserve Soldiers reached 155.2 percent of our goal. Our FY07 goal was to reenlist 5,103 first-term Army Reserve Soldiers. We surpassed that number and actually reenlisted 7,887 first-term Army Reserve Soldiers. We also surpassed our career re-enlistment goals; we achieved 103.2 percent of that goal. However, our high operational tempo has resulted in a decline in our end strength. The primary cause of the decline is the number of Soldiers who transfer out of the Army Reserve into the Army and the Army National Guard. In FY07, 7,107 Warrior Citizens transferred to the Active Army; 2,375 to the National Guard. Though still good for the Army, to ensure Army Reserve readiness, and sustain personnel strength of units scheduled for upcoming deployment, the Army Reserve instituted a policy that Soldiers in units transitioning into the fourth year of ARFORGEN are ineligible to voluntarily enlist or to be appointed in the Active Army, Army National Guard, or any other military service.

The Army Reserve offers a variety of incentives through our selected Reserve Incentive Program to retain Soldiers who endure the stress and hardship of multiple mobilizations and deployments. Incentive packages are targeted to specific audiences such as Soldiers with prior service, those who complete 20 years of service, officer and warrant officer accession and affiliation bonuses, enlisted affiliation bonuses and Army civilian-acquired skills bonus programs. Incentives can range from $7,500 up to $20,000. An additional Army Reserve retention bonus specifically addresses mid-career officer and non-commissioned officer shortages. Based on critical skill needs of our Soldiers, the Critical Skills Retention Bonus-Army Reserve can pay up to $50,000 per Soldier for a 3-year service obligation. This incentive is paid out to Captains, Chief Warrant Officer Three, Staff Sergeants and Sergeants First Class who possess a critical military occupation specialty. This incentive authority was part of a recent National Defense Authorization Act FY08 change; the Army Reserve is awaiting approval from the Office of the Secretary of Defense for implementation of enlisted and warrant officer bonuses.

Improve Quality of Life

The most important element in sustaining the Army Reserve is the quality of life we provide our Warrior Citizens and their Families, impacted by their Soldiers' commitment

to serve. We work aggressively to support our Soldiers and their Families with services that address healthcare, family programs, education and employment. Support from our communities is vital to our Army Reserve Families, who do not traditionally reside on or near military installations. These Families often have more diverse needs than those of Active Component Soldiers. It is therefore essential that we continue to improve coordination of state and federal agencies, non-profit organizations and the military community to ensure our Warrior Citizen Families have integrated, accessible support available to them.

Seamless Healthcare. Few programs reflect care for Soldiers more directly than health care plans; yet current medical management strategies and structures do not adequately support Army Reserve Soldiers and their Families, who, unlike the Active Component, transition back and forth between their civilian careers and their military careers. The Army Reserve believes that seamless healthcare coverage contributes to the military readiness of our Soldiers by preventing our Soldiers from being "whipsawed" between military and civilian healthcare service providers. In addition, fully supporting Army Reserve Soldiers who live in remote locations continues to be a top priority. The Army Reserve is working with the DoD to determine how best to solicit healthcare providers to support healthcare coverage for our Soldiers and Families in communities where TRICARE is unavailable.

- ★ Restructured TRICARE Reserve Select (TRS). As of October 1, 2007, Selected Reserve (SELRES) Soldiers became eligible for TRICARE health coverage. TRS is available to Soldiers and their Families regardless of any active duty time served. Benefits of the program include: worldwide availability to most Select Reserve members and their family members; freedom to manage healthcare with no assigned primary care manager; no referrals required; access to care in a military treatment facility on a space-available basis; and comprehensive health care coverage including a TRICARE prescription drug benefit.

Strong Bonds Program. The *Strong Bonds* program offers Soldier/Spouse and single Soldier Family reintegration events after deployment. This training helps Families of deployed and deploying Soldiers deal with the stress that often accompanies a Soldier's deployment. It is a proven, multi-component program under the supervision of the Office of the Chief of Chaplains. As part of this program, the Army Reserve conducted 165 Soldier retreats; serving more than 8,500 Soldiers and Families in FY07. The Army Reserve anticipates conducting a comparable number of programs and outreach in FY08.

Army Reserve Warrior and Family Assistance Center. The Army Reserve Warrior and Family Assistance Center was established in October 2007 to ensure 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, Community Based Health Care Organization or Veterans Affairs Poly-Trauma Center. The center also manages a toll-free hotline (866.436.6290) and

website (www.arfp.org/wfac) to provide assistance to Army Reserve Soldiers, Families and retirees on a variety of issues, such as medical, financial, administrative, and pastoral concerns.

Family Programs and Services. Our commitment to family readiness is further demonstrated by Army Reserve Family Programs (ARFP) initiatives that continue to develop and evolve to meet the unique needs of our Soldiers and their Families. The Army Reserve is hiring Employer Support Program Managers who will be assigned to 27 major subordinate commands throughout our Force to meet Army Reserve Soldier and Family needs on a full-time basis. Soldiers and their Families can log on to www.arfp.org to learn about other Family program initiatives including:

- ★ Virtual Family Readiness Groups where Army Reserve Families can utilize the information and resources provided by the Army's Integrated Family Support Network. Funding and staffing have increased, allowing more face-to-face as well as telephonic and virtual contact with Families.
- ★ Virtual Installations. The Army Reserve will conduct a pilot test of our Virtual Installation in May 2008. Virtual Installations will consolidate our services and allow Families to stay in touch, stay informed and stay together. The Virtual Installation represents a conglomerate of Families, volunteers, associations, military programs, and civic organizations such as the American Legion and Veterans of Foreign Wars. Services that will be available online include registering for ID cards, enrollment in TRICARE and the ability to get counseling or support, financial assistance, job placement or to take classes.
- ★ Outreach. Army Reserve staffers are able to share information, conduct education and training, and provide appropriate crisis response, conflict resolution, or referral to an appropriate helping agency. The first issue of "Family Strong," a full-color quarterly publication providing Family readiness information was distributed to 22,000 households of deployed Army Reserve Soldiers in the fall of 2007. Future issues will be distributed to the entire Army Reserve population.
- ★ Welcome Home Warrior Citizen Award Program. This award was created to publicly recognize the sacrifices that Army Reserve Soldiers and their Families have made to the Global War on Terror. Since the program's inception in FY04, 124,887 awards have been delivered to Soldiers, their Families and their employers.
- ★ Child and Youth Services. Child and Youth Services ensures children of our Warrior Citizens understand how their family dynamics may change when a parent is mobilized. Programs and initiatives are designed to meet the needs of children and young adults and include child care, leadership and development conferences and Army Reserve Enrichment Camps. These camps provide youth an opportunity to learn new skills, develop relationships and learn more about the Army Reserve. The Army Reserve will host five Enrichment Camps in 2008.
- ★ Operation Purple® Camps are free one-week residential camping programs funded by the National Military Family Association. The camps bring together

children who have a parent or guardian experiencing some stage of a deployment. During the summer of 2007, 566 children of Army Reserve Soldiers attended these camps; four camps were hosted by Children and Youth Services in partnership with Boys & Girls Clubs of America and 4-H. The Army Reserve will host eight Operation Purple ® Camps (in partnership with national organizations dedicated to serving youth) in 2008.

★ Civilian Education for Soldiers. Education benefits clearly enhance the development of Army Reserve Soldiers as well as our ability to retain Soldiers. During FY07, 28,115 Army Reserve Soldiers used tuition assistance and 1,265 participants earned degrees.

Warrior Care and Transition

The Army Reserve will never forget its moral obligation to our injured and wounded Soldiers and their Families. At the core of our service, Army Reserve Warrior Citizens are Army Strong. It is the duty of every Soldier to care for their fellow Soldiers in time of battle and in time of healing; our actions exemplify the strength of our Force as it supports the strength of the Nation. It is also the duty of every Soldier who is wounded, injured or ill to focus their energies on healing as intently as they focused on their mission in theater. The Warriors in Transition Program assists disabled Soldiers who suffered severe injuries on or after September 11, 2001, and who have been awarded (or are likely to receive) an Army disability rating of at least 30 percent. Assistance is provided from initial casualty notification through the Soldier's assimilation into civilian community services (for up to five years after medical retirement).

★ Warrior Transition Units (WTUs): Injured Army Reserve Soldiers who are on active duty healing are assigned to WTUs. The Army Reserve has approximately 1,400 Soldiers in these units. We made available 380 Soldiers to assist the WTU full-time staff in manning these units and providing continuous, dedicated support to these Warriors in Transition. All Soldiers' assigned to WTUs are given this mission:

"I am a Warrior in Transition. My job is to heal as I transition back to duty or continue serving the Nation as a Veteran in my community. This is not a status, but a mission. I will succeed in this mission because I AM A WARRIOR AND I AM ARMY STRONG."

Support to Families of Our Fallen Solders

In support of Operation Enduring Freedom and Operation Iraqi Freedom, 155 Warrior Citizens have paid the ultimate sacrifice and given their lives in service to their Nation; each with a Family back home. We recognize the distinguished service, selfless acts of bravery and leadership and the ultimate sacrifice these Soldiers and their Families have made for the cause of freedom. As part of our commitment to the Families of our fallen comrades, the Army Reserve conducts a memorial service to honor their loved one's sacrifice, offers chaplain support, and offers ongoing support to help the Family through their period of mourning and beyond, with follow-on counseling, support and services. The Warrior Citizens of the United States Army Reserve will never leave a fallen

comrade. We also will never forget Staff Sergeant Keith "Matt" Maupin currently listed as missing and captured and Sergeant Ahmed K. Altaie who is missing in action.

Employer Partnerships

The Army Reserve Employer Relations Program fosters better understanding between commands, Soldiers and the Soldiers' civilian employer. Building enduring partnerships with the civilian employer community is vital to Soldier readiness and positively impacts retention. It would be impossible for the Army Reserve to sustain our Force without the support of the nearly 44,000 businesses who employ our Warrior Citizens in communities around the country. Employers who hire Army Reserve Soldiers earn a great return on their investment: they benefit from the values, experiences and leadership skills that Warrior Citizens bring to the workplace. A solid partnership requires efforts and sacrifices from all parties through an open and candid dialogue based on a clear appreciation of each party's interests and requirements.

In FY07, the Army Reserve focused its efforts on alleviating the burden on corporate America when their employees, our Warrior Citizens, mobilize and deploy. We are working to enhance employer support through a systemic blending of grass-roots objectives: mitigation, mediation, employer outreach and awareness, and Soldier-employer relations. Throughout FY08 we will continue to develop and improve employer relations with the following initiatives:

- ★ Hiring Employer Support Program Managers for assignment to 27 major subordinate commands throughout the Army Reserve. These managers will participate with state-level Committees for Employer Support of the Guard and Reserve to proactively engage with employers on behalf of the Army Reserve's Warrior Citizens. These managers will provide commanders with the expertise and support required to carry out the employer relations initiatives established by the leadership of the Army Reserve.
- ★ "*Partnering with Industry.*" The Army Reserve is experiencing increased challenges and demands in providing personnel to meet mission requirements abroad and in support of domestic civil authorities. In a tight labor market, employers such as local law enforcement, interstate trucking companies and medical care facilities are competing for the same qualified pool of talent as the Army Reserve. We continue to look for opportunities to build enduring partnerships with industry and to focus our efforts on "Optimizing a Shared Workforce" with and between the Army Reserve and civilian employers. Army Reserve Aviation has found success by partnering local medical facilities with new air ambulance (MEDEVAC) companies and providing mutual benefits through the credentialing of common but critical skills sets in a shared labor pool.
- ★ Establishing the Employer Outreach General Officer Steering Committee to ensure Army Reserve Soldiers remain competitive in both their military and civilian careers. The committee is comprised of general officers who engage with the business community to foster relationships and exchange ideas and methods to support a strong Army Reserve.

- ★ An initiative currently being reviewed is the creation of a virtual "Job Bank" for Soldiers. This Job Bank would create a direct and focused link between employers and Soldiers in targeted career fields and specialties across a wide spectrum of positions.

To sustain our Warrior Citizens, their Families and their employers, throughout FY08 and beyond, the Army Reserve will continue to identify incentives, initiatives, and legislative changes to increase recruiting and retention and minimize attrition as we transform to a more effective operational force. We cannot realize long-term success as a force if we cannot create a stimulating environment that fosters growth and personal satisfaction. We must continue to maintain and improve the quality of life for our Soldiers, Families, and employers. This requires sustained and predictable funding to meet our manning objectives. Our focus on the imperative of Sustain will help bring the Army Reserve into balance and will support our full transformation to an effective, capable, sustainable, and enduring operational force.

PREPARE Soldiers for Success in Current Operations

The PREPARE imperative is defined as the readying of Soldiers, units, and equipment to succeed in the current operational environments of Iraq and Afghanistan and the 18 other countries where Army Reserve Soldiers serve. Our military success in the Global War on Terror is dependent on our ability to prepare and equip Army Reserve Soldiers as full cohesive units for current and future operations. Our Warrior Citizens serve the Nation as an operational force for which they were neither designed nor resourced; as a result, our primary focus is on the demands of current operations. We consume readiness as fast as we build it.

Our mission is enduring: to provide necessary forces and capabilities to the combatant commanders in support of national security and defense strategies. Growing and transforming the force during an era of persistent conflict is driving the need for increased resources to train Soldiers and units; we risk failure if faced with a rate of change that exceeds our capability to respond.

As outlined earlier in this Posture Statement, Army Reserve Soldiers are organized into a five-year cyclical manning, equipping and training process, ARFORGEN, to increase the effectiveness of the Army Reserve and to improve our contributions to the Army.

Train Soldiers and Units

We have updated the Army Reserve training strategy over the past year. The update was necessary to accommodate the continued maturation of Army ARFORGEN plans and concepts, to implement the Army Campaign Plan, to execute DoD mobilization policies and to prepare for the dynamic environment Soldiers and units will face. To accomplish this, we revised the following:

- ★ *Command Relationships.* The U.S. Army Reserve Command (USARC) continues to grow into its new role as a direct reporting unit to Headquarters, Department of the Army (previously USARC was a major subordinate command of U.S. Forces Command). This has resulted in additional responsibility and more direct accountability to Army senior leadership for all matters attendant with providing, maintaining, training, equipping and the readiness of Army Reserve forces.
- ★ *Post Mobilization Training Time.* During the first quarter of FY07, the Secretary of Defense announced a policy to limit involuntary mobilization of Reserve Component members to a maximum of one year, inclusive of post mobilization training. The goal is to provide predictability to Reserve Component Soldiers, their Families and their employers so they can better prepare for recurring mobilizations. This necessitated a streamlining of pre- and post -mobilization training to increase time in theater conducting combat and support operations. Thus far, the Army has supported our request for additional pre-mobilization training time to perform theater specified required training – 17 days in the fourth year of ARFORGEN. Training performed to standard during pre-mobilization will not be repeated at the mobilization station.
- ★ *Army Reserve Generating Force Transformation.* FY07 was a year for dramatic and fundamental change for training organization, certification and support to the Army Campaign Plan. The Army Reserve became the certifying official for all Army Reserve pre-mobilization training. Upon mobilization the Army continues to validate deployment readiness. Additionally six Institutional Training Divisions were reorganized into a three division structure consisting of initial entry training, the Army school system and battle command staff training. These changes to our generation force resulted in reducing non-deployable headquarters structure, yet we retained essential training capabilities.
- ★ *Regional Training Centers* (RTCs). The Army Reserve began to field the first of four RTCs where units can train Soldiers and leaders on tasks that are too difficult to execute at Army Reserve Centers. On November 1, 2007, Fort Hunter-Liggett, Calif., was established as the first of these centers. Training began later that month with over 100 Army Reserve units scheduled to attend pre-deployment training in 2008. Major training conducted at these centers includes weapons qualifications, convoy operations and live fire. Three additional centers will be established in 2008: Fort Dix, N.J., Fort McCoy, Wis., and a location to be determined in the Southeast. These centers are crucial enablers to reduce post mobilization training time, improve pre-mobilization training and enhance readiness of Army Reserve forces.

Collective Training

- ★ In 2007, the Army Reserve continued to improve pre-mobilization collective training; most visibly through the execution of two Warrior Exercises and the

continued refinement of functional exercises. Warrior Exercises are ARFORGEN year three events which focus on collective war-fighting skills in eight-day, continuous-operation, field-training exercises that replicate the process of mobilization, deployment and employment in theater. In FY07, more than 8,000 Army Reserve Soldiers participated in Desert Warrior at Fort Bliss, Texas and Pacific Warrior at Fort Hunter-Liggett, Calif. We also conducted 16 functional exercises to sharpen Soldiers' technical skills in a tactical environment. Functional exercises are ARFORGEN year two events which feature branch specific training in a field environment at the small team level. For instance, the Quartermaster Liquid Logistics Exercise is the prime venue to train Army Reserve petroleum, oil and lubricant and water units. The exercise replicates theater-level petroleum and water operations to include storage, distribution and production.

- ★ Collective medical training at Fort McCoy, Wis., Camp Parks, Calif., and Fort Gordon, Ga., provide Soldiers with hands-on training on the latest theater-specific equipment.

Throughout FY07, as we continued to support a train-alert-deploy model we realized that the Army's current installation inventory was not capable of meeting demand for training to standard Combat Support and Combat Service Support units. Additionally, the Army's Combat Training Center community could neither sufficiently meet the Army Reserve training strategy requirement that all deploying units receive a "Combat Training Center-like" experience, or the new mandate to complete many formally post-mobilization training requirements during pre-mobilization training.

As a result, in addition to the Regional Training Centers, the Army Reserve is developing concepts for Combat Support Training Centers.

- ★ The Combat Support Training Center program will provide the Army and Army Reserve with the ability to design training scenarios, simulate theater operations in a contemporary environment, and provide exercise exit evaluation for the Army Reserve's performance of Combat Support and Combat Service Support missions across the full spectrum of operating environments.

The Ready Response Reserve Units initiative is a pilot program designed to create units capable of meeting short notice requirements from combatant commanders. Test units are manned with volunteer Soldiers who are willing to serve on "part-time active duty" – more than 39 days but less than 365 days per year. This is a key initiative to fill gaps in force structure capabilities. Once this pilot program validates its proof of principle, it can be expanded and synchronized with ARFORGEN to fill gaps in high-demand, low density units. At present, the current pilot directed by the Assistant Secretary of the Army for Manpower and Reserve Affairs, has identified three categories of units to test. These include: Early Entry Operations, Known Surge Operations, and Sustainment Operations; all scheduled to begin October 1, 2008.

Develop Agile and Adaptive Leaders
Army Reserve Senior Leaders serve in Army Reserve Operational and Functional formations and at all levels of Army Commands throughout the force. They bring a unique blend of civilian acquired skills and honed warrior leader attributes to the fight. The Army Reserve continues to explore avenues to increase the primary war-fighting skills through direct management, development and utilization of our senior leaders from the Active Guard and Reserve (AGR), Troop Program Unit (TPU) and Individual Mobilization Augmentee (IMA) ranks.

- ★ *The Senior Leader Training Program*: The Senior Leader Training Program develops the intellectual and strategic thinking skills senior leaders need to implement, manage and lead change in the Army Reserve. Topics covered include strategic leadership skills, ethical decision making, critical thinking and Army Reserve transformation. The program focuses on general officer and colonel-level leaders with seminars that assist subordinate commanders in working through transformation and organizational change.

- ★ *Pre-Command Courses*: The Army Reserve upgraded brigade and battalion pre-command courses to enhance training to prepare field grade commanders and command sergeant majors to lead Army Reserve Soldiers.

Equipping Soldiers
The Army Reserve is committed to providing our Warrior Citizens with the best, most technologically advanced equipment available when they train and deploy. We are implementing innovative initiatives and programs to support the Army Reserve Training Strategy to concentrate equipment and sustainment capabilities at regional training sites.

During FY07, the Army Reserve was able to mobilize all of its sourced units and elements while meeting pre-mobilization training objectives. The existence of theater provided equipment relieved some pressure on the Army Reserve to find Modular Force compatible equipment for our mobilizing units. However, providing the same equipment for pre-mobilization training has forced the Army Reserve to expend limited resources to move Modular Force compatible equipment between units and training locations. Over 6,700 items were shipped from unit home stations and equipment demobilization sites to pre-mobilization training sites during FY07. We anticipate an approximately 7,000 pieces of equipment to be shipped to pre-mobilization sites in FY08.

The Army Reserve has continued to maintain 90 percent or better availability of its limited inventory for deployment and training through extensive use of overtime and contracting. Much of this success can be attributed to the availability of supplemental funds to contract for support to off-set the shortfall in facilities and manpower and to sustain logistics operations in support of the training and mobilization of "next-deployers."

The continuing shift of pre-mobilization training objectives under the ARFORGEN process not only continues to add pressure to our aging and limited equipment

inventory for training, it could impact our response during a domestic emergency or a second foreign or domestic contingency.

Currently programmed funding for equipment procurement will alleviate this concern, but the equipment procured will not be completely delivered until FY16. At that time, our equipment on hand against unit requirements will increase from the current 68 percent to approximately 85 percent. The programmed funding, however, will only cover current shortages in Modular Force equipment.

Another critical factor in maintaining the readiness of our equipment to support pre-mobilization training and deployment are the national level sustainment programs, such as Recapitalization and Depot Maintenance. The Recapitalization program affected only two major Army Reserve systems, the High Mobility Multi-Purpose Vehicle and the Heavy Expanded Mobility Tactical Truck. The Depot Maintenance program, however, provides the opportunity to extend the service life, reduce life-cycle costs and maintain safe operation of older items required to substitute for Modular Force equipment due to equipment shortages in the Army Reserve.

Homeland Defense and Support to Civil Authorities

As the first Title 10 responder to support civil authorities during a domestic emergency, the Army Reserve is in the best position to respond to an attack that occurs in the U.S. Our personnel and equipment are located in 1200 communities across the Nation. 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, on a level unmatched by any other single domestic agency or international partner.

The Chemical, Biological, and Radiological Nuclear Explosion Consequence Management Response Force consists of a rotational pool of Active and Reserve units from each of the services. When assigned to this force rotation, these units are kept on short notice to conduct a secondary mission of domestic consequence management should the need arise. Forces for direct response to the effects of an incident deploy when directed by the President or Secretary of Defense.

The Army Reserve is uniquely positioned to support the Army and protect our homeland with experience, knowledge, capability, and competency. During this persistent conflict, the Army Reserve has the capabilities to keep watch at home and to respond to domestic emergencies. The imperative of Prepare will help bring the Army Reserve back into balance by ensuring our Warrior Citizens are prepared to succeed in current and future operational environments.

RESET Our Equipment to Restore Readiness and Depth for Future Operations

To succeed in current and future operations, the Army Reserve must take deliberate steps to ensure that our force is reset as a result of repeated deployments, and our Families and employers are revitalized between their Soldiers' deployments so they too can sustain the continuous state of mobilization their Warrior Citizens now experience. The Reset imperative now focuses on our equipment with the goal of undoing the accumulated effects of repeated equipment use by repairing, replacing, and recapitalizing our equipment to rebalance the Force.

In response to the ARFORGEN process, the Army Reserve is building pools of equipment to support the mobilization of Army Reserve units in year five (Available) at strategic deployment Sites, where the equipment is maintained in controlled humidity storage. If no Army Reserve units are mobilized for a contingency, foreign or domestic, the equipment will remain ready for the next cycle. The equipment in the hands of our units will remain with these units, be inducted into national sustainment programs, or redistributed to meet the needs of the Army Reserve units as they enter the Reset/Train phase, or year one.

The Army Reserve does not budget for unplanned requirements. Therefore, should any Army Reserve units be mobilized, supplemental funds will be required to reset the equipment assigned to the mobilized units when they demobilize. These funds will prevent an adverse impact on the Army Reserve's ability to sustain the ARFORGEN process.

A critical enabler for the Army Reserve during Reset is an array of standard Army management information systems, such as the Army Reset Management Tool and supplementary logistics information and management systems developed and fielded by the Army Reserve.

Repair and Replace Equipment

Currently, logistics operations and support for the Reset Program is managed and executed by the Army Materiel Command and the Army Installation Management Command. The FY07 Supplemental budget fully funded the reset of Army Reserve equipment redeployed from Operation Enduring Freedom and Operation Iraqi Freedom. In FY07, the Army Reserve significantly reduced its logistics reset backlog. We recovered, repaired and serviced all redeployed equipment not inducted into national level maintenance by the Reset program. With the shortage of equipment in the Army Reserve, this recovered equipment was immediately transferred from redeployed units to "next deployers" in order to sustain pre-mobilization and pre-deployment training.

In FY07, equipment losses incurred by the Army Reserve during mobilization and deployment were identified to the Army for integration into procurement and redistribution planning. Equipment is programmed for replacement over the next five

years. The Reset imperative will contribute to restoring balance to the Army Reserve by reconstituting our equipment to match the operational tempo of this persistent conflict.

TRANSFORM The Army Reserve to Meet the Demands of the 21st Century

Demand for the authorized 205,000 Army Reserve Soldiers continues to verify the value of their contributions to the Total Force. Our transformation to a more effective, integral operational force allows us to meet today's demands and to position the Force for future deployments and contingency operations and commitments at home and abroad. Army Reserve Soldiers, Families and employers continue to be an integral part of this transformation as we form and confirm bonds that support changes in the way we train, equip, resource, and mobilize our Force. The men and women of the Army Reserve are the centerpiece of our transformation. They are the strength of the Army Reserve force and the Nation - as both Soldiers and Citizens.

On January 31, 2008, after releasing two interim reports, The Commission on the National Guard and Reserves submitted its final report to Congress. In it, the Commission concluded, "*The reliance (on the Reserve Components) should grow, even after the demands for forces associated with current operations are reduced.*" The report notes that, "*Their service in the operational force will be required in peacetime, and they will continue to provide a cost-effective means of ensuring that strategic requirements to meet a large wartime threat are also available.....Employing the Reserves in this fashion has proven necessary and effective and they have been relied on in every major military operation since Operation Desert Storm, yet the structural foundations of Reserve Component organization have been changed little to facilitate this employment.*"

Fully integrating with the Active Component and effectively operationalizing the Army Reserve are fundamental to the Transform imperative. The implementation of this imperative will return balance to the Army Reserve as we seek to Grow the Army, modernize, undergo organizational and institutional change and improve communications.

Grow the Army

As the Army Reserve continues to shape our force in preparation to support an era of persistent conflict, the challenge continues to be recruiting enough Soldiers to man units and equip new units with modern equipment compatible with the units and services with whom we integrate and serve. Ready units will enable Soldiers as they train and prepare for deployment. Once activated, these modular units will increase our rotational depth and provide additional flexibility by having units that can be tailored to meet specific mission requirements for the Army.

In FY07, the Army Reserve programmed to make efficiencies and re-integrate 16,000 spaces to build into modular operational units. Additionally, we will also add 1,000 spaces to our Force Structure Allowance. The approximately 17,000 spaces of structure incorporated into our Force will help to mitigate anticipated shortfalls in combat support and combat service support personnel and equipment according to the Total Army Analysis. The Army Reserve resourced force will then be a force structure of 206,000 with an operating force of 145,500, generating force of 48,500 and Trainee, Transient, Holding and Student force of 12,000.

The process of shifting our command and control from generating to operational commands is nearing completion. In the next two fiscal years, we will finalize the disestablishment of the 12 two-star readiness commands and transfer command and control of subordinate units to 11 one and two-star operational and functional commands. This shift enables the Army Reserve to source more operational units from the space savings as a result of reductions in headquarters structure throughout the Army Reserve. Additionally, we will create structure savings as the four two-star Regional Support Commands (RSCs) are established during FY08 to assume the base operations functions in support of more than 1,000 Army Reserve centers throughout the United States. These four RSCs will relieve operational commands of facility/garrison type functions and allow these commands to focus on unit readiness training. The RSCs will be the Army Reserve's link to Installation Management Command to ensure standardization in garrison operations.

Modernize

As a result of historically low levels of modern equipment, the Army Reserve still faces equipping challenges, even though no Army Reserve unit deploys without a full complement of compatible or interoperable deployable equipment. In support of our transformation to an operational force, the Army has committed to spending approximately $5 Billion in new equipment procurements for Army Reserve deploying Soldiers and next deploying units in scheduled equipment deliveries between July 2007 and June 2010. These deliveries represent some of the Army's most modern systems – such as the biological integrated and detection systems, armored security vehicles and various models of tactical wheeled vehicles.

In FY07 the Army Reserve fielded the joint biological detection system, the self-powered biological warfare agent detection and identification instrument suite, the all-terrain lifter Army system, and various communications equipment and individual weapon systems. The Army Reserve is also gaining aviation capability with the delivery of six of 36 HH 60 MEDEVAC helicopters identified in the Army Campaign Plan and 12 AH-64D Longbow Apache helicopters as part of the attack helicopter conversion program.

The centerpiece of Army transformation as well as the biggest acquisition challenge is the Future Combat Systems (FCS). FCS will link a new generation of 14 manned and unmanned ground vehicles, air vehicles, sensors, and munitions. The architectural platforms within each of the individual systems will be designed simultaneously; and will

ensure compatibility and interoperability of combat support and combat service support with the combat forces.

The Army is modularizing all of its formations -- in both the Active and Reserve Components -- representing a net increase of new modern equipment required in all components and allowing the Army to retire several obsolete equipment systems. Modularity seeks to make independent, deployable organizations at the lowest levels possible. Decentralizing logistics support means recreating that capability at unit level. Cooks, mechanics, drivers, equipment operators and warehouse personnel, once concentrated above platoon, company and battalion level are now required to support independent modular units. This also increases the requirements for equipment, including: trucks, kitchen trailers, materiel handling equipment, computers as well as logistics information and management systems. These are items which often are already in short supply within the Army Reserve. Modularity has put increased stress on a limited inventory of Modular Force and Modular Force compatible equipment available to the Army Reserve.

Organizational Change

Transformation is changing the way logistics support and operations are conducted by the Army Reserve. Command and control and responsibility for unit logistics readiness are being transferred from the Regional Readiness Commands to Operational and Functional Commands, such as the 377th Theater Sustainment Command in New Orleans, La. Four regional support commands will provide logistics support for pre-mobilization training and domestic operations. The operation of Army Reserve maintenance and storage facilities, such as area maintenance support activities, equipment concentration sites and strategic deployment sites, will become the responsibility of the regional commands. Critical enablers include renovated or new facilities and the required logistics information and management technologies for effectively and efficiently managing logistics readiness and operations.

The Army Reserve has a strategic commitment to fulfill the vision of the Army Campaign Plan and by 2013 will have built 77 brigade force equivalents to include 12 multi-functional support brigades (nine sustainment brigades and three maneuver enhancement brigades) and 53 functional support brigades (three Army field support brigades, one chemical brigade, four engineer brigades, three military police brigades, three petroleum, oil, lubricant brigades, one signal brigade, ten medical brigades, two information operations brigades, one theater aviation brigade and 25 regional support groups); eight civil affairs brigades and two psychological operations groups.

- ★ *Base Realignment and Closure Execution:* BRAC 2005 has effectively "flattened" the hierarchy that characterized the Army Reserve force structure during the Cold War. As we convert to operational commands, we currently have five regional support groups with projected gains of two information operations groups, one combat support brigade, two sustainment brigades, one Army field support brigade and seven expeditionary support commands.

BRAC represents significant cost efficiencies to the American taxpayer via the Army Reserve; its mandate is to improve the support we provide Soldiers.

Institutional Change

Our transformation to an operational force cannot succeed without institutional change to adapt processes, policies and procedures to meet the realities of current and future needs. A critical aspect of institutional change is our business transformation initiative which challenges the Army Reserve to transform our business methods and culture to apply the best civilian business practices to increase effectiveness and efficiency.

Our Business Transformation Office, established in April 2006 at the U.S. Army Reserve Command, reviews all business processes for waste, inefficiency and duplication and assures best business practices. One of the most effective business improvement methodologies the Army Reserve has adapted from the business world is Lean Six Sigma; a business methodology to define and analyze opportunities and to measure, improve and control performance. In order to maximize the unique skills and certifications Army Reserve Soldiers have that are not normally resident within the Active Component, we have identified over 50 Army Reserve Soldiers highly qualified in Lean Six Sigma methodologies as a result of their civilian occupations. Utilization of civilian acquired skills instead of relying solely on contractors provides a cost avoidance of approximately $3.5 Million.

Additional best business practice oversight is conducted by the Army Reserve Internal Review Program to evaluate risk; assess internal controls; improve quality, economy, and efficiency; and to foster stewardship. In FY07, more than 350 internal reviews resulted in monetary benefits of over $34 Million.

The Army Reserve, like the Active Army, is also concerned about problems in Army contracting, and we are, therefore committed to improving our contracting operations across the Army Reserve. Our plan to implement improvement initiatives maintains that Acquisition Planning is critical for this effort to succeed. World class acquisitions don't just happen – they are planned! Planning is the most pivotal activity the Army Reserve must perform in the acquisition process to ensure we get what we want, when we need it, for the most cost-effective, value-added, economical price.

In the military, we are trained to plan for combat. When planning for and conducting combat operations, we focus on the enemy by knowing the enemy, developing plans to keep the enemy foremost in mind, and strategizing war-games that allow us to enhance or adjust the plan once enemy contact is made. As a vital component to the Active Army, the Army Reserve must approach acquisition planning the same way we approach planning for a military campaign. For an acquisition, cost overruns, schedule/delivery delays and performance shortfalls are our enemy. We will develop our acquisition plan via market research, and finally, war-game the acquisition from start to finish applying the Acquisition Planning Process and involving our supporting contracting professionals in every step of the process to ensure contract operations best practices and use of resources.

Communications
The geographic dispersion of the Army Reserve makes communications and information technology (voice, data and video) services the primary means of conducting command and control, managing mobilization timelines, facilitating training data exchange and providing Army Reserve "reach back" capabilities to support the combatant commander and the war fighter. As the Army Reserve transforms to adapt to the emerging modular force structure the Command, Control, Communications, Computers/Information Technology infrastructure supporting the mission must also adapt and expand mobile services to those modular forces.

Over the past two years, we have successfully consolidated information technology services including network operations, authentication, security/protection, email and critical application hosting, which have resulted in significant improvements in terms of systems availability and reliability. In coordination with the Army, the Army Reserve is executing a strategy for network convergence which will provide more robust access and service to Army Reserve mobile forces world-wide, and thereby tremendously improve the availability and security of these systems and application data.

At both organizational and unit levels, the ability to communicate via secure video teleconferencing and secure Internet communication are paramount for deploying forces. Services directly affected by mission changes include expanded bandwidth to relieve network traffic saturation; force protection and home-station command operations for locations within the continental U.S.; secure audio and video connectivity; and support for ongoing reach-back operations providing logistics and personnel support and satellite operations.

Progressive change as outlined in the Transform imperative is essential for the Army Reserve to improve capabilities and to ensure our ability to regain balance as an operational federal force.

Ready for the Next 100 Years

The Army Reserve will require considerable resources and several years to optimize structure and build capacity for the future. Our plan to mitigate near-term risk and regain balance by 2011 centers on the four imperatives described in this report: *Sustain, Prepare, Reset,* and *Transform.* Recent decisions by the President, the Secretary of Defense, and Congress have accelerated the growth of the Total Force, increased the Army's access to the Reserve Component, and generated momentum needed to restore balance for the Army and the Army Reserve. Due to current operational demands, however, an imbalance exists between our supply of forces and capabilities and the combatant commanders' requirements for them. To enhance readiness for current operational demands and future challenges, we require sustained,

predictable funding and operational timelines under ARFORGEN for the foreseeable future.

Although we have adapted our training for counterinsurgency operations in Iraq and Afghanistan, we must rebuild readiness across the Army Reserve to succeed throughout this persistent conflict. Funding for the Army Reserve not only affects equipment readiness, but also Soldier readiness for current and future peacetime military engagements and major combat operations.

SUSTAIN ARMY RESERVE SOLDIERS, THEIR FAMILIES AND THEIR EMPLOYERS

Failure to provide the resources necessary to sustain Army Reserve Soldiers, their Families and their employers jeopardizes the ability for the Army Reserve to respond when the Nation calls. The Army Reserve has been able to manage the risk of mission failure thus far because we have not faced a major contingency operation in conjunction with support to Operation Enduring Freedom and Operation Iraqi Freedom. Such a contingency, especially one in the continental U.S., would compromise the ability of the Army Reserve to train and supply the force for deploying missions. To mitigate this risk we continue a two pronged approach: 1) provide Soldiers, their Families, and their employers the resources, programs and services they deserve and the Army requires, to ensure readiness and sustain the All-Volunteer Force, and 2) to procure modern equipment, appropriate facilities and the full-time support personnel necessary to train the force and maintain equipment.

Failure to motivate our current and future Warrior Citizens to serve their Nation, to take care of our Soldiers, their Families and employers will adversely impact our ability to transform to an operational force.

PREPARE THE ARMY RESERVE FOR SUCCESS IN THE CURRENT CONFLICT

Without an immediate and continuing investment in procuring training dollars and sustaining enough Modular Force equipment to completely equip the Army Reserve, the ability to meet pre-mobilization training and mobilization objectives under the ARFORGEN process will be put at risk. Training on obsolete equipment is ineffective and wasteful. Failure to fund the maintenance now, (including parts, full-time personnel, and storage facilities) of new equipment will be more expensive in the long run. To mitigate this risk, we continue to fund the training resource model, including full-time personnel and the best available equipment. Additionally, we need to fund and fully integrate Army Reserve logistics information technology to sustain future Army requirements.

RESET THE ARMY RESERVE TO REBUILD FOR FUTURE CONTINGENCIES

Shortfalls to repairing and replacing our equipment directly impair unit readiness. Lack of retraining and revitalizing our Soldiers directly impacts personnel readiness (to include Soldier's Families and their employers). Simply put, failure to fully fund resetting the force, to include equipment and people, hinders our ability to perform our Title 10 responsibilities. To mitigate risk during reset we will bring all of our current resources to bear on the problem. We will consolidate repair operations whenever and wherever

feasible. We will consolidate training activities where we can. Program support is critical in order to correct equipment shortages incurred as a result of the operational tempo our equipment has endured during this persistent conflict.

TRANSFORM THE ARMY RESERVE TO MEET THE DEMANDS OF THE 21ST CENTURY

By increasing the depth and breadth of its overall capacity, Army Reserve transformation is improving the Army Reserve's ability to execute and support protracted operational requirements. Sustained resources to continue this transformation will improve the readiness of non-deployed Army Reserve forces, reduce stress on Army Reserve Soldiers, their Families and employers and improve the readiness of Army Reserve equipment and facilities.

Failure to support Army Reserve transformation compromises the Army's ability to develop relevant capabilities to respond to current and future operations. To mitigate this risk the Army Reserve must continue to receive full funding of its budget request and retain flexibility to manage the force.

THE NEXT 100 YEARS

The Army Reserve is a community-based, All-Volunteer federal force. As the Commission on the National Guard and Reserves recently concluded, "*There is no reasonable alternative to the nation's continued reliance on the Reserve.*" To ensure that our force of skill-rich Warrior Citizens remains relevant requires a significant investment from our Nation. Sustaining the Army Reserve requires resources to fund issues such as quality of life, restructuring initiatives, and the ability to provide competitive pay and benefits for our Soldiers. Recruiting and retaining our Warrior Citizens involves support from our communities, Families and employers.

During our first 100 years, the Army Reserve repeatedly provided the most cost-effective federal force to the Nation. To remain a value-added, skill-rich Force that is the strength of the Nation requires your support to the Army Reserve now and in the future. We remain committed as a Force that is Army Strong!

DEPARTMENT OF THE AIR FORCE

PRESENTATION TO THE HOUSE ARMED SERVICES COMMITTEE

SUBCOMMITTE ON READINESS

UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: AIR FORCE RESERVE READINESS

STATEMENT OF: LIEUTENANT GENERAL JOHN A. BRADLEY
CHIEF OF AIR FORCE RESERVE

April 1, 2008

NOT FOR PUBLICATION UNTIL RELEASED
BY THE HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON READINESS
UNITED STATES HOUSE OF REPRESENTATIVES

BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL JOHN A. BRADLEY

Lt. Gen. John A. Bradley is Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington D.C., and Commander, Air Force Reserve Command, Robins Air Force Base, Ga. As Chief of Air Force Reserve, he serves as principal adviser on Reserve matters to the Air Force Chief of Staff. As Commander of Air Force Reserve Command, he has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

General Bradley was born in Lebanon, Tenn. He was commissioned in 1967 after completing the Air Force ROTC program as a distinguished graduate at the University of Tennessee at Knoxville.

As a fighter pilot, General Bradley flew 337 combat missions in Vietnam. He has commanded a fighter training squadron, fighter group, fighter wing and numbered air force. He also served as Deputy to the Chief of the Air Force Reserve and as the Deputy Commander of Joint Task Force - Computer Network Operations. Before assuming his current position, General Bradley was Assistant to the Chairman of the Joint Chiefs of Staff for Reserve Matters. The general is a command pilot with more than 7,000 flying hours in the T-38, A-37, A-10, F-4 and F-16.

EDUCATION
1967 Bachelor of Science degree in mathematics, University of Tennessee at Knoxville
1978 National Security Management Course, by correspondence
1996 Program for Senior Executives in National and International Security, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2000 National Security Leadership Course, Maxwell School of Citizenship and Public Affairs, Syracuse University, N.Y.

ASSIGNMENTS
1. September 1967 - February 1969, mathematician/program analyst, 544th Aerospace Reconnaissance Technical Wing, Offutt AFB, Neb.
2. February 1969 - March 1970, student, undergraduate pilot training, Sheppard AFB, Texas
3. March 1970 - July 1970, A-37 pilot combat training, England AFB, La.
4. July 1970 - August 1971, A-37 fighter pilot, 8th Special Operations Squadron, Bien Hoa Air Base, South Vietnam
5. August 1971 - April 1973, T-38 instructor pilot, 50th Flying Training Squadron, Columbus AFB, Miss.
6. April 1973 - September 1978, A-37 instructor pilot, 47th Tactical Fighter Squadron, Barksdale AFB, La.
7. September 1978 - February 1981, chief of standardization and evaluation, 917th Tactical Fighter Group, Barksdale AFB, La.
8. February 1981 - August 1983, assistant operations officer, later, operations officer, 47th Tactical Fighter

Squadron, Barksdale AFB, La.
9. August 1983 - July 1985, Deputy Commander for Operations, 917th Tactical Fighter Group, Barksdale AFB, La.
10. July 1985 - December 1988, Commander, 924th Tactical Fighter Group, Bergstrom AFB, Texas
11. December 1988 - July 1989, Deputy Chief of Staff for Operations, 10th Air Force, Bergstrom AFB, Texas
12. July 1989 - January 1993, Commander, 442nd Fighter Wing, Richards-Gebaur AFB, Mo.
13. February 1993 - February 1998, Deputy to the Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C.
14. February 1998 - March 2002, Commander, 10th Air Force, Naval Air Station Joint Reserve Base, Fort Worth, Texas
15. March 2002 - December 2002, Deputy Commander, Joint Task Force-Computer Network Operations, U.S. Space Command, Arlington, Va.
16. December 2002 - June 2004, Assistant to the Chairman, Joint Chiefs of Staff for Reserve Matters, the Pentagon, Washington, D.C.
17. June 2004 - present, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington D.C., and Commander, Air Force Reserve Command, Robins AFB, Ga.

FLIGHT INFORMATION
Rating: Command pilot
Flight hours: More than 7,000, including 337 combat missions
Aircraft flown: T-38, A-37/B, A-10, F-4/D/E (ARN-101) and F-16C

MAJOR AWARDS AND DECORATIONS
Distinguished Service Medal
Defense Superior Service Medal
Legion of Merit
Distinguished Flying Cross
Defense Meritorious Service Medal
Meritorious Service Medal with oak leaf cluster
Air Medal with three silver oak leaf clusters
Air Force Commendation Medal
Air Force Achievement Medal
Joint Meritorious Unit Award with three oak leaf clusters
Air Force Outstanding Unit Award with "V" device and silver and bronze oak leaf clusters
Air Force Organizational Excellence Award
Combat Readiness Medal with silver and bronze oak leaf clusters
National Defense Service Medal with two bronze stars
Armed Forces Expeditionary Medal
Vietnam Service Medal with three bronze stars
Southwest Asia Service Medal with bronze star
Global War on Terrorism Service Medal
Armed Forces Service Medal
Humanitarian Service Medal
Air Force Overseas Ribbon-Short
Air Force Longevity Service Award Ribbon with silver and three bronze oak leaf clusters
Armed Forces Reserve Medal with "M" device and Hourglass
Small Arms Expert Marksmanship Ribbon with bronze star
Air Force Training Ribbon
Republic of Vietnam Gallantry Cross with Palm
Republic of Vietnam Campaign Medal
Kuwait Liberation Medal (Government of Kuwait)

OTHER ACHIEVEMENTS
2002 Meritorious Executive Presidential Rank Award
2005 Air Force Gray Eagle Award

EFFECTIVE DATES OF PROMOTION
Second Lieutenant Aug. 23, 1967
First Lieutenant March 15, 1969
Captain Sept. 15, 1970

Major June 7, 1979
Lieutenant Colonel Sept. 30, 1984
Colonel July 1, 1988
Brigadier General Aug. 12, 1992
Major General June 30, 1999
Lieutenant General June 24, 2004

(Current as of March 2008)

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

This year marks the 60th anniversary of the Air Force Reserve. We remain an equal partner in the Total Air Force and an integral part of our Nation's defense. The Air Force Reserve has provided significant contributions during that time, made possible because we remain tier-one ready for the Air Force. We have frequently responded to global events within 24 hours of notification. For the last 17 of our 60 years, we have maintained a persistent presence in the USCENTCOM area of responsibility. It began with Operation DESERT STORM and we have been continually engaged, never leaving the Persian Gulf. During the intervening years we again responded to the needs of the Nation after the attacks of September 11, 2001, protecting the homeland through Operation NOBLE EAGLE and supporting operations abroad in Iraq and Afghanistan. The Air Force Reserve also supplied humanitarian relief in the wake of natural disasters both home and abroad following hurricanes, tsunamis and earthquakes. These efforts are possible because we have dedicated, professional, highly trained reservists volunteering to participate in these noble causes and the support of their families and employers.

The Air Force Reserve is a strong and steady Total Force partner. As operational demands continue, we face challenges that can adversely impact our readiness and overall combat capability. We are always alert to the need to stay ahead of those challenges so we remain strong partners in our country's defense.

As an unrivaled wingman, we share the same priorities as the Regular Air Force: Win Today's Fight, Take Care of Our People, and Prepare for Tomorrow's Challenges.

WIN TODAY'S FIGHT

Air Force Reserve GWOT Contributions

I am proud to say that your Air Force Reserve continues to play a vital role in support of our nation's Global War on Terror (GWOT). Side-by-side with our Air Force and Air National Guard partners, we continue to support the war effort primarily in a volunteer status.

Our Reserve mobility community stepped up with large numbers of volunteers and is providing essential support to Combatant Commanders. We currently have ninety-four C-17 and C-5 strategic airlift crews on long term active duty orders in support of the GWOT. Eighteen Reserve KC-10 crews remain on active duty orders supporting the air bridge, aerial refueling and other airlift requirements.

Our Reserve F-16s and A-10s remain engaged in Operation ENDURING FREEDOM and Operation IRAQI FREEDOM with regularly scheduled rotations. We provide eighteen crews and twelve fighter aircraft to USCENTCOM annually for close air support missions.

With little fanfare, our Special Operations and Combat Search and Rescue units continue their support of combat operations. Although rarely receiving public recognition for their actions, our personnel are heavily engaged on the ground and in the air.

To date, sixty percent of the aeromedical evacuation sorties have been flown by Air Force Reserve crews, providing a lifeline home for the Joint warfighter. Since September 11, 2001 we have flown nearly 5,000 aeromedical evacuation sorties, safely delivering 26,769 patients: 11,030 litters, 10,955 ambulatory and 4,784 attendants. I could not be more proud of these men and women. Their selfless dedication and professionalism have saved countless lives and dramatically improved the chances of recovery for those injured in the line of duty.

Tier One Ready

We in the Air Force Reserve pride ourselves on our ability to respond to any global crisis immediately or within hours. In many cases, including our response to natural disasters, we respond immediately or within hours. The Selected Reserve is trained to the same standards as active duty Airmen for a reason. We are one Air Force engaged in the same fight. With a single level of readiness in the Selected Reserve, we are able to seamlessly operate side-by-side with the Regular Air Force and Air National Guard in the full spectrum of combat operations. As an equal partner in day-to-day combat operations, it is critical we remain ready, resourced, and relevant.

Combat Training

As part of the Total Force Integration initiatives, Air Force Reserve Officer Training School was moved to Maxwell AFB, Alabama and combined with the Regular Air Force Officer Training School. Recently the Air Force initiated several programs to incorporate additional combat training for our Airmen. For example,

officer training now teaches fundamentals of unarmed combat to their officer candidates. This is just one part of a 70-hour course of expeditionary skills training.

Basic war fighting skills will be incorporated into Basic Military Training for enlisted recruits beginning 1 October 2008. This course will be two and a half weeks longer in order to produce more lethal and adaptable Airmen with emphasis on weapons training and participation in an intense exercise that replicates the deployed environment and the challenges it presents.

The Air Force is developing other training total force opportunities such as Common Battlefield Airman Training, and Survival, Evasion, Resistance, and Escape training because the battlefield continually changes shape and venue, and Airmen need to be able to react and survive in any situation.

Fiscal Year 2008 National Guard and Reserve Equipment Account

A significant reason for our relevance as a combat force is the National Guard and Reserve Equipment Account (NGREA). The items we purchase with NGREA are prioritized from the Airmen in the field up to the Air Force Reserve Command Headquarters and vetted through the Air Staff. The cornerstone is innovation and the foundation is capabilities-based and has been for many years. I am grateful for the National Guard and Reserve Equipment Account because those authorizations enable us to remain relevant to the fight. The Congress provided $45 million in NGREA last year, with which we secured critical combat capability for our Airmen in the field.

- **C5A Airlift Defensive Systems:** Protects our aircrews and C-5A aircraft from Infrared Guided Missiles
- **C-130 Secure Line of Sight/Beyond Line of Sight capability:** Provides clear communication, interoperability and improved situational awareness for our C-130 aircrews
- **C-130 Small Arms Fire Lookout Capability:** Procures troop door with large windows for C-130 aircraft to visually scan for threats to the aircraft and aircrew
- **F-16 Upgraded Commercial Fire Control Computer:** Enables use of the helmet mounted cueing sight and software improvements for continued upgrades to the aircraft
- **LITENING POD Spiral Upgrades:** Upgrades current targeting system by providing improved visual and guidance system

This account is critical to the combat capability of the Air Force Reserve and the safety of our people. Many of the new capabilities resulted in top-of-the-line improvements that are directly tied to better Close Air Support for our Soldiers and Marines in both Iraq and Afghanistan. These capabilities save lives. There is much more we can do if we continue to receive your support.

Readiness Challenges

While we maintain sufficient combat readiness to meet our current missions, we are accepting risk in a number of critical areas. For example, Depot Purchased Equipment Maintenance (DPEM) is budgeted at 79%. This reduces aircraft availability for training and operations. We will continue to work within our budget

guidance levels to balance this risk and others while accomplishing wartime taskings.

TAKE CARE OF OUR PEOPLE

Family Support

It is a long standing belief that the Air Force recruits members but we retain families, and that statement is as true today as in the past. As we continue playing a large role in prosecuting the GWOT, our members and their families are making huge sacrifices. While the Air Force's air expeditionary force construct provides predictability for members, families and employers, we recognize the impact of the demands of operations and are committed to providing services and support to the families that support us so well. We continue to place considerable emphasis on looking for new, innovative ways to reach our Reserve families of deployed members as well as to continue to improve programs already in place. To meet their needs, our Air Force community support programs and services are there for both married and single Total Force Airmen, whether at home or deployed. New initiatives include predeployment, deployment, and post deployment Airmen and family wellness programs. Specific areas of improvement include a standardized predeployment checklist as well as mandatory, comprehensive redeployment services, post-deployment health assessment and reassessment, non-clinical counseling, and education on reunion challenges that Airmen and their families face.

In 2007, several surveys were launched to evaluate the state of our members and families. Included were the Community Action Information Board (CAIB) Community Assessment Survey, with 8,440 Reserve respondents, and the Caring

for People Airmen's Questionnaire Assessment, which noted family as one of the top concerns. We continue to provide information and referral services, assistance with financial questions and concerns, family support groups, morale calls and video telephone access, volunteer opportunities, reunion activities, letter writing kits for children, and a myriad of other services.

The commuting nature of the Air Force Reserve combined with base closures and realignments create additional challenges for reservists and their families. Unlike the Regular Air Force, many of our Reserve members do not live in the local area of their host unit. In many cases, the families are scattered over various geographical regions, making access to centralized counselors difficult. With the transformation to an operational force, mobilizations and the need for more volunteerism, we are engaged in addressing several issues that have surfaced with this target population to include adjusting to the new steady state (more deployments, less predictable intervals and tour lengths, etc.), access to affordable child care, and employment opportunities. We are pursuing solutions to these problems and will continue to until they are resolved.

Force Shaping in Fiscal Year 2009

In the 2006 and 2007 President's Budget requests, the Air Force reduced Total Force end strength by 37,000 full-time equivalents and reprogrammed active military, civilian, and reserve end strength funds into the modernization and recapitalization accounts. As a result of these actions, the Air Force Reserve reduced its end strength from 74,900 to 67,500. Additionally, BRAC and Total Force Integration initiatives impacted nearly twenty percent of our personnel, many of

whom we transitioned from operating, maintaining, and supporting legacy systems to new and emerging missions such as CYBER, Predator, Global Hawk, Falconer Air Operations Centers, and Distributed Common Ground Systems. Over the past three years the Air Force has made difficult choices in respect to its People, Readiness, Infrastructure, and Modernization and Procurement accounts. The Air Force is in the process of reevaluating its end strength requirements based on new and emerging mission types as well as Air Force support for manpower increases programmed for the Army and Marine Corps.

Recruiting and Retention

We met our recruiting goals for the last seven years thanks to our great recruiters and the many authorities and funding the Congress has provided such as increased bonus incentives, opening TRICARE Reserve Select at the lowest premium to all selected reserve members, and expanding the Montgomery G.I. Bill eligibility window from 10 to 14 years. Our retention targets are also being met. While we continue to maintain manning levels to meet mission requirements, we anticipate significant recruiting and retention challenges in the near term, and potentially the long term, due to base closures and mission realignments. BRAC directed the closure and realignment of some of our units and stood up new missions at other locations. We are not allowed to move our Reserve Airmen when we close a base or unit, as is done in the Regular Air Force. Reductions and displacement of reservists present significant recruiting and retention challenges for the Air Force Reserve.

One new mission area is the stand-up of an F-22 associate unit at Elmendorf AFB in Anchorage, Alaska, and Holloman AFB in Alamagordo, New Mexico. This mission will have reservists associate with their regular component partners on the fifth generation fighter. While we are excited about the opportunity, we have had to increase the number of recruiters for officer, enlisted and Air Reserve Technician positions to overcome the obstacles of this challenging recruiting market.

We must continue to identify opportunities to attract members separating from the Regular Air Force. With a shrinking pool of prior-service Air Force members, recruitment and retention of these experienced individuals is vital to avoid the costs of training non-prior service members. For some of our most critical specialties, affiliation and retention bonuses actually provide a greater return on investment versus recruiting non-prior service Airmen. Finally, force shaping authorities and incentives should be viewed from a Total Force perspective to ensure that provisions do not discourage continued service in the Reserve components.

PREPARE FOR TOMORROW'S CHALLENGES

Air Force Reserve Transformation

The Air Force Reserve is accepting an increased share in the Total Force partnership with accelerated mission growth and associations. We continue to combine with our Regular and Air National Guard partners to deliver 21st Century capabilities in Global Vigilance, Reach and Power.

The technological skills and civilian experience of Reserve Airmen are ideally suited to expanding the Nation's eye in Global Vigilance. To support Air Force

dominance in space, the 310th Space Group at Schriever AFB, CO expands to become the 310th Space Wing next month. A further example of our growth in space is the increased manpower we are adding to associate with the Regular Air Force's 8th Space Warning Squadron at Schiever AFB, and the increase of our own 9th Space Operations Squadron at the Joint Space Operations Center at Vandenberg AFB, CA. The Air Force Reserve also operates a Global Hawk unit and other Intelligence, Surveillance and Reconnaissance systems at Beale AFB, CA, as well as Predator units at Nellis AFB, NV. All of these reservists contribute to the Nation's ability to gain and maintain awareness anywhere in the world, to provide warning and fuse data together to route relevant information to Combatant Commanders.

To extend the arm of Global Reach, we are creating Active Associations, where the Air Force Reserve has primary responsibility for the aircraft and the Regular Air Force will augment with manpower. This will occur with our KC-135s at Seymour Johnson AFB, NC and March ARB, CA, and with our C-130s at Pope AFB, NC. The Air Force Reserve will cease operating at Selfridge ANGB, MI and move manpower to augment the regular component in a classic Associate KC-135 unit at MacDill AFB, FL. In the third associate model, an Air Reserve Component (ARC) Associate, the Air National Guard is providing manpower to augment our Reserve KC-135s at Tinker AFB, OK. Additionally, we will host an Active Associate C-130 unit at Peterson AFB, CO, as well as an ARC Associate C-130 unit at Niagara Falls, NY, the Nation's first-ever combat delivery ARC association. These units will

provide responsive military capability anywhere on the globe to rapidly supply, position, or reposition Joint Forces.

To increase Global Power projection, we are assuming new missions by associating with the regular component in the F-22 at Elmendorf AFB, AK and will soon begin standing up an F-22 association at Holloman AFB, NM. In another new mission area, we will associate in the F-15E at Seymour Johnson AFB, NC. In a mission we are very familiar with, we will provide experienced instructors to train the Total Force in the A-10 at Davis-Monthan AFB, AZ and extend operational experience in a classic A-10 association at Moody AFB, GA. These new and expanded missions help increase the Nation's ability to hold at risk or strike any target, anywhere in the world, and achieve swift, decisive precise effects.

Commission on the National Guard and Reserves

The Congressionally directed commission completed an extensive review of the Guard and Reserves' role as an operational force. In the report the Commission acknowledged that the Air Force Reserve has been a leader in developing the force to meet operational requirements while maintaining a significant level of strategic capability. The Commission recognized the uniqueness of each Service and acknowledged the need to develop discretionary authority that provides flexible tools for the Service Secretaries to use when meeting requirements. The Department of Defense is studying many of the recommendations and part of that review will be the impact on the budget if any of the recommendations are adopted in Fiscal Year 2009.

Closing

Mr. Chairman, 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. Everyday we have reservists who are training and deploying around the globe in support of our nation's defense. Our ability to respond is due to our focus on readiness. In order to maintain this readiness, we budget wisely and ensure we have the proper funding levels to support our Airmen and weapon systems.

On behalf of over 67,500 Air Force Reservists, I appreciate the support this committee provides to our readiness and combat capability. The Air Force Reserve, as with the other Services, is facing many challenges. While we maintain our heritage of providing a strategic reserve capability, today and into the future, we are your operational warfighting Reserve bringing a lethal, agile, combat hardened and ready force to Combatant Commanders in the daily execution of the long war. We are proud of the fact that we provide the world's best mutual support to the United States Air Force and our joint partners.

DOCUMENTS SUBMITTED FOR THE RECORD

April 1, 2008

ARNG Equipment in States' Possession*

State	All LINS Available to Governor	Critical Dual Use LINS:
National Average	**61%**	**61%**
Alabama	74%	71%
Alaska	52%	53%
Arizona	37%	33%
Arkansas	64%	65%
California	43%	42%
Colorado	70%	68%
Connecticut	49%	52%
Delaware	54%	61%
District of Columbia	65%	65%
Florida	63%	65%
Georgia	58%	61%
Guam	17%	22%
Hawaii	62%	65%
Idaho	63%	73%
Illinois	61%	61%
Indiana	78%	69%
Iowa	60%	58%
Kansas	65%	58%
Kentucky	65%	62%
Louisiana	71%	72%
Maine	61%	61%
Maryland	41%	43%
Massachusetts	54%	51%
Michigan	51%	51%
Minnesota	48%	45%
Mississippi	72%	67%
Missouri	64%	61%
Montana	42%	64%
Nebraska	61%	53%
Nevada	33%	34%
New Hampshire	66%	63%
New Jersey	61%	56%
New Mexico	52%	61%
New York	72%	72%
North Carolina	72%	70%
North Dakota	61%	59%
Ohio	72%	70%
Oklahoma	73%	73%
Oregon	60%	62%
Pennsylvania	62%	69%
Puerto Rico	49%	44%
Rhode Island	56%	65%
South Carolina	74%	74%
South Dakota	70%	72%
Tennessee	64%	63%
Texas	64%	58%
Utah	66%	63%
Vermont	52%	56%
Virgin Islands	30%	39%
Virginia	42%	54%
Washington	72%	77%
West Virginia	66%	73%
Wisconsin	76%	72%
Wyoming	51%	48%

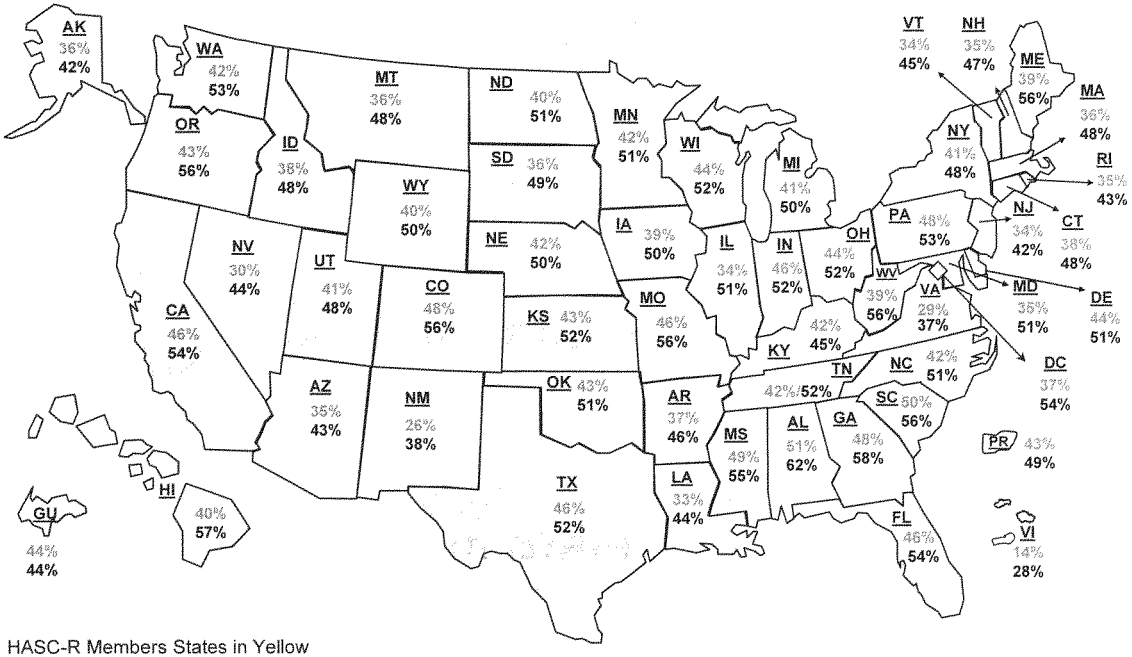
*does not include equipment currently deployed or on loan

Data as of Jan 200

Equipment in States Possession

All LINs not currently deployed or SBE against FY06 MTOEs w/ subs: AVG = 40%

All LINs if all units were returned home against current requirements w/subs: AVG = 52%



HASC-R Members States in Yellow

WITNESS RESPONSES TO QUESTIONS ASKED DURING THE HEARING

April 1, 2008

RESPONSES TO QUESTIONS SUBMITTED BY MR. FORBES

General STULTZ. The Army Reserve is authorized $22.6B worth of equipment. We currently have only $4.1B worth of modernized and compatible equipment on-hand that matches our structure. Current shortfall, the difference between equipment required and equipment on hand, is $18.5B.

Funding has been identified in the FY08-13 Program ($7.9B) and the FY07 Main and Bridge Supplemental ($1.51B) and the FY08 Supplemental ($1.80B). Additionally, the Army Reserve received limited NGREA and Congressional Add Funding in totaling $0.44B in FY05–08. Programmed budget funding, Supplemental and Congressional Adds totaling $11.65B reduces the equipment shortage to $6.85B.

- $7.9B programmed in POM 08–13
- $0.53B in the FY07 Main Supplemental
- $0.98B in the FY07 Bridge Supplemental
- $1.80B in the FY08 Main Supplemental
- $0.44B in NGREA and Congressional Adds in FY05–08

$11.65B of the shortfall is currently funded in the FYDP; leaving an unfunded requirement of $6.85B. [See page 18.]

General STULTZ. See below:

- Before 9/11, the Army Reserve, as a strategic reserve, expected to mobilize at and was resourced to meet 75% of wartime requirements.
- The Army Reserve had 78% of its wartime required equipment in 2002, but only 22% could be considered "fully modernize".
- During OEF/OIF, mobilization standards changed to 100% of wartime equipment and some older equipment could not be deployed.
- Almost all of the Army Reserve's "fully modernized" major end items went to theater and stayed there, representing 20–75% of our HMMWVs, LMTVs, MTVs, M915A3/4s, HEMTTs and HETs.
- Currently the Army Reserve has 66% of its wartime required equipment.
- Without additional equipment it would be very difficult to support any additional contingency, foreign or domestic, of the size of OEF/OIF. [See page 18.]

General BLUM. Each year, the National Guard Bureau develops a list of the "Essential 10" Equipment Requirements for the upcoming fiscal year (FY). The list identifies specific dual-use equipment systems which are valid military requirements, unfunded in either the budget request or the program. The items on the list contribute significantly to the ten essential capabilities, which the States have communicated to us as important in the ability of the National Guard to respond to emergencies in the homeland. The "Essential 10" list is published through the National Guard Bureau's Website.

The "Essential 10" list for FY09 identifies $2 billion of Army equipment (banded in $500 million priorities) and $500 million of Air National Guard equipment shortfalls. This list was referenced specifically in both the Fiscal Year 2009 National Defense Authorization Act and the Defense Appropriations Act. Those 10 essential missions include: Joint Force Headquarters Command and Control; Civil Support Teams; Maintenance; Aviation; Engineer; Medical; Communications; Transportation; Security; and Logistics.

The Army National Guard Essential 10 equipment list includes $2 billion total, with the following breakout; $168,446,201—Joint Force Headquarters Command and Control; $88,078,192—Civil Support Teams and Force Protection; $48,538,700—Maintenance; $100,500,000—Aviation; $129,189,968—Engioneering; $8,747,691—Medical; $145,282,865—Communications; $1,149,270,128—Transportation; $68,179,473—Security; and $93,766,782—Logistics.

The Air National Guard equipment list includes $500 million total with the following breakout; $27,000,000—Joint Force Headquarters Command and Control; $21,400,000—Civil Support Teams and Force Protection; $13,400,000—Maintenance;

$158,500,000—Aviation; $31,200,000—Engineer; $33,900,000—Medical; $72,300,000—Communications; $52,100,000—Transportation; $74,500,000—Security; and $15,700,000—Logistics. [See page 18.]

General BRADLEY. In addition to the normal wear and tear on our equipment while prosecuting the GWOT, we have a number of initiatives to upgrade and protect many of our facilities. We have an immediate need for communications warning systems, as well as, barriers in and around our bases. Support equipment transformation is also required due to age, accelerated wear and tear, and theater losses. The lack of additional resources will not prevent the AFR from resetting in the future, however, to respond to future requirement, as well as it has in the past, additional resources are needed. [See page 18.]

C–130 LARGE AIRCRAFT INFRARED COUNTERMEASURES (LAIRCM)	33.4	Modifies 14 C–130H and C–130J aircraft fleet with AN/AQQ–24 LAIRCM; greatly enhances survivability against IR threats
C–5 AIRCRAFT DEFENSIVE SYSTEMS (ADS)	15.5	Equip the 15 remaining unprotected AFR C–5As with ADS allowing them worldwide access to fully support the Global War on Terrorism (GWOT)
C–130 SECURE LINE OF SIGHT/BEYOND LINE OF SIGHT (SLOS/BLOS) CAPABILITY	8.4	Modify AFRC C–130s (28 aircraft) with ARC–210, Model 1851A and Joint Range Extension Gateway (JRE) that provide secure line-of-sight and beyond line-of-sight capability.
A–10 INFRARED MISSILE WARNING SYSTEM (MWS)	5.0	Modifies 27 A–10s with MWS; integrates missile warning into the ALQ–213 Counter Measures Set; allows faster, automatic responses to IR threats
C–130 APN–241 RADAR	14.8	Fund APN–241 radar, spares, sustainment, and contractor support for remaining 17 unmodified AFRC C–130H2 aircraft
A–10/F–16/HC–130 MISSILE WARNING SYSTEM (MWS) UPGRADE/REPLACEMENT	3.0	Improve and integrate the existing Electronic Attack (EA) for A–10 and F–16 and Electronic Protection (EP) for all three.
C–5 LARGE AIRCRAFT INFRARED COUNTERMEASURES (LAIRCM)	90.0	Procure and install LAIRCM on 9 AFR C–5 aircraft. Advanced IR countermeasures are required to mitigate significant risk of aircraft damage and loss.
C–130 SURFACE TO AIR FIRE (SAFIRE) LOOKOUT CAPABILITY	1.9	Procures troop doors with large square window/plug that increases the field of view for the loadmaster/scanner.
C–5 STRUCTURES	22.0	Procures and installs 2 Aft Crown Skin/Contour Box Beam Fittings kits for AFRC C–5A aircraft
C–5 SMALL ARMS FIRE (SAFIRE) LOOKOUT CAPABILITY	8.5	Modifies 21 AFRC C–5 aircraft with bubble scanning windows and tactical harnesses (84 total kits) at paratroop doors

LITENING POD SPIRAL UPGRADES	25.0	Upgrades 25 LITENING pods; modular design of the LITENING Targeting Pod lends itself to upgrades as technology advances.
C–130 TACTICAL DATA LINK (TDL)	6.3	Provides real time C2 link to 32 C–130 aircraft; maximizes situational awareness and survival
C–5 YOKE MOUNTED EXPENDABLE DISPENSE SWITCH (YMEDS)	2.0	Procures 20 YMEDS kits for AFRC C–5 aircraft; allows manual expenditure of countermeasures
C/HC/MC–130 CRASHWORTHY LOADMASTER SEATS	3.0	Procures stowable 'crashworthy' seats for the loamaster/scanners; allows crewmembers to be secure while scanning for threats during takeoff and landing
MC–130 COMBINED ALTITUDE RADAR ALTIMETER (CARA)	4.6	AFRC's 10 MC–130E Combat Talons require the current HG9050 radar altimeters be replaced with CARA

RESPONSE TO QUESTIONS SUBMITTED BY MR. TAYLOR

General BLUM. The changes made by the National Guard Empowerment Act are far reaching and historic. At the National Guard Bureau, we are actively engaged with the Department of Defense to implement those changes. We are working with all stakeholders to finalize a new charter for the National Guard Bureau. We are satisfied that this issue has the attention of leaders at the highest level of the Department and that progress is being made. [See page 35.]

RESPONSES TO QUESTIONS SUBMITTED BY MR. JONES

General BLUM. In the Fiscal Year (FY) 2006 Supplemental, Congress appropriated $708 million of two-year money for Operation Jump Start (OJS). At the end of FY06, the Office of the Secretary of Defense-Comptroller (OSD-COMPT) requested and the Appropriations Committees approved the transfer of $415 million of unexecuted money from the Katrina appropriation to the OJS account.

In the FY08 budget, Congress appropriated $247 million for OJS. the OSD-COMPT plans to transfer $57.5 million of FY08 Operation and Maintenance, Defense Wide from other areas to pay for the balance of OJS. The National Guard spent $211 million in FY06, $687 million in FY07 and expects to spend $304 million in FY08 for a total of $1.2 billion. [See page 30.]

General VAUGHN. The Army National Guard's (ARNG) total advertising budget for Fiscal Year 2008 (base funding plus supplemental funding) is $235.9 million. The annual advertising budget, as prescribed in the FY08 Presidential Budget, is $87.8 million. In support of the ARNG's aggressive end-strength, recruiting and retention missions, an additional $148 million was provided in the FY08 supplemental appropriation.

For this year, the Air National Guard's advertising budget is $19.4 million dollars. This figure reflects the FY08 appropriation of $6.3 million dollars and $13.1 million dollars redirected within the Air National Guard program. [See page 29.]

RESPONSE TO QUESTIONS SUBMITTED BY MS. SHEA-PORTER

General BLUM. When debts are created against a Soldier, the Soldier is notified in writing by the agency creating the debt. The debt letter gives the Soldier 30 days for due process, as outlined in the Department of Defense Financial Management Regulation, Volume 7A, Ch 5, para 500104.A2, unless prior consent has been given by the Soldier to begin the collection. The notice will stipulate: nature and amount of the debt and intent to collect from pay, the member has the opportunity to inspect and copy records related to the debt, the member has an opportunity for review of all the decisions related to the debt, the member has an opportunity to enter

into a written agreement with the Secretary of the Military Service concerned (or designee) under terms agreeable to both parties to establish a schedule for repayment, any portion of the debt remaining uncollected at the time of the member's separation shall be collected from the member's final pay and allowances, member has the right to seek waiver or remission of the debt, if appropriate.

Debts are normally collected at rate equal to 2/3rds of a Soldier's base pay until the debt is paid off. If the 2/3 collection rate is determined to be unfeasible because of a proven hardship, the debt can be prorated to collect at a daily rate, per the recommendation of the Soldier's command, until the debt is paid in full.

The Army National Guard has a process outlined in Army Regulation 600–4 (Remission and Cancellation of Indebtedness) that establishes what types of debts can be remitted or canceled and the procedure the Soldier must follow to request such action. The objectives of the remission or cancellation of debts are to affect those debts that are determined to be unjust and those debts that create undue suffering or a hardship. [See page 41.]

RESPONSE TO QUESTIONS SUBMITTED BY MR. WITTMAN

General McKINLEY. We continue to work with the Air Force to fully fund Air Sovereignty Alert (ASA). This critical mission is part of every budget formulation submittal and competes against many requirements. The $34.4M shortfall included on our FY2009 National Guard Bureau Budget Card incorporated converting 155 enlisted part-time billets to full-time—allowing our ASA units to maintain their post-9/11 manning levels and it included funding for 104 Title 5 civilians in Command and Control. Additionally, it included the cost of 79 pilots that we have resolved funding for through Air Force and Air Combat Command (ACC).

During FY2008, ACC agreed to fund 155 enlisted positions for the first quarter of the fiscal year. After that, the National Guard Bureau redirected $11M in funding for those positions for the remainder of FY2008. This $11M did not include unfunded officer positions costs that NGB was already absorbing in ASA shortfalls from previous agreements with ACC. Due to this additional funding requirement, NGB re-evaluated the ASA manning requirements during FY2008. This effort validated 67 officer positions and 105 enlisted positions were required, but not funded for in the FY2008 budget formulation. The cost of the unfunded officer and enlisted positions in FY2009 is $11M in MILPERS. This will fund the required 67 officer positions and 105 enlisted positions that are still not funded from the FY2008 budget formulation. We continue to seek solutions for the additional manpower funding. [See page 38.]

RESPONSE TO QUESTIONS SUBMITTED BY MR. COURTNEY

General BLUM. In August 2007, just prior to TRICARE Reserve Select (TRS) implementation, 5,157 Army National Guard members and their family members and 989 Air National Guard members and their family members were enrolled in TRS. As of April 30, 2008, 27,943 Army National Guard members and their family members and 8,595 Air National Guard members and their family members were enrolled in TRS. [See page 32.]

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

April 1, 2008

QUESTIONS SUBMITTED BY MR. LOEBSACK

Mr. LOEBSACK. General McKinley, I have heard concerns raised about the lack of flexibility in the Active Guard and Reserve pay control grades. Specifically, the Iowa Air National Guard (ANG) has raised concerns about the need for growth in the number of control grades in order to provide greater flexibility in promoting the best Airmen to leadership positions. As I understand it, the ANG forecasts their control grades a year out and are then held to their projected numbers. Have you given any thought to the merits of increasing the number of control grade positions for each rank or to providing greater flexibility in the number of control grades provided each year?

General MCKINLEY. Thank you for the interest you have concerning the ANG controlled grade program. The AGR controlled grades are congressionally-mandated by USC, Title 10, Sections 12011 and 12012 ceilings. These statutory ceilings are based upon overall AGR population and are not sufficient to cover all of the mission requirements within the ANG. Every state and territory has controlled grade shortfalls. As such, the ANG pursued controlled grade relief in the 2009 National Defense Authorization Act. The ANG's portion of the approved OMB submission to Congress increases the number of Colonel (O6) grades by 42 and Lieutenant Colonel (O5) grades by 97. We are hopeful that the legislation will be successful.

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