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DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2008

WEDNESDAY, APRIL 11, 2007

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

The subcommittee met at 10:33 a.m., in room SD–138, Dirksen Senate Office Building, Hon. Daniel K. Inouye (chairman) presiding.

Present: Senators Inouye, Leahy, Dorgan, Durbin, Mikulski, Murray, Stevens, Domenici, and Bond.

DEPARTMENT OF DEFENSE

NATIONAL GUARD

STATEMENT OF LIEUTENANT GENERAL H STEVEN BLUM, CHIEF

STATEMENT OF SENATOR DANIEL K. INOUYE

Senator INOUYE. This morning the subcommittee meets to receive testimony on the fiscal year 2008 budget request for the National Guard and Reserve components. I welcome today's witnesses from the National Guard, Chief of the National Guard Bureau, General Steven Blum; Director of the Army National Guard, General Clyde Vaughn; Director of the Air National Guard, General Craig McKinley; and from the Reserve, Chief of the Army Reserve, General Jack Stultz; and Chief of the Naval Reserve, Admiral John Cotton; Commander of the Marine Forces Reserve, General John Bergman; and Chief of the Air Force Reserve, General John Bradley.

Gentlemen, as you know, the role of the National Guard and Reserve has changed dramatically over the past few years. Currently, we have thousands of guardsmen and reservists deployed to Iraq and Afghanistan, many of whom already in their second tours.

I just met an airman who I believe was on his third tour, completed his third tour and an Army man on his fourth tour. The forces have been fully integrated into operations there and have proven to be essential to the mission. We are going to make certain that you have the resources you need to train and equip these valuable service men and women.

We are pleased to see that recruitment has improved although I am concerned that the Army and Navy Reserves are still not fulfilling their recruiting missions. We hope to hear today about what you are all doing to continue to attract quality recruits.

Retention levels remain strong but as guardsmen and reservists face multiple deployments, the strain on troops and their families could begin to show. We want to make certain that you have the resources required to return experienced servicemembers and provide them with support that the Guard and Reserve families need as they transition in and out of civilian life.

Guard and Reserve equipment levels continue to be a concern. Significant shortages have been identified. We will continue to work with the services to improve equipment quality and quantity so that Guard and Reserve troops have the equipment they need for training and operations here and abroad.

Gentlemen, we face significant challenges in providing for the personnel and equipment needs of the National Guard and Reserve during these demanding times. I look forward to hearing your recommendations for strengthening our forces and I thank you for your testimony this morning. Your full statements will be included in the record and our first witness is General Blum and I now call upon the vice chairman of the subcommittee.

STATEMENT OF SENATOR TED STEVENS

Senator STEVENS. Thank you very much. I do subscribe to what the chairman has said but I want to add that this subcommittee hearing was part of the whole development of the tunnel force contact and I do believe it's worked. It's worked and brought us a very strong military but the difficulty is that it appears that it's slowly but surely becoming not just a total force but a permanent total force for the Guard and Reserve.

I think some of the policies we're looking at now have to be reviewed from the point of view of funding because we need to be assured that these people who are citizens soldiers in terms of the Guard and Reserve, still have an ability to maintain their civilian jobs, maintain their civilian participation that they are not a regular military and yet increasingly, they seem to be treated as such.

Well, I hope that you'll be very frank with us in terms of your answers concerning this process. I don't fault anybody. I think it really is a development of the system that the challenges we're now facing that aren't going to go away no matter what happens in Iraq and Afghanistan that they are worldwide, in my opinion.

So if you're really going to help us, I think, to tell us, where we are going from here? Should we expand the Guard? Should we expand the Reserve? We are going to expand the regular force, very clearly. But it does seem to me that as the chairman's mission, the period of time between deployments is a disadvantage for maintaining the civilian aspect of the citizen soldier that is involved in your units in the Guard and Reserves.

So I look forward to your testimony. I think we've got a lot of work to do. Thank you.

Senator INOUYE. I'll now call upon the Chief of the National Guard and Reserves.

General BLUM. Good morning, Chairman Inouye, Senator Stevens, distinguished members of this subcommittee. I'd first like to say thanks for the solid support that this subcommittee gives our citizen soldiers that serve on the land, on the sea, in the air, and your in-depth understanding of the unique dual role of the Na-

tional Guard. From your statements this morning you have a clear understanding of some of the challenges that we face with the All Volunteer Force as we move from being strictly a strategic Reserve only to being both an operational force as well as the strategic Reserve for this Nation.

I'll introduce my Director of the Army National Guard, Clyde Vaughn to my right and Lieutenant General Craig McKinley, the Director of the Air National Guard who are here today for response to in-depth questions on issues relating to the Army and the Air National Guard.

Also with me today, very important, particularly following on the comments of Senator Stevens, we have our Command Sergeant Major for the National Guard Bureau. Sir, you may recognize him here as an Alaska State trooper for 20 years. He retired from the State troopers. He has served in the United States Air Force and he serves in the Army National Guard. Today he represents 460,000 citizen soldiers and airmen from the Army and Air National Guard all around the country.

The senior enlisted command sergeant major from the Army National Guard, John Gipe, is here this morning and most important, I have two individuals that Senator Inouye has already alluded to. The first—I'll start with the youngest first.

Daniel, if you'd please stand up. This is a staff sergeant. He is 23 years. At 23 years of age, he has just completed his third combat tour in Iraq, one in Kirkuk and two in Baghdad. He comes from Klamath Falls, Oregon. He is a combat air controller and he has been the Airman of the Year and the NCO of the year back in Oregon. He represents the most committed, mature, experienced, professional force we've had in 371 years in our organization.

The sad part of it is that while we have the very best people, with this kind of experience and this kind of commitment, the equipment that Daniel, and others like him, has to operate back in Oregon was built in 1953. Now imagine being a combat controller for a critical mission like that and operating with unreliable, old equipment built in 1953. I think that says it all. So while we have the best people, we have some significant equipment challenges.

Also next to him is a 40-year-old Wichita, Kansas police officer who is a member of the 2nd Battalion, 137th Infantry and he is from Charlie Company. He has just completed a tour in Iraq. He came back in November. Prior to that he served two previous combat tours with the United States Marine Corps in Desert Storm and also the United States Marine Corps in Somalia.

This experienced infantryman, a highly decorated NCO, is a platoon sergeant, which is, as you well know, sir, from your combat experience, is where the rubber meets the road. That's where it happens. That's where the real leadership challenges are. The policy really reaches to the fox holes and the person that makes that happen is the platoon sergeant.

He is married. His wife is a signal officer in the Kansas National Guard so it is truly a Guard family. He has two children—Nick, 16 and a daughter, Zoey, who is 14. He doesn't have a problem with old equipment, he has a problem with no equipment. His unit, when they came back in November, came back to two Humvees

that were left because they were not good enough to go to war. That's the only equipment that he has in his unit today.

If Governor Sebelius from Kansas would need the 2nd Battalion 137th to respond to a tornado or a winter storm or any other emergency, the capability of that unit is minimized; not because of the great people but because of a lack of equipment that is in that unit right now.

Thanks, guys. Thanks for your service.

I think I'll reduce my statement down to a bare minimum because of the clear understanding that this subcommittee has for the issues that are at hand. The two citizen soldiers and airmen that you just met, say more than I could read off of this paper.

We have had the Army National Guard now for almost 371 years and today, after all that time, the National Guard is still the Nation's best defense bargain. The Army National Guard makes up almost 40 percent of the United States Army combat, combat support and combat service support structure. It does this for about 11 percent of the Army's budget; a bargain for the American taxpayer. We represent a 365-day on call capability for about 11 percent of what it costs to maintain that capability on active duty.

The Air National Guard similarly gets only 6 percent of the Air Force's budget, but produces over one-third of everything in the United States Air Force. It flies over one-third of the United States Air Force aircraft every day, whether we are at war or whether we are at peace. Your Army and Air National Guard are the only Department of Defense forces that can be called upon by the Governors with no notice to do what is necessary in the zip codes where your constituents reside.

The National Guard today, I'm sad to say, is not a fully ready force. Unresourced—shortfalls still exist that approach $40 billion to provide the equipment and the training that I personally feel your Army and Air National Guard are expected to have to be able to respond to the citizens of the United States.

Overseas, we are superbly equipped, and superbly trained. We want for nothing overseas because the Congress of the United States has ensured that we're adequately resourced in the Department of the Army. The Department of the Air Force, Department of Defense are dedicated to not sending any sons and daughters of this Nation into harm's way without the very best equipment possible. You'll find no difference between the National Guard and the active forces currently serving overseas.

Back here at home, it's a different story. It's a much different story and it's not a good story. Most of the units in the Army and Air National Guard are underequipped for the jobs and the missions that they have to perform with no notice here at home.

Can we do the job? Yes, we can. The lack of equipment makes it take longer to do that job. Lost time can translate into lost lives. Those lost lives are American lives. There will be those that say that we can't afford this kind of money to properly equip and train our National Guard.

I take exception with anyone that would hold that opinion. I think that this Nation cannot afford the consequences of a non-ready Army and Air National Guard.

In closing, I would reiterate to this subcommittee that in this 21st century, we face threats both here at home and overseas and that a strong, properly resourced National Guard, I think, is the best critical deterrent for any of our adversaries overseas that might miscalculate and think that we are unable to respond.

So if we were more strongly resourced, equipped and trained here at home, it would have an additional benefit, in my view, of providing a credible deterrent to those who would wish ill against our Nation here at home or abroad.

Thanks again for your historically generous support of your citizen-soldiers and airmen. Your past funding efforts with the National Guard and Reserve equipment account were able to deliver the capability that the American citizens expect out of their National Guard in minutes and hours, which truly are and want to remain the 21st century minute men and women for this Nation. With your help, we'll be able to do that.

PREPARED STATEMENT

At this time, I'll turn it over to General Vaughn who will make some brief statement and then we'll stand ready to take any questions, sir—Mr. Chairman—that you might have.

Senator INOUYE. Thank you, General.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL H STEVEN BLUM

Chairman Inouye and distinguished members of the subcommittee, thank you for the opportunity to speak to you today about the state of readiness in the Army and Air National Guard. The Army and Air National Guard are engaged with our active component Army and Air Force counterparts in combat operations. You can be proud that the citizen-soldiers and airmen of your Army and Air National Guard are ready to answer the Nation's call to arms.

The National Guardsmen who are mobilized and deployed overseas are superbly trained and equipped. Like their active duty counterparts, they are unquestionably the best trained and best equipped American fighting force in history. In the past four years, the increased operational tempo and, in the case of the Army National Guard, the need to cross-level personnel and equipment from non-deploying units to increase readiness of deploying units, has resulted in a decline of readiness for units here at home.

The President's budget request is now before the Congress. That request includes an unprecedented commitment and investment by the Army to improve the equipment readiness of the Army National Guard. The President's budget also seeks the funding needed for the Air National Guard to continue to be fully-integrated modern total force partner for the Air Force. It is imperative that the National Guard receives the full support of Congress for every penny in that request.

Last year, Congress provided $150 million for Army and Air National Guard in the National Guard and Reserve Equipment account. Millions more were provided in Service procurement accounts. Congress also provided another $500 million as part of the broader Army reset funds. This was extremely helpful in addressing the equipment needs of our citizen-soldiers. The National Guard is tremendously grateful for this support. I must implore this committee, in the strongest possible way, to remain steadfast in your dedication to addressing the persistent equipment shortfalls we face.

The Secretary of Defense's decision to limit Guard and Reserve mobilizations to 12 months is truly historic. His new mobilization policy will have significant positive long-term effects on personnel readiness, unit cohesion, and employer, family and public support. In order to give our soldiers a shorter total mobilization period and maximize time in theater for the combatant commander, it is imperative that we reduce post-mobilization training time prior to deployment and accomplish more of it at home station prior to the mobilization to active duty. We need the equipment to do that training.

In fiscal year 2008, the Air National Guard is accepting risk in its modernization and recapitalization programs such as Precision Engagement, Datalink/Combat Identification, 24-hour operations, and Enhanced Survivability. In addition to the Air National Guard equipment needs, we have identified Air Guard funding challenges in the areas of transformation, Total Force Integration (TFI), Base Realignment and Closure Implementation, new mission bed down, recruiting, retraining, and other program shortfalls.

CONCLUSION

Mr. Chairman, your National Guard is fully up to the task of answering the call to duty. At the National Guard Bureau, we are absolutely committed to working closely with the Services to effectively implement fresh ideas and new approaches to meet the challenges we face today in such a way that our citizen-soldiers can be trained and ready to serve and that their service will be of a nature that they will continue to serve for years to come.

I have included a copy of the 2008 National Guard Posture Statement for the record. We welcome your questions.

THE NATIONAL GUARD POSTURE STATEMENT 2008

EXECUTIVE SUMMARY

September 11, 2001 was an abrupt and heinous wake up call for the United States, the National Guard and the American military. That day marked the beginning of a no-notice transformation of the National Guard, as our nation entered a new era—an era marked by suicide bombers, radical terrorists and a global threat very different than anything seen before. For the Minutemen and women of the National Guard, it was a call to arms, and they have been answering that call to support and defend America and its freedoms and our very way of life every day since.

For the National Guard, it was a "back to the future" moment. A moment where we needed to take stock of the fact that we were no longer a federal strategic reserve, but rather warriors on the front line of a global war on terrorism. We had to recognize that our demonstrated ability to immediately respond, deploy and employ our forces on the home front for 370 years needed to grow to include the same capability in our federal missions. September 11, 2001 marked the birth of the full-spectrum, global Minuteman. Full spectrum readiness means homeland defense in depth. The historic and traditional Guard homeland defense mission had taken on a global importance while remaining the very foundation of American freedom. The Guard had to expand its readiness, agility and accessibility portfolios to include operations across the full spectrum of engagements.

That new reality dictated that we be trained, equipped, manned and resourced to operate in all mission areas, and perform them simultaneously. The full spectrum of operations required us to take a hard look at where we were and determine what resources and initiatives were critical to evolving as the 21st century minutemen America needed.

In just the last five years, the Guard has conducted a staggeringly diverse set of missions—from traditional state missions like military support to civil law enforcement and supporting civil agencies in local crisis and consequence management, to national-level missions like providing regional consequence management capabilities, conducting counter-narcotics missions, and supporting airport, border, and critical infrastructure security, to air sovereignty and ballistic missile defense of the homeland. Beyond our borders, the Guard's mission-set included not just the warfight overseas, but critical contributions to the theater security cooperation agreements of all our regional combatant commanders, such as our immensely successful State Partnership Program.

The Guard has performed all of these diverse missions so well that the Department of Defense and the Congress are examining relationships and missions with a view to ensuring even greater capability for the modern, 21st century Minuteman. The National Guard provides an incredible array of capabilities to both our nation's President and its Governors.

Central to achieving this greater capability was our effort to identify the critically essential organizations, equipment and training that would be necessary to accomplish the full range of potential missions here in America. These capabilities are the "essential 10," and they include: the right kind of joint, interagency, intergovernmental headquarters to manage operations and, receive, stage, and integrate follow-on forces; Weapons of Mass Destruction (WMD) detection and advisory capabilities; maintenance; engineer; aviation; medical; communications; transportation; security; and logistics capabilities. Four years after 9/11 the nation and the Guard were again

tested with a second "wake up" call. The Guard's performance following Hurricane Katrina may go down in history as its finest hour, and in the process, America gained the context for better understanding its National Guard. Our nation's Governors—every one of them—reached out and willingly sent their own Guard troops to help their fellow Governors on the Gulf Coast through a set of existing compacts among the states, avoiding the delays inherent in the federal mission validation and mobilization process.

The National Guard has transformed:

—To ensure we are equal to the contemporary challenges we are asked to confront across the full spectrum of operations;

—To ensure we have the right types of trained and ready capabilities, at the right levels in each of the states, to respond to the calls of the Governors; and

—To fully leverage all of our war fight capabilities in times of domestic need.

Our transformation combined with the commitment of our elected leaders at all levels allowed us to answer all calls to duty, meeting both global and domestic needs.

The National Guard is essential to building coalition partnerships. The National Guard's State Partnership Program continues to grow and flourish as one of the most valuable theater security cooperation tools available to the regional combatant commanders. These partnerships are critically important to global peace, freedom and national security objectives. Just last Fall, the state of Ohio and the Republic of Serbia—a country we bombed less than a decade ago—sealed a historic State Partnership, a key component in the security cooperation plans of the U.S. State Department and the combatant commander in U.S. European Command. We now total 56 partnerships and anticipate more in the coming months. The Guard Partnership Program significantly empowers the regional combatant commanders' theater security cooperation efforts.

The National Guard is integrated into the Homeland Security plans of every state and federal Homeland Defense plans. We exercise in our communities with the civilian emergency planners and emergency responders. The National Guard is a national treasure and a national bargain as well. It is providing real, critically needed skills and real capabilities—not just some PowerPoint slide promises that never materialize. For the National Guard, homeland security is deeds, not words.

The Guard's progress and proven performance has been simply incredible. In five short years, the Guard has developed and delivered an incredible and unmatched array of critically needed homeland defense, homeland security and emergency response capabilities.

Since the September 11 attacks, the National Guard has added forty-five weapons of mass destruction—civil support teams; seventeen chemical, biological, radiological, nuclear and high-yield explosive enhanced response force packages; fifty-four computer emergency response teams; six critical infrastructure protection-mission assurance assessment detachments; fifty-four rapid reaction forces; fifty-four 24-hour a day joint operations centers; and numerous other capabilities.

This has all occurred at the same time the Guard is fighting the global war on terror, conducting homeland defense operations, supporting Governors' Homeland Security requirements, responding to catastrophes and disasters, and conducting domestic missions. In every theater, the Guard is there. In every operation, the Guard is there. That's the way it should be, because when you call out the Guard, you call out America. Few, if any, organizations anywhere in the world progressed this much on so many important issues in five short years.

The Guard is the first military responder to the Governor's calls for assistance in securing the homeland. Through continuous collaboration, the Guard is strengthening its relationship with NORTHCOM to ensure synchronization of our military capabilities.

The Guard has on numerous occasions since September 11, 2001, secured our nation's airports at the requests of the President and the Governors. The Guard is providing support to U.S. Customs and Border Protection—including the Presidentially-directed Operation Jump Start—and is providing deterrent and counter-terrorism forces. In New York armed Guardsmen have been on duty every day throughout the state since 9/11. It is all about protecting and saving American lives—anytime, anyplace—on land, at sea or in the air. It is the National Guard that delivers peace of mind and confidence in government.

The National Guard continues to meet community needs through programs like: Counter drug support; drug Demand Reduction programs; family programs; innovative readiness training programs designed to meet community needs; rendering last honors to fallen veterans; and youth programs like the 30 ChalleNGe programs in 26 states.

The National Guard has maintained its commitment to the Youth ChalleNGe program despite the many other demands on its time and resources. Helping at-risk high school dropouts regain their footing is an investment in America. The program has graduated some 60,000 youths, in the process saving many of them from either a cemetery or a jail cell. The National Guard is proud of its nationally recognized efforts to build a stronger, safer, more productive America.

The Guard has proven its cost-effective capability across the full spectrum of operations. While providing more than a third of both the Army and Air Force's force structure, the Guard costs a fraction of that to maintain. And the National Guard investment goes even further for the American people because the Guard capabilities are immediately available nationwide to the Governors and the American people in time of need.

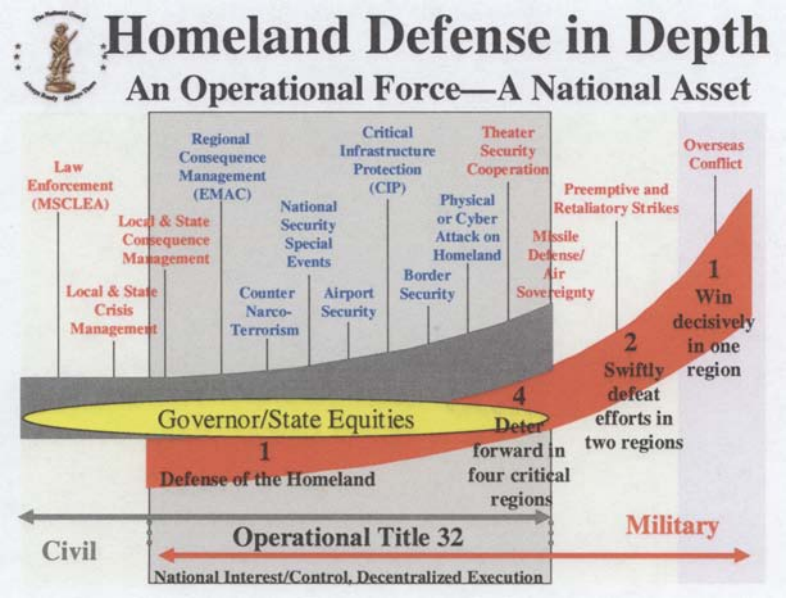
Our nation's future defense challenges are daunting. The Guard's performance offers America options as we wrestle with the needs for increased military capabilities in an era of limited funding. The demonstrated performance of the Guard enables the Army and Air Force.

The days of questioning whether the Guard can perform a given mission are long past. The only questions today are whether they want the Guard to perform the mission and whether they will resource the Guard to do so. Our Citizen-Soldiers and -Airmen want for nothing as far as equipment in the combat zone, and that's the way it should be. However, we have concern for missions here at home. Congress began addressing this situation in the past year, and the President's fiscal year 2008 Budget provides unprecedented levels of funding for the National Guard, particularly in ensuring that the Soldiers and Airmen deployed to combat are the best-equipped in the world. But it accepts risk in the areas of Homeland Defense, Homeland Security, and Military Support to Civil Authorities.

Our priorities must remain focused on maintaining a fully manned, fully trained, fully equipped and fully resourced force. We must complete our transformation for 21st century missions, fully integrated with the Army and Air Force. Operationally, we must focus on full-spectrum readiness and leveraging joint capabilities. In summary, we must be trained, equipped and ready for both the seen and unforeseen challenges that lie ahead. The Guard must continue to embrace the Minuteman posture—ready at a moments notice to answer the call to the colors. Readiness starts with our people and we must continue to recruit and retain the best in America. We have done that, and the story of that success is one of the highlights of this past year. The key has been to reward our own people for spreading the good word about the Guard to their family and friends, building our strength one personal relationship at a time, getting back to our roots in the early days of the volunteer militia.

Defying predictions that the Guard's numbers would shrink to 324,000 Citizen-Soldiers in 2006, the Army Guard instead had its best year of recruiting in 35 years. Recruiting and retention must remain an absolute priority. To do this, we must continue to encourage an environment where our troops are supported by families, employers and communities.

The National Guard has the capability to conduct operations across the full spectrum of engagements from domestic missions and emergency response, through homeland security and homeland defense, to the federal war fight and overseas missions. The governors—the commanders in chief of the Guard while not in federal service—need the Guard in order to respond to domestic crises and natural disasters. They also have equities in homeland defense and homeland security contingencies that overlap the federal responsibilities for these missions.



In the chart above, state equities are illustrated by the gray bar, while federal equities are illustrated by the orange bar below it. The 1–4–2–1 in the orange bar reflects the spectrum of federal military missions as defined by the National Military Strategy.

The missions in the central gray area (written in blue) are tasks that combine state and federal equities, and that the Guard has performed in a Title 32 status—federally funded, but under state control. The missions in red toward the right of the spectrum are conducted in an entirely federal, Title 10 status. The missions written in orange to the far left—hundreds of them each year—are traditionally conducted in State Active Duty status and are entirely state-funded and state controlled.

This new reality dictates that the Guard must be trained, equipped, manned and resourced to operate in all mission areas.

We are working hard to ensure that every Army and Air Guard member knows what their organizational mission and its future looks like. The Guard has always been and always will remain a community-based force. We are focused on operational readiness to answer the calls of our Governors and the President, seamlessly integrate with the active components, and meet the needs of the combatant commanders. We remain engaged in the interagency and intergovernmental arenas, and local communities. And, finally, with the assistance of Congress, we will continue to transform to remain ready, reliable, essential and accessible. The National Guard—Always Ready, Always There

LIEUTENANT GENERAL CLYDE A. VAUGHN, VICE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, ARMY NATIONAL GUARD

"SERVING A NATION AT WAR: AT HOME AND ABROAD"

MESSAGE FROM THE DIRECTOR

What a year! The Army National Guard (ARNG) dealt with many challenges and changes during 2006. Units came home from overseas deployments as new units were called up, trained and sent to Iraq and Afghanistan. Operations continued in the Balkans and up to 6,000 Army National Guard Soldiers reported to the Southwest border to help U.S. Customs and Border Protection stop illegal immigrants and drug trafficking during Operation Jump Start. Guard Soldiers also assisted with emergencies created by snow, floods and landslides throughout the United States at the same time that the Army Guard shifted its force structure to a modular design. As we begin our 370th year, the ARNG continues to be an important element in

the nation's emergency preparedness network with missions both at home and abroad.

It's difficult to prioritize the numerous successes the ARNG achieved in 2006, but if there is one, it is in the recruiting and retention area. This revolutionary change and effort by the states really highlights the care that our Soldiers have received from the local communities and leadership. We're at an all-time high in terms of pride in the organization. Our recruiting efforts are about having great recruiters. The G–RAP program (the Guard Recruiting Assistance Program provides bonuses to Guard Soldiers for recruiting new members) is second to none. It has put us in great shape for the future.

The ARNG is also adaptive to change and has gone through an evolutionary restructuring since the early 1990's. Since then, the ARNG has transformed to meet the demands of a new global environment. Along with the Army, we are undergoing a modular force conversion which converts our formations from a division-centric force (18,000 Soldiers) to a more flexible brigade-centric force (4,000 Soldiers). This transformation creates forces that are stand-alone and alike (modular) while enhancing their full-spectrum capabilities. The ARNG Brigade Combat Teams are structured and manned identically to those in the Active Army.

This Posture Statement provides you with details about how the ARNG continues to defend our nation at home and abroad. As you read this, please know that the National Guard remains Always Ready, Always There.

HOMELAND DEFENSE

Readiness of the Army National Guard

The Army has continued to use Army National Guard units as an operational reserve. Readiness of our units that have mobilized and deployed in support of the Global War on Terrorism (GWOT) has been maintained at the high levels required to successfully carry out those missions. With the reset of units returning from deployments or from transforming units, as shown in the modular force conversion section, manning, equipping and training levels reflect decreased readiness as measured against modular organizations. ARNG readiness is managed by prioritizing limited resources using the Army Force Generation (ARFORGEN) cycles in support of the National Military Strategy.

The ARFORGEN model provides predictability to potential time-frames at which ARNG units might be called to active federal service. The ARNG has arrayed all its units into the model to account for when they can be reasonably expected to be in one of three force pools—Reset/Train, Ready, or Available. One of the important benefits of using the model is that it assists ARNG decision makers at all levels as they determine the best time to convert units to modular designs. This is a key tool in not only managing conversion efforts, but also to meet the NGB goal of having at least 50 percent of the Army and Air forces at any given time available to the Governors and Adjutants General.

Fiscal year 2006 saw a continuation of heavy demands on personnel and declines in equipment on hand due to increased mobilizations, deployments, and funding. The ARNG successfully met all mission requirements and continued to support the Global War on Terrorism. Since September 11, 2001, the Army National Guard has deployed over 258,607 personnel. As of September 30, 2006, over 35,217 Guardsmen were serving in Operation Iraqi Freedom (153,578 to date), over 7,121 in Operation Enduring Freedom (39,289 to date), and over 482 in Operation Noble Eagle (35,158 to date). Additionally, 5,252 personnel are currently serving in support of the Southwest Border Mission. Since July 2002, overall unit readiness has decreased by 49.25 percent while providing personnel and equipment to units to ensure fully manned and equipped National Guard forces for deployment. The following areas decreased during the same period: Personnel 46.95 percent, Training 21.65 percent, Equipment-on-Hand 45.93 percent, and Equipment Readiness 4.67 percent.

Entering the sixth year of GWOT operations (and looking back on the fifth year), the Army National Guard continued to support the requirements of Combatant Commanders as discussed in more detail below. Despite significant help from Congress and the President, we continue to face challenges in resourcing those requirements. These are discussed throughout the report. Initiatives in recruiting have increased the end strength of the Army National Guard to authorized levels. Programmed funding for procurement, if executed as planned, will bring ARNG equipping levels to over 90 percent by not later than fiscal year 2013. However, in the short term, units nearing deployment will continue to receive the priority for equipment, which may affect the availability of equipment needed for modular conversions.

Modular Force Conversion

The Army National Guard continues to support the Army's goal to restructure its forces to modular designs that produce stand-alone units capable of full-spectrum operations. This transformation effort impacts over 87 percent of ARNG units across the 54 states and territories and crosses every functional capability in the force. Using the Army Campaign Plan and Total Army Analysis as the roadmap, the ARNG finds itself in a position to complete Army Modular Force Conversion by the end of fiscal year 2008.

Since the release of the 2006 Quadrennial Defense Review which called for 28 ARNG Brigade Combat Teams, by charter of the Chief of Staff of the Army, the Army and ARNG created a consortium comprised of select Adjutants General to work through challenges presented by having 6 fewer Brigade Combat Teams (BCT) than the thirty-four originally programmed and to advise him on the BCT mix. This group advises the Chief, National Guard Bureau and the Director, Army National Guard as they begin rebalancing ARNG force structure to address both Federal and domestic missions in light of Modular Redesign.

Equipping for the Future

ARNG units are scheduled to complete conversion to new equipment designs within the Army's modular force by 2008. They are expected to be fully equipped for these designs in 2013.

From an equipping perspective, the GWOT and Transformation each cause the ARNG different challenges. While the GWOT has reduced the equipment available to non-deployed ARNG units, Transformation has increased overall equipment requirements. The combination of these factors has adversely affected ARNG equipping levels to the point where the average non-deployed unit has only 39 percent of authorized equipment needed to conduct training, future deployments, and respond to Defense Support to Civil Authorities (DSCA) missions. Prior to September 11, 2001, the ARNG's priority equipment on hand was 75 percent. Further, by subtracting unacceptable/non-deployable substitute items, the equipment on hand balance falls to an even lower level.

One of the critical ARNG shortages is modern wheeled vehicles. The Army pledged to maintain projected ARNG distribution of the critical Family of Medium Tactical Vehicles (FMTV) procurement levels despite a recent reprogramming action that decremented the total Army FMTV procurement account by $200 million. The Army support for ARNG FMTV procurement is a true indication of the Army's commitment to re-equipping the ARNG.

Dual Mission Operations

The Army National Guard fulfills a vital role in the nation's defense at home and abroad by providing crucial combat, combat support, and combat service support units to the combatant commanders, the Army, joint/combined forces, and the states and territories. The Army National Guard provides ready forces capable of performing full-spectrum operations in support of our civil and military leadership. As we enter the sixth year of war, the Army National Guard is well established as a battle hardened and respected fighting force.

The Guard consistently proves itself capable of operating across the wide spectrum of missions. This includes urban combat and stability/support operations in Iraq, Afghanistan, and the Horn of Africa, peacekeeping in the Sinai and Balkans, security operations in Guantanamo Bay, as well as homeland defense and defense support to civil authorities within the United States.

For Operation Jump Start, the Presidential initiative to support the Southwest border states, the Army National Guard deploys to California, Arizona, New Mexico, and Texas in one of three categories:

—*Forward Deployed*.—Troops are deployed within the Border Patrol sector, fulfilling U.S. Customs and Border Protection-assigned duties in direct support of the Border Patrol. To support efforts to deter and apprehend illegal aliens and drugs from crossing the border, these troops fill critical border security missions, including identifying and locating people attempting to enter illegally, building fences, maintaining vehicles, and performing administrative and support duties to help Border Patrol agents return to the front lines.

—*At Joint Task Force Headquarters*.—Troops perform command and control functions and provide oversight for training.

—*In Training/Transition*.—Troops deploy within the border states and engage in preparatory training in rules for use of force, cultural awareness and desert survival, and in specific training to perform border security duties that are assigned by U.S. Customs and Border Protection. As with any mission, training is a critical component to ensure that National Guard troops are fully prepared to perform their duties.

Aviation

Fiscal year 2006 was an exceptional year for ARNG Aviation. We have contributed more than 60,000 flying hours to the Global War on Terrorism, have flown an average of 8.7 hours per month per aircrew in home station aviation unit training, and accomplished these missions with a focus on safety and high standards. This

past year was also a transitional year which sets in place the foundation for our new identity in Army Aviation. The activations of the Security and Support Battalions and the selection of the Light Utility Helicopter, the gains made in the transition to new units, and the formulation of the ARFORGEN training resource model will all serve to define the ARNG Aviation program for the next generation. As aircraft were distributed to modernize units, aircrew qualification and proficiency training was accelerated to prepare for upcoming deployments.

Support the Warfight

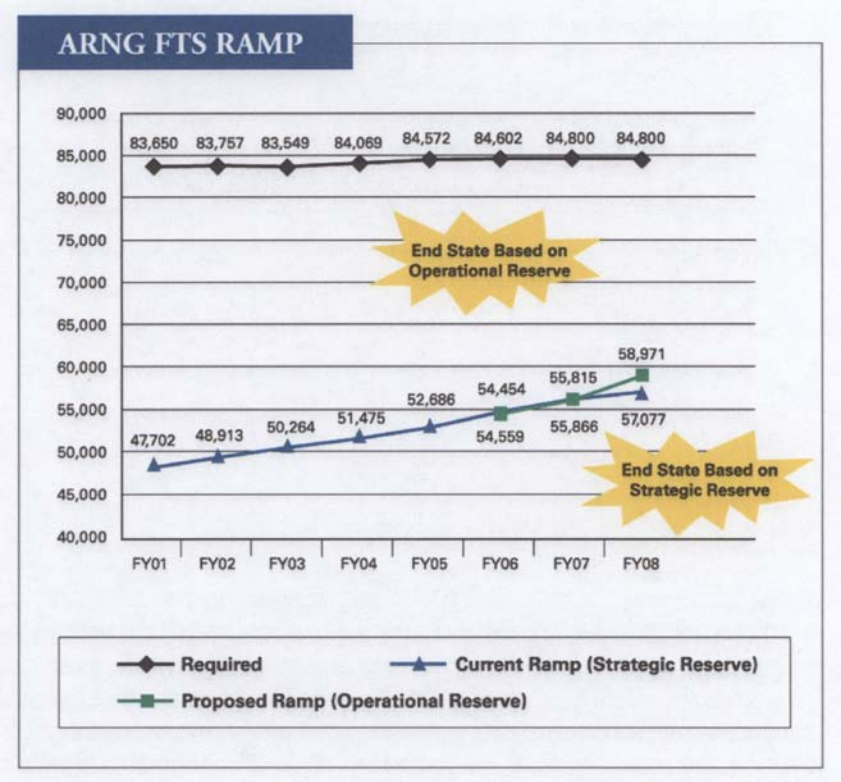
End-Strength, Accessions, and Attrition

Fiscal year 2006 was a watershed year in terms of revitalizing the ARNG strength maintenance program and our growth in end-strength. The strategy is working. Focus, leadership and accountability, increased recruiter manning levels, and innovative programs have positioned the ARNG for success in fiscal year 2007 and beyond. End strength is rising, accessions continue to outpace previous annual records and even with extended deployments, our retention rates are exceeding expectations. The ARNG is committed to achieving the congressionally directed end-strength of 350,000 Soldiers for the Army National Guard. The ARNG end-strength at the end of fiscal year 2006 was 346,288 Soldiers. In fiscal year 2006, the ARNG added more end strength than all other Army components combined. This represents a net growth in end strength of 13,111 Soldiers in one year. With heavy deployments, both at home and abroad, this was an outstanding accomplishment. Command emphasis was also instrumental in achieving a strong retention rate of 118 percent.

Much of our 2006 recruiting success was due to a revolutionary recruiting program called the Guard Recruiting Assistant Program (G–RAP). This program utilizes a performance based contract vehicle for Soldiers to recruit for the ARNG while under a civilian contract. These contract employees are called Recruiting Assistants (RAs). The RA is paid $1,000 once a potential Soldier enlists and another $1,000 when the new Soldier departs for Basic Combat Training. As of September 30, there were 88,900 RAs and 15,106 actual enlistments. Another recruiting program, entitled Every Soldier a Recruiter, was introduced to all Army components. This program enables Soldiers, including Active Guard Reserve Soldiers, to recommend non-prior service individuals to join any Army component. Once that Soldier enlists and completes Initial Entry Training, the referring Soldier is paid $1,000. As of the end of fiscal year 2006, the ARNG had enlisted 758 new soldiers under this program. The ARNG is optimistic and confident that with programs like G–RAP and ESAR we will continue to grow the force and have manned units to meet all missions.

Full-Time Support

Events during the past year have continued to highlight the Army National Guard's critical role in supporting our nation's defense and security. While our Soldiers were deployed on critical missions around the world or redeploying to the United States from Iraq and Afghanistan, they were also supporting their communities, providing fire fighting support, disaster relief, community support, airport security, and border security. As this report goes to press, ARNG Soldiers are assisting other federal agencies with surveillance, reconnaissance, security and other support to help stem the flow of illegal drugs, immigrants, and possible terrorists, from entry into this country. No other DOD component indeed, no component of the federal government, can provide the broad range of operational capabilities that the Guard provides to the nation.



One of the critical keystones to these capabilities is our Full-time support force, which enables and provides the training, planning, and preparations for Soldiers and unit operations and readiness. This support force is responsible for organizing, administering, training, and recruiting new personnel, as well as maintaining equipment. Full-time support personnel are key to successful transitions from peacetime to wartime and are critical links to the integration of the Army's components: Active, Guard, and Reserve.

Even as the Army's and the nation's expectations and use of the Guard have increased in numbers, frequency and types of operations, support for our full-time force has continued at pre-9/11 levels, and the relatively small annual growth agreed to in 1998 is at risk. The National Guard is at the lowest of all Reserve Components for full time support. In order to ensure a C1 fully operational force, it is critical that we increase full time support to a minimum of 90 percent of total validated requirements. The shift from a strategic reserve to an operational reserve has further strained the current full time support force and has hindered critically essential improvements to unit readiness and support to the dual missions of Global War on Terrorism and Homeland Security, in addition to the Guard's state responsibilities for disaster relief.

Facility Operations and Maintenance

The ARNG operates more than 27,000 facilities, including more than 2,900 readiness centers, in nearly 2,700 communities in 50 states, 2 territories, the Commonwealth of Puerto Rico and the District of Columbia. The sustainment, restoration, and modernization program is key to the training, readiness, and mobilization of the ARNG. This program keeps ARNG facilities in good working order by funding preventive maintenance, emergency work orders, and repairs and replacements to facility components. It also funds projects required to extend the useful life of the facilities and for minor construction required to make them more efficient and adaptable to mission changes. Continued acceptance of risk in this program threatens to further decelerate this critical component of ready forces.

Military Construction Program

The Army National Guard received over $1.1 billion in military construction funds for 91 projects in fiscal year 2006. This is about $717 million and 42 projects more than last year. Funding for Hurricane Katrina and BRAC projects were the basis for this increase. The breakout is as follows:

[In millions of dollars]

	Amount
Military Construction	523
Katrina Supplemental	584
BRAC	56

The implementation of BRAC enabled the Army National Guard to greatly enhance its military value to the Army. It will also improve the Army National Guard's homeland defense capability and improve training and deployment. Overall, BRAC has enabled the Army National Guard to obtain significant efficiencies and cost savings through the removal of 211 inadequate undersized Army National Guard facilities in 32 states. Closing these facilities will be offset by the construction of modern facilities that are designed to support the unit and other local Guard and Reserve units that will be stationed there.

Environmental Program

The ARNG Environmental Program made great progress in fiscal year 2006 even as compliance driven requirements increased. The program is responsible for maintaining compliance with all applicable federal, state and local environmental requirements in the 54 states and territories with a constrained budget of $129.5 million. Two additional major accomplishments this year were the successful preparation of 105 National Environmental Policy Act documents to support $1.2 billion in MILCON projects in 40 states, and a second full year of compliance-clean up program efforts as evidenced by the identification of 120 new sites that require cleanup actions.

Logistics-Depot Maintenance

Funding for the Army National Guard's depot maintenance requirement was increased by 6.4 percent between fiscal years 2006 and 2007. In 2006, the ARNG Depot Maintenance Program accepted some risk when it was funded at $228.3 mil-

lion. During fiscal year 2007, the amount of equipment qualifying for depot repair increased by 32.9 percent. This increase was due primarily to the rebuild of the Army National Guard's aged tactical wheeled vehicle fleet. In addition, the program continues to address near term equipment readiness issues with M88A1 Recovery Vehicles and Multiple Launch Rocket Systems (MLRS).

During 2006 the Army National Guard depot program funded the overhaul of 2,443 tactical vehicles (5 ton trucks, tractors, dump trucks and High-Mobility Multipurpose Wheeled Vehicles (HMMWV), 30 M978 Heavy Expanded Mobility Tactical Trucks (HEMTT), 27 M88A1 Recovery Vehicles, 42 MW24C Scoop Loaders, 10 Graders, 15 Scrapers, 5 MLRS launchers, 23 Fork Lifts, and three M109A6 Paladins.

The Training and Education submission is dedicated to Mr. Thomas "Tommy" Hill. Tommy served the ARNG with distinction for more than sixty years and is known as the father of the State Officer Candidate School.

Training and Education

Despite heavy demands on personnel, the Army National Guard continues to meet or exceed training and education requirements. Deploying well trained and qualified soldiers and units requires thorough planning and effective execution from our training teams.

In fiscal year 2006, the ARNG distributed over $321 million in school funding to the states and territories for Initial Skills Acquisition, Professional Development, and Duty Military Occupational Skill Qualifications (DMOSQ). We fell short of our critical requirements in this area. The Total Army School System schoolhouses also received about $51 million.

The ARNG worked with the Active Component to further refine ARFORGEN in the Army Campaign Plan. The ARNG developed training models that predict increasing resources and training events to coincide with increased readiness leading up to unit availability for deployment. The ARNG conducted an eXportable Training Capability (XCTC) event at Camp Atterbury, Indiana for a battalion of the 76th Brigade Combat Team. XCTC is designed as a culminating event in the ARNG ARFORGEN training model, an event designed to demonstrate company proficiency. XCTC will mitigate the shortfall of Combat Training Center events currently available to the ARNG.

The ARNG assigned strength ending fiscal year 2006 was 346,301 Soldiers, of which 76.6 percent were DMOSQ. Accurate reporting of DMOSQ is critical in assessing and forecasting future training requirements. The ARNG improved its ability to report DMOSQ percentages with support from the ARNG Readiness Improvement Program (ARIP). ARIP assisted in identifying and analyzing the individual training needs to meet or exceed the required readiness levels necessary to mobilize units. Phased mobilization is the individual and collective training that a Soldier receives two to four months prior to being mobilized with his/her unit. It is a planned, phased schedule that brings the Soldiers together fully trained and mission ready. Priority of phase mobilization training is DMOSQ (RECLASS), initial military training, professional military training, additional skill identifier, leader development and new equipment training. Nationwide, the 81 ARNG regional training institutes maintained a 91.8 percent graduation rate (84,250 Soldiers). It is the goal of ARNG leadership to fill the institutes to their full capacity of 190,136 students.

The Sustainable Range Program, through the Range and Training Land Program and the Integrated Training Area Management Program, provide support for the operations and maintenance of ranges and maneuver land. These programs funded support of operations and training on approximately two million acres of land, 2,500 ranges, and at more than 115 ARNG Training Centers. As the focal point for predeployment training, the ARNG maintains 16 major training centers. In 2006, the ARNG also invested in fifteen major range construction projects in Pennsylvania, Virginia, Michigan, Vermont, Missouri, and Mississippi, in support of the ARNG ARFORGEN range strategy. To date, the Army National Guard has approximately 200 ranges that still require upgrades to meet Army standards.

Utilization of the Army Distributed Learning Program increased and sustained readiness levels by delivering quality training to Soldiers when and where the training was required. Users of Distributed Learning training products increased to 211,000 in fiscal year 2006 from the 98,000 in the previous year. Courseware was developed in 2006 to support ARNG ARFORGEN and transformation training strategies that included Military Occupational Specialties and Functional Area producing courses, as well as Professional Military Education and courseware for unit training.

Army Communities of Excellence

The mission of the Army Communities of Excellence Program (ACOE) is to provide a quality environment, excellent facilities, and services. States and installations that accept the challenge to participate in the ARNG Communities of Excellence Program have a proven record of Readiness for Soldiers and units whether at home or abroad. The ACOE performance is measured by using the Army Performance Improvement Criteria—commonly known as APIC. As a self-assessment tool, the APIC has proven invaluable as an approach to implementation of organization-wide improvement. Although the ACOE Program makes annual awards, the goal of the ACOE program is sustained improvements in the mission readiness of our Soldiers and their units through continuous improvement in the following areas: Well-being of Soldiers and their families; prioritization and management of limited resources; relations with communities within and beyond the Installation; and sustainability of Installations.

In fiscal year 2006, 22 ARNG communities participated in the ACOE Program competition, which focuses on the improvement in excellence made in states and at installations, and in the quality of life of our Soldiers, civilians, and their families. The Joint Force Headquarters-Ohio was selected as the overall ARNG 2006 winner and represented the Army National Guard at the Department of Army ACOE Award Ceremony in May 2006.

Information Technology

The Information Technology (IT) infrastructure supports the entire Army National Guard. Programs include Long Haul Communications, Base Communications, Automation, Administrative Services, Visual Information and Audio Support, and IT Information Assurance.

During fiscal year 2006, our IT organization was resourced at $222 million and 64 percent of this funding was distributed directly to the 54 states and territories. The remaining 36 percent was centrally executed in support of the Enterprise IT infrastructure. Over $88 million of the budget (40 percent of the IT funding) was executed in base communications. These resources supported the processing and storage of over 100 software applications at each United States Property and Fiscal Office, state headquarters, and the Army National Guard Readiness Center.

In support of the CNGBs mandate to improve interagency communications during domestic emergencies, the ARNG IT team coordinated the acquisition of Land Mobile Radios (LMRs), as well as a contingency stockage level, for the hurricane-prone states. The ARNG IT team also provided support and coordination for the Southwest border mission.

Transformation for the Future

Personnel Transformation

The Army National Guard Personnel Division is committed to transforming the human resources strategic and operational policies, programs, and procedures for all members of the Army National Guard. When implemented in 2008, the Defense Integrated Military Human Resources System will be the largest personnel and pay system in the world. Army National Guard Soldiers deployed all over the globe will have global access at any time, anywhere. This system will revolutionize the quality and speed of personal human resources support. With access to the internet, the individual ARNG Soldier can update changes in pay profiles (withholding amounts) to promotion board entries, reassignment requests and even changes for dependent family members. These are only a few examples of how the ARNG is transforming its way of taking care of Soldiers.

The organizational structure of human resources support for the commander is changing as well. An ARNG personnel services initiative re-engineers the operational and institutional human resources processes for mobilized forces. The new designs will eliminate layers and redundancy and increase the effectiveness of personnel processes. A sign of the times was the conversion of paper personnel records for the approximately 300,000 enlisted Soldiers (more than 25.6 million images) in the Army National Guard into the Personnel Electronic Records Management System (PERMS) was completed in March 2006.

Medical Readiness

The large numbers of ARNG Soldiers mobilized in support of the Global War on Terrorism have made individual medical readiness (IMR) an issue that can no longer be ignored. The IMR requirements (physicals, immunizations, and dental screenings) have lacked standard definitions and have experienced other challenges in the Reserve Component. The Department of Defense has worked to better define medical readiness, however, medical readiness does not always equate to

deployability. As of August 1, 2006 the ARNG was only 20 percent fully medically ready using DOD standards. Yet the ARNG has successfully deployed over 263,000 Soldiers since 9/11 and has dramatically reduced the numbers of non-deployable Soldiers who report to the mobilization stations. While Congress has acted to increase the frequency of medical screening, there is no evidence that increased screening improves deployability. Without the authority and resources to correct deficiencies found during screening, the readiness status of the force will not substantively change.

Post Deployment Health Reassessment

In March 2005, the Assistant Secretary of Defense for Health Affairs directed the establishment of the Post Deployment Health Reassessment. The program is designed to identify health concerns that may not become evident until several months following return from operational deployment. This program provides a global health assessment, with an emphasis on mental health, three-to-six months after a deployment.

As a Commander's program, the Post Deployment Health Reassessment is designed to assist our Soldiers to gain access to medical care and navigate the available health care services and benefits to which they are entitled as Combat Veterans. The Army National Guard's Post Deployment Health Reassessment Program helps to ensure that Soldiers have the opportunity to identify their specific health care concerns and speak with a health care provider.

An integral part of the assessment is Battlemind II Training, developed by the Walter Reed Army Institute of Research, to alert Soldiers to the potential challenges of reintegration and to de-stigmatize behavioral health issues. The Department of Veteran's Affairs has been an invaluable partner in providing support by educating Soldiers about their benefits and entitlements and providing both physical and mental health care treatment through Veteran's Health Administration Healthcare Facilities and Vet Centers in their local communities.

The Army National Guard Post Deployment Health Reassessment Program has focused on educating Soldiers, Family Members, and Commanders on the health care benefits and resources available to them. A significant component of our strategic communication plan is the creation of an information portal hosted on the Army National Guard's Virtual Armory Website. It provides a comprehensive Commander's Toolkit which includes policies, procedures, and information from supporting agencies relevant to the Post Deployment Health Reassessment.

The Army National Guard continues to lead the Army's effort to provide this valuable program to our Soldiers. In fiscal year 2006, the Army National Guard screened 25,793 Combat Veterans. In fiscal year 2007 we will provide the program to over 50,000 Soldiers who will return from a combat deployment. This valuable program will continue to identify deployment related health concerns of our Soldiers and ensure that they have access to the care to which they are entitled, while remaining a part of a ready force.

Family Assistance Centers

In 2006, the Army National Guard continued to provide family assistance to deployed Guard and Reserve service members and their families. Services were also provided to geographically-dispersed Active Component family members. As the Army lead agency for the establishment and execution of family assistance, the Army National Guard operated an average of 400 Family Assistance Centers each month in fiscal year 2006.

Support is available throughout all phases of deployment; preparation (pre-deployment), sustainment (actual deployment), and reunion (reintegration): and is critical to the long-term health and welfare of the family unit. The primary services provided by the centers are information, referral, outreach, and follow-up to ensure a satisfactory result. In fiscal year 2006, the Guard Family Management System was developed to track referrals and the outreach process to better serve our service members and their families.

The continued operation of the Family Assistance Centers in 2007 is necessary to support the Global War on Terrorism as we provide support services to our dispersed family members for the long-term welfare of the family unit.

LIEUTENANT GENERAL CRAIG R. MCKINLEY, VICE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, AIR NATIONAL GUARD

MESSAGE FROM THE DIRECTOR

Today's Citizen Airmen epitomize the enthusiasm, adaptability and innovative spirit of America. Everyday they are called upon to defend the freedoms of this

great nation and help our citizens in times of crisis. They are the embodiment of our militia heritage and the future of our Air Force.

The Air National Guard is an invaluable resource for the Air Force and the Governors, transitioning seamlessly between federal and state roles. Overseas, our military experience (Air National Guard officers' average 18 years total service; our enlisted members average 14 years) and civilian skills have proven invaluable to prosecuting the Global War on Terrorism (GWOT). Since the events of September 11, 2001 our Expeditionary Combat and Combat Support units have filled over 140,000 individual deployment requirements. In addition to meeting training and readiness requirements, Air National Guard aircraft have flown over 176,000 sorties as part of air defense and Air Expeditionary Forces in support of the GWOT. That's an average of 90 sorties each day, every day, for more than five years! At home, the Hurricane Katrina relief effort brought into sharp focus our role as America's Hometown Air Force. We flew over 3,000 sorties, moved over 30,000 passengers, and hauled over 11,000 tons of desperately needed supplies into Gulf Coast airfields, some of which Guard personnel opened and operated. Our Air National Guard Special Operations troops, or Battlefield Airmen, rescued 1,443 people—heroically pulling stranded Americans off rooftops to safety. Air National Guard medical units treated over 15,000 patients at eight sites along the Gulf Coast, combining expert medical care with compassion for our fellow Americans. All these numbers tell our story: a story of America's Hometown Air and Space Force—always ready when you need us.

The role of the Air National Guard in the 21st century will be defined not only by where we have been but where we are going. We can look back on our 370 years of militia heritage with justifiable pride. And while the future is always uncertain, there are steps we can take now to ensure the Air National Guard will remain an important part of our nation's defense.

Our role within the Air Force has matured and changed over the past decade and a half. Since 1989, the active duty Air Force has reduced its forces by 210,000 personnel and 2,800 aircraft and relied on the Air National Guard and Air Force Reserve to fill the gap. The ability of the Air National Guard to add a critical surge capability through the use of its traditional force increases the efficiency of the active duty Air Force.

In addition to our combatant commanders' requirements for Air National Guard capabilities, our 54 states and territories have their local requirements, and these needs must be addressed in the Air Force planning and programming processes. Defense of the Homeland is the top priority of the National Military Strategy, and the Governors rely on their Air and Army National Guard to deal with everything from blizzards and hurricanes to pandemic flu and the possibility of a terrorist incident. Due to the unique nature of our state mission, the Air National Guard has to do a better job of explaining its multifaceted roles, obligations and responsibilities to its stakeholders and the active duty Air Force.

One of my initial three goals after my appointment as director was to rebuild the trust of the Adjutants General. To further that goal, I asked that the strategic planning process charter be rewritten. Now a new team of representatives drawn from the field at the general officer, colonel and senior enlisted levels ensures their voices are heard as we work with our partners in the USAF to develop a strategic vision for the Air National Guard of tomorrow.

The second of my goals was to reconnect with the U.S. Air Force. In an effort to reacquaint ourselves fully with our active duty partners, we've begun to slowly integrate parts of the Air National Guard Directorate and the Headquarters Air Force staffs to facilitate better decisions for the Air National Guard and the Air Force. As 24 percent of the Air Force, we look forward to both participating as a full partner in shaping policy, by influencing programming and planning decisions up front, instead of coordinating and responding at the last minute. America benefits the most when ANG attributes like stability, experience, civilian skills, and community roots are effectively leveraged within one Air Force.

We are committed to serving our state's and the nation's needs by assisting them with training, technical assistance and effective, up-to-date resources and tools. Emerging Air National Guard leaders must be able to move seamlessly between federal and state leadership positions, bridging the gap between state and federal missions to ensure the resources and tools we have are the ones we need.

To meet the challenges of today and tomorrow, it is vital to have an organization that is leaner and more responsive to changing requirements. The third of my initial goals was "getting the organization right," and we've gone about it in a number of ways.

First, we examined many of our business practices using Air Force Smart Operations for the 21st Century, or the AFSO21 process, a combination of Lean, Six Sigma and other proven business process engineering programs. The goal is to save

money by eliminating outdated, inefficient, duplicate or overly complex ways of doing business.

We've modernized and updated our advisory councils to make them more open and accountable to the Adjutants General and National Guard Bureau leadership. We've asked former directors of the Air National Guard and retired senior non-commissioned and commissioned officers to participate in a Minuteman Heritage to Horizon group, our counterpart to the Air Force Chief of Staff's initiative. These "grey beards" bring a wealth of experience and wisdom to our discussions about the future.

Finally we've taken a long look at our Air Directorate, how we're organized, who our customers are, and how to best meet customer's needs. The building much of the directorate staff occupies right now in Arlington, Virginia, is on the BRAC list and is scheduled to close in 2010. This has given us a perfect opportunity to decide where to station our people for best utilization within the Air Force as well as meeting the day-to-day requirements of Air National Guard wings, multiple detachments, and personnel attached to units throughout the world. The newly dedicated Conaway Hall, home of the Air National Guard Readiness Center, will provide a "one-stop shop" to manage our daily operations, while a small staff who work with me, and the integrated headquarters staff at the Pentagon will focus on the strategic planning and programming needs of the Air National Guard and the Air Force.

To complement the success we've had with my initial goals I have developed priorities for the rest of my tenure that will set us on a successful course through the next generation of the Air National Guard. To meet the challenges of tomorrow we must shape our environment to Develop Adaptable Airmen, who have the knowledge and training to react and succeed in any new mission, even one we may not even have thought of yet. The Air National Guard will continue to secure the Homefront while defending the nation. Finally, we must transform ourselves into a capabilities-based force, unbound by old missions and ideas from the last century, ready to meet the challenges of an information age.

Our posture statement details how we will use these three priorities—Developing Adaptable Airmen, Securing the Homefront while defending the nation, and Transforming our Force—to remain a force that Guards America and Defends Freedom.

Homeland Defense

Air Sovereignty Alert

Since September 11, 2001, thousands of Air National Guardsmen have been mobilized to operate alert sites and alert support sites for Operation Noble Eagle in support of Homeland Defense. Our ANG has partnered with active duty and reserve forces to provide combat air patrol, random patrols, and aircraft intercept protection for large cities and high-valued assets in response to the increased terrorist threat. The ANG has assumed the responsibility of all ground alert sites and some irregular combat air patrol periods. This partnering agreement maximizes our nation's current basing locations and capitalizes on the high experience levels within the ANG and its professional history in Air Defense operations.

Space Operations: Using the Stars to Serve the Community

For the Air Guard, space operations provide a critical communications link to communities throughout the nation in the form of satellite support for everyday uses, television, computers, and wireless phones, but also serve as an important military deterrence from external threats. Colorado's 137th Space Warning Squadron provides mobile survivable and endurable missile warning capability to U.S. Strategic Command. Recently, Air National Guard units in Wyoming and California have come out of conversion to provide operational command and control support to Northern Command and to provide round-the-clock support to the Milstar satellite constellation. Alaska's 213th Space Warning Squadron ensures America's defense against nuclear threat by operating one of our nation's Solid State Phased Array Radar that provides missile warning and space surveillance.

The Air Force has approved space missions for the 119th Command and Control Squadron in Tennessee to support the U.S. Strategic Command, and the 114th Range Flight in Florida is partnered with an active Air Force unit performing the Launch Range safety mission. There are future plans by the Air Force to transition additional space program missions and assets in Alaska and other states to Air National Guard control.

Support the Warfight

Medical Service Transformation—Expeditionary Combat Support, Homeland Defense, and Wing Support

The Air National Guard's Surgeon General led the Air National Guard Medical Service through its most revolutionary transformation in history by reconfiguring its medical capabilities into Expeditionary Medical Support systems. These systems provide highly mobile, integrated and multifunctional medical response capabilities. They are the lightest, leanest and most rapidly deployable medical platforms available to the ANG today. This system is capable of simultaneously providing Expeditionary Combat Support to the warfighter for Air and Space Expeditionary Force missions, Homeland Defense emergency response capabilities to the states and support to the Air National Guard Wings. The Expeditionary Medical Support capability allowed ten percent of Air National Guard medical unit personnel to deploy for Operation Iraqi Freedom, compared to only three percent in the early 1990s for deployments for Operations Desert Shield and Desert Storm. The U.S. Central Command has validated that the Expeditionary Medical Support system is a perfect fit for the Chief of Staff, U.S. Air Force Global Strike Task Force and Concept of Operations.

The Expeditionary Medical Support system also plays a critical role in Homeland Defense. The ANG Medical Service plays a vital role in the development and implementation of the National Guard's Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Package. This package will provide support to state and local emergency responders and improve Weapons of Mass Destruction response capabilities in support of the Civil Support Teams. The ANG has contributed to the 12 trained CERFP teams and will build towards 76 Expeditionary Medical Support teams by 2011.

At Readiness Frontiers, over 100 medical planners received Federal Emergency Management Agency training to enhance ANG Medical Service responsiveness to homeland disasters. This is the first time the medical service has taken on an endeavor of this magnitude and it allows for future training opportunities in building routine relationships with military, federal and civilian response personnel.

Our medical service's new force structure provided by the Expeditionary Medical Support system delivers standardized and much-improved force health protection, public health, agent detection, and health surveillance capabilities to better support all Air Guard Wings. This will enhance the protection of the wings' resources and improve the medical readiness of its personnel.

Eyes and Ears in the Sky—Air National Guard Intelligence, Surveillance, and Reconnaissance Systems and Support

The Air National Guard's Intelligence, Surveillance, and Reconnaissance (ISR) personnel and systems play an increasingly important role in the defense of our nation. Air Guard men and women are essential to support Global Hawk, Predator, and U–2 collection missions.

Due to a significant increase in Air Force mission requirements, the Air Guard continues to expand its intelligence collection and production capability. The Air Guard has also expanded its imagery intelligence capability through the use of Eagle Vision, which is a deployable commercial imagery downlink and exploitation system. This system provides valuable support to aircrew mission planning and targeting, as well as imagery support to natural disasters and terrorism.

Other developing Air Force capabilities entrusted to the ANG include the F–16 Theater Airborne Reconnaissance System and the C–130 Scathe View tactical imagery collection system. The Theater Airborne Reconnaissance System will be improved to provide near-real-time support to warfighter "kill-chain" operations in day-night, all weather conditions. Scathe View provides a near-real-time imaging capability to support humanitarian relief and non-combatant evacuation operations. To support signal intelligence collection requirements, the Air Guard continues to aggressively upgrade the Senior Scout platform. Senior Scout remains the primary collection asset to support the nation's war on drugs and the Global War on Terrorism in the southern hemisphere.

Comprehensive and Realistic Combat Training—An Asymmetric Advantage

The National Guard Bureau has a fundamental responsibility to ensure that the men and women of the Air Guard are properly trained to meet the challenges they will face to protect and defend this country. This can be done through the effective development and management of special use airspace and ranges. To support this training requirement, the Air Guard is responsible for 14 air-to-ground bombing ranges, four Combat Readiness Training Centers, and the Air Guard Special Use Airspace infrastructure.

The four Combat Readiness Training Centers provide an integrated, year-round, realistic training environment (airspace, ranges, systems, facilities, and equipment), which enables military units to enhance their combat capability at a deployed, combat-oriented operating base and provide training opportunities that cannot be effectively accomplished at the home station. As such, these centers are ideal assets for the Joint National Training Capability. The centers offer an effective mix of live, virtual and constructive simulation training. The ANG continues to pursue Joint National Training Capability certification for these centers and ranges.

It is imperative to the warfighter that the Air Guard maintains its training superiority. As the warfighting transformation and joint operational requirements evolve, it is essential that the airspace and range infrastructure be available to support that training. There are challenges. To keep our Citizen-Airmen trained to the razor's edge, we must have the Joint Threat Emitter to simulate the various surface to air missile and anti-aircraft artillery threats that any future conflict might present.

Transformation for the Future

Modernizing for the Future

The Air National Guard is committed to modernization and recapitalization required to keep our forces "Guarding America" and "Defending Freedom" by performing any missions tasked by the state or federal authorities now and in the future. With the resources entrusted to us, our capabilities based effort focuses on modernizing and recapitalizing our aircraft and equipment to protect our homeland, fight the GWOT, and transform for the future.

As an equal partner with the Air Force in air and space expeditionary forces, we aggressively develop smaller multi-role combat forces that are networked, integrated, and more capable. In addition, Total Force integration capitalizes on our inherently high experience levels by giving the Air National Guard new missions such as ISR, Unmanned Aerial Systems operations and space operations.

The following summarizes the Air National Guard's force posture by weapons system: The E–8C Joint Surveillance Target Attack Radar System (JSTARS) continues to be the command and control system of choice by all combatant commanders. JSTARS supports the war fighter 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–8C's are operated by the 116th Air Control Wing, at Robins AFB, GA, the first-ever blended wing consisting of both Air National Guard and Air Force personnel. Keeping the system modernized while maintaining the current high operations tempo in combat will be a continuing challenge. The most urgent modernization needs for the JSTARS include re-engining, installation of the Traffic Alert and Collision Avoidance System, integration of a self-protection suite, and avionics upgrades to ensure compliance with the Global Air Traffic Management agreement.

The A–10 continues to support the Global War on Terrorism in Operation Enduring Freedom as the premier close air support platform. The Precision Engagement (PE) modification is underway. The ANG is leading the way with the two operational squadrons equipped with PE. This system will digitize the cockpit, provide the A–10 with its first data link, improve targeting pod integration, and add JDAM and WCMD to its weapons menu. As an interim solution while waiting for the PE modification, the remaining ANG A–10's will be modified with the "A+" package providing them with a Smart Multi-Function Color Display (SMFCD). Installation of the SMFCD will provide improved integration with targeting pods and data links. Future improvements include the ARC–210 radio, which provides secure line-of-sight and beyond line-of-sight communication, thereby enabling the A–10 to link directly to the forces on the ground. The engine upgrade program remains a high priority to increase the A–10's thrust. Upgrading the engines increases performance and permits carriage of a larger load of munitions and remains an Air National Guard focus.

Air National Guard F–16s continued to provide crucial combat capabilities during 2006 in Operation Iraqi Freedom, Operation Enduring Freedom, and Operation Noble Eagle. The Block 25/30/32 F–16 continued its modernization program by fielding the Commercial Central Interface Unit, Color Multi-Function Displays, and AIM–9X missile capability. The ANG is also pursuing integration of the Advanced Identification Friend or Foe system, Joint Helmet Mounted Cueing System (JHMCS), small diameter bomb, and improved data link capabilities. Block 52 F–16s completed the Common Configuration Implementation Program (CCIP), fielding Link 16, JHMCS, and AIM–9X capability. Air National Guard Block 42 F–16s began the CCIP modification this year and will continue through 2010.

Air Guard F–15s will lead the Combat Air Forces into the next generation radar capability by procuring the APG–63 (V3) Active Electronically Scanned Array radar. Initial deliveries begin in fiscal year 2009. Another next generation effort is research and test of an advanced digital radar warning receiver for enhanced situational awareness, survivability, and mission effectiveness in the future SAM threat environment. Continued funding is required to purchase additional Joint Helmet Mounted Cueing Systems, which provide a quantum leap in air-to-air weapons employment and more complete sensor-to-pilot fusion.

The HC–130 is completing installation of a Forward Looking Infrared system, an essential capability during combat rescue operations. The MC/HC–130 will continue with installation of a Large Aircraft Infrared Countermeasures system to provide protection from infrared missile attack, particularly man-portable missile systems. The ANG MC–130P are funded for and will begin installation of the AN/APN–241 low power color radar.

The HH–60G has begun a program to install AN/ARS–6 Personnel Locator System ensuring accurate tracking and communication with personnel requiring recovery. Additionally, installation of new, more survivable and functional aircrew seats for flight engineers and aerial gunners will begin this year. Finally, a critical modification program will begin this year to install Smart Multi Function Color Displays on all ANG HH–60Gs making it capable of supporting a variety of new capabilities including integration of the Situational Awareness Data Link.

The ANG pararescuemen and special tactics personnel continue to modernize with state of the art equipment necessary to give these operators at the tip-of-the-spear capability necessary to execute their critical missions.

ANG units started full-time MQ–1 Predator unmanned aerial vehicle operations by assuming an orbit from Air Combat Command in August 2006, and will reach initial operational capability (IOC) at three units by the middle of fiscal year 2007. ANG continues to pursue development and acquisition of an integrated Predator Operations Center (POC) that would incorporate current and future operations equipment in an open architecture design. The POC will allow smooth operation and control of current and future transformational warfighting and homeland defense missions. This new POC design would integrate the multiple systems that currently run independently. It would allow integration of new tools into the cross-cued integrated system to support emerging missions. This system will provide significantly improved mission effectiveness and enhanced situational awareness. The new POC design would be incorporated initially into three locations, and used at two future MQ–1 and MQ–9 units scheduled to reach IOC by early 2010.

The Distributed Common Ground System (DCGS) remains a highly effective asset coveted by all combatant commanders. It provides theater-wide processing, exploitation, and dissemination of imagery and data from Predator, U–2, and Global Hawk. Keeping the system modernized while maintaining the current high operations tempo will be a continuing challenge. The most urgent modernization needs for the DCGS include a signals intelligence equipment suite and an alternate satellite downlink to provide the weapon system with a redundant connectivity with the intelligence community.

Air National Guard C–130s provided more than 65 percent of the Air Force's tactical airlift capability and 35 percent of strategic airlift. Since September 11, 2001, ANG C–130s have flown over 59,805 hours in support of Operation Enduring Freedom and over 48,307 hours in Operation Iraqi Freedom. Additionally, ANG C–130s played an essential part in operations supporting hurricane relief efforts for both Hurricanes Katrina and Rita. They flew 2,272 sorties carrying 20,080 passengers and 5,855 tons of cargo. C–130 enhancements included participation in the multi-command Avionics Modernization Program to upgrade nearly 500 aircraft to a more modern, standardized, sustainable cockpit configuration. Furthermore, the Air National Guard continued acquisition of the AN/APN–241 low power color radar; purchased more Large Aircraft Infrared Countermeasures systems to better protect our crews; purchased three additional Visual Threat Recognition and Avoidance trainers (VTRA); led the way in finalizing the Virtual Electronic Combat Training System for the C–130 fleet; and continued development of Scathe View capabilities to include various technological spin-offs that have applications in a myriad of civilian and military projects and programs. Other Air Guard programs include assessment of upgraded propellers using an electronic propeller control system, the NP2000 eight-bladed propeller, and a second generation, upgraded Modular Airborne Fire Fighting System. Finally, the ANG initiated a program for yoke-mounted chaff and flare dispense switches, and partnered with the Air Force for the multi-year buy of the new C–130J aircraft to replace the aging C–130E fleet.

ANG KC–135s provide 80 percent of Operation Noble Eagle alert air refueling support to homeland defense interceptors. The KC–135 operations tempo has in-

creased dramatically because of the Global War on Terrorism, homeland defense, and the loss of forward operating bases. To meet the continuous demands of global power projection many upgrades are required to keep KC–135s viable and effective. Primarily, the ANG continues to upgrade Block 30 aircraft to Block 40 configuration providing full CNS/ATM compliance. The ANG KC–135 fleet is in a state of flux as the KC–135E models are scheduled to retire, and the Air Force works to select a follow-on tanker. The current plan is to retire all of the KC–135E models and flow active duty KC–135R models to the ANG.

The ANG modernization program process is founded on validated Air Force and Combatant Command requirements, vetted in an open and honest forum by warfighters at an annual weapon and tactics conference, and validated by ANG Weapon System Councils. This process culminates in a completely documented and updated annual Weapon System Modernization Requirements Book that is given the widest distribution. This process continues to be the cornerstone of the ANG's ability to modernize and recapitalize while "Guarding America" and "Defending Freedom."

Total Force Integration

The ANG is working with its active duty Air Force and Air Force Reserve partners to implement Total Force Integration (TFI). TFI incorporates innovative organizational constructs with a smaller, more capable force structure to leverage increased capability from new technology and capitalize on the wealth of talent inherent in all three components of the Total Force. Through the TFI process, the Total Force has identified, investigated and selected new missions in emerging fields and new ways of organizing its forces to meet the nation's military challenges. TFI provides opportunities for the ANG to participate in critical new missions, such as Unmanned Aerial Systems; Warfighting Headquarters; Command, Control, Communications, Computer, Intelligence, Surveillance, and Reconnaissance (C4ISR); Space Operations; Air and Space Operations Center; Contingency Response Groups; Long Range Strike; Foreign Military Training; Battlefield Airmen and Information Operations. Additionally, flying associations with the active component and the Air Force Reserves will allow the ANG to maintain its presence in flying missions even as the total Air Force inventory of aircraft decreases.

Total Force Integration mainly supports the legislative priority of "Transformation for the Future." BRAC, the Quadrennial Defense Review and recapitalization of the Air Force inventory have significantly impacted the way the Air Force will look in the future. While flying will remain a vital part of the Air Force mission, roles in intelligence, space operations, and Unmanned Aerial Systems are gaining importance. ANG integration into these new mission sets establishes its vital role in warfighting for years to come. Additionally, initiatives to "integrate" ANG flying units with active or Reserve units will enable the ANG to stay engaged in relevant flying missions and provide opportunities to fly newer, more capable aircraft as they are introduced.

When the BRAC commission divested the Air Force of its older aircraft, it left several ANG wings without a warfighting mission for the future. But it also provided an opportunity for the ANG to accelerate its transformation efforts. Implementing Total Force initiatives will provide relevant, long-term missions for those Air National Guard forces exposed by BRAC. These missions are vital to the ongoing war on terror and provide assets useful in maintaining homeland defense and security.

The results of the BRAC Commission hearings have accelerated the TFI process. Taking inputs from the field, functional experts and the major commands, the TFI process has identified over 100 potential new missions for the Air National Guard. So far, 63 missions have been identified for implementation over the next several years. Some of these missions are already being implemented to employ forces made available by BRAC and the ANG continues to examine the feasibility and implementation of others on the list.

The next step is to correctly implement these approved initiatives in order to afford a smooth transition for the affected units. As these initiatives are taken from concept to reality, responsibility will shift from the planners and programmers to those who will guide the units through their conversions. They will ensure that facilities are constructed, equipment procured and personnel trained so that the new mission provides combat capability and support to the state for homeland missions. At the same time, the ANG will continue to examine potential new missions to identify opportunities for further integration into the Total Force.

Through the TFI process, the ANG is aggressively pursuing new missions to provide meaningful missions for our units, homeland defense and disaster support for the states and unparalleled combat capability for our nation.

Force Development

As part of the Total Force, the Personnel Directorate of the Air National Guard realizes it is essential that we transform into an effects-based, efficient provider of human combat capability for our warfighters and our nation. Our Vision and our Strategic Plan set the transformational flight-path for the personnel community in support of the Air Expeditionary Force, security for the homeland, our states' missions, and roles in the community. Furthermore, we will advance our continued commitment to a diverse Air National Guard, not just in gender and ethnicity, but in thought, creativity, education, culture, and problem-solving capabilities.

A Future Total Force (FTF) plan has been developed for the decades beyond the Future Years Defense Program. FTF leverages the strengths of all three components (Active, Guard, and Reserve), as well as anticipated advances in technology, to create the effects needed in tomorrows battle space. Most importantly, it capitalizes on our most potent, flexible resource: the warfighting Airman. The personnel community is ready and willing to do what it takes to make this happen.

As we continue to achieve the Secretary of Defense's charge to shift resources "from bureaucracy to the battlefield," we have placed assets at the Air Force Personnel Center to make the Personnel Service Delivery Transformation a reality. This will dramatically modernize our processes, organizations, and technology by which we support Airmen and their Commanders. We are providing Airmen with web-based capabilities to conduct most of their routine personnel transactions online. All of this enhances our ability to acquire, train, educate, and deliver Airmen with the needed skills, knowledge, and experience to accomplish Air Force missions.

At the present time we are establishing web based information to assist personnel affected by BRAC in considering new opportunities that could be available once emerging missions begin unfolding.

Our new personnel Strategic Vision and Plan outline the transformational path we have set for the Personnel Community. At the core of the Personnel Strategic Plan is a new, dynamic view of the Personnel Life-Cycle Continuum. This dynamic view focuses on outcomes rather than on mere transactions, and the performance measures we are implementing will guide and direct our efforts to achieve the ultimate goal of the creation of a customer focused, mission-driven Total Force service-based delivery system.

Personnel Plans and Integration

Base Realignment and Closure, Total Force Initiatives and the transformational effort which drives the evolution of the ANG into an operational reserve from a strategic reserve, are just a few of the significant influences challenging this organization. While BRAC protective language preserved the Air National Guard overall end strength, the cumulative initiatives required the redistribution of resources from state to state. Because of the statutory association that a Guardmember has with their state, they may not be compelled to move to another state or unit. The adjutant general that gains reallocated resources is not obligated to receive members from the other state. Furthermore, in states where growth in resources is experienced, many Guardsmen may not qualify for a position related to the emerging mission for any number of reasons.

The end result is that many non-retirement eligible Guardmembers may eventually be forced out of the organization with no benefits, entitlements or recognition for their years of gallant service in defense of this country. This situation is unacceptable.

Recruiting and Retention

As the Air National Guard continues to implement the myriad of Base Realignment and Closure and Total Force Initiatives, recruiting and retaining quality people will be paramount in achieving and maintaining our congressionally-mandated end strength goals. We must have the right number and quality of personnel needed to support our Homeland Defense missions, our transformation to the future, and our support of the war fighter. BRAC and TFI have created a level of uncertainty with respect to what missions and how many people are going to be assigned to many of our units. Now that there is greater fidelity on these missions and the associated manpower requirements are being identified, recruiters and retainers will be in a much better position to both attract and keep quality members in the Air National Guard.

Parents, teachers, and counselors are now playing a larger role in their child's decision to join the military. In addition, security concerns have had an impact on the accessibility of some of our recruiting offices. One way we have addressed this issue is to open "storefront" recruiting offices. These offices are located in the community and are very conducive to attracting parents and prospective enlistees. We have

found that these offices offer a much less imposing sales environment than the traditional flying wing.

While Air National Guard retention continues to remain strong, we must continue to focus on providing our people with the necessary tools and support to do their jobs both at home and abroad. As we continue to transform and implement our BRAC and TFI actions, we will ask some of our members to remain with us, but perhaps in different career fields. With this in mind, we will ensure we have competitive retraining and reenlistment bonuses that will encourage these people to stay. How well we take care of our people and what level of job satisfaction we can provide will be pivotal in determining how long they will remain a member of the Air National Guard.

Information Networking for the Total Force

The Air National Guard Enterprise Network is critical to the successful transmission of information within a unit, between units, and among the various states. We are making progress towards modernizing our nationwide information technology network that serves a vital role in homeland security and national defense. A healthy and robust network for reliable, available and secure information technology is essential to federal and state authorities in their ability to exercise command and control of information resources that potentially could impact their various constituencies. Also essential is the continued ability to provide rapidly, deployable, tactical connectivity to the enterprise network anywhere in the world. This is accomplished through deployable Combat Communications equipment and personnel which respond to major contingencies, combat, and disaster relief missions. ANG Combat Communications provides Defense Information Systems Network service extension—both secure and non-secure voice, message, and data communications as required. These IT systems link support commanders to their component headquarters and the President and the Secretary of Defense.

Greater emphasis must be placed on maturing the Air National Guard Enterprise Network. The rapidly changing hardware and software requirements of our warfighting and combat support functions come with a significant cost to upgrade and maintain a fully capable Information Technology network. The Air Guard network has typically been supported at the same level it was during the 1990s. Modernization of the Air National Guard Enterprise Network will enhance interoperability with other federal and state agencies and is necessary if the Air National Guard is able to accomplish its mission.

Summary

The Air National Guard will continue to defend the nation in the Global War on Terrorism across the full spectrum of operations in both the Expeditionary and Homeland Defense missions. We will draw upon our militia heritage and linkage to the community as we execute our multiple missions and roles. The men and women of the Air National Guard are serving proudly in the far corners of the globe—and here at home—and will continue to do so with distinction. We must ensure our future Air National Guard is the right size, with the right skill sets and is equally dedicated, professional and well trained as our Citizen Airmen are today—standing side by side with their active counterparts, standing ready and in defense of our great nation. They are your civilians in peace; Airmen in war—America's Hometown Air and Space Force—always ready when you need us.

MAJOR GENERAL TERRY L. SCHERLING, DIRECTOR OF THE JOINT STAFF, NATIONAL GUARD BUREAU

JOINT STAFF OVERVIEW

The National Guard Bureau Joint Staff in 2006 has been the embodiment of our entire institution's motto—ready, reliable, essential and accessible. In our 370th year, the National Guard found itself simultaneously training indigenous forces and battling insurgents in Afghanistan and Iraq, conducting peacekeeping missions in the Balkans, and furthering international security cooperation. We were guarding enemy combatants at Guantanamo Bay, guarding the skies over America's cities, providing domestic infrastructure protection, and responding to natural disasters. We were supporting counterdrug operations, conducting programs for youth at risk, and we were exercising and planning with our civilian emergency management and emergency response officials. In addition to all of that in June, 2006 we began assisting the U.S. Border Patrol in securing our 1,950-mile border with Mexico. The Joint Staff was ready for these challenges. They have demonstrated they are reliable. They are proven essential. They remain ever accessible.

Our support to the Border Patrol, Operation Jump Start (OJS), while a new mission this year, has been one that the Guard has performed many times in its past, on both the Southern and Northern borders. For this President-directed operation we deployed up to 6,000 Citizen-Soldiers and -Airmen at a time to the Southern border in support of the Governors of Texas, Arizona, New Mexico and California. During the first five months of Operation Jump Start, U.S. Customs and Border Protection has reported that Guard support has enabled the apprehension of more than 21,000 illegal immigrants and the seizure of more than 81,000 pounds of illegal drugs, greatly reducing both illegal entries and the flow of illegal drugs across the border. When we were called, we were ready.

While OJS has been significant and highly lauded, it did not detract from the myriad accomplishments and continued transformation of the Joint Staff. In fact, during this year our joint staff approved concept and implementation plans for the Joint Force Headquarters—State (JFHQ-State). JFHQ-State is the foundation for our essential homeland defense capabilities. We have developed, staffed and coordinated the first ever Joint Forces Orientation course program for joint intelligence personnel in all 54 states and territories. We completed the second iteration of our Joint Task Force Commander course, for Active Duty and Guard officers, taking the lead in the joint environment. We were active participants, across our joint staff, in a variety of capability exercises from the state level, through the National Guard Bureau to the combatant command and even interagency level. In each of these programs, trainings, and exercises, the joint staff was recognized for their reliable expertise and contributions.

In 2006 we established and implemented a web-based application, Joint Information Exchange Environment that has enabled us to maintain a Common Operating Picture and situational awareness at both the National Guard Bureau and JFHQ-State Joint Operation Centers. We have planned and trained for Continuity of Operations. We have developed and deployed Joint Enabling Teams, Joint Command, Control, and Communication teams, and Public Affairs Rapid Response Teams that liaison with the states, provide critical subject matter expertise, afford life-saving communication capabilities, and communicate urgent messages to the command and the communities. Each of these teams remains vigilant and ever ready to deploy any time, anywhere in the Unite States when needed. We have established and executed planning processes in coordination with the Office of the Secretary of Defense, U.S. Northern Command and U.S. Joint Forces Command for incidents of national significance including hurricanes, earthquakes, WMD and wildfires to ensure that the National Guard is ready to execute when called. We have upgraded existing communications equipment, not only in hurricane states, but in all 54 states and territories to improve interoperability among all participants. These substantive enhancements will save lives and mitigate human suffering, and the joint staff, which spearheaded them, is essential to mission success.

Above and beyond, the joint staff programs that are unique to the National Guard have also continued to excel this year. Our Counterdrug "drug demand reduction" program touched nearly 2.6 million people in 2006. On the interdiction side, our Counterdrug program support led to over 80,000 arrests and the seizure of more than 1.9 million pounds of illegal drugs. Our State Partnership Program, supporting international security cooperation goals of the United States, now has partnerships with 56 countries around the world, adding four more this year alone. The NGB 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. Our Family Program support infrastructure now includes more than 350 National Guard Family Assistance Centers located throughout the 54 states and territories. We are providing for transition assistance. We are advocating enhanced survivor, medical, and educational benefits. This year we completed our goal of establishing a Sexual Assault Response program in all 54 states and territories. We continue to champion our citizen-soldiers and -airmen, their employers, and their families. In addition, our Youth ChalleNGnge Program since 1993 has now graduated over 68,000 young men and women. This program saves $175 million in juvenile correction costs, while lowering the percentage of youth who are on federal assistance from 24 percent to 10 percent. Each of these programs and the joint staff who support them are accessible and vital to our nation.

The National Guard and the NGB Joint Staff. Ready. Reliable. Essential. Accessible. Whether it is responding to the needs of today, or preparing for threats tomorrow, like pandemic influenza, the next hurricane, or the continued global war on terrorism, the National Guard is a trained, tested, and cohesive team, of Citizen-Soldiers and -Airmen, stronger than they have ever been in their 370-year history. And the NGB Joint Staff contains a vast reservoir of experience gained with the

sweat and blood of combat deployments, disaster relief operations, homeland security, and peacekeeping to support this incredible force. We will continue to do what is right for America. For now—and for the next 370 years—we must remain Always Ready, Always There!

Homeland Defense

National Guard Reaction Force

The National Guard has over 370 years of experience in responding to both the federal government's warfighting requirements, and the needs of the states to protect critical infrastructure and ensure the safety of our local communities. In order to improve the capability of states to respond to threats against the critical infrastructure within our borders, the Chief of the National Guard Bureau has asked the Adjutant General of each state, territory and the Commanding General, District of Columbia, to identify and develop a Quick Reaction Force capability. The goal is a trained and ready National Guard force available to the Governor that is capable of responding in support of the local community, state and, when required, the Department of Defense. NGB has been working with the states and territories to identify current response capabilities, and with Northern and Pacific Commands to ensure that National Guard capabilities are understood and incorporated into their emergency response plans. We continue to identify the additional requirements for force protection and interoperability with civil responders. The National Guard Reaction Force is not a new capability or concept. What is new is the concept of standardized training and mission capabilities being shared by all states, territories, and the District of Columbia.

Critical Infrastructure Program—Mission Assurance Assessment (CIP–MAA)

Critical Infrastructure Program-Mission Assurance Assessment (CIP–MAA) teams provide pre-incident facility and/or installation vulnerability and capability assessments for all levels of government. They also fill an identified gap within the Department of Defense for assessments of the Defense Industrial Base. When providing these assessments, teams operate in direct support of the Assistant Secretary of Defense for Homeland Defense's directive for the Defense Critical Infrastructure Program.

Support to Civil Authorities

During 2006, the National Guard, again, provided unprecedented support to federal, state, and local authorities through Homeland Defense and Homeland Security operations. Most notably, the National Guard deployed up to 6,000 Soldiers to the Southwest border of the United States in support of Operation Jump Start. This operation, due to terminate in 2008, was and continues to be an immediate, short-term national security effort designed to strengthen border security. National Guardsmen and women are assisting the U.S. Border Patrol with non-core border activities, thereby allowing the Border Patrol the time and manpower needed to hire and train an additional 6,000 agents and to implement the Secure Border Initiative. This in turn enables the Border Patrol to accomplish its law enforcement and border security mission—protecting the United States against possible terrorist threats, drug trafficking, the import of weapons, and the influx of undocumented aliens. The success of Operation Jump Start is quite evident, as more than 30,000 alien apprehensions have been made to date.

Weapons of Mass Destruction Civil Support Teams

Weapons of Mass Destruction Civil Support Teams (WMD–CST) provide the National Guard with the capability to deploy rapidly to assist a local incident commander in determining the nature of a chemical, biological, radiological, nuclear, and high-yield explosive incident. The teams also provide a strategic reconnaissance capability and situational awareness by assessing suspected Weapons of Mass Destruction (WMD) attack, advising civilian responders on appropriate actions through on-site testing and expert consultation, and assisting and facilitating in the arrival of follow-on state and federal military forces. Currently, there are 55 authorized teams (one per state/territory/District of Columbia and two in California). The CST program is composed of 1,210 full-time AGR Army and Air National Guard members. Each team is fully engaged in planning, training and operations to support local and state emergency first responders as well as other federal agencies.

Operationally, CST is under the command and control of the state Governor through the Adjutant General. The National Guard Bureau provides logistical support, standardized operational procedures, and operational coordination to facilitate the employment of the teams and ensure back-up capability to states currently without a certified Civil Support Team.

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Package

Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Packages (CERFP) enhance the National Guard's ability to quickly respond to chemical, biological, radiological, nuclear, and high-yield explosive events. The teams are Task Force organized and comprised of existing Army and Air National Guard units. These dual-missioned units are provided additional equipment and specialized training that prepares them to respond rapidly (deployment-ready within six hours) to CBRNE incidents inside the United States or, at the request of a Combatant Commander, overseas. The National Guard CERFP, in conjunction with the Weapons of Mass Destruction (WMD) Civil Support Teams, provides a phased response capability. The WMD-CST will detect and identify CBRNE agents/substances, assess the potential effects of the WMD incident, advise the local authorities on managing the effects of the attack and assist with appropriate requests for additional support in order to minimize the impact on the civilian populace. The teams will provide a follow-on capability to locate and extract victims from a contaminated environment, perform medical triage and treatment, and perform Mass Patient/Casualty Decontamination to support civil first responders or military authorities. Currently there are 12 CERFPs that have completed external evaluations by 1st and 5th Army. The five additional CERFPs that were authorized by Congress in 2006 will be equipped and trained by October 2007.

National Guard Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Forces will operate within the National Incident Management System and, while not the lead agency, they will function in a support role when requested through the State's Emergency Management System. If federalized, the National Guard CERFP operates under the control of the supported Combatant Command. Additionally, each CERFP has a regional responsibility to respond to major CBRNE incidents anywhere within the 54 states and territories or as directed by national command authorities. The CERFPs are located in New York, Massachusetts, Pennsylvania, West Virginia, Texas, Florida, Colorado, California, Washington, Hawaii, Missouri, Illinois, Ohio, Georgia, Virginia, Minnesota, and Nebraska.

Vigilant Guard Exercises

Vigilant Guard is a North Atlantic Aerospace Defense Command/U.S. Northern Command sponsored exercise series that is focused on Military Assistance to Civil Authorities and asymmetric threats. It is designed to enhance the preparedness of the National Guard JFHQ-State, JTF-State, WMD–CSTs, National Guard Reaction Forces, and CBRNE Response Force packages to perform roles and responsibilities related to Homeland Defense and Defense Support to Civil Authorities.

The National Guard, in conjunction with interagency, intergovernmental, Department of Defense, and state Emergency Management Agencies, is afforded the opportunity to test tactics, techniques, and procedures. The exercise goal is to increase readiness by identifying gaps and seams in planning and operations, making corrections, and developing partnerships that cultivate a unified effort. To date, the National Guard Bureau has conducted four regional Vigilant Guard exercises with 23 participating states. Over 800 personnel from the National Guard, state Emergency Management Agencies, Federal Emergency Management Agency, Department of Homeland Security, Federal Bureau of Investigation, U.S. Northern Command, Army North, and the Department of Energy have participated. This program bridges a gap in the training continuum that neither Department of Homeland Security, U.S. Northern Command, nor Federal Emergency Management Agency can fill.

Public Affairs Rapid Reaction Team

The National Guard has established a joint Public Affairs Rapid Reaction Team that has a capability to quickly deploy and augment state public affairs capabilities during incidents of national significance or other emergencies that exceed local resources. Team members—equipped with state-of-the-art communications equipment—represent a robust strategic communication capability for our National Guard forces. These teams allow the National Guard to keep the American public fully informed by providing potentially life-saving information to citizens in need. Communicating the National Guard message in today's high-intensity, 24/7 news environment is more critical than ever. This will provide accurate, comprehensive and immediate information.

Joint Worldwide Intelligence Communications System

The increasing importance of Homeland Defense has blurred the distinction between the Guard's traditional warfighting and Homeland Security/Disaster Response roles. During crisis and emergency situations, access to national-level intelligence and imagery is critical. The Joint Worldwide Intelligence Communications System (JWICS) provides continuity across the spectrum of required missions. It allows time-sensitive intelligence information to be pushed to the Governors, Adjutants General and joint force commanders. Senior Guard and state officials gain access to important critical, time-sensitive information needed for the proper command and control of forces. Additionally, decision makers gain a vital, secure communications path to senior leadership at national level agencies. End-of-year funding paid for JWICS equipment, equipment installation, limited amounts of associated, secure carrier lines, and one year of maintenance support for each of the 30 JFHQ-State, and the central hub location at National Guard Bureau. It is planned that sufficient funding will be available to provide JWICS connectivity to the remaining 24 states and program maintenance costs for fiscal year 2007 and beyond.

Support the Warfight

State Partnership Program

The State Partnership Program directly supports the broad national interests and international security cooperation goals of the United States by engaging partner nations through military, socio-political, and economic conduits at the local, state, and national levels. The program's public diplomacy effectiveness lies in its ability to leverage the full breadth and depth of U.S. defense and interagency capabilities from within the state-country relationship. The goals of the program reflect an evolving international affairs mission for the National Guard that emphasizes its unique state-federal and civil-military characteristics to interact with both the active and reserve forces of foreign nations, interagency partners, and non-governmental organizations.

States and their partners participate in a broad range of strategic security cooperation activities to include homeland defense/security, disaster response/mitigation, consequence/crisis management, interagency cooperation, border/port/aviation security, combat medical exchanges, fellowship-style internships, and bilateral familiarization events that lead to training and exercise opportunities. All activities are coordinated through the Combatant Commanders, U.S. Ambassadors' country teams, and other agencies, as appropriate, to ensure National Guard cooperation is tailored to meet the U.S. and international partners' objectives. Within the past year, six new partnerships have been established—Nigeria/California, Suriname/South Dakota, Indonesia/Hawaii, Montenegro/Maine, Costa Rica/New Mexico and Caribbean Regional Security System countries/Florida. In all, 56 comprehensive partnerships have been established.

In fiscal year 2008 and beyond, rapidly evolving international conditions and events will offer both challenge and opportunity. The program's expansion into the developing regions of Africa, Central Asia, and the Pacific Rim will require new strategies to promote political, military and social stability while making the best use of National Guard resources. The National Guard will continue to work with the military services, Combatant Commanders, Ambassadors and international partners to establish and formalize in-country Bilateral Affairs Officer positions and training to support mission expansion and to ensure long-term effectiveness. Moving forward, the National Guard will increase its emphasis on building partnership capacity by encouraging greater interagency participation and by developing new holistic paradigms to improve international cooperation, peace and stability.

National Guard Family Program

The National Guard Bureau Family Program is a Joint Force initiative that serves as the foundation for support to families of Army and Air National Guard members. As the Guard faces an unprecedented increase in military activity and extended deployments, the highest priority of our program is to provide families with the assistance needed to cope with mobilization, deployment, reunion, and reintegration, as well as with large-scale evacuations, natural/manmade disasters, and national emergencies.

Not since World War II have so many Guard members been deployed to so many places for such extended periods. Beyond the traditional deployments and mobilizations, there has also been a steady increase in use of the National Guard for domestic missions dealing with natural disasters and large-scale evacuations. The role and support of the family is critical to success with the full range of military missions.

The National Guard Family Program has developed an extensive infrastructure that supports and assists families during all phases of the deployment process and

through the many stages of coping with disasters. Part of this support infrastructure includes more than 350 National Guard Family Assistance Centers that are located throughout the fifty-four states and territories. These centers provide information, referral, and assistance with anything that families experience during their military service. Most importantly, the centers are available to any military family member from any branch or component of the Armed Forces.

The greatest challenge lies in awareness and communication. The feedback we receive indicates that many family members are unaware of the many resources available to them during a period of active duty or deployment. The goal of our program is to reduce or eliminate service member distractions by ensuring the availability of appropriate services for eligible family members or affected National Guard members at or near their homes. The policies, plans, initiatives and partnerships of the program enhance unit cohesion, increase unit and family readiness, and support service member effectiveness.

Veteran's Affairs

The sustained mobilization of the National Guard since 9/11 has resulted in a larger number of Guard members eligible for entitlements available through the Department of Veterans Affairs. The Chief, NGB, Under Secretary for the Veterans Health Administration and Under Secretary for the Veterans Benefit Administration signed a memorandum of agreement in May 2005 that outlines support for Guard members.

Since its inception, significant progress has been made to improving the services available to Guard members and their families. A permanent liaison has been appointed at both the National Guard Bureau and U.S. Department of Veterans Affairs to resolve issues at the federal level. Additionally, 54 Transition Assistance Advisors have been trained and assigned to the JFHQ-State to act as a liaison between members entitled to VA benefits within a state and the local Veterans Affairs offices, veterans' service organizations, and community representatives. This new program builds upon the strength and success of the Guard Family Programs and capitalizes on the services already provided by the Department of Defense

Employer Support of the Guard and Reserve

Our nation's dependence on her Citizen Soldiers—Americans who generally have other civilian careers—will not change. The Employer Support of the Guard and Reserve basic 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.

A nationwide network of local Employer Support volunteers is organized in Employer Support of the Guard and Reserve (ESGR) Committees within each state, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. In this way, Employer Support programs are available to all employers, large and small, in cities and towns throughout our country. 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, including information opportunities for employers, ombudsman services and recognition of employers whose human resource policies support and encourage participation in the National Guard and Reserve. In view of the importance of Employer Support to the retention of quality men and women in the National Guard and Reserve, and recognition of the critical contributions of the local ESGR Committees, the National Guard Bureau provides full time assistance and liaison support to the Joint Forces Headquarters and the ESGR Committees.

Youth ChalleNGe Program

The award-winning National Guard Youth ChalleNGe Program is a community-based program that leads, trains, and mentors at-risk youth to become productive citizens in America's future. As the second largest mentoring program in the nation, the ChalleNGe program is coeducational and consists of a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase. Cadets must be volunteers, between 16 and 18 years of age, not in trouble with the law, drug free, unemployed, and high school dropouts.

The program has been a national model since 1993 and is offered at 29 sites in the United States and Puerto Rico. The program has graduated over 68,000 young men and women who leave equipped with the values, skills, education and self-discipline necessary to succeed as adults in American society. Significantly, although many ChalleNGe candidates are from at-risk populations, over seventy percent of the graduates have attained either a General Equivalency Diploma or high school diploma. Furthermore, approximately twenty percent of all graduates choose to enter military service upon graduation. The ChalleNGe program saves $175 million in juvenile corrections costs, while lowering the percentage of youth who are on fed-

eral assistance from 24 percent to 10 percent. The results are a ChalleNGe program that actually makes money for the tax dollars spent. Although the program graduation rate is above ninety-four percent and the general equivalency diploma attainment is over seventy percent, the National Guard seeks greater success in both of these areas.

The National Guard Counterdrug Program

For over 17 years, the National Guard Counterdrug program has worked with more than 5,000 Law Enforcement Agencies, to protect the American homeland from significant national security threats. The Guard assists these agencies in their effort to stop illegal drugs from being imported, manufactured, and distributed; and supports community based drug demand reduction programs that touched nearly 2.6 million people in 2006. The Counterdrug Program also provides support to the combatant commanders of both U.S. Northern and Southern Commands. Given the growing link between drugs and terrorism, the National Guard Counterdrug Program continues to complement America's homeland security efforts.

The National Guard Bureau Counterdrug Program, as executed by the 54 states and territories through their respective Governors' Counterdrug Plan, supports the Office of National Drug Control Policy strategies. We have embedded this within the six general mission categories including: program management; technical support; general support; counterdrug related training; reconnaissance/observation; and drug demand reduction. In 2006, approximately 2,539 National Guard personnel provided counterdrug support to law enforcement agencies while remaining ready, reliable, and relevant for their wartime mission by actively participating with their unit of assignment at weekend training, annual training, and individual Soldier and Airmen professional development.

In fiscal year 2006 (Oct. 1, 2005-Sept. 30, 2006) the National Guard support efforts led to 80,843 arrests and assisted law enforcement in seizing the following:

Cocaine	714,670 pounds
Crack Cocaine	8,764 pounds
Marijuana eradicated	4,000,734 plants
Marijuana (processed)	1,141,946 pounds
Methamphetamines	38,485 pounds
Heroin	3,134 pounds
Ecstasy	714,668 pills
Other/Designer Drugs	1,866,099 pills
Weapons	20,084
Vehicles	11,936
Currency	$209,232,166

In addition to counterdrug support operations, Army and Air National Guard aviation assets supported HLD and HLS operations along the northern and southwest borders. During 2006, counterdrug aviation assets flew over 41,000 hours in support of federal, state and local law enforcement agencies.

Counter Narcotic/Counter Narco-Terrorism Expeditionary Forces

The National Guard currently fields Counter Narcotic/Counter Narco-Terrorism Expeditionary Forces (CNNTEF) in twelve states. These teams are manned by Soldiers and Airmen on full time duty that have the specialized equipment and training to conduct ground reconnaissance, criminal analysis, and counter drug civil support operations.

With a focus on theater security, these teams apply their skills in the current environment to develop theater security cooperation, to protect against trans-national threats, and to counter the threats of trafficking in narcotics and associated narco-terrorism. In an effort to ensure and enhance the capabilities of these teams, the National Guard Bureau works closely with agencies within the Department of Defense, the Department of State, and the Department of Justice, while also coordinating with U.S. combatant commands from around the globe.

The capabilities represented by the CNNTEF can be employed domestically (in support of civil authority) or internationally. International mobile training teams provide instruction for foreign law enforcement or military agencies. In 2006, activities outside the United States included a mobile training team to Kyrgyzstan, and both counter drug and counter narco-terrorism activities in support of the government of the Republic of Columbia.

Transformation for the Future

Joint Force Headquarters-State

The Joint Force Headquarters-State were established (provisionally) in October, 2003. This was a reorganization of the separate Army and Air National Guard Headquarters in each state, territory, the District of Columbia and Commonwealth of Puerto Rico to a recognized Joint Activity of the Department of Defense that was able to support the Governor or President with command and control of all assigned, attached or operationally aligned forces.

During 2006, the Director of the Joint Staff concurred with the Chief, NGB Concept and Implementation Plan to transform the existing headquarters to make the 54 JFHQ-State a reality. The Director of the Joint Staff requested a proposed draft charter for signature by the Secretary of Defense to formally recognize the JFHQ-State as Joint Activities. Charter development is well underway. JFHQ-State is ground breaking in the joint world where everything had been built around the Active Component. There remains a tremendous amount of work to modify and adapt existing regulations and instructions to accommodate a reserve component Joint Activity. This initiative will ensure the seamless integration of National Guard forces with the Active Component for response to domestic emergencies and availability of National Guard capabilities and forces for all contingencies.

The National Guard Bureau is working with the Joint Staff to develop expertise and operational experience in the Joint arena. This includes advocating for necessary changes that allow the JFHQ-State to contribute essential capabilities to the defense of the homeland, especially in the domestic theater of operations and support to civil authorities.

The Joint Force Headquarters must possess the ability to establish one or more Joint Task Forces (JTFs) to support homeland defense and Defense Support to Civil Authorities (DSCA). Additionally, the authority exists to establish a JTF within each state composed of both National Guard members in non-federal status and active component military personnel. In order to better prepare the National Guard Bureau for the challenges of a "dual status" JTF Command, the National Guard Bureau has developed and implemented a formal training program for senior leaders and support staff from all 54 states and territories. The dual-status JTF commander is a transformational concept that leverages the unique capabilities resident in the total force and strengthens unity of effort in support of the homeland defense mission and DSCA.

The overall effort involves two programs, the Joint Task Force Commander Course and the Joint Task Force State Staff Course (JSSC). The commander's course is a four day in-resident program offered twice annually that focuses on presenting senior officers with instruction on the most current guidance, policy, directives, and lessons learned regarding Joint Task Force command. The JSSC is a one-year blended Distance Learning course in conjunction with two in-resident face to face sessions concentrating on training the Joint Force Headquarters staff in support of the JTF Commander, and providing DSCA.

The National Guard is responsible for sharing information that is timely, relevant and accurate to various federal, state, and interagency partners. The advent of the JFHQ-State is the primary means to ensure that information is quickly passed from the state level to the federal level and consolidated into a comprehensive NGB Common Operations Picture. This is then disseminated through the NGB Joint Operations Center to external state, federal, and interagency partners. In order to ensure that information from the 54 states and territories is standardized the NGB is conducting a series of Joint Operation Center training classes that will enable NGB to quickly and accurately correlate and disseminate information. The National Guard is also working to ensure that all 54 states and territories are able to man these headquarters on a 24/7 basis. The NGB is also hosting a collaborative operating environment known as Joint Information Exchange Environment to facilitate accurate and timely information flow.

Joint Combined State Strategic Plan

The Joint Combined State Strategic Plan (JCSSP) directly supports both Homeland Defense and Transformation for the Future. A strategic planning initiative directed by Lieutenant General Blum, the JCSSP is designed to categorize, assess and analyze state National Guard capabilities in support of Joint Domestic National Guard operations. This strategic plan serves both as a strategic and operational planning tool for the Governors, the state National Guard, National Guard Bureau, and United States Combatant Commands when responding to domestic emergencies. The plan also serves as an analytical tool that allows National Guard Bureau to determine what units should be added to the National Guard force structure

during the Transformation process in order to maintain or increase domestic response capabilities.

Currently, there are ten core joint capabilities—Command and Control, CBRNE, Maintenance, Aviation/Airlift, Engineer, Medical, Communications, Transportation, Security, and Logistics. Each capability is assessed for overall response potential and units are tracked for their status and availability down to company or flight level. Recent Hurricane Katrina Relief efforts highlighted the importance of having this information readily available. The National Guard was able to identify and mobilize units based on current availability and specific functional capability. In addition, individual states have used the state based joint combined strategic plan to render civil authorities support during life threatening snow storms and severe flooding this past winter.

JCSSP is a dynamic program to which enhancements have been added. that allow the states to better assess their response capabilities. One such enhancement is the Joint Capabilities Database which was developed in the past year to give the states the ability to provide near-real time input on unit status and availability in each capability area. This database is a web-based application that has been made available to each state National Guard, state emergency management office personnel and combatant commands. An ability to assess situational response capability to specific events has been built into the database. Eighteen events are currently monitored, such as hurricanes, tornadoes, floods, wildfires, and civil disturbances. This database allows the National Guard to meet the requirements of National Defense Authorization Act 2007 requiring the Secretary of Defense to maintain a database of emergency response capabilities for each state National Guard.

The current ability of the Joint Combined State Strategic Plan and its associated Joint Capabilities Database to track individual joint core capabilities needed to support Homeland Defense and Homeland Security tasks make this program a critical element in the continuing transformation of the National Guard and the National Guard's continued relevance to the nation.

Joint Continental United States (CONUS) Communications Support Environment

The Joint CONUS Communications Support Environment (JCCSE) is an umbrella term for the National Guard's initiative to provide an interoperable command, control, and communications (C4) capability for National Guard forces in homeland defense or disaster response.

During the Hurricane Katrina response, we learned that when catastrophic events occur, the National Guard from several states will likely respond. The National Guard requires a command, control, and communications capability that is interoperable with U.S. Northern Command, as well as local and state entities in the affected area. Therefore, the JCSSE provides this capability for National Guard units and their respective Joint Force Headquarters, the Department of Homeland Defense, the Federal Emergency Management Agency, along with the active component forces that may be employed for the event.

Since Katrina, NGB has identified gaps in the C4 capability of JCSSE and has worked to eliminate them. The National Guard Bureau is currently upgrading existing communications equipment and fielding an upgraded version of a deployable C4 package in all 54 states and territories. These activities will provide improved interoperability among participants and will provide "reach back" for reporting situational awareness to command authorities. Additionally, we work closely with U.S. Northern Command to establish Joint Operations Centers at the National Guard Bureau and the JFHQ-State. These operations centers have the necessary information technology equipment and software to share information with federal, local, and state partners. We have also recently developed and fielded the Joint Information Exchange Environment, a web-based portal application that allows the National Guard and the JFHQ-State to better exchange information and work from a common operational picture.

STATE ADJUTANTS GENERAL

Alabama—Major General (Ret) Crayton M. Bowen
Alaska—Major General Craig E. Campbell
Arizona—Major General David P. Rataczak
Arkansas—Major General Ronald S. Chastain
California—Major General William H. Wade, II
Colorado—Major General Mason C. Whitney
Connecticut—Major General (CT) 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 David B. Poythress
Guam—Major General Donald J. Goldhorn
Hawaii—Major General Robert G. F. Lee
Idaho—Major General Lawrence F. Lafrenz
Illinois—Major General (IL) Randal E. Thomas
Indiana—Major General R. Martin Umbarger
Iowa—Major General Ron Dardis
Kansas—Major General Tod M. Bunting
Kentucky—Major General Donald C. Storm
Louisiana—Major General Bennett C. Landreneau
Maine—Major General John W. Libby
Maryland—Major General Bruce F. Tuxill
Massachusetts—Brigadier General (MA) Oliver J. Mason, Jr.
Michigan—Major General Thomas G. Cutler
Minnesota—Major General Larry W. Shellito
Mississippi—Major General Harold A. Cross
Missouri—Major General (MO) King E. Sidwell
Montana—Major General Randall D. Mosley
Nebraska—Major General Roger P. Lempke
Nevada—Brigadier 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—Colonel (Ret) Act Benjamin Guzman
Rhode Island—Major General Robert T. Bray
South Carolina—Major General (Ret) Stanhope S. Spears
South Dakota—Major General Michael A. Gorman
Tennessee—Major General Gus L. Hargett, Jr.
Texas—Major General Charles G. Rodriguez
Utah—Major General Brian L. Tarbet
Vermont—Major General (VT) Michael D. Dubie
Virginia—Major General (VA) Robert B. Newman, Jr.
Virgin Islands—Brigadier General (VI) Eddy G. L. Charles, Sr.
Washington—Major General Timothy J. Lowenberg
West Virginia—Major General Allen E. Tackett
Wisconsin—Major General Albert H. Wilkening
Wyoming—Major General Edward L. Wright

Senator INOUYE. General Vaughn.

STATEMENT OF LIEUTENANT GENERAL CLYDE A. VAUGHN, DIRECTOR, AIR NATIONAL GUARD

General VAUGHN. Chairman Inouye, Senator Stevens, distinguished members, it's a great privilege to be here again with you. I ask that my statement be read in the record and I'll try to synopsize this quickly.

A year ago, we came before you and talked to you about strength as the number one piece that we're concerned about. Now, I'll draw your attention to the chart on the right. This chart on the right hand side shows where we started in 2003. We started our skid to the right hand side and started down in strength. We bottomed out somewhere around 330,000. As you know, our appropriated end strength was supposed to be 350,000. A year ago, we were around 335,000 to 336,000. Since that time, we have averaged a net gain of over 1,000 a month to our end strength. The States have done a magnificent job. These are bright, young, and enthusiastic men

and women coming forward to serve. The States and the Governors have really rolled it out. They've done everything that we could have asked, to make a commitment to recruiting this force.

Now, in the last several weeks, of course, our great Chief of Staff of the Army has come over several times and testified. One of his mantras is don't confuse capability with enthusiasm. I will tell you that we have enthusiasm. The capabilities you buy. You buy it in terms of training dollars, and you buy it in terms of equipment. We need more help with these issues.

Now, as we talk about those particular pieces, one being equipment, the Army has worked very, very hard with us on this. As you all know, $36 billion is what's programmed for us inside Army accounts between 2008 and 2013.

If that holds and if we can see that in terms of transparency and trust. That is a key word—transparency. We have to see the equipment all the way from the appropriations to the units. As General Blum talked to you about, in the past you have provided dollars and equipment through the National Guard and Reserve equipment accounts. We have control and visibility over that. We bought anything on the 125 list of the 342 dual-use items, the things that we said we were going to buy, we bought with that money.

We need $36 billion to hold us all the way through, but it does not get us to 100 percent at the end of 2013—we will be at 77 percent with that $36 billion to hold us all the way through.

A couple of things have happened lately. One of them has been the new pre-mobilization training dialogue that we've entered into. As you know, we recently mobilized four more BCTs. These units have been ready nearly 1 year early and have to have the resources and equipment now, prior to deployment, to reach as high level of readiness as we possibly can.

I ask you to watch closely the personnel accounts. Watch closely what happened to us in recruiting—I think it is fairly obvious that is referred to as the hook chart. We're on a path toward something that we need so that we can take some of this heat off the soldiers doing all the deployments. Just like the Army, we need to grow.

Thank you so much for your help. It's been an honor being here in front of this subcommittee. We look forward to your questions.

Senator INOUYE. I now recognize General McKinley.

STATEMENT OF LIEUTENANT GENERAL CRAIG R. MCKINLEY, DIRECTOR, AIR NATIONAL GUARD

General MCKINLEY. Thank you, Mr. Chairman, distinguished members of the subcommittee. It's indeed an honor to be the junior member of General Blum's team here today. I will complete 1 year in the job in June. It's been an incredible year. I've visited many of your States, many of the units in your States. I'm deeply impressed with the spirit and professionalism of all the men and women who make up the Air National Guard.

I think my three priorities today are to tell you that your Air National Guard is ready to fight today. They are totally integrated in the United States Air Force on the global war on terror (GWOT). They're fighting the away game very professionally in all theatres of the globe and we're also providing great support here at home.

General Blum gave us the opportunity to assist in Operation Jump Start. We're now providing over 1,000 airmen along with the Army National Guard along our Southwest border, which has been a very impressive mission for us.

I would like to just take one State, maybe one unit and give you an example of some of the issues we're facing. Senator Dorgan, if you'll indulge me, I'll use the 119th Fighter Wing in Fargo.

As a result of a base realignment and closure (BRAC) decision in North Dakota, four major movements have occurred. This has happened across all of your States. The 119th Fighter Wing is a very distinguished fighter wing in your State, sir, with an unparalleled safety record in single seat fighters. As a result of BRAC, it lost its F–16 fighters and the decision was made to convert them to MQ–1 drones. They've taken on that mission exceptionally well, very professionally and they've got men and women today fighting in the GWOT with crews ready to fight.

In addition to the unmanned air vehicles in Fargo, there is additional unmanned air vehicles scheduled to go to Grand Forks, North Dakota. We will integrate the Air National Guard men and women in that organization.

Finally, General Blum made the decision to put the joint cargo aircraft, when it is built, in Fargo. We will await the decision on that aircraft. When it arrives and in lieu of that aircraft arriving now, General Blum and I made the decision to bridge that mission, a flying mission, to put Lear jets or C–21s in there so we don't lose the skills of those airmen and those maintenance people waiting for the joint cargo aircraft.

I'll say there's an incredible amount of churn going on, but your airmen are doing an exceptional job. I could go down each member of the Air National Guard here today and give you similar stories about how capable and how effective they are, but these are challenging times. We're integrating well in the GWOT. We're taking care of our airmen, and we're participating with our United States Air Force in its recapitalization. It's extremely important to the Air National Guard that our Air Force continues to recapitalize, so that we can transition the 20th century Air National Guard into a highly effective, combat-capable 21st century Air National Guard.

That, Mr. Chairman, is my brief statement. I look forward to your questions and I thank you all very much for your support of the Air National Guard.

Senator INOUYE. Thank you very much, General McKinley. We'll begin our questioning now. Senator Durbin has advised me that he has to be on the floor at 11:15 so please proceed.

Senator DURBIN. I'll wait.

Senator INOUYE. You'll wait? Then I will call on Senator Stevens.

CAPABILITY OF RESPONDING TO NATURAL DISASTERS

Senator STEVENS. Thank you very much. General Blum, there is no question that you've responded to the calls that have been placed upon the Guard and Reserve. But how has it affected the response to disasters at home now? Are the Governors complaining about the loss of personnel you mentioned? General McKinley mentioned some disruption in North Dakota. Are any Governors com-

plaining about the loss of the capability of the Guard to meet the contingency at home, such as hurricanes, floods, disasters?

General BLUM. Every Governor in our great Nation has that concern that they have a National Guard that they can call on that's ready and capable. If you look at chart 11, the cube please, this is the challenge that we face.

You can see across the top a little model of a child's puzzle that is simple to do. Not really—only about 30 percent of the American people can ever solve one of these puzzles, but this is the puzzle we have to deal with every day. Across the top you can see the recruiting, retention and equipment, training, and exercising the unit so it has the capabilities to do the missions it's asked to do.

The missions we're asked to do every day such as consequence management, homeland defense, homeland security and domestic operations, plus the overseas war fight, and you have to balance that all. The Governors have been terrific, patriotic, and very, very serious partners in the defense of this Nation. After all, they are the commanders in chief of the Army and Air National Guard of their States and territories. They understand they're going to have to share those capabilities and equipment to protect our Nation abroad and they have done that.

What they have asked us to do at the National Guard Bureau is to balance the capabilities that are left in the State when the unit has to respond to the Federal mission overseas, so it's not so disproportionate that any State is left at risk.

In February 2003, we made a commitment to the Governors of this Nation too, in fact, ensure that they always have 50 percent of their capabilities available to them back at home, even while the troops were deployed overseas. We have honored that commitment. There is not a single State or territory in our great Nation that right now has more than 25 percent of its Army and Air National Guard deployed overseas.

Senator STEVENS. Let me ask General Vaughn about that then. Is the training of combat taking consideration—this agreement of keeping 50 percent at home, that those at home don't need to be trained to fight at combat level, they need to be trained for disaster and riot and help the security concepts. Are we still training that 50 percent to go overseas anyway?

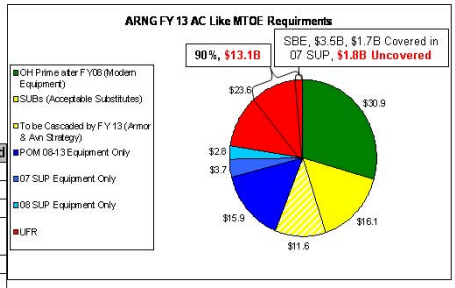
General VAUGHN. Well, what we're up to now, Senator, if you think about the pressure that is on the force and you talk about going, say once every 5 years, like it is now and the fifth year, you'd be deployed. This means that in the fourth year and third year, you've got to train for that Federal mission. There's no question about it. You've got to be ready to get that out of the way so you could deploy on that fifth year. Years one and two when you get back and what they call—years one and two, that should be the focus of what they do.

I'd go back to exactly what General Blum said. We're saying that there has to be so many available in any one year. Years one and two—that is truly their focus, because three and four it turns into the Federal mission.

ARNG Equipping Requirements Overview

ARNG Total Requirement for FY13 AC Like MTOE & TDA: $104.6B

ARNG FY13 AC Like MTOE Rqmnts	$B	% OF Rqd
Total Required $B	$104.6	100%
OH Prime after FY08 (Modern Equipment)	$30.9	30%
SUB (Acceptable Substitues)	$16.1	15%
To be Cascaded from AC by FY 13 (Armor & Avn Strategy)	$11.6	11%
POM 08-13 Equipment Only	$15.9	15%
07 SUP Equipment Only	$3.7	4%
08 SUP Equipment Only	$2.8	3%
Value On Hand + Pgmd + Cascade	$81.0	77%
Total UFR	**$23.6**	**23%**
UFR to Reach 90%	**$13.1**	



FY13 ARNG AC Like MTOE Requirements
The ARNG has a **$23.6 UFR** after FY13
$13.1B against this equips ARNG to 90%

* "Equipment Only" Only includes funds that purchase new equipment.
* On Hand Equipment does not include Unacceptable Substitutes (Example- M35s and 800s)
* Does not Include "Grow the Army" and all costs are based in FY08 dollars

ARNG UFR TO REACH 90 PERCENT: $13.1 BILLION

Equipment Category	Required Quantities (000)	On Hand Quantities (000)	Quantities Delivered Fiscal Year 2007–08 (000)	Shortfall Quantities Before Fiscal Year 2008–13 (000)	Shortfall Before Fiscal Year 2008–13 ($M)	Procurement Program Fiscal Year 2008–13 ($M)	Post Fiscal Year 2008–13 Shortfall ($M)	UFR to S–1 Floor (90 percent) [1]
Armor-Hvy T/W	15.04	8.58	.59	5.87	$1,949.18	$2,312.76	.....	.....
AVN	60.58	29.84	.36	30.38	$12,928.15	$3,596.72	$9,331.43	$5,528.87
C2	189.68	17.02	23.95	148.71	$1,917.63	$2,021.18	.....	.....
Communicate	589.81	336.90	15.52	237.39	$3,009.98	$1,512.38	$1,497.60	$891.07
Engineer	30.97	14.42	.79	15.76	$1,655.52	$851.72	$803.80	$478.26
Force Protection	476.50	356.94	20.29	99.27	$996.37	$122.89	$873.48	$519.72
ISR	5.65	2.22	.93	2.50	$381.96	$787.05	.....	.....
Logistics	588.11	137.45	3.07	447.59	$1,637.92	$648.38	$989.54	$588.78
Maintenance	19.25	3.25	2.29	13.71	$281.19	$36.50	$244.69	$145.59
Medical	25.14	10.24	6.19	8.71	$15.98	$101.67	.....	.....
Precision Strike	27.51	10.49	.91	16.10	$1,975.81	$2,474.67	.....	.....
Security	1,730.86	819.94	135.94	774.97	$3,561.81	$1,543.94	$2,017.87	$1,200.63
Transportation	179.61	51.20	17.61	110.80	$10,163.36	$5,178.90	$4,984.46	$2,965.76
Other	262.05	72.35	.....	189.70	$1,451.32	.....	$1,451.32	$863.54
Totals	4,200.75	1,870.85	228.23	2,101.46	$41,926.18	$21,188.76	$22,194.19	$13,182.22

[1] In addition to the fall current funds programmed through fiscal year 2013, an additional UFR of $13.18 billion is required to get the ARNG to 90 percent EOH (S–1). It will take approximately $24 billion to reach 100 percent. All figures are based on fiscal year 2008 Costs and don't include "Grow the Army" Costs.

FISCAL YEAR 2008 ARNG TOP 25 EQUIPMENT MODERNIZATION SHORTFALL LIST

[Dollars in millions]

	Quantity Required	Quantity Shortage	Shortage	POM 2008–13	APPN	UFR 2008–13
HMMWV	48,715	18,611	$4,039	$1,647.0	OPA	$2,392.0
Family of Medium Tactical Vehicles	37,995	30,140	$7,267	$1,689.9	OPA	$5,577.1
HTV—HEMTT/LHS/PLS	21,180	14,796	$1,652	$1,059.3	OPA	$592.7
M916A3 Light Equipment Transporter	1,591	794	$180	$152.4	OPA	$27.6
Tactical Trailers	5,699	2,984	$177	$10.6	OPA	$166.4
M917A2 Dump Truck	544	334	$67	.....	OPA	$67.0
CH–47F Chinook	159	159	$6,678	$670.6	ACFT	$6,007.4
Comm Systems (JNN, SINCGARS, HF)	143,615	62,613	$3,997	$968.7	OPA	$3,028.3

UAV Systems (Shadow, Raven)	586	575	$462	$307.1	OPA	$154.9
Small Arms	209,098	99,129	$360	$240.0	OPA	$120.4
ABCS (Suite of Systems)	1,399	800	$166	$20.7	OPA	$145.3
Digital Enablers (Log Automation)	12,167	7,873	$196		OPA	$196.0
Movement Tracking System	16,711	12,588	$302	$203.4	OPA	$98.6
Night Vision (AN/PAS–13, AN/VAS–5)	41,912	33,170	$640	$241.5	OPA	$398.5
Tactical Water Purification System	131	128	$61	$38.9	OPA	$22.1
Tactical Quiet Generators	19,611	12,748	$324	$118.1	OPA	$205.9
All Terrain Crane (ATEC)	174	29	$7		OPA	$7.0
M9 ACE SLEP	114	90	$80		OPA	$80.0
Route and Area Clearance Systems	138	138	$203	$167.8	OPA	$35.2
Horizontal Construction Systems	587	332	$141	$111.0	OPA	$30.0
Howitzers (M777A1, M1 19A2)	498	342	$4,259	$477.4	WTCV	$3,781.6
Profiler	65	63	$57	$57.2	OPA	
LLDR	1,099	1,034	$362	$187.5	OPA	$174.5
Gun Laying Positioning System	455	208	$20		OPA	$20.0
Chemical (Detectors, Decon & Shelters)	65,719	52,433	$669	$107.5	OPA	$561.5
TOTALS	629,962	352,111	$32,367	$8,476.5		$23,890.1

Quantity Required=Endstate Fiscal Year 2008 ARNG Requirements (MTOE or like AC) to fully modernize the ARNG.
Quantity Shortage=Quantity Required minus On-Hand minus Programmed (2-year Equipment Distribution Plans).
Shortage ($M=Quantity Shortage times Per Unit Cost.
POM 2008–13 ($M)=Total procurement funding stream from FDIIS (dtd 10 JAN 07), by Army Program Element (APE) for respective equipment systems.
APPN=Type of Appropriation (OPA minus Other Procurement Army, ACFT minus Aircraft, WTCV minus Weapons & Tracked Combat Vehicles).
UFR 2008–13 ($M)=Shortage dollar amount minus POM 2008–13 dollar amount.

ESSENTIAL 10 KEY ENABLERS: DSCA PRIORITIZED BUY LIST

Item	Priority 1	Priority 2	Priority 3	Priority 4	Rationale/justification
Joint Force Headquarters: Miscellaneous Equipment	$5,000,066	$5,000,027	$5,000,126	$5,000,111	
Command and Control (C2):					
Joint Network Nodes (JNN)	$33,300,000	$16,650,000	$16,650,000	$16,650,000	Provides the tactical user with an interface to strategic data networks; and interoperability with commercial, joint, combined and coalition communications systems across multiple security levels
Army Battle Command Systems (ABCS)	$7,808,500	$7,233,500	$5,638,100	$6,458,800	Provides enhanced situational awareness via a suite of systems that receive and transmit C4ISR information
Standard Army Management Information System (STAMIS)	$25,727,920	$20,550,610	$21,595,610	$15,953,980	Provides logistics management/automation systems and electronic information exchange capability via both tactical and commercial networks

ESSENTIAL 10 KEY ENABLERS: DSCA PRIORITIZED BUY LIST—Continued

Item	Priority 1	Priority 2	Priority 3	Priority 4	Rationale/justification
Unmanned Aerial Vehicle—SHADOW	$15,000,000	$15,000,000	$15,000,000	$15,000,000	Without funding the ARNG will be unable to provide commanders superior situational awareness, information flow, and adequate Force Protection in urban and conventional tactical environments
Communications: HF Radios/Equipment	$16,288,475	$17,445,135	$15,435,815	$18,785,815	Provides secure, long-range voice and data capability
Aviation:					
Helicopters—Hoists/Mounts	$953,016	$1,191,270	$1,191,270	$1,191,270	Required to support HLD/HLS, state, domestic and other contingency operations
Helicopters—NAVSTAR GPS Aviation Sets	$1,235,130	$1,235,130	$1,370,130	$1,370,130	Provides modern equipment and interoperability to ARNG aircraft
Civil Support Teams and Force Protection:					
NBC Shelters	$5,502,000	$6,288,000	$7,860,000	$7,860,000	Provides a contamination free and environmentally controlled work area for medical personnel
NBC—Joint Services Transportable Decontamination System Small Scale (JSTDS–SS).	$990,000	$990,000	$1,155,000	$1,320,000	Without funding the ARNG will be cascaded outdated and no longer in production models of the M17 LDS from the Active Component
NBC Radiation/Chemical Detectors	$682,160	$682,160	$816,990	$910,740	Provides the capability to monitor and record the exposure of individual personnel to gamma and neutron radiation
Engineer:					
Heavy Construction Equipment—Horizontal (Dumps, Graders, Excavators).	$16,151,889	$11,927,933	$12,579,096	$11,957,388	Replaces overaged systems that are in critical need of modernization and incapable of full mission support
Heavy Construction Equipment—Vertical RTCH, ATLAS)	$19,004,075	$16,755,970	$19,505,970	$22,255,970	Primary container/material handling equipment required to support and sustain ARNG units
Logistics:					
Generators—Small/Medium	$5,348,830	$5,839,690	$5,839,690	$5,783,445	Critical requirement during natural disaster or state emergency. Provides electrical power as needed to support mission requirements
Liquid Logistics—Water Purification	$6,451,500	$8,070,000	$8,047,500	$10,707,500	Replaces existing 600 GPH reverse osmosis water purification systems with a 1,500 GPH capability
Liquid Logistics—Tank Water	$4,840,000	$4,840,000	$4,840,000	$5,550,000	Provides a bulk water delivery/distribution/storage systems
Maintenance: STAMIS—Standard Army Maintenance System (SAMS).	$967,458	$942,780	$983,910	$1,557,590	Mission critical system required to support unit-level maintenance support requirements
Medical: HMMWV Ambulance	$13,455,000	$14,490,000	$14,490,000	$13,455,000	Provides patient transport/evacuation capability
Security:					
Small Arms—Shotgun	$264,610	$299,860	$332,525	$377,645	Critical for security operations in urban environments
Night Vision—Driver's Vision Enhancers (DVE)	$4,926,825	$4,926,825	$5,036,310	$5,474,250	Provides a thermal night vision capability to drivers enabling continuous mission operations
Transportation:					
HMMWV—Un Armored	$101,590,000	$107,800,000	$107,800,000	$106,765,000	Critical enabler for the ARNG to perform all mission and support requirements, domestic or combat

HMMWV—Up Armored	$31,598,000	$38,003,000	$38,003,000	$35,868,000	
FMTV—Trucks	$60,451,326	$61,580,790	$60,966,638	$60,451,326	Replaces obsolete, non-deployable trucks. Critical enabler for the ARNG to perform all mission and support requirements
HTV—HEMTT Tanker/Wrecker/LHS	$42,833,720	$52,628,720	$51,203,720	$50,637,440	Provides line and local haul, resupply, and recovery capability to sustain operations
HTV—PLS Truck/Trailer/Bed/CHU	$56,768,600	$56,768,600	$56,768,600	$56,768,600	Primary component of the maneuver-oriented ammunition distribution system. Also performs local-haul, line-haul, unit re-supply and other transportation missions
MTV—M916A3 Light Equipment Transporter	$11,350,000	$11,350,000	$11,350,000	$11,350,000	Prime mover for pulling the M870 series trailer and heavy engineer equipment
MTV—Tactical Trailers	$11,510,000	$11,510,000	$10,540,000	$10,540,000	Required for transport of heavy engineer equipment, ISO containers, and other cargo
Total	$500,000,000	$500,000,000	$500,000,000	$500,000,000	

Now, if you look at this chart, Senator Stevens, this is the model that the Governors of this Nation have worked with the National Guard Bureau to develop. They are absolutely comfortable—we will deliver on that promise.

The only place we have fallen short is in the equipment piece. There are States in our Nation today that have less than 50 percent of the equipment that is necessary to do the essential 10 functions that you were alluding to. Governors must be ready to do these functions tonight, on no notice. Logistics, engineers, medical, communications, transportation, security and so forth that's listed on the left-hand side.

This is what is shown by the little purple core. We leveraged the joint capabilities of the Army and Air National Guard to make that happen. Our goal is that 74 percent of the troops are available back in the States but on average, we have only about 40 percent of the equipment available. This is the challenge and if we go to that Rubik's cube, if you try to solve that puzzle without all of the pieces, it's difficult. Try doing that puzzle with less than one-half of the pieces to the puzzle that you need. That's the reason we're here today.

EQUIPPING NATIONAL GUARD

Senator STEVENS. Well, I'm still wondering. You know, you have to live through an earthquake like I did and see what happened with the Guard and Reserve and the regular forces to take on the duties of a massive earthquake, massive hurricane or a massive tornado that hits our domestic side. This again, they don't need to be trained combat troops, they don't need to have Strykers and Humvees. They need disaster equipment. They need equipment and the doctors to deal with the problems of domestic restoration but they don't need to be trained to be urban fighters.

I'm confused a little bit about the fact that all of these people are trying to be combat ready—most of many of them will never be dispatched for combat.

General BLUM. I completely understand your line of thought and let me try to dispel some of the confusion. All of the soldiers and airmen are trained against a wartime task.

A medic that is trained to save lives, whether that life is at risk because of an earthquake, or that life is at risk because of a terrorist attack, or that life is at risk because of a combat wound, he and she still needs to know how to do life saving skills, no matter what produced that.

Transportation—people need to know how to move troops and commodities. It could be medics, or hay for animals that are stranded by winter storms, or water to people that are in a place that doesn't have any potable water because of a hurricane or tsunami. It's a very transferable skill.

Timing is everything, especially for the Guard and Reserve because time is our most precious commodity. We train for the high end. We train for our most dangerous and demanding mission, and then we leverage that training and apply it in what General Vaughn was talking about in the windows of availability.

If you're getting ready to go overseas, your focuses are overseas, as it should be. If you're back at home and you're not focusing on

going overseas for several years, you are exactly the unit the Governor is going to go to and count on to be able to respond to weapons of mass destruction, to respond to consequence management for a natural disaster, to be ready for the seasonably predictable hurricanes, to be ready for the seasonal predictable flooding and wildfires in the West. We leverage all of those capabilities.

We are in a world of great uncertainty and nobody has a perfect crystal ball, at least no one has used it yet. We have to be ready for unpredictable, unforeseen contingencies that come up because we are no longer a strategic reserve where we have years to build up and equip and man our National Guard. Those days, unfortunately or fortunately depending on how you look at it, are long gone. We have to deal with a very dangerous world. We could be called tomorrow to places that we haven't even considered and respond. It may not even be ground combat. It may be for some tsunami relief out in Indonesia.

BASE REALIGNMENT AND CLOSURE

Senator STEVENS. I don't want to take too much time but let me ask one question of General McKinley. The BRAC has been mentioned in connection with what happened in North Dakota. How has the BRAC affected your operations in terms of recruitment and in terms of the—really the soldiers you need to maintain a viable and vibrant National Guard, Air National Guard?

General MCKINLEY. Yes, sir. If I could get chart 4 up while I answer the question. BRAC obviously was kind of a gut punch to us all. We're recovering from BRAC and we are implementing BRAC and we've talked to the Adjutants General about how to implement BRAC. I think it is very important for us to move through the BRAC implementation; do it properly so that those airmen out there who are uncertain about their futures can have a certainty that they had over the past three or four decades.

As you can see on this chart, 41 of our units were impacted, 32 had no change and actually 15 of our units lost aircraft; lost mission. That's a pretty healthy gulp to take all in one bite, but what we've done is we've crafted a reset strategy. A reset means a lot of different things to different people. We are resetting our Air National Guard. We briefed the TAGs in December, and we will start our implementation phase now.

As you know up in your State, we'll be moving the C–17 up there. We're trying to have this done quickly because one of the unintended consequences of BRAC is many of our members are trying to make a decision whether they want to stay or leave. Retention has been very high. Recruiting has been about trading one for another. I think once we get through with our reset, once we get our missions set, once we go into some of our total force initiatives that the Air Force and the Air National Guard are working together, like C–17 in Alaska, we will start stabilizing those manning documents and you'll start seeing recruiting pick back up, and we'll get back on that even plane. There is no doubt that BRAC was a significant impact to the Air National Guard.

General BLUM. I'd like to add to that to prep Senator Stevens. On our Army National Guard side, BRAC was well thought, collaboratively participated in and produced the exact outcome that

the Congress intended, in our view. On the Air Force side, it's not the case. That's the kindest way I can put it. The intent of the Congress turning toward tremendously different impact in the Air National Guard and it was—there was some good in it, but there was also some loss of capability, and BRAC was not intended to lose capability. BRAC was intended to divest of facilities and infrastructure that we didn't want to waste taxpayer's hard-earned money sustaining what we didn't need. The business got a little bit highjacked along the way and it produced a bad outcome.

Now, it's the role in our compliance, the role we will execute it as best we can but there are some pieces to this that if we execute it, it might cause some to wonder why we came up with this outcome.

The reason is that I thought the BRAC process was frankly used for purposes other than what its original intent was. Maybe BRAC was quite good. The other Reserve Chiefs will tell you how they feel about BRAC in their services but most say it's positive. On the Air National Guard side, it was used as a blunt instrument and you see the result right there.

NATIONAL GUARD FUNDING

Senator STEVENS. Once your units have deployed, are they funded out of the emergency funds or do they continue to be funded out of funds that we provide directly to your agencies?

General BLUM. They are funded out of the emergency funds once they are deployed, sir.

Senator STEVENS. Thank you.

General MCKINLEY. And that includes Noble Eagle here at home, too, Senator Stevens.

Senator STEVENS. Thank you. Thank you very much.

Senator INOUYE. Senator Leahy.

Senator LEAHY. Thank you, Mr. Chairman. I—sort of on the line of what Senator Stevens was saying and the questions he's asking. I understand that General Blum—that even if the Army transfers whatever equipment funding that is committed. So we're talking about a $1 billion shortfall, is that basically right? Trucks, communication gear and so on—I have a list, Mr. Chairman that I ask to be included in the record at this point. It speaks about the Guard's shortfall. Mr. Chairman, I ask consent that it must be part of the record.

Senator INOUYE. I have no objection.

[The information follows:]

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[Dollars in millions]

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UFR 2008–13 ($M)=Shortage dollar amount minus POM 2008–13 dollar amount.

UNITED STATES SENATE,
Washington, DC, February 13, 2007.

The Honorable MICHAEL W. WYNNE,
Secretary of the Air Force, 1670 Air Force Pentagon, Washington, DC 20330.
General T. MICHAEL MOSELEY,
USAF, Air Force Chief of Staff, 1670 Air Force Pentagon, Washington, DC 20330.

DEAR SECRETARY WYNNE AND GENERAL MOSELEY: As you are well aware, the U.S. Air Force relies on the personnel, capabilities, and continuity provided by the Air National Guard. Unfortunately, the service is not taking the necessary steps to ensure that the Total Force remains strong in the long term by leveraging the Air Guard's best attributes. The Air Force has placed on hold crucial initiatives to integrate with the Air Guard, which will ensure that the Air Force maintains a substantial presence in communities across the United States.

The Air Force announced several transformation proposals during the most recent BRAC deliberations. One of the most promising was the community basing concept, which melds active duty and Guard personnel at stand-alone National Guard bases. Numerous briefings and leadership testimony underscored the cost effectiveness of this initiative, including the ability to make the best use of scarce resources and allow active duty forces to take advantage of the continuity provided by reserve units.

The Air Force has not followed through to expand the community basing program beyond an extremely limited test case, and it has subsequently dropped mention of community basing—which yielded across-the-board benefits—as a transformation model. Only two initiatives have received any significant attention. One proposal would base Air Guard units at active duty stations, and the other locates active personnel at Guard bases in close proximity to larger active duty bases. We also understand that no substantive force structure planning on the Air Guard beyond the five-year Future Years Defense Plan is underway or being contemplated.

We support the notion that the capabilities of the Air Guard must reflect those of the larger Air Force, and that the service must maintain a substantial presence throughout the country. The old approaches to force structure are antiquated and costly, and isolate the Air Force from large segments of the population. With insufficient aircraft to replace aging airframes one for one, the movement of Guard units to active duty bases will leave major segments of the country without a substantial Air Force footprint, and further undermine homeland defense response capabilities.

Unfortunately, the current Air Force model has an all too familiar active duty centric approach associated with it. We are not surprised, but we are disappointed. The Air Force must deal openly with long-term force structure issues in tandem with its strategic partner, the Air Guard. Postponing discussion and development of community basing only threatens the continued vitality of the service and our defense.

Sincerely,

PATRICK LEAHY,
Co-Chair, U.S. Senate National Guard Caucus.
CHRISTOPHER S. BOND,
Co-Chair, U.S. Senate National Guard Caucus.

Senator LEAHY. For the record, the Senate version of the supplemental includes $1 billion to go on the shortfall but that's a long way from the $24 billion, I think. And we'll continue working on it.

General BLUM. That $24 billion that Senator Leahy referred to will be acquired over the next 6 years to bring the National Guard up to an operational readiness capability, both overseas and here at home. So I just want to be clear about what that money does represent.

The $36 billion is a huge amount of money and it's unprecedented in the history of the United States Army to make that kind of a commitment to its Reserve component, to equip us to that extent.

But looking at that in isolation, it would make you think that it would solve the problem. It does not solve the problem. It still leaves us insufficiently resourced to do what we're asked to do here

at home and to be able to prepare troops for the next rotation to go overseas.

Senator LEAHY. Well, that was my feeling and really, General Blum and I appreciate you seeing that.

COMMUNITY BASING

General McKinley, we've talked about the Air Guard working for the active Air Force on an innovative basing scheme called Community Basing. For those of you who are not aware of that, it takes a limited number of active personnel based at stand-alone Guard bases. They train right along side their Guard counterparts. Also the active Air Force increases their relations with the State, the local communities. The Air Guard gets access to some of the latest aircraft. It's kind of a win-win situation.

Now the Air Force actually did a successful demonstration in Burlington, Vermont where we have a very active Air Guard. But they seem to move slowly on continuing that.

Where do we stand with that? I've had some similar questions of the Air Force—but General McKinley, can you tell me where we stand on that?

General MCKINLEY. Thank you, Senator. Community basing is a great concept whose time has come. I say that for a variety of reasons. Number one, as the Air Force recapitalizes, we're getting fewer and fewer platforms. It's just the law of economics. We had 750 F–15s, we'll have probably, hopefully 280 F–22s to replace those.

We've had almost 2,000 F–16s but we're looking at around 1,700 F–35s that will replace F–16s that many of you have had at your States. So we're getting smaller and smaller numbers. So how do we leverage that? How do we become more efficient and effective with the facilities that we're retained?

I was most impressed when I visited Burlington last summer to see that 12 airmen who were three and seven level airmen were learning how to become nine level maintenance people. They're being taught the same as far as maintenance people in our United States Air Force.

The city, the community, the base embrace them. They provided housing for them. They welcomed them into the community. That's exactly the strategy that I think the developers of community basing decided would be most effective. It has been deemed a total success.

Your question directly is what's the future of it? Your recent discussions with the Chief of Staff of the Air Force have produced some results that I'm happy to report to you today that we're going to develop the community basing strategy at Burlington further. We're looking for strategies to increase the numbers of people because all of this will lead to the fact that as the legacy platforms leave our inventory—and that's most of the Air National Guard's fighter forces and legacy platforms—we'll be able to transition some of those units into more and more modern platforms and the time to do that is now.

I appreciate your question. It spurred a great deal of interest in our Air Force. The planners are discussing with me how best to do

that in your State. The 158th fighter wings are the right men to make sure we get this right.

General BLUM. Senator Leahy, I had a follow-on discussion with General Moseley on that particular issue and I think it's pretty clear in my mind that the strategy to maintain an all-volunteer force is going to have to be more of this community basing methodology.

Otherwise, our active forces are withdrawing into smaller numbers of enclaves further away from American people. Frankly, if we are going to be able to maintain the all-volunteer force, we are going to have to leverage the National Guard and the Reserve component of all the services to keep the connectivity with the American people to maintain a volunteer force. So, in addition to being a good business model, it is a smart strategy. If we're going to stay with an all-volunteer force, we must stay tied to the community.

Senator LEAHY. I told members of the subcommittee here before about how, after 9/11, it was the F–16s out of Burlington that were flying cover around the clock over New York City and these were some of the oldest F–16s in the fleet. We had one of our key maintenance people that was leaving on vacation, heard the news on the radio, did a U-turn on the interstate, headed back and no one in his family or anybody else saw him for at least 5 days. They finally came in and brought him some clothes. He was working around the clock to keep them going. And I'll put some material on the record on that especially that corresponds with General Moseley, the Secretary of the Air Force.

Yes, General McKinley?

General MCKINLEY. If I could, Chief, briefly just cover—those are the active Air Force fighter wings in the United States today. As you can see, they've built on substantially since Vietnam. Could you put up the Air National Guard ranks?

As you can see, we are in practically every State, every community. How we leverage this into the future, goes back to Senator Stevens, his future total force. What's it going to look like? How do we do it? We think they have a lot to offer. We think community basing is the right answer and we should continue to develop it.

NATIONAL GUARD FORCE STRUCTURE

Senator LEAHY. Well, thank you. One last question, General Blum, as you well know, Senator Bond and I are co-chairs of the Guard Caucus. We've been joined by a gentleman who was actually on this panel and several members—in pushing the National Guard Empowerment Act to improve the quality of National Guard issues at the highest level of the Pentagon with the Joint Chiefs.

We—the Army tried to cut Army Guard personnel substantially and the Air Force tried to restore Air Guard's force structure. I don't see a great deal of change and I see the shortfalls we've talked about. I see the mission. The Army announced that four more Guard brigade combat teams as comprised of about 15,000 soldiers, I believe, are being deployed to Iraq. The same morning that was announced, the President was visiting Guard troops that were helping to improve base security. The President was justified in praising them in what they've done but it's just more areas where we are seeing our Guard stretched all over the place.

I think we need a Guard short-term policy and budget discussion. Do you agree with that? I hate to put you in the hot seat.

General BLUM. If history is the record, the answer is yes, sir.

Senator LEAHY. You have to give me some more organizational—but some of the raining down proposals we've heard but something like the National Guard Empowerment Act. You can answer yes if you'd like.

General BLUM. Yes, sir. The issue needs to be addressed. The National Guard is a very serious player, both at home and abroad. It's an integral part of our ability to defend this Nation day to day. It is absolutely required if we're going to conduct sustained combat operations abroad. It's time to, as the chairman said and Senator Stevens said, to bring some of the cold war policy, authorities, and resourcing strategies into compliance with today's reality. I mean, that's really what we're talking about. It's nothing evil or sinister. It's a matter of really setting up the authorities, the resources, and the access for the leadership of this organization to be effective in today's environment, which is quite a different environment than existed even 6 years ago, and certainly different than existed 15, 16 years ago.

Senator LEAHY. Thank you, Mr. Chairman. I'll put another number of items in the record in connection with this.

NATIONAL GUARD EQUIPPING

Senator INOUYE. Senator Domenici.

Senator DOMENICI. Thank you very much, Mr. Chairman. It's good to be with all of you. Let me just state three facts and then talk about them with you for a minute.

A recent Government Accountability Office (GAO) report ranked New Mexico last regarding National Guard equipment readiness. With the decision to locate F–22s at Holloman Air Force Base, the Air Force and the National Guard Bureau plan to base National Guardsmen at Holloman to work with the F–22s.

Third point—6,000 National Guardsmen were deployed along the Southwest border to help Border Patrol agents with surveillance, construction, and logistics. Guardsmen are building fences as well as manning detection equipment on the border and in command centers.

Now you can see just with the facts I've given you, what a tremendous variety of things the Guard and Reserve are asked to do and are planning to do. What action is the Department taking to ensure that the National Guardsmen have the equipment they need to do their missions at home? Could you help me with that or are we supposed to assume that they can do their job with less equipment compared to everybody else?

General BLUM. No, sir. General Vaughn is balancing the New Mexico essential equipment needed to do the job, particularly the 10 essential tasks that were shown on the chart that would have to respond to the Governor. Certainly the equipment in Operation Jump Start is all there. It presents additional challenges but we have met those challenges. We have a long way to go in the State of New Mexico. You're absolutely correct. Today, it is the lowest. It varies. It changes because we're always moving equipment and

moving resources around, but Fort Holloman, New Mexico is the lowest in the Nation and it should not be.

General Vaughn and his logistics people are working on that. They didn't get into that situation overnight. They won't get out overnight. We won't get out of that situation in any of your Senators' home States unless the needed resources come to the National Guard, and they are provided in such a way that they get to the National Guard.

This Congress has been very, very good about providing what has been asked for to do our mission. If we could improve in any one area, I think what we need to do is to build on the successful model that was used post-Katrina, where significant money was given to the National Guard to buy specific items, which would translate into better capabilities to respond the next time. Then the Congress looked at what we bought——

Senator DOMENICI. General, let's just be realistic with reference to New Mexico. Whatever we have done, we couldn't do worse in New Mexico. Is that a pretty fair statement?

General BLUM. That's an accurate statement.

Senator DOMENICI. Well, how long do you think that's going to remain? We haven't been asked for any extra money——

General BLUM. If you look at the chart, Senator Domenici, you can see New Mexico is not alone. The States in red are not good. The red is not good. The red means they have less than 65 percent of the equipment they need to do their job at home, and this does not even count the equipment that they don't have to do their job abroad.

It says equipment available to Governors to do homeland defense and homeland security missions is underequipped in the Army National Guard across the Nation. The best in the country today is Ohio at 65 percent.

Senator DOMENICI. General, when you deploy the National Guard and Reserve, do you deploy your soldiers with equipment or do you just send over the men?

General BLUM. We send our people with equipment. The equipment comes from every State on that map and it comes from the home State that the troops are deployed.

Our problem is exacerbated when that equipment is left overseas. Our problem is also exacerbated when that equipment is worn out or destroyed in the theatre and not replaced at home. We are too slow in replacing equipment that we've cross leveled to ensure that no son or daughter from New Mexico or any other State goes into harm's way without exactly everything they need. The best of everything we can provide.

The cost of that has depleted our stocks here at home dramatically, and that is the reason we put together this card and showed you in great detail what our validated requirements are. If there is anything on this card that you feel is not necessary, strike it out and take it off of the list. That's fine. Everything that's on here are Army requirements and Air Force requirements of equipment that we must have to be able to not only do our job at home for Governor Richardson in New Mexico, but also to go overseas as New Mexico troops have done, in Iraq and Afghanistan.

General VAUGHN. Senator, let me, if I could, talk to just a couple specifics in that last group. When we started putting the numbers together—give me the other slide that's got the percentage of new and used equipment on there. If New Mexico got back all of its equipment, everything that's out there, it would have 62 percent of the required equipment on hand that, if they got everything back from theatre and that was owed to them.

The plan that we can see right now would deliver, at best, 2,200 pieces back at the end of 2008. We can see that in the pipeline. Only 1,600 pieces of that is the new use equipment for homeland missions. We are watching it very closely and New Mexico got hit.

The percentage was too great on a small force that took their equipment forward in the first war and it ended up that a lot of it didn't come back. They are programmed to receive over 40 percent of their equipment like the other States by the end of 2008. We're looking at in about 16 or 17 months, they'll be back.

General BLUM. In the interim, sir, if there is any equipment needed for Governor Richardson for a state of emergency, that will be flowed to him from neighboring States, through the emergency management assistance compact (EMAC) arrangements and that is ongoing daily.

It's not that we're sitting there waiting for 2008 to come along.

Senator DOMENICI. I understand. General, I don't like what I'm seeing but I appreciate what you're saying about understanding the issue that you're in.

I think the chairman and vice chairman know me well enough and they know themselves well enough. We can't leave the State in this condition very long. It just won't work. And the Senate won't support you all doing that so it's got to be on a let's get it fixed and I understand what you said.

General BLUM. Well, I appreciate that completely and you should not be satisfied with that. No American should be satisfied with what those charts represent. It's an unsatisfactory condition, pure and simple.

Just appropriating money will not get it done. Our history and experience has shown that really doesn't get it—the money doesn't really get where you intended it to go. There's got to be some controls on there to be sure that the money that is appropriated gets to where the intent of Congress expects it to be, so we can give you the serial number and the zip code number where that equipment actually ends showing up.

Senator INOUYE. Senator Mikulski.

Senator DORGAN. Mr. Chairman, before Senator Mikulski asks a question, General Blum held up the card. Is that a card that we have, that describes what you've requested?

General BLUM. Senator, if you don't have this card, I will personally give you mine because I would hope every Member of Congress has this card.

Senator DORGAN. What is this card?

General BLUM. This card is our fiscal year 2008 budget card. It lists in very plain language exactly the equipment that we need in the Army, and exactly the equipment we need in the Air National Guard, and what we think that equipment costs.

It is to provide total transparency of what we're asking for. It has worked very well post-Katrina when you asked us for a similar list, and we gave it to you, and you appropriated the funds that we needed, and we have much better capabilities today to respond to hurricanes like Katrina next time.

This equipment problem we're talking about exacerbates our problem to respond in multiple, simultaneous events around the Nation. There is no question about it.

Senator INOUYE. The card will be made part of the record.

[The information follows:]

Operational Force Homeland Defense Support the Warfight Transformation

THE NATIONAL GUARD

Joint Prioritized Shortfalls ($M)

Training (CERFP, CST, CIP-MAA)	$33.6
JCCSE Comm Enhancements	$49.3
Full Motion Video Downlink Receiver	$ 2.5
CounterDrug Personnel Readiness	$63.0
CounterDrug Schools	$29.0
State Partnership Program	$ 5.0
National Guard Youth Challenge Program	$17.0
Military Competition	$ 2.5

"Essential 10" Capabilities

The National Guard Bureau has identified 10 core military capabilities relevant to Homeland Security Operations:

Joint Force Headquarters—Command & Control
Civil Support Teams
Maintenance
Aviation
Engineer
Medical
Communications
Transportation
Security
Logistics

The National Guard Bureau makes decisions guided by the principle that every state and territory must have access to these 10 military capabilities to respond to a homeland security event as well as supporting the warfight. The biggest obstacle the National Guard faces to fielding these essential 10 capabilities is equipment shortfalls. The National Guard Bureau has posted a prioritized list of the dual use military equipment needed to perform the essential 10 missions to homeland security at

http://www.ngb.army.mil/LL/Tab2.aspx

National Guard Priorities

People, Training, Equipment

Fiscal Year 2008 Budget Card

For Complete UFR Details Visit:
http://www.ngb.army.mil/LL/Tab2.aspx

Readiness Shortfalls at 90%

ARNG	FY08-13 UFR ($B)
NGPA	4.4
O&M	6.5
Equipment	13.1
TOTALS	**$ 24.0**

ANG	FY08-13 UFR ($B)
MilPers	1.4
O&M	3.6
Equipment	8.8
TOTALS	**$ 13.8**

Transformation Support the Warfight Homeland Defense Operational Force

THE NATIONAL GUARD

Operational Force Homeland Defense Support the Warfight Transformation

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ARNG Prioritized Shortfalls ($M)

Premobilization Training	NGPA	$ 543.0
Premobilization Training	OMNG	$ 275.0
Bonuses and Incentives	NGPA	$ 756.0
Bonuses and Incentives	OMNG	$ 92.0
Recruiting and Retention	NGPA	$ 189.0
Recruiting and Retention	OMNG	$ 424.0
Full Time Support	NGPA	$ 60.0
Full Time Support	OMNG	$ 82.0
Schools	NGPA	$ 183.0
Traditional Training	NGPA	$ 224.0
OPTEMPO-Air and Ground	OMNG	$ 250.0
Soldier & Family Support	NGPA	$ 27.0
Soldier & Family Support	OMNG	$ 65.0
Maintenance and Support	NGPA	$ 29.0
Maintenance and Support	OMNG	$ 127.0
"Essential 10" Equipment	NGREA	$ 500.0

ARNG Equipment Shortfalls

The Army National Guard has significant equipment shortfalls. On our website you can find copies of the Army National Guard's "Top 25" Equipment shortfalls and our "Essential 10" Equipment shortfalls. The "Top 25" list highlights Army National Guard equipment shortfalls, most of which have dual-use. The dollar amounts specified at the web site below would bring the National Guard to 100% equipment fill for these lines. The "Essential 10" equipment shortfalls would address an immediate $2B shortfall in dual-use equipment for domestic response and the warfight.

For more details visit:
http://www.ngb.army.mil/LL/Tab2.aspx

ANG Prioritized Shortfalls ($M)

Personnel & Force Sustainment		
Personnel Reprice	MilPers	$ 36.6
Personnel Reprice	O&M	$ 57.0
Reset	MilPers	$ 20.4
Reset	O&M	$ 17.9
Recruiting and Retention Bonuses	MilPers	$ 29.1
Recruiting and Retention Initiatives	O&M	$ 8.2
Specialized Mission Training	MilPers	$ 18.9
Total Force Integration (TFI)	MilPers	$ 8.0
Total Force Integration (TFI)	O&M	$ 46.2
Total Force Integration (TFI)	MilCon	$ 14.0
Total Force Integration (TFI)	OPAF	$ 59.2
Depot Maintenance/Flying Hours	O&M	$347.4
"Essential 10" Equipment	NGREA	$500.0
IT Modernization	O&M	$119.3
IT Modernization	OPAF	$128.8
Installation Security	MilPers	$ 26.4
Installation Security	O&M	$ 43.9
Installation Security	MERHC	$ 1.0

ANG Equipment Shortfalls

The ANG has significant modernization and recapitalization shortfalls. On our website, you can find copies of the ANG's FY08 Weapons Systems modernization requirements (> $6B) as well as the ANG's "Essential 10" equipment shortfalls (~$2B). The equipment our ANG brings to the fight is critical to the combat capability of the Air Force and joint warfighter. Equipment identified for use in Defense Support to Civil Authorities provides emergency responder ANG personnel the proper equipment for HLS/HLD missions.

For more details visit:
http://www.ngb.army.mil/LL/Tab2.aspx

THE NATIONAL GUARD

Transformation Support the Warfight Homeland Defense Operational Force

Senator DOMENICI. Mr. Chairman, I was still—still had——

Senator INOUYE. Oh, go ahead.

Senator DOMENICI. I just want to say I'm not very impressed. I'd be much more impressed if I saw something that showed what we were doing. This presentation this morning with reference to the adequacy and effectiveness of the National Guard and Reserve to be a true partner in this war that we're involved in.

Every time we get a full hearing with the leaders of the National Guard and Reserve, the situation is worse, not better. The ability that I see of the National Guard to be ready to fight in this war—it just gets more and more uncertain in my mind. I don't get it. I don't see how we can keep relying on the deployment of the National Guard and Reserve people with the kind of ineptness that exists in the Guard units themselves. I just—if I were the general accepting the equipment and manpower that is being deployed, I would really be worried about what's coming out of the National Guard. Nothing wrong with them. They are terrific people but they are not trained and/or equipped in a rationale, reasonable way to fight a war. They are being equipped with too many other things and it's not going to work much longer. It's not getting better in my opinion. Thank you for the time. I apologize for using it.

General BLUM. I'd just like to correct the record, if I may. The ineptitude lies in one area and that is insufficient equipment to do the job that we are organized and required to do. We are not inept in the area of quality of the force, with the manning of the force, because the commitment of the force, the patriotism of the force, the heroism of the force—all of the tough stuff we've solved. The easiest problem is equipping a force and that can be solved by this body. We need some help.

Senator INOUYE. Thank you very much, General. Senator Mikulski.

Senator MIKULSKI. Thank you very much, Mr. Chairman. General Blum, we're glad to see you today and General Vaughn, at the table with the Maryland men, part of the Maryland Guard and I think his testimony shows today why we really need to pass the National Guard Empowerment Act so that the general is at the table when the decisions are made on personnel, budget and what we need to continue our role in the world for the National Guard and for the soldiers to be as robust as they are. Something was said about ineptitude today. That's not a word I like to see at this hearing. If there has been ineptitude, there's been at the top and it's been in the civilian leadership and for that, we apologize. That's why we are trying to set a timeline to bring this sorry situation to an end. So that's the way I feel about it. I'm sorry the word was used. We're concerned—we want to help you be able to fulfill your mission that the Nation has asked you to do.

When we talk about a shortfall in equipment—so that's the—term—and we note that in Maryland now, we're going at about 35 percent for the Army, 65 percent for the Air Force. What kinds of equipment are short? What is the stock or the number?

Forty billion dollars—that's what you said. Am I correct? If not $40 billion, then what are we talking about? Are we talking about jeeps? Are we talking about airplanes? Are we talking about guns? Are we talking about bullets? What do you say—when you say you don't have enough equipment, what are you talking about? For $40 million, I want examples. Don't talk about dollars.

General BLUM. Yes, ma'am. Trucks, radios, medical sets, helicopters, night vision devices, individual weapons for soldiers, you name it, we are short. This is meat and potatoes, basic items. Aviation, command and control, engineers, the engineering equipment—I'm talking about dozers, graders, loaders, backhoes, dump trucks, logistics. I'm talking about all classes of supplies that we're short. Deferred maintenance, repair parts, we're short. Medical sets.

Senator MIKULSKI. Is the shortfall then due to the fact that you had to leave it in Iraq or is the shortfall due to the fact that the equipment is wearing out faster than it can be replaced? Or is it that it was never budgeted and essentially we are hollowing out the National Guard?

General BLUM. All three. Senator, you're exactly correct. That's why I'm here. That's why they are showed in red. The only thing that is unacceptable is the level of fill in our supplies to be able to do what we're asked to do. It's a result of all three things that you said. We started a war short. The war cost us to send equipment overseas that we had here at home. It has depleted our stocks. In other words, as we sent the equipment over there as we should have. It was the right thing to do and now we find ourselves with our shelf stockage so low that it's an unacceptable level in my judgment, here at home and it needs to be addressed.

If I were coming here to present this in any other way, I wouldn't be doing my duty as a general officer, as a soldier or even a citizen.

Senator MIKULSKI. I think the subcommittee really appreciates the candor of not only you, General Blum, but your ability, your service, your leadership but most of all, your candor, so that we

can, I think get a best case example and General Vaughn, let's go to the fact that for Maryland National Guard, we are both RV (radar view) and air. We're in the national capital region. We're also in a hurricane zone. You lived through Isabel with us.

We also had sent people down to respond to Katrina on our Doctrine of Mutual Aid, which we should but given where we are, if Maryland is at 34 percent, how could the Maryland National Guard respond to another natural disaster or a terrorist attack when we are in the national capital region and a very high risk area for which we could be called upon to serve in the District of Columbia?

General BLUM. The great men and women of the Maryland National Guard, they're going to respond but I'm going to tell you, their response will be slower than it needs to be. Time will be lost because we don't have all the equipment. Let me tell you about it in nonmilitary terms. If your house catches on fire and your fire department shows up with less than one-half the equipment it's supposed to have when it comes to put out your house fire, you're not going to be satisfied with the result. It's going to take them too long to put the fire out, which means you're going to lose your property and you're probably going to lose some lives. That is what I want to prevent and it's preventable if we can get the Guard resourced properly. The people are there. The training is available. All we need is the dollars to train the people, and the dollars to procure the equipment we need. The magnificent part of it is, we've got the people that are willing and able.

Senator MIKULSKI [continuing]. And we've got 1,400 men and women that are going to leave for Iraq within the next 90 days with little bit—we are where we are with the leadership we have and my question is, if they are at 34 percent, do they take what they've got? What we have here when they go? Or is there going to be equipment there when they get there?

What do they train with if they don't have the equipment here, as they get ready to go?

General BLUM. That is exactly the dilemma that General Vaughn and I and General McKinley face every day in every State.

Senator MIKULSKI. Tell me the dilemma when they leave, will they take equipment with them?

General BLUM. Yes, ma'am.

Senator MIKULSKI. So when they leave, they'll take their own equipment—I'm sure the Governor of Maryland is going to love to hear this.

General BLUM. Yes—but you're asking me what happens.

Senator MIKULSKI. This is not in any way to be tart with you. We appreciate the risk. Then while they're here, what are they training with? The equipment they'll actually be using in Iraq?

General BLUM. Yes and that equipment is usually substituted out or substandard items that were not good enough to go to war.

It is quite unacceptable to me because if it's not good enough to take to war, why should it be good enough to save American lives here—and why shouldn't we have training equipment that we're not going to use when we're deployed. We should be using exactly the equipment we're going to use in theatre and that is exactly why I'm telling you what the requirements are in funding and the protections that I think need to be put in place so that what is in-

tended to get to us actually gets to us for the purposes that were intended. And I just want to make sure that everybody understands what the question is and what the solution is.

NATIONAL GUARD HEALTHCARE

Senator MIKULSKI. Mr. Chairman, I think what's been presented here amounts to a national crisis. I think this is a national crisis when you talk about the shortfall of what the Guard has here today to respond to the needs of the American people but not to train to be able to be called up and then what they take with them when they go to battle.

But if I could, Mr. Chairman, could I just have time to ask one question about healthcare? When they come back, where is their healthcare? What happens to the National Guard and the Reserves? Do you feel that because as you know, we are working on an effort here to make sure that the wounded warriors are not being wounded by the system and that they are not being wounded by the bureaucracy and they're not, one by one, standing in line behind a backlog to get any type of compensation that they earned—at war.

General BLUM. That is a great question.

Senator MIKULSKI. Are we ready to take care of our—but there is one more stepchild in this sorry situation.

General BLUM. I think my perception is my firm commitment—my feeling is that Secretary Gates says with and sees it very, very—with the same passion you do. He has empowered us to go out and start up this taking care of our own system that allows every citizen soldier, airman, and marine, Coast Guard, sailor, you name it, when they come back to the United States, they're going to come back to where they live. Where they live may not be where they were deployed from or where they were deployed to.

And as General McKinley showed you, there are less and less members of military bases coming back to their home State.

Senator MIKULSKI. Are they coming back to TRICARE?

General BLUM. They are coming back to their community and yes, they're coming back to TRICARE for a period of time that has been extended. Frankly, and with the brain injuries, we may have to look at that for——

Senator MIKULSKI. What is—how does TRICARE—it takes care of them for 180 days and what happens to them after that?

General BLUM. They are out of the care system. They are out of the system that's provided by the Department of Defense and they would have to go back to whatever they had in civilian life.

Senator MIKULSKI. Well, suppose they had 30 percent or more permanent injury?

General BLUM. If they are injured, that is a different category. If they are injured, we keep them for the rest of the life cycle of their injury. We pass them, in a sense, to DOD and the Veterans Administration (VA) right now.

Senator MIKULSKI. Don't talk to me about DOD, they——

General BLUM. It's not seamless now but they recognize it, and they're committed to trying to make it seamless. What we have is, we've set up community-based National Guard ombudsmen——

Senator MIKULSKI. Is it operational now?

General BLUM. Yes, ma'am. It's operational now but it's insufficient to the number of cases that we have.

Senator MIKULSKI. General Blum, my time is up. My colleagues have to go to the floor. But I would like to have a—essentially a memo or a white paper from the Guard Bureau on this healthcare issue. I know you're very passionate about it, so while we're looking at the equipment so they can go fight a war, we really have to be ready to take care of them when they come back.

General BLUM. I truly appreciate the fact that you're passionate about that. You should be. These kids have put everything on the line for us, and we need to take care of them if they get hurt and we try to do that in the best way we can. And can we improve? You bet. And I'll be happy to send you that paper.

Senator MIKULSKI. Thank you. And thank you, Mr. Chairman.

Senator INOUYE. Senator Durbin.

Senator DURBIN. Thank you very much, Mr. Chairman and members of the subcommittee. First let me thank our witnesses and all the men and women in uniform who are serving our country. I have a great deal of respect for you, General. We've had a chance to meet in my office and had a very good conversation. I speak to you this morning having over the last 10 days, visited five different hospitals, veterans' hospitals and others serving our men and women returning wounded from combat.

These are emotional meetings, as you can imagine, sitting down with these guardsmen, reservists and regular Army and marines who come back with post-traumatic stress disorder and, in some very sad situations, with the signature wound in this war, traumatic brain injuries.

I met with them and their families and I've come back with a heavy heart about this war. I think it is the biggest—the worst—foreign policy mistake we've made in modern time. I can't blame you for that. You're doing your duty. You're doing everything that's being asked of you. That decision was made by Members of Congress and the President.

The question now is where do we go from here? Whether a person is a hawk or a dove—whatever their political party, I think the testimony that you have brought before America today brings home the reality of the tragedy of this war.

NATIONAL GUARD READINESS

We're now asking members of the Guard and Reserve to return to combat and we have to ask ourselves, quite honestly, are they ready? The GAO did a study on the readiness of the Guard and Reserve. They say that 90 percent of the Army National Guard units are rated not ready to deploy. Many of these units will be deployed. They lack the training and the equipment and the rest that they need to be effective soldiers and to come home safely.

I'd like to ask you a difficult question but one that I think many families would want me to ask. How can our Nation, in good conscience, continue to send our National Guard and Reserve into battle when we know that they don't have the equipment, the training or the rest that they need to do their best to come home safely?

General BLUM. Sir, I'd be proud to answer that question because the answer, I think, will reassure you. Make no mistake about this.

No soldier, no unit of the National Guard will go to war unready. It will not happen. If I know about it, it won't happen, if General Vaughn knows about it, it won't happen. General McKinley and I just spent some time with a unit reassuring ourselves that it was ready and held them up until we were sure that they were ready. They will not go without the equipment they need. They will not go without the training they need. I don't want anything I've said here today to confuse anybody and think that we're sending National Guard soldiers that are unready to war in an unready status. We make them ready. We take the time and we give them what we have to give them to make them ready. The problem is, the problems I've just described have produced the unreadiness on the other side of the coin; back here at home and that needs to be addressed because to me, that mission is equally important as the overseas mission. Neither one is more important. They are both absolutely critically important and neither one is any different from the other.

Senator DURBIN. What we have trouble with is this. At home, we have 34 percent of the equipment that we need for the Army National Guard and over 85 percent of the units have been deployed, some for the second time and some serve for the third time. You're telling me that the equipment shortfalls not only diminish their ability to respond to a domestic crisis, it diminishes their ability to train and prepare.

General BLUM. True statement.

Senator DURBIN. So if all of this is true and these shortfalls can be documented to say that each of these units is ready is to suggest some miraculous change between your statistics, which show they don't have the equipment and their readiness to go into combat.

General BLUM. It's not a miracle. It's a matter of applying resources against time. They're not ready so it takes us time to get them ready. If this Nation were to resource them, that time could be given back to the civilian families, the civilian employer and the citizen soldier would be able to endure his contribution.

Senator DURBIN. General, aren't we pushing our Guard and Reserve to the absolute limit with these continued redeployments into Iraq when we know there are equipment shortfalls, when 90 percent of them are not combat ready? We keep calling on them and their families to sacrifice again and again and again. How can we ask these soldiers and their families to risk their lives when our Government knows that we need to do more to prepare them for battle?

General BLUM. Without being flippant, I'd like to present that back to you in the form of a question. How can we not call up the Guard and Reserve? When you call up the Guard and Reserve, you call up America and that's exactly what should happen when we send men and women into harm's way for this Nation. I would advocate that we never should be in a conflict without significant participation by the Guard and Reserve because they bring the conscience of America to the fight and it keeps the Congress——

MAINTAINING THE FORCE

Senator DURBIN. General, there are two different things we're talking about here. You've just addressed the obvious. The courage

of these men and women when called to serve—they will stand and serve even if in the back of their minds, they're wondering about their situation at home? And they're going to do it, time and time again. That's what makes them the great men and women they are. I'm talking about our responsibility as a Government to have them ready for battle, to give them the rest they need, the training they need, the equipment they need and what we've been told over and over again from the testimony is, we're not. We're short-changing them on resources not on their courage. No one is questioning their courage.

General BLUM. You're actually absolutely correct there.

Senator DURBIN. That concerns me. Let me also say that I'm concerned, too, about the mental status of many of these troops and I'd like you to address it because the numbers that are coming back here tell us that not only the soldiers but their families are under severe mental stress because of these continued redeployments under these circumstances.

We are seeing alarming increases of the rate of alcoholism and drug use and the desertions that are involved, the divorces that are happening among these military families. Isn't that part of our responsibilities to take this into consideration when we ask whether a unit is ready?

General BLUM. I'm afraid so. Any time you ask an American citizen to go to war, I think the Congress of the United States ought to realize it has a responsibility to care for him and if he was injured in the war, we ought to try to make him whole any way we can. We should do it through the military and if the military can't do it, then we have to get other systems, other governmental or civilian systems to do it. That's what we owe him. I think we owe him that. He puts his life on hold and he puts his life at risk. I think we owe him that.

Senator DURBIN. Do you acknowledge, General, that the statistics that we're receiving, the information we're receiving, the Department of Defense says that the stress is starting to show in terms of these repeated deployments of soldiers into combat?

General BLUM. No question about it. There's no question this is a stressful time. Stress is produced in the most experienced combat force—but it also—but it doesn't need to be taken for granted. It's on autopilot. You have to watch it very carefully. Can the force be broken? Yes. Are we broken today? No.

Senator DURBIN. Does there come a time in the decision process of this administration whether we're talking about the redeployment of the civilian force or the escalation and surge force, when you feel duty-bound to report to the Secretary of Defense and the President that I'm sorry, we cannot meet your numbers? Has that moment ever come?

General BLUM. Yes, sir.

Senator DURBIN. Have you done that?

General BLUM. Yes, sir. So has General Vaughn. I'll give you a perfect example. The four brigades that have been called up now are my fault and his fault—like an orphan without the supervision of a battalion headquarters or a brigade headquarters and a support mechanism. When we found out about that, we tried to—and said, we're not sending our troops like this. We refused to send our

forces and deploy them that way. The Secretary of Defense supported our decision.

The Joint Chiefs supported our decision and the Department of the Army supported our decision. We're now sending four brigades with the right kind of senior leadership and the right kind of support, administrative logistics, and operations so that these companies can go out there and belong to a parent organization and be successful. If I ever get to the point where I think we've been asked to do something we cannot do, that is the day I'll—that's what they pay me for, is to tell them that and if I fail in telling that, I failed you, I've failed me and I've failed the Nation.

Senator DURBIN. I'm going to ask one last question. Do you know the current state of readiness? The equipment, the challenge—the courage and capability of our armed forces. How long can we sustain this war under these circumstances?

General BLUM. As long as the American people support the American soldier.

Senator DURBIN. General, that doesn't answer the question. The American people are behind the American soldiers, there's no question about that. The question is, is this Government behind these soldiers? Are we providing them everything they need to do their job and come home safely and how much longer can we continue this?

General BLUM. If we are provided the resources that we're asking this subcommittee today, the reason we're asking for that is so we can sustain a capable, ready, reliable, and accessible volunteer force indefinitely to do whatever this Nation needs, either here at home or abroad, to keep this Nation safe and to allow it to endure. I don't decide where we go.

I certainly have some input into how many numbers we put where and what it can sustain and I will go on record in front of this subcommittee as telling you, we can provide and maintain what we are doing on the Southwest border and what we are asked to do in Afghanistan and Iraq, the Horn of Africa, and 40 other countries around the world and at the same time, I will deliver and ensure that they have the equipment and the plans that they need to be able to respond to the hurricanes and that the Governors have what they need to respond to any unforeseen contingencies in their States.

The only thing that I don't have right now are the things that are listed on this card and the resources that will make that possible. If this were fully funded and got to where it was supposed to be going, in the next 6 years, I would stake my personal and profesional reputation on the ability of the National Guard, Army, and Air to maintain the level of effort we have right now at home and abroad and I'm not talking about whether we're doing the right thing in the right place or if that makes everybody happy. What I'm saying is, can the National Guard keep about 18 or 20 percent of its 350,000 strong force, which is postured to go by the way and I expect that we will.

Senator Inouye and Senator Stevens, we've got to keep going because this country needs a larger Guard. So we're going to keep doing that as long as we can find the young men and young women of quality and right now, our quality is second to no one. There is

not any other ground force, Active or Reserve, that can compete with the Army and Air Guard. It's at an all-time, historic high.

The hard thing is maintaining the force, not the people. The people are there. They'll do it as long as this Nation supports and believes in what they're doing. They're that kind of people but they can't do it without the resources and that's what I'm addressing today. They've got to have the tools to do the job.

Senator DURBIN. Thank you for your testimony.

General VAUGHN. Senator Durbin, do you care if I could add something? Just as an insight into the four basic combat training that you were talking about. What is going on in recruiting business today that we're in and the pride in the force and the fact that so many young soldiers want to join. Out of 13,000, roughly 8,500 of those soldiers have not deployed. We are recruiting 20 percent of the force every year now so these are new soldiers. I have real concerns that the mid level assignments and officers that are having to start out big time careers, and where they move in that pipeline. If there is a package of some way to take care of a particular group of people, you know, old folks, it's hard to drive them out. Young folks, we're tracking them because of what the States have done and the way they've appreciated them. When they come back, they want to be members of the communities.

And so, all is not quite so bleak as we're immobilizing everybody that is in that unit. We have a 20-percent attrition turnover every year—1 out of 5 gets out every year. In 5 years, roughly 100 percent turns over. Well, obviously the leadership doesn't turn over. That's what we've got to watch. That's what we've really got to be concerned about.

We can move equipment. We move equipment big time across State lines for training sets. We don't like to do that because you know the wrath we incur from the Governors when we do something that has to do with the dual purpose types of equipment, such as the trucks and transporters and what not that are short.

We've been able to do this to point and there has been adequate equipment sent overseas for us to fall into and there are some who say we didn't have to take all the equipment. But now it's replacing, replenishing equipment back to the depots and having to bring equipment back and return it.

We're seeing a regeneration deal where we have to take more equipment over, so where's the balance at? I don't know but we do have, through pulling everything across all the States and getting a lot of cooperation from the States, we do have some equipment sets out there and we train people for that wartime mission.

Senator DURBIN. Thank you.

Senator INOUYE. Senator Dorgan.

Senator DORGAN. Mr. Chairman, thank you. General—all three of you, thank you for being here and you've always been straight with us and been willing to answer our questions. We very much appreciate that.

MINE RESISTANT AMBUSH PROTECTED (MRAP)

But General Blum, you indicated that we're also calling up America when we call up the troops. Recall Colonel Hamas talking to us about the Second World War. I think it was in Hammerstein's

book, "The Boy and the Dream", described in the last year of the Second World War we produced 50,000 war planes. We had Rosie the Riveter. We had manufacturing plants just humming—50,000 war planes. We're not mobilized to do anything like that. The reason I mention that to you is I asked General Schoomaker and the Commandant Marine Corp about the MRAP (mine resistant ambush protected).

The MRAP is listed as one of the top priorities. It's a mine resistant ambush protected vehicle. It's one of the top priorities of the Commandant of the Marine Corps. It provides 40 percent increase in occupant survivability over an up-armored Humvee. They say it would reduce death by two-thirds from improvised explosive devices (IED). We're producing 40 a month. Forty a month! We're not mobilized.

And the fact is, my guess is you would prefer to have National Guardsmen who are going there to assume equipment there to be able to ride in an MRAP but we're producing 40 a month. So the fact is, America hasn't gone to war—we're sending soldiers to war. We're not mobilized the way we should be mobilized in my judgment.

Let me ask the question—well, first of all, do you agree with me with respect to the MRAP and the urgent need to mobilize to get the best equipment on the ground?

General BLUM. Absolutely. My son is deployed in Afghanistan and the best thing I could think of that he could be riding around in right now is a variant of the MRAP.

Senator DORGAN. Does it bother you that we're manufacturing 40 a month or 50 a month?

General BLUM. It bothers me that the—when most of the Nation is watching "American Idol" and "Dancing with the Stars".

Senator DORGAN. And shopping. I mean, we send soldiers to war, but then go to the mall. Not much has changed.

Did you have a list of resources that are shortfalls that you've identified? The President's supplemental request is for $1.78 billion, $1.7 billion for the Guard. That's far short of your identified shortfalls. Did you send these requests of shortfalls up the line and request that they be funded in the emergency supplemental?

General BLUM. Of course, sir. And you know I'm a title 10 officer and I'm duty-bound to support the President's budget and there is some risk assumed in every budget and if the Congress wanted to pay down the risk, I've listed risk and I've listed the cost. So that's all I can do, Senator.

Senator DORGAN. I understand, General, that you are duty-bound to support the budget as it comes to us but I was only asking if you identified for us today the substantial shortfalls that are similarly identified at the start of the budget process and denied and seen those requests denied and the budget process?

General BLUM. Yes, sir. I've never seen a budget ever that fully funded 100 percent of what everybody thought they needed.

Senator DORGAN. I understand but the subcommittee has money but the subcommittee is one of the subcommittees that routinely adds money for the Guard.

General BLUM. This document—I'm sure you can't see it from here, but I'd be happy to give it to you. What this shows is this

is one of the documents we did submit to show what is here as opposed to what we're being resourced to. This is why it is so important for the Congress to have funds go where they intended them to go, to put it in such a way and put it in such language that your team gets to where it has the impact you intend because money that just comes in is general monies. It has a tendency to go other places and then people don't understand why they thought they cured this problem and then it wasn't cured.

Senator DORGAN. But General, from our standpoint, when something isn't requested but is identified as a serious shortfall and then it is added by somebody here, it's called an earmark and then scornfully described as an earmark. My only point is, if we have shortages, I understand you can't necessarily respond to all of them immediately.

General BLUM. This goes into—this is not a complete list of everything we would like to have and need to have. These are the things we absolutely must have if we're going to be able to deliver all the capabilities that are being questioned here by this subcommittee this morning.

RETURNING SOLDIERS

Senator DORGAN. And that a requirement of the President and the President's budget and it's a requirement of the Congress to find ways to address these shortfalls.

Let me ask, General, about a call I received from a mother recently. Her son came back about 1½ years ago, 18 months ago and he was a substance abuser. He could not sleep. He would pull the covers over his head and scream at night from nightmares and so on.

They went to the VA system but couldn't get any help. Hired private psychiatrists and so on and finally after about 1 year, got him in a position where he was back in college and doing pretty well and then a couple of weeks ago, got his alert notice for June and she called me, crying and wondering, what has happened here? We spent a lot of money, a lot of time bringing our son back to health. Is he going to be sent to Iraq again?

I don't ask you about that specific case, I only ask you about the issue of seeing that this is replicated in many areas of the country. Are we able to adequately identify those young soldiers who come back with very serious issues, who are not getting the help they need in the VA system, whose parents are then hiring psychiatrists and so on, nursing them back to health and then they get a notice that they're on alert status, going to be sent back to Iraq.

General BLUM. That, Senator, I don't have the details of exactly what you were describing but if you were to take that as a generic scenario, could that be possible around the country? Absolutely. Is it possible? Absolutely. I would not present in gross numbers.

There are occasions of that happening and the unit commanders have discretion in that regard. We certainly would not take a wounded soldier and send him back and what you're describing is a very real combat wound and it would be very unlikely, I would think, that any prudent commander would even want to take a soldier like that while they were still in recovery, if they had already sustained injury. If you have details on it, pass it to me. I'll make

sure that the right judgment is placed against the facts of the situation.

But clearly, we have a system in place that watches that and what I've described to Senator Mikulski is that we do need to put additional resources against that because our caseload grows. The longer this goes on, the numbers don't get smaller, they get larger over time and we need to be able to make sure to treat these people well. There are people walking around, frankly, everybody that has post trauma type injuries that are not only the military. We have a lot of the civilian population that were witnesses to war that have exactly what you're talking about and unfortunately, I don't think they have the same safety net that we're providing in the Department of Defense. I don't think there is anybody out there that is as sensitive to that as we are.

Senator DORGAN. General I think in response to the question asked by Senator Durbin, I think we're stretching the Guard and Reserve in a way that was not previously attempted and I have enormous gratitude to the men and women who make up the Guard and Reserve and these are people who have homes and families and jobs. They are citizen soldiers. In most cases, they've been taken for 18 months, longer than the active duty soldiers and some of that has changed, I know, recently but now with the 3-month extension.

This country owes a great debt of gratitude especially to all soldiers but to the Guard and Reserve and especially their families. So I know you will express that to them from us and I know all of us serving here serve on this subcommittee for a purpose and we want to provide everything that is needed for those soldiers who are ordered into harm's way.

I want to make one final comment, if I may, to General McKinley. Thank you for your work with respect to the Fargo Air Guard, who Mr. Chairman has called the Happy Hooligans. I want to read two paragraphs before my colleagues are recognized. The Happy Hooligans have been the best Air Guard unit in the country. They've won the William Tell Award twice, which is the award for the best fighter pilots against the Air Force, against everybody. So here's something from USA Today, describing the Happy Hooligans. Now they lost their fighter planes.

They do have UAVs now but it says, quote: "Here is the bottom middle agers with chiseled faces, people whose other jobs happen to be in an insurance office, on the farm or flying for Fed Ex, members of the local church, officers of civic organizations, yet when you strap one of these senior flyers into a cockpit, into an F–16, the younger boys get out of the way." These are the Godfathers of air superiority. They won the William Tell twice as if to emphasize continued—their underdog status but one pilot was a lieutenant colonel named Peewee. The competition was for F–15s. The F–16s were at a distinct disadvantage. It was good see the F–15s this far. These guys, the Happy Hooligans, went out and beat them twice in the William Tell competition and the same year, won the Hughes Trophy for the best air combat unit in the United States Air Force. That's in the Air Guard unit in Fargo, North Dakota. That's an unbelievable legacy and I first saw it when the leader of the Air Guard unit flew over my hometown when I was a teenager

and his sister-in-law was the neighbor and she was out there waving her apron. This was in the late 1950s and he took, I'm sure he broke all the rules but he took whatever jet he was flying down over a town of 300 people and then he pulled up and went straight up into the air in the blue sky.

I guess maybe I was 10 years old. I stood there with eyes the size of dinner plates, first I'd ever seen a jet. He shook everything in that small community and I'm sure he broke all the rules but we were so proud of having somebody that we knew running the best Air Guard unit in the country. That was decades ago. And since then—the reason I mentioned this, General McKinley, because you specifically mentioned the Happy Hooligans and we appreciate very much what you and General Blum and others have done for them because that is a terrific unit of dedicated soldiers for this country. We appreciate your work.

General MCKINLEY. Thank you, sir.

Senator DORGAN. They're out there flying F–22s, by the way. But that's another subject.

Senator INOUYE. General, if I may, just to follow up on Senator Dorgan. The administration requested $1.7 billion to make up for shortfalls and this subcommittee added $1 billion. I suppose that's an add-on earmark. Senator Murray.

Senator MURRAY. Mr. Chairman, thank you. Let me further understand this as well. The President asked for $1.7 billion and we added $1 billion. Is this in the President's request? The card that you've given us? Has he requested this or are you asking for this on top on that?

General BLUM. No, this is additional resources. This list represents unfunded requirements that we need to buy down the risk, to mitigate the risk that is underaddressed.

Senator MURRAY. So the President has not requested the funds that are needed for the Guard or Reserve to be effective?

General BLUM. I wouldn't say it that way. I would say that even though there are considerable funds programmed, probably historically, high in numbers, it still does not fully address the requirements. I think that if I were asked, how we could mitigate the risk that still exists in the budget, I think that this card would answer the question.

Senator STEVENS. This is your 6 year figure, isn't it?

General BLUM. Yes, sir.

TRICARE COVERAGE

Senator MURRAY. Well, I thank you. I thank you for your candor today, gentlemen. I really appreciate your candor to tell us what you need to make sure that this problem—what this country has asked them to do.

I was at Camp Murray in my home State 2 days ago and I sat down with a large crowd of people who were Guard members. Some of them had been called up and had returned home. Some of them were about to be called up, and some of them were family and spouses.

The stress, and I'd say anger, was at an all-time high. I've talked with members of the Reserve and Guard many, many times over the last years. You talked about getting our troops ready. We've

heard a lot about equipment and I know my State is one of the red States on your chart. We have earthquakes and floods and volcanoes and I'm deeply troubled by that and I don't know which State you'd call on to help us when all the States beside us are red, too, should something like that occur.

But that's one more issue. The issue of troop readiness is much larger than that, and that is about whether or not these men and women are physically ready to go back again. The brigade that is about to be called up, the last one to be called up, haven't gotten their orders yet. I assume they'll get it in the next several weeks. I was told specifically that a number of them know that they have medical conditions that need to be taken care of before they can leave ground here.

But the fact is, they don't get covered by TRICARE until they get those orders. When they get those orders, they'll have about 4 weeks, I believe, until they are on duty. And in that 4-week time span, they'll have to get a medical appointment and get whatever issue they know they need taken care of right now.

I was told, for example, that someone who had an issue with, I believe it was a kidney, but had no personal healthcare was waiting for his orders. But once he got those orders, he needed to call TRICARE right away, which he knew he couldn't get in the few weeks' time he had. He was not deployed with his unit—because of his loyalty.

I'm deeply worried about the way that we have structured this right now with a lot of these men and women coming home with both visible and invisible wounds that are not going to be ready when we deploy them because of that condition that I just described to you. Are you hearing that?

General BLUM. Yes, I am and that's why I've brought the command sergeant major, a senior enlisted advisor, with us. That's what they watch out for. It's our obligation and it's our duty and responsibility to not take someone who is not whole to war. So if someone was to withhold and we cannot detect a fault, I guess that could occur——

DEPLOYMENT CYCLE

Senator MURRAY. I understand we don't have the medical capability——

General BLUM. That's not exactly truly accurate and I'm trying to make it totally accurate. Secretary Gates has made a very courageous decision on January 11. He made a decision that we're going to call the Guard and Reserves up for 1 year, start to finish and within that 1 year, we would alert them as far out forward as we possibly could to give them some predictability in their lives.

When they're enrolled, they get full health benefits coverage. We can identify the faults and fix them and the Government pays for it, just as if they were mobilized, in the past and we've brought them to some help station like Fort Lewis and then started working on them. So this will help them to stay healthy—healthcare in advance. What it also requires is that we train those people and equip those people during that period of time, which means that they are only there in a significant way and equipment from the past mobilization model and give it to General Vaughn to dis-

tribute to Washington State. It might help so that the year that they are alerted, they are working on the equipment they need to work on, the more equipment they have their finger on, they're getting the healthcare down.

They're getting training so the time it takes to get them ready for partial mobilization is dramatically shortened and then they have to be back in 1 year, which means they'll only been deployed on the ground hopefully somewhere between 9 to 10 months out of that year, which to me is a much more reasonable time, which is much more considerate of the wear and tear on the mind and the mind of the soldier, even if they don't get hurt. Better in a hospital environment for 9 months, it has wear and tear on the psyche and physical part of it.

Senator MIKULSKI. Well, I hope that's actually happening on the ground. It wasn't what I——

General BLUM. If you find any evidence that it's not, I would welcome you to bring it to my attention because that would get fixed immediately. That is not what Secretary Gates signed off on the 11th of January. Maybe you're talking about what was existing before and maybe not now, but that's where we are now. He made a very tough call here. He listened to the citizen soldiers and the Guard and Reserve components. He is sensitive to the partnership of the other two members of this partnership, the civilian employer and the family members and he has modified against—against the bureaucracy of the Pentagon. He is against that and he has made that decision so I have to give him credit for the State—and collaborating with the Congress and taking a bold measure to address what has been around as a problem for probably decades before he got there.

Senator MURRAY. General, I appreciate the answer. I'll just tell you that I have some concerns. But I think the original comment of post-traumatic stress disorder, traumatic brain injury, are particularly troubling. What we're hearing from Senator Dorgan is that it's a one-time, one-person injury.

General BLUM. I think it only affects about 7 out of 10 of our wounded, frankly.

TRAUMATIC BRAIN INJURY

Senator MURRAY. The problem is particularly because, as I heard them said to me, is that they don't want to be labeled with post-traumatic stress syndrome or traumatic brain injury (TBI), not because of their service but because of what they do outside the service and they don't want it to impact on their employment with some kind of a label that will cause them to have jeopardy in their lives outside the service.

General BLUM. Absolutely.

Senator MURRAY. So I think we have to be especially diligent with the invisible wounds of war, with these men and women.

General BLUM. I'm really glad you understand and appreciate that because we're on the very beginning of even understanding how to treat and make those people whole.

We're just starting to understand what traumatic brain injury really is, what it produces and how to effectively treat it to bring them back to where they were before the sustaining injury. It's not

as significant because 7 out of 10 of our injured soldiers are first injured by improvised explosive devices that go off. They don't kill them. They may look absolutely perfect but they have soft tissue brain damage that is tough to detect unless you really knew that person extremely well.

Senator MURRAY. Mr. Chairman, this is a huge issue because I had a chance to talk to the doctors there. So one simple question you can ask somebody to try and learn if they have traumatic brain injury——

General BLUM. They may not even know.

Senator MURRAY. They may not even remember the explosion and they're telling me that many of the soldiers who return are in multiple explosions and they continue to over time to have injury. They can't just say, oh, we're in trouble for getting something done. They may not even know it.

But their injury may be in a different part of the brain, the other soft tissue of this type of impact that we don't know about that will have future implications. So, there is a concern with redeployment and not having those—making sure that we have really gone above and beyond the call to make sure we're covering those injuries.

That goes to the next question I have, because with all those Guard members that I met with, there was a huge level of anxiety and stress and I'll even say anger about how they are treated when they come home in relation to the regular Army. They felt they were constantly being asked, are you in regular Army or are you in the Guard and Reserves. And the minute they answered that question, they did not get the same treatment. Whether it's real or not, it is certainly perceived. As long as that perception is there, I think that's a real issue and I'm deeply concerned about it.

General BLUM. I couldn't agree more. That is certainly not anything the senior leadership of the military wants to exist or tolerate. If you—if any member has evidence of that and you get it to us, it will immediately be addressed.

NATIONAL GUARD EMPOWERMENT HCI

Senator MURRAY. Well, in particular, I have concern for the group of people I talked to in terms of healthcare. And there are people there who have been waiting to get their medical evaluation paperwork for well over 1 year, and they were fighting with the disability ratings and expect that they are not getting granted full disability and having to fight, that to get their disability was especially troubling to these people because it affects their outside personal employment opportunities as well.

General BLUM. If I might, if I could respond to that, I'll just give you some perspective on that. I had a meeting with Secretary Gates on that very issue. He is very much aware of what you just described and he is absolutely committed to not tolerating it. He has a commission looking at that right now, and he's got a pretty quick turnaround when he wants things done. He looks at his watch, not at the calendar. He wants this done quickly.

He wants to find out if this is a cultural thing or is this because the Reserve component's medical records are on paper and the active duty are electronic. The question is asked, how to treat them differently so they can figure out how they're going to track the

records. This is not as sinister as it appears. I will tell you that there is absolutely—unfortunately, there are people that if they're not watched very carefully, you don't know what they may do. They may discriminate in their behavior. People like myself and General Vaughn and General McKinley and the Sergeant Major are committed to making sure that doesn't exist. I will also tell you that General Casey and General Schoomaker and General Cody are as well.

If you would get the scout reports from your constituents, they are both far more open and far more candid on issues sometimes than they will with us, if you can share that with us, if you want to take their name or just tell us where the facility is, we'll go there and look at it. We're committed to making sure that does not exist. There should be one standard; one standard of care and treatment.

Senator MURRAY. We have a long way to go. I can tell you, as an American, I'm very concerned. I'm concerned about the indications of our equipment and supplies. I'm concerned about how these men and women are being treated. I'm concerned that we are sending people back into conflict, especially with invisible wounds that they can't identify. The family members don't know. Traumatic brain injury is a perfect example—they might not even know it.

And post traumatic stress disorder, because of the labeling of that, there's a huge issue, especially for a Guard who—and frankly, Mr. Chairman, we are having a hearing tomorrow, a joint hearing with the DOD and VA to talk about this whole disability rating—but we have a long way to go to make sure that these men and women are not given a low disability rating that will impact their lives forever. And we shouldn't have them sitting in medical halls fighting some kind of bureaucracy to get through that. That is ridiculous. They've gone to fight a war. They shouldn't be fighting their own country when they return.

So I am very, very concerned about this and Mr. Chairman, we've got a lot of work to do on this. I want you to know those are brave men and women. They're courageous. They want to fight for their country and they want to do what's right. But I am deeply concerned that the President is not requesting what we need for facilities and we're fighting backwards to try and get them what they need and sending them into conflict. That really is just not the American way. Thank you, Mr. President.

Senator INOUYE. Thank you. Senator Bond.

Senator BOND. Thank you very much, Mr. Chairman and General Blum and General McKinley, welcome. We honestly appreciate the great work that you and the men and women in the Guard do. I want to provide a little different slant on some of the things that have been suggested. Number one, war is tragedy. Nobody ever likes war. Nobody likes to be in a war. But as I recall—al Qaeda declared war and it wasn't until the tragic events of 9/11 that it was here in the United States. We're in danger. And that's why we have active Guard and Reserves fighting in Afghanistan and Iraq and these brave men and women have helped keep our Nation free from more attacks. If they were not there, they would not forget about us. They would come after us.

I had the pleasure of visiting with members of the Guard in Iraq and Afghanistan and many senior leaders were there and a former TAG (tactical airlift group) from Missouri was there. These men and women know what they're doing. They understand the mission. The only thing that really bothers them is why the media and some in the United States Congress don't understand that they are there to keep us safe. And that, to me, the fear that I hear most often. Now, shortfalls that you've described, as I understand, we had what we thought was a peace dividend for many years prior to 9/11 and did these shortfalls not—are these not a carryover from the short funding in those years?

General BLUM. Senator, they existed before 9/11. They were exacerbated by what you just described.

Senator BOND. Well, as we have discussed here, this subcommittee put in for money that was requested in the supplemental and I'm pleased that there is $1.5 billon in that supplemental for the MRAP vehicles, which I gather is about as fast as they can be produced.

Senator Leahy and I as co-chairs of the National Guard, fought to get an additional $1 billion for equipment. I would hope this Congress would get about the job of conferencing this supplemental, taking out the things that would have micromanagement of the war and allow this money to be supplied to the Guard or Reserve or the active units so they can do their jobs.

We have had in this subcommittee continually to add dollars to the Pentagon request and that's why the National Guard Caucus has urged and demanded that we give the Guard a seat at the table so when the budgets are being discussed, the resources of these are being discussed, the Guard will have a seat at the table. And you've described the way that Secretary Gates has responded to the request to have the deployments cut back to 1 year and I am hoping that we will hear good news from Secretary Gates. I don't know what the plan will be but we and the Guard Caucus are going to continue to push for it, to push to get the Guard a seat at the table and I'm sure that this subcommittee with the great leadership that we have with Chairman Inouye and Senator Stevens, we'll do as much as we can and we're committed to getting you the equipment you need.

But as I understand it, you have said that no guardsman or woman is deployed without being fully resourced and trained. Is that accurate?

General BLUM. Yes, sir.

NATIONAL GUARD END STRENGTH

Senator BOND. I would say just for the record, the situation that you and I have discussed many times before. I know what happened before when the Guard is not adequately resourced when Katrina hit. One of Missouri's fighter engineer battalions was called up to go to New Orleans. They took their equipment down there and did a great job. They got a call from Louisiana saying we need another battalion. They said, we're sorry. We got the engineers. We've got all the personnel but we don't have the equipment. So we gave Louisiana one-half of what they needed and we

should have been able to provide because we had not been adequately resourced at the Guard.

Now, I also want to touch on Fort Stewart, where several years ago, we had a Guard Caucus about poor treatment, bureaucracy, medical holds and inadequate facilities. And our staff went down there. We had to fight to get that changed and we continue to hear of problems of bureaucracy but having visited the VA facilities in my State, the DOD facilities, the people I've talked to said they get the best healthcare available but we have to cut through the medical holds.

Let me get back to questions. General Blum, you have stated that equipment shortages, if they continue to extend a period of time, will have an impact on both the wartime and stateside nation. Can you give a little better judgment of what would happen if these shortfalls continue?

General BLUM. If the shortfalls continue, we will go further and further in the hole or we'll get further and further—we'll get more and more incapable over time because as you can see, this is having a roll-over effect. It's not a building effect.

So we have to overcome the shortfalls if we're going to stop this death spiral with capability.

Senator BOND. I want to ask General Blum this question. Some have questioned the ability of the Army National Guard to recruit an end strength of 350,000 personnel and to predict that we'll probably need to recruit additional personnel. Can you give us an update on the Guard's recruitment and retention efforts?

General BLUM. We went through 350,000 the last of March. We're sitting today around 350,500—we expect at the end of April to be at about 351,000.

Senator BOND. Part and parcel of that is the same question that I asked General Vaughn, though. We're going to have to equip them because we can't expect folks to come back from overseas having trained on the right equipment and we don't know what the right equipment looks like—they are not a second rate team. They are a first rate team but they needed to be treated like that. What kind of capability do we have?

I take that this nation needs as large a Guard force, decentralized as much as possible in as many communities as we can around the country, around this United States. I think that's our strength and I think 360,000 is very reasonable for us to be looking at early next year.

In fact, as long as someone doesn't turn off the machine, as long as we have the resources available to recruit like we do now, I think—to be around 356,000 at the end of this year.

General BLUM. Well, thank you, Senator.

Senator BOND. Knowing the Guardsmen and women who serve in my State, I can tell you that they are real fighters. They do great work and make a lot of sacrifices and the people who serve in the Guard are top flight, as you've already said.

AIR NATIONAL GUARD RESET

Now I have another question for General McKinley. Some of us are extremely concerned about the recent decision by the Air Force to modernize or reset the Air Guard. General Moseley recently

wrote to the Guard and Reserve Commissions with some suggestions as to how the Air Guard, the National Guard, could be improved.

There are things in that, that really concerned me and I would like to know, what's going on?

General MCKINLEY. Sir, I think that I concur with your assessment. I think the best way to explain it is that General Blum and General Moseley had a following meeting after those letters were written. I was present along with several other key members. I watched General Blum put the equity of the National Guard on the table. General Moseley spoke candidly too, and I think it was a very open and frank discussion.

As a result of that very negative action, I think something positive has come about. I think we're going to be able to reset our forces. We've been supplied by you, and we thank you for all the support. There are honest differences of opinion in this town over how services treat their Reserve components. I know from attending that dinner, General Bradley was there from the Chief of the Air Force Reserve, that those differences were discussed in a collegial environment and all the feelings were put out on the table.

Senator BOND. But knowing General Blum, I can only imagine that there was some frank discussion. It's probably best not to get into that frank discussion but General Blum, would you like to give us just a brief overview?

General BLUM. Sir, it was frank, and it was very candid and ultimately, it was very collegial. I think we are in a good place with total force right now, with the leadership of the Air Force, the Air Force Reserve and the Air National Guard. All of us have a more common vision than we had before that meeting.

As a former commander of one State's National Guard, I can tell you that we want the Guard to be strong and to be able to available for national security missions. We want a TAG with a deputy for Air and for Army, and keep the structure that we have, and make sure that we can make our home State missions our civil defense missions, as well as responding to the President and the Secretary of Defense call on the Guard for their overseas security efforts. By doing that, I hope you will lessen the likelihood that we will need to defend against actual terrorist activities here in the United States.

General MCKINLEY. Sir, I think not only you're right, there are 53 concurring Governors in our great Nation of the States and territories.

Senator BOND. Thank you very much for all the work that you and all the members of the Guard do. We appreciate it. Mr. Chairman, thank you.

Senator INOUYE. Thank you. In the year 2006, we heard much negative and positive rhetoric during the campaign cycle. Chairman Stevens, who was chair then of the subcommittee at that time, felt that it was incumbent upon us to send a message to the men and women in uniform that we may disagree on the war but we are supportive of them. And I just want to recall once again, the last year of the subcommittee unanimously passed the largest budget ever. The full committee followed suit with a unanimous

vote and the full Senate voted 100 to zero, something that has never happened before. And we hope to do the same thing again.

I've decided to keep the record open for 2 weeks to give all of you an opportunity to provide addendums if you so wish in light of the discussions we've had today.

First of all, I'd like to get a report on the Bureau as to what you need today and what you need to maintain 100 percent global fully equipped force. How long would that take?

General BLUM. We can have it to you this afternoon, sir.

Senator INOUYE. I'd like to know how long this would take and then how much you need to maintain this 100 percent.

General BLUM. Sir?

NATIONAL GUARD FUTURE FUNDING NEEDS

Senator INOUYE. Second, I think in your recruiting, you should note that in the Army, for example, you spent $770 million in bonuses for retention and recruiting. My question is, do we have to maintain that level indefinitely or is that a one-time thing?

General BLUM. There are a couple of variables, Mr. Chairman, that play into this. It depends on what level of commitment that we have when we deploy our troops overseas; what level of commitment that we have here at home. That would change some of the demographics of our force and the pressures on the retention bonuses. For now, I would say that they probably need to be left in place so we don't break the contract with these young men and women of America that are out there currently. Certainly, I don't see this as something that you just put in cruise control. I think it needs to be evaluated and checked on from time to time to see if it needs an adjustment down or maybe you might even need adjustment up in the out-years, I don't know.

Senator INOUYE. How much do you need for the next fiscal year? We can do that for the record unless you want to do it now.

General BLUM. Sir, we can get that to you this afternoon for the record. Is that all right?

Senator STEVENS. Could I add to that, Mr. Chairman? Given that it is a 6-year readiness concept in that pamphlet, can you add to what the chairman has asked you? How does this phase in? You're not asking for the whole thing, for the $34 billion or whatever it is, in 1 year, obviously.

General BLUM. No, sir. We can get this for you this afternoon.

Senator STEVENS. Well, I'd like to see it beyond what he has asked for 1 year. How is this going to phase in over a period of years? Thank you.

Senator INOUYE. Now, it's been a long day for the Guard. The Reserves are still waiting here. I'd too thank all of you for your testimony this morning. We appreciate you being with us and the subcommittee would wish to have you go back to the men and women under your command, and give them our deepest gratitude for their service to our Nation.

General BLUM. Thank you, Mr. Chairman, Senator Stevens and now in turn, we'd like to convey our greatest gratitude for your concern and your unwavering support for the American soldiers, airmen and Coast Guard serving our great Nation. Thank you, sir.

ADDITIONAL COMMITTEE QUESTIONS

Senator INOUYE. We'd like to demonstrate our admiration and our gratitude by providing you the funds that you need.

General BLUM. Thank you, sir.

[The following questions were not asked at the hearing, but were submitted to the Bureau for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL H STEVEN BLUM

QUESTIONS SUBMITTED BY SENATOR DANIEL K. INOUYE

Question. General Blum, we've heard that the Stryker Brigades are performing well in theater—and that the National Guard may be interested in gaining two Stryker Brigades. For example, Governor Schwarzenegger recently suggested fielding a Stryker Brigade in California; we understand that other states may also be interested. Is the National Guard reviewing any proposals along this line—and are you considering increasing the number of Stryker Brigades? Are any new equipment or mission changes planned for the Guard at this time?

Answer. The mission of the Stryker was to fulfill an immediate requirement in the Army's transformation process to equip a strategically and operationally deployable brigade capable of rapid movement anywhere in the world in a combat ready configuration. The armored wheeled vehicle is designed to enable the Stryker Brigade Combat Team (SBCT) to maneuver easily in close and urban terrain while providing protection in open terrain.

The Stryker is an excellent multi-functional platform that is a good fit within the Army National Guard (ARNG) brigade structure. However, the Army has not validated or programmed any additional requirements for the ARNG beyond the one Stryker brigade stationed in the Pennsylvania National Guard.

Currently, all components of the Army have severe equipment shortages. The Army is working to alleviate these shortages and has programmed $36 billion over the fiscal year 2005 to fiscal year 2013 period for ARNG equipping priorities. It is imperative that any plan to field additional Stryker units to the ARNG not impact funding for other systems currently programmed, as these systems are critical for training and response to domestic emergencies.

Question. Are any new equipment or mission changes planned for the Guard at this time?

Answer. I will refer you to the Department of the Army (DA) for a more detailed response to this question. The Army National Guard (ARNG) works directly with DA on all matters pertaining to missioning and equipping of the ARNG. All Army National Guard programs are validated by the Department of the Army. The Guard continues to serve admirably in its dual federal/state mission as prescribed by the U.S. Constitution. While the primary mission of the Guard hasn't changed; specific roles, responsibilities and alignments are continually analyzed and modified to support the President's National Military Strategy.

Question. General Blum, a recent GAO report found that the National Guard is critically short of equipment it needs for its domestic response and homeland security missions. What items needed for domestic missions are in shortest supply, and what steps are being taken to measure and track the Guard's readiness for domestic missions?

Answer. The Army National Guard (ARNG) is in the process of converting from a Strategic Reserve to an Operational Force. As a Strategic Reserve, the Army assumed risk when equipping the ARNG because there would be sufficient lead-time to equip the deploying force. We can no longer afford to take that risk. The Department of the Army has shown a commitment to fully equip the ARNG to 100 percent of its requirement. The fiscal year 2009–13 POM (Program Objective Memorandum) "fenced" $21 billion as a down payment on fully equipping and modernizing the ARNG. This effort will require Army attention and steadfastness for several years after fiscal year 2013 to properly equip and modernize the ARNG to be fully interoperable and identical to active component units, having the ability to perform any mission in support of full spectrum operations.

In the short term, the ARNG is fully committed to ensure its units are sufficiently equipped to perform their Homeland Defense/Defense Support to Civil Authorities (HLD/DSCA) mission. The ARNG has identified critical dual use items of equipment that are useful for both war and HLD/DSCA. These items were vetted through the States and the Army G3 and validated as the HLD/DSCA requirement. This list is

currently under review to ensure that the need capabilities are reflected in the equipment list.

An Army wide effort is underway to provide equipment to the hurricane prone States, just as we did last year. Some new equipment is being diverted to these States; some depot RESET/Recap equipment is being redirected; some equipment is being loaned to the ARNG; and the ARNG is cross-leveling some equipment among the States. The ARNG is taking great care to ensure that each State has equipment on hand to respond to State missions and are ready to move equipment into non-hurricane States, if required. The States have also negotiated Emergency Management Assistance Compacts (EMAC) to provide capabilities to each other if requested. Although the Army is strapped for equipment, in the short term, all components, working in concert, will support the ARNG in its mission of aiding/assisting the States in responding to natural disasters or other State missions.

Question. The National Guard is currently performing important missions to assist in securing the southern border, including building roads, fences, and vehicle barriers. How much longer do you anticipate the mission on the border will continue, and how will this mission be funded in light of the absence of a request in the 2008 budget submission for that purpose?

Answer. This mission will be completed in July 2008. Of the $415 million reprogrammed for OJS we received $191 million for the remainder of fiscal year 2007. The $224 million left is being held in the Defense Wide Account. All the funding designated for Operation Jump Start (OJS) expires at the end of fiscal year 2007. The issue is—OSD needs to request transfer authority be forwarded to fiscal year 2008. Therefore, the unused fiscal year 2007 funding plus the $224 million can be used to support the fiscal year 2008 OJS requirements.

QUESTIONS SUBMITTED BY SENATOR ROBERT C. BYRD

Question. Mr. Chairman, at the start of the 20th century, Theodore Roosevelt said that "all of us who give service, and stand ready to sacrifice, are the torch-bearers." Today, in these early years of this new century, the members of our National Guard and Reserve are the torchbearers of our times. They wear the uniform of this nation with pride, carrying high that torch of freedom. But what do they get in return? A system that abuses their pledge of service and jeopardizes the safety of their communities here at home?

I must ask why are the members of our National Guard and Reserves being treated so poorly? Why are they being sent back again and again to Iraq and yet being shortchanged when it comes to training, shortchanged when it comes to replacing equipment, and shortchanged when it comes to supporting them and their families?

Answer. Past resourcing of the National Guard was a direct result of the Cold War paradigm of having the National Guard serve as a strategic reserve. Only in the past decade have we seen the shift of the National Guard to be more of an operational force. The resourcing model is still catching up. As an operational force the National Guard will be equipped and trained to the same standard as that of the active component.

Currently, the National Guard is at its best level of training and equipment ever for the away game overseas, and that's how it should be. We will never deploy soldiers or units into combat that are not fully trained, equipment and ready for their assigned mission. A soldier's well-being to include family support is of the utmost priority.

Now, the home game that is a different story. We can get our mission done, but we are not at our optimum. Past resourcing practices combined with today's high operational demand in support of the Global War on Terror has left us with a diminished capacity to respond to emergencies at home. In this area we still have a way to go.

Question. General Blum: How are you planning to address all of the requirements of the National Guard, including homeland security, disaster response at home and combat operations and support, while major elements of the Guard are deployed?

Answer. Currently, when the NG deploys they have the best equipment possible, as it should be. With the Congress' help we can equip our homeland defense and training missions at home to the level that would maximize their effectiveness.

The National Guard continues to be committed to supporting the War on Terrorism in addition to providing sufficient capabilities to perform Domestic Operations. The National Guard Bureau's goal is to continue to provide a predictable model for operational unit rotations while still ensuring that sufficient unit capabilities and equipment remain under state control to perform Domestic Operations. Existing Army and Air National Guard domestic capabilities could be further leveraged

by ensuring that dual use line items remain available and ready in sufficient quantities.

Question. General Blum: How much National Guard and Reserve equipment has been left in Iraq; how many trucks, humvees, helicopters and other equipment? How much will it cost to replace them; and, given your current level of funding requests, how long will it take to replace them?

Answer. There is a broad spectrum of equipment and categories of equipment that has been left in theater. Between battle losses, normal consumption and equipment diverted by the Department of the Army, diversions of Army National Guard equipment has had the greatest impact upon Guard readiness.

Currently, we are tracking over 35,000 pieces of diverted ARNG equipment valued at over $3 billion. A critical category that has greatly impacted Guard capabilities is in Tactical Wheel Vehicles, where we have left over 7,000 of our best vehicles, 3,800 of which were our newest High Mobility Multipurpose Wheeled Vehicles (HMWWVs).

Question. Generals Blum, Vaughn and McKinley: Does your budget request to this Committee truly reflect all of the requirements necessary to accommodate your homeland security role, your disaster response role, your equipment needs, and the funding for programs necessary to provide quality support to those in the National Guard who are being called upon to serve their country, as well as their transition back to civilian life? If not, where are the deficiencies and why are they not being addressed?

Answer. The current budget request goes a long way in meeting many of our needs. However, there are challenges. The Air National Guard has a $1.5 billion shortfall in fiscal year 2008. We have challenges in Personnel & Force Sustainment, Total Force Integration, Depot Maintenance, and flying hour shortfalls. We have additional challenges funding equipment for the "Essential 10," an area tied to bringing capability to bear for the states and the governors. Finally, our information technology and installation security programs are critically under funded for fiscal year 2008.

While the budget request submitted to the Committee reflects the needs of the National Guard to be properly equipped, trained, and manned to fulfill its duty to the nation as a strategic reserve, it does not fully fund us as an operational force. The table below depicts, by year, current funding plus the additional funding needed in the National Guard Personnel, Army (NGPA), Operation and Maintenance, National Guard (OMNG), and National Guard and Reserve Equipment Appropriation (NGREA) accounts to achieve and maintain a 100 percent ready force.

—Current POM funding levels will bring the ARNG to 77 percent equipment on hand by fiscal year 2013.
—The additional $23.6 billion for equipment in the table would bring this level to 100 percent by fiscal year 2013.
—The ARNG cannot reach 100 percent readiness until equipping levels reach 100 percent.
—100 percent equipping levels will provide a robust homeland defense capability, will allow ARNG units to train for their war fighting mission prior to mobilization, and will provide the Nation and the Army with a surge capability, if needed.
—The ARNG has transitioned from a strategic reserve to an operational force and must be resourced accordingly.

[In millions of dollars]

	Fiscal year—					
	2008	2009	2010	2011	2012	2013
NGPA:						
Budget Request (~ 65 Percent Readiness Level)	5,959	6,196	6,464	6,751	6,957	7,167
Additional Requirement	2,011	2,590	3,170	3,749	4,329	4,908
Budget (100 Percent Readiness Level)	7,970	8,786	9,634	10,500	11,286	12,075
OMNG:						
Budget Request (~ 65 Percent Readiness Level)	5,840	6,065	6,021	6,031	6,278	6,382
Additional Requirement	1,322	2,493	3,665	4,836	6,007	7,179
Budget (100 Percent Readiness Level)	7,162	8,558	9,686	10,867	12,285	13,561

[In millions of dollars]

	Fiscal year—					
	2008	2009	2010	2011	2012	2013
ARNG EQUIPMENT: Add'l Requirement (100 Percent Readiness Level)	3,933	3,933	3,933	3,933	3,933	3,933

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

Question. This Critical Care team was comprised of soldiers from both the 332nd Expeditionary Operational Support Squadron and an aircrew from the 172nd Airlift Wing from Jackson, Mississippi. The crew diverted from their scheduled mission to help this seriously injured soldier. This kind of effort is something of which we can be proud.

General Blum, could you please share with the committee the importance of these Air National Guard teams in these missions? And does the budget request before us and the Emergency Supplemental provide you the resources necessary to ensure the continued response to our soldiers in need?

Answer. The No. 1 medical advancement seen during this conflict is en-route care. In Vietnam, from the time of injury till the patient was able to get back to the states averaged 43 days. Today, we're getting wounded troops back to the states oftentimes within 48 to 72 hours. Critical Care Air Transport Teams (CCATTS) are regionally responsible for patient collection, injury stabilization, airborne care en route and transfer of care to the next level of medical support. Patients can be U.S. service members, coalition forces, civilians or whoever may need help. The medical teams care for up to three critical condition patients at a time. Each team has a critical care doctor, a critical care nurse and a respiratory therapist. When an urgent trauma patient is being transported, his or her condition can go bad in a minute. Now we have critical care air transport teams that are like an intensive care unit in the sky.

QUESTIONS SUBMITTED BY SENATOR PETE V. DOMENICI

Question. With the transition of Holloman Air Force Base to an F–22A base, the Air Force plans to utilize the National Guard at Holloman. How many New Mexico National Guardsmen do you expect to use in connecting with the F–22 squadrons at Holloman, when will this associate unit be established, and where will recruits for this unit come from?

Answer. The Air Force has a Total Force Integration (TFI) initiative to form a classic associate F–22 unit with the New Mexico Air National Guard and the 49th Fighter Wing at Holloman AFB, New Mexico. This association will begin in fiscal year 2008 with the first aircraft arriving during fiscal year 2009. To date, the Implementation Plan is still in coordination with Air Combat Command. Final personnel numbers have not been determined. We will continue to work with the state leadership to facilitate adequate recruiting for the unit.

Question. As you know, a Government Accountability Office report released in January studies National Guard Domestic Equipment Requirements and Readiness and indicates that as of November 2006, nondeployed Army National Guard forces in New Mexico ranked last in the nation regarding equipment readiness, with less than 40 percent of the total amount of dual-use equipment they are authorized to have for war-fighting missions.

Your budget requests $43 billion to recruit, man, train, operate, and equip National Guard and Reserve forces. How will this $43 billion funding request be used to address the serious domestic equipment shortfalls in New Mexico and many other States, what other actions is the Department taking to ensure that New Mexico's National Guard has the equipment it needs for missions at home, and how are domestic equipment shortages affecting the National Guard's ability to respond to disasters and other emergencies?

Answer. Part of the $43 billion will be used to purchase more equipment for the Army National Guard (ARNG.) After it is received, this equipment will be issued in accordance with our priorities at that time. I am sure that New Mexico, as well as other States will benefit from the new equipment. As more units deploy, the National Guard Bureau (NGB) will be forced to cross-level equipment out of New Mexico to fix the deploying units to ensure that all of our deployed soldiers are properly equipped. We cannot afford to allow soldiers to go into battle under-equipped, if we

have the equipment available in another State. I do not believe we should entertain State by State solutions because that is not in the best interest of the entire National Guard.

The ARNG is in the process of converting from a Strategic Reserve to an Operational Force. As a Strategic Reserve, the Army assumed risk when equipping the ARNG because they knew there would be sufficient lead-time to equip the deploying force. We can no longer afford to take that risk. The Army is committed to fully equipping the ARNG to 100 percent of its requirement. In the fiscal year 2009–13 Program Objective Memorandum (POM), they are "fencing" $21 billion as a down payment on fully equipping and modernizing the ARNG. This effort will require the Army's attention and steadfastness for several years after fiscal year 2013 to properly equip and modernize the ARNG to be fully interoperable and identical to active component units, having the ability to perform any mission in support of full spectrum operations.

In the short term, the Army is fully committed to ensure the ARNG is sufficiently equipped to perform its Homeland Defense/Defense Support to Civil Authorities (HLD/DSCA) mission. The ARNG has identified critical dual use items of equipment that are useful for both war and HLD/DSCA. These items were vetted through the States and the Army G3 and validated as the HLD/DSCA requirement. We are providing equipment to the hurricane prone States, just as we did last year. Some new equipment is being diverted to these States; some depot RESET/Recap equipment is being redirected; some equipment is being loaned to the ARNG; and the ARNG is cross-leveling some equipment among the States. We are taking great care to ensure that each State has equipment on hand to respond to State missions and are ready to move equipment into non-hurricane States, if required. The States have also negotiated Emergency Management Assistance Compacts (EMAC) to provide capabilities to each other if requested. Although the Army is strapped for equipment, in the short term, all components, working in concert, will support the ARNG in its mission of aiding/assisting the States in responding to natural disasters or other State missions.

Question. Last year the President announced Operation Jump Start, an initiative in which 6,000 Guardsmen were sent to the border to assist with border patrol operations. I support this initiative and had earlier introduced border security legislation that would expand the ability of States to use the National Guard in additional border security efforts. Can you tell us a little bit about the National Guard's work as part of Operation Jump Start and what do they need from Congress to continue their worthwhile efforts there?

Answer. The President sent the National Guard to the Southwest Border in May of 2006. We put 6,000 personnel on the border in support of Customs and Border Protection (CBP). We have had over 16,000 personnel that have rotated to work in support of this operation, and as you are aware this is an all volunteer force. Our job is to bridge the gap until CBP can hire and train enough personnel to take over all operations on the border. CBP had 20 different skill sets that they needed us to work in. By us working in these positions CBP was able to return 586 agents back to the border to perform law enforcement duties. We need for Congress to continue the funding for us, and we can provide the personnel.

Question. The 150th Fighter Wing at Kirtland Air Force Base has a proud heritage as part of the Air National Guard. The 150th used to fly Block 40 F–16s, but gave them to the Active Duty force to assist in meeting mission priorities. Now the 150th flies Block 30 F–16s, which are at risk as a result of BRAC.

What are you doing to develop a new mission for Air National Guard Units that fly F–16s, are their potential new Air National Guard missions at Kirtland, and are there potential National Guard missions for Cannon Air Force Base, which will become an Air Force Special Operations base in October?

Answer. The 150th Fighter Wing "Tacos" have made great contributions to national defense. They have volunteered to participate in numerous Air Expeditionary Force (AEF) deployments to support wartime taskings. As a result of BRAC 2006, the 150th Fighter Wing increased from a 15 Primary Aircraft Authorized (PAA) Block 30 F–16 unit to an 18 PAA Block 30 F–16 unit. As the Air Force moves from older generation aircraft to fifth generation aircraft, the Air Reserve Component (ARC) will be a full participant. The current Air Force aircraft roadmap has ARC units receiving low time, fourth generation fighters and fifth generation fighters to keep the units relevant and ready to participate in AEFs.

At this time, we do not anticipate an Air National Guard mission at Cannon Air Force Base; however, as a Total Force partner, we continue to work with Air Force and all of the states to consider future missions at all locations.

QUESTIONS SUBMITTED BY SENATOR RICHARD C. SHELBY

Question. What has been the Guard's experience in establishing a Stryker brigade in Pennsylvania?

Answer. The transformation of the 56th Infantry Brigade (Divisional Brigade) to a Stryker Brigade Combat Team (SBCT) is on schedule to achieve Initial Operational Capability by September 2008. The keys to success for converting a unit to a SBCT are the fully funding of requirements, the dedication of the Soldiers and the assistance of the active component in the form of the HQDA G–8 Transformation Team. To start, the Army programmed $1.5 billion to fully equip this unit, with much of the equipment that was programmed already delivered. Additionally, the Army also fully funded the facilities, ranges and training necessary for the successful transformation of a legacy Divisional Brigade to an SBCT. HQDA G–8 provided the Army Transformation Team to assist in the transformation of the 56th Brigade. This team is chartered, placed and funded to maintain oversight of the transformation process. The team also provides the direct link between all organizations involved and maintains a position to ensure that the transformation process remains on schedule. The Pennsylvania Army National Guard received $220 million for facilities and ranges to support the 56th Brigade transformation. As for training, the Army fully funded the increased training requirements to support New Equipment Training as well as collective training. The Unit Training Assemblies and the number of Annual Training days performed by a Soldier were increased to meet the required training benchmarks. Several highly technical skilled positions require large amounts of additional training days in addition to the required equipment NET. The commitment, understanding and involvement of the leadership are imperative for the success of a transition of this magnitude. The extra training requirements placed an additional burden on the Soldiers which marks their dedication to duty and to their BCT.

The team work between the National Guard, Active Army, industry and others enabled the success of this unit. Numerous formal agreements were established to identify responsibilities in support of the transformation of the 56th SBCT. These agreements greatly assisted in the transformation process.

Question. Compare the capability of a Stryker brigade for National Guard missions to that of an infantry brigade that it replaces, such as improved command, control, and communications. Please address the Guard's combat mission in support of the active Army, and also the State missions of disaster-response and homeland security.

Answer. The Heavy, Infantry, and Stryker Brigade Combat Teams each provide unique but complimentary capabilities across the spectrum of military operations. Each Brigade relies on a suite of Command, Control, Communications, Computer, Intelligence, Surveillance, and Reconnaissance (C4ISR) assets to provide greater situational awareness that increases the lethality and survivability of each Brigade Combat Team. The Stryker Brigade, as opposed to a Heavy or Infantry Brigade Combat Team, has greater tactical agility and is better able to bridge the entire spectrum of military operations (i.e., conduct operations in support of medium to high intensity conflict [i.e., maneuver warfare] and operations in low-intensity conflicts). The wheeled-based chassis allows the Brigade to move personnel and equipment over a variety of terrain to include improved road networks. The standard family of Stryker vehicles can move at speeds of 60 plus miles per hour while containing infantry squads and equipment. This capability supports the Army National Guard's combat missions as well as disaster response in its role of support to civil authorities. The purpose of the Brigade Combat Team in Combat operations, regardless of Army Component, is to provide a Division Headquarters the ability to conduct full-spectrum military operations with organic combat and combat service support units all within the command and control of a brigade commander. The utility of the Stryker brigade extends to the low-end of military operations more suited for the Army National Guard's role in support to civil authorities. In a scenario in which the Army National Guard initially responds to a natural or man-made disaster, the family of Stryker vehicles and the Stryker Brigade's other organic tactical-wheeled vehicle fleet can easily and rapidly move the entire Brigade's personnel and equipment over the interstate highway system to the affected area. This provides the States with the crucial capability of rapidly responding to the needs of their citizenry thereby serving as a confidence building measure and promoting order as a key component to the humanitarian response.

Question. The Committee understands that DOD has committed to increase funding over the next 5 years for modernization of the National Guard. Is there any reason that a portion of these funds could not be used for transformation of National Guard infantry brigades into Stryker brigades?

Answer. Currently the Army National Guard does not have a requirement for additional Stryker Brigades. However, if the Department of the Army identifies and validates such a requirement, it is critical that separate funding be provided to convert current force structure into new SBCT structure. It is absolutely imperative that the cost of such a conversion not delay the equipping and modernization of the rest of the ARNG force.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CLYDE A. VAUGHN

QUESTIONS SUBMITTED BY SENATOR DANIEL K. INOUYE

Question. General Vaughn, this past week the Army Guard announced the mobilization of four brigades for Iraq. For some of these guardsmen, this will be their second deployment in a few years time. A recent change in Department policy has made these second deployments possible since guardsmen and reservists are no longer limited to a total of 24 cumulative months of deployment in support of the war on terror. At the same time, the Department is decreasing the length of mobilizations for guardsmen and reservists from 18 to 12 months. But these deployments also signal a failure by the Department to meet its goal of 1 year deployed to 5 years at home for its guard and reserve troops. Are you concerned that these changes will hurt recruiting and retention? Do you believe that soldiers will prefer 12 month deployments, even if it makes the 1 to 5 deployment to dwell ratio all that much harder to achieve?

Answer. Recent changes in the mobilization policy have not hindered Army National Guard recruiting. We have recently recruited to an end-strength of 350,000, and we are moving towards 360,000. Soldiers, Families and employers prefer the 1 in 5 deployment ratio because it provides predictability. Soldiers prefer a 12-month deployment period. While it is certainly true that frequent deployments place stress on our force, I can report that recruiting and retention are strong in the ARNG. Current operations since the initiation of the Global War on Terror have not had a significant impact upon ARNG retention or the overall ARNG loss rate. Retention and attrition rates remain consistent as a testimony to the dedication and professionalism of our traditional Guardsmen. However, survey feedback from ARNG Soldiers and Family members indicates that mobilization and the associated factors including time away from family and the potential impact on the civilian career are considerations that can effect long-term commitment to the ARNG if not mitigated through leadership focus and Soldier/Family focused initiatives and benefits.

Question. General Vaughn, do you believe that the 1 to 5 deployment to dwell ratio is a realistic goal while operations continue in Iraq?

Answer. The current operational demand, although not exceeding our total force capacity, does exceed the available forces for several capabilities referred to as high demand units. These high demand units are the most likely targets of shortened dwell time, and include brigade combat teams, military policy companies, and engineer battalions. There are also high demand capabilities that are in short supply; these include specialty aviation units, specialty engineer units and military intelligence teams. For high demand units and special capabilities the cycle must be adjusted by compressing dwell time to meet the mission requirements.

While the operational demands of the current warfight remain constant, in both numbers of soldiers deployed and the types of capability required, a one in five deployment cycle is most likely not a realistic goal for high demand units.

Question. General Vaughn, the Army National Guard will soon begin receiving the Light Utility Helicopter. Has the Guard reviewed its aviation requirements to determine whether it is seeking the proper mix of Light Utility Helicopters, UH–60 Black Hawks, and CH–47s?

Answer. The Army establishes aviation organizational units across all three components based on the Army's strategic force structure requirements. The Army makes the decision as to the proper overall mix of rotary wing capability. The Department of the Army works collectively with the Army National Guard (ARNG) through the Total Army Analysis (TAA) program in establishing the right mix to meet future warfight needs. The ARNG currently owns approximately 43 percent of the total Army rotary wing aviation structure. At this time, the ARNG's number of on hand aircraft is short of the Army requirement. The ARNG agrees with the planned mix of aircraft for ARNG and what is currently planned.

Question. General Vaughn, with the increasing demand for Army National Guard aviation assets, both overseas and at home, is the Guard's helicopter fleet experiencing the same strain seen on other National Guard equipment? Has there been

a reduction of readiness for National Guard helicopters to respond to domestic emergencies?

Answer. The Army National Guard's (ARNG's) helicopter fleet is not strained as much as other National Guard equipment as aviation equipment and aircraft are much more intensely managed, scrutinized, and maintained. Also there are simply more aircraft to meet the requirements. The required ARNG rolling stock on hand is at approximately 42 percent, where the aircraft on hand is approximately 80 percent.

The ARNG readiness, as a specific maintenance term, has remained approximately the same as before OIF, however availability can be an issue for States with deploying assets. As of April 2007, the ARNG overall Operational Readiness rate was 66.23 percent. States with a mixture of airframes are effectively able to manage both deployments and domestic emergencies, and predominantly have a mutual assistance agreement with another State. For example, Georgia, which is a Hurricane State, has OH–58s, UH–1s, UH–60s, CH–47s, and C–23 assets. With some aircraft deployed in support of Operation Iraqi Freedom (OIF), and some aircraft deployed to the SW Boarder mission, GA still has sufficient assets available to assist any state in the region, such as what happened during Hurricane Katrina. Aircraft availability becomes an issue through deployment because of the long times the aircraft are unavailable due to deployment, transit, and RESET. The times involved include: a 12 month deployment, approximately 45 days in transit to ship the aircraft to or from theater, and then approximately 9 months of RESET for 25–50 percent of the aircraft post mobilization.

QUESTION SUBMITTED BY SENATOR ROBERT C. BYRD

Question. That is why the Emergency Supplemental Bill that the Senate recently approved includes a $1 billion increase above the President's request to equip the National Guard and Reserve.

Generals Vaughn and McKinley: What plans are you aware of within the active components of your respective services to address issues relating to the reliance on the National Guard to perform routine combat operation activities?

Answer.

Air National Guard Answer

For the Air Force, the Air Expeditionary Forces construct has worked well for all components (Active Duty, Guard and Reserves). Predictability is the key to mitigating the disruptive nature of mobilizations. The Air Expeditionary Force construct has helped tremendously by making it possible for Total Force members to forecast the likelihood of deployments. This affords our members the opportunity for advance planning and in many cases we can use volunteerism to decrease the number of mobilization requirements.

Army National Guard Answer

Recognizing the key role of the National Guard in the Army's overall capability to perform continuous operations for the long war, the active component is making unprecedented strides forward toward organizing and equipping National Guard forces in a like manner to the Active Component Forces. We are aware of this plan on the part of the Active Component and applaud it.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

Question. General Vaughn, according to your posture statement the Army National Guard has had positive recruiting results this past year and a large part of that success is attributed to the Guard Recruiting Assistant Program and the Every Soldier a Recruiter Program.

I have been informed that in the Guard Recruiting Assistance Program, the Recruiting Assistants are paid $1,000 when a new soldier enlists and another $1,000 when the new soldier departs for basic training. It would seem to make more sense for the Recruiting Assistant to be paid after the new soldier completes basic training. General Vaughn, can you elaborate on these programs and can you tell us if these programs are fully funded in the fiscal year 2008 budget request?

Answer. G–RAP consists of qualified individuals hired and trained by a civilian contractor to serve as part time Recruiter Assistants (RA). Each RA cultivates quality potential Soldiers from within their individual sphere(s) of influence. Once a potential Soldier enlists, the RA will receive an initial payment of $1,000. The RA will

receive an additional payment of $1,000 upon successful shipment to Initial Entry Training.

—At the end of fiscal year 2006, the ARNG had 88,984 Active Recruiting Assistants.

—The ARNG had 39,902 potential Soldiers in the enlistment process.

—G–RAP accounted for 15,106 enlistments, 92 percent are TIER I (HSG Grads), and 60 percent Test CAT I–IIIA.

—In fiscal year 2006, 4,496 accessions became RA's and loaded 1,800 Potential Soldiers who turned into 665 accessions.

The RA's mission is to find potential Soldiers, prescreen them, and facilitate a meeting with a recruiter. Once the individual enlists in the ARNG, the RA maintains contact with the recruit and has a vested interested in ensuring that the recruit ships off to basic training. This continued interest and support by the RA and Recruit Sustainment Program (RSP) Cadre ensure minimum training pipeline loses. This program has been very successful in that Soldiers are supervised throughout every step of the process until they ship. Once the recruits ship to basic training they are handed over to the Active Duty Cadre for training. Currently 9 out of 10 Soldiers who ship to training complete basic training and become Military Occupational Skill Qualified. Because the RA has no control over whether a recruit gets injured or does not complete basic training, the RA is paid when the soldier ships to basic training. Currently, the ARNG has the highest graduation rate at basic training of 98.5 percent. This is higher than the Active Duty and Army Reserve.

The GRAP program was not validated in the fiscal year 2008–13 POM and is not currently funded in the President's Budget (PB). Without this program the ARNG cannot make its accession or end-strength mission.

Question. Lieutenant General Vaughn, the Army's fiscal year 2008 budget request contains $270 million to purchase 126 lightweight howitzer systems. I am aware of the 71 system shortfall identified in the Army National Guard's fiscal year 2006 financial statement. With only 19 of the required 90 systems programmed for the National Guard, how does this shortfall impact your ability to provide 7 of 13 Field Artillery brigades as called for in the Army modernization plan?

Answer. The ARNG (Army National Guard), per Command Plan 08, is required to have 7 Fire Brigades with one BDE (Brigade) available each year of the ARFORGEN (Army Force Generation) cycle. Currently, the ARNG has a requirement for 90 M777 howitzers, with only 38 programmed and zero on hand. Our first fielding is of 19 howitzers in fiscal year 2008 that are DA (Department of the Army) earmarked for the 56th SBCT (Stryker Brigade Combat Team). In fiscal year 2012 the ARNG will receive an additional 19 M777s which will leave the ARNG short 52 from the requirement of 90 howitzers. The impact of this critical shortage is that the ARNG will have only 2 of 7 Fire Brigades equipped with modern M777s.

Question. Lieutenant General Vaughn, I understand Camp Shelby in Mississippi has been integral in preparing National Guard and Reserve Soldiers with theatre immersion training to help prepare them for conditions they may face when deployed to Iraq and Afghanistan. Would you explain to the Subcommittee the importance of the pre-deployment training Soldiers are receiving at Camp Shelby? Also, is there sufficient funding requested in your fiscal year 2008 budget request and the Emergency Supplemental request to conduct the required pre-deployment training?

Answer. First, it is absolutely essential to their effective preparation for combat operations overseas.

Second, The Department of Defense recently revised its policy with respect to the mobilization of National Guard and Reserve forces for service in contingency operations. Previously, ARNG (Army National Guard) units would spend 18 months or longer in a mobilized status in order to serve approximately 12 months of boots on the ground (BOG) in theater. The extra six months, or more, of mobilized time was consumed primarily by individual and collective training that took place at the mobilization station (Camp Shelby) prior to overseas deployment. The policy change now limits the mobilized time to no more than 12 months per specific contingency operation. The Army National Guard units doing premobilization training in fiscal year 2008 are associated with fiscal year 2009/fiscal year 2010 rotations. The basic calculations include the additional IDT (Inactive Duty Training)/AT (Annual Training)/ADT (Active Duty Training) days plus support tails. These are being considered GWOT (Global War on Terror) expenses and the fiscal year 2008 supplemental is being updated to reflect this.

The Army supports what is allocated in the fiscal year 2008 President's Budget. The new mobilization policy was enacted after the submission of the President's Budget; therefore, the ARNG pre-mobilization training requirements were not included. The Army National Guard unfunded requirement is $818 million. Current fiscal year 2008 budget funding levels allow National Guard units to achieve the

minimal training requirement for a peacetime force. This is a risk that is no longer acceptable for an operational force. Resourcing for pre-mobilization training is essential to ensure trained and ready units prior to official mobilization dates.

The majority of required individual and collective training will need to migrate to pre-mobilization, paid from the ARNG appropriations. Extra unit mandays, as well as extra OPTEMPO (Operation Tempo) and associated operations and maintenance costs, will be needed for these requirements. The approximate incremental costs for each ARNG brigade will be $68 million. The amount estimated for this new challenge will fund pre-mobilization requirements for approximately 12 brigades, the number projected to be used in contingency operations in fiscal year 2008.

The Army will not deploy a unit that is not fully manned, trained and equipped to perform their mission. There is significant risk by not addressing this challenge. Without resourcing for pre-mobilization training, units will endure increased post-mobilization training resulting in decreased boots on the ground (BOG) time performing their mission. This will significantly increase the overall stress on the force, from all components, by compressing dwell time and accelerating units through the Army Force Generation Model.

Pre-mobilization training for National Guard pay and allowances is $543 million, for operation and maintenance for the National Guard is $275 million.

Question. Lieutenant General Vaughn, I want to thank you for a fine ceremony in December accepting the first Light Utility—Lakota—Helicopter at the American Eurocopter facility in Columbus, Mississippi. Even with a delay of three months caused by the contract award being protested, the program is on schedule and on budget. It appears to me that the Army's acquisition strategy of procuring a commercial off-the-shelf platform has been successful. Would you provide this Subcommittee with a program status update and talk to the significance of the Light Utility Helicopter for Army units.

Answer. The Army National Guard (ARNG) is extremely excited about the Lakota aircraft and the capabilities it brings to the Army, our formations, and our Adjutants Generals. The ARNG begins fielding the Lakota in fiscal year 2008. The ARNG, along with the active Army, are fielding the Lakota through the fiscal year 2008–13 POM to complete the initial acquisition and emerging requirements. The Lakota will be assigned to our Security and Support Aviation Battalions. The aircraft, as planned right now, will be located in 45 states and territories. This wide distribution offers an added capability to meet many of our Domestic Support to Civil Authorities (DSCA) requirements. The Lakota with the standard aircraft equipment and the Medical Evacuation (MEDEVAC) version will assist The Adjutants General in managing the high warfight Operations Tempo (OPTEMPO) and preparing for state and domestic contingencies.

Question. Lieutenant General Vaughn, I have been informed the planned production rate for the Light Utility Helicopter is 44 aircraft in fiscal year 2008, 44 in fiscal year 2009, and 28, 23, 46, 43, and 54 aircraft in successive fiscal years. This uneven production schedule will likely result in laying-off workers in one fiscal year and bringing them back on in subsequent years. There is a high cost to conducting business in this manner, and I ask that you and the Army leadership consider a more consistent and efficient production schedule.

Answer. As you may know the Army manages the acquisition process. The Lakota is competing with ongoing war effort expenditures, other Army aviation requirements, and other platform acquisitions. We understand that the production rate could be higher and would continue to encourage the Army to increase the production rate as monies become available.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CRAIG R. MCKINLEY

QUESTIONS SUBMITTED BY SENATOR DANIEL K. INOUYE

Question. General McKinley, the Air National Guard has greatly increased its operational tempo since 2001, and it continues to fly some of the oldest aircraft in our inventory. Are the current plans for replacing aging aircraft, such as the C–130E, adequate to meet the needs of the Air Guard's domestic and warfighting missions?

Answer. Yes, like our Air Force, we face a looming modernization and recapitalization challenge. We simply possess too many legacy platforms. Maintenance on old equipment, fuel consumption, and groundings resulting from lack of parts no longer available all degrade our readiness. They either impair our ability to train or make us unable to enter the fight because our equipment is incompatible. Airpower is a

hedge to an uncertain future and the foundation of our nation's military power. Our people need to be ready and our equipment has to be without peer.

For the foreseeable future, Air National Guard will continue to face the challenge of keeping legacy platforms relevant to meet Combatant Commander capability needs. The outstanding support Congress has given us by way of NGREA funds has been extremely successful in assisting us fielding capabilities to meet 21st century challenges such as targeting pods, engine modernization, night vision capability, defensive systems, etc. For fiscal year 2008, the Air National Guard's identified requirements of $500 million for "Essential 10" Homeland Defense operations, and over $4 billion in modernization needs.

Question. General McKinley, what is your view of the future of the C–5 cargo plane in the Air National Guard?

Answer. I am on board with the Air Force's modernization and recapitalization priorities. They intend to modernize the C–5 Fleet and will continue to assess most cost effective solution for meeting strategic airlift requirements.

Question. General, are your highest priority needs—such as defensive systems and radios—being met in the current budget?

Answer. The current budget request goes a long way in meeting many of our needs. However, there are challenges. The Air National Guard has a $1.5 billion shortfall in fiscal year 2008. We have challenges in Personnel & Force Sustainment, Total Force Integration, Depot Maintenance and flying hour shortfalls. We have additional challenges funding equipment for the "Essential 10" an area tied to bringing capability to bear for the states and the governors. Finally, our information technology and installation security programs are critically underfunded for fiscal year 2008.

Question. General McKinley, we often hear the flying hour program described as the "bread and butter" of Air Force Reserve and Air National Guard operations. Please describe the factors influencing the decision to decrease flying hours by 10 percent in fiscal year 2008.

Answer. With an overriding need to modernize and recapitalize its aging fleet, the Air Force was left with few options in a fiscally constrained environment. The 10 percent reduction to flying hours is a reduction in requirements which the Air Force believes they can mitigate through increased simulator time and Distributed Mission Operations.

Question. General McKinley, what are the risks associated with decreasing flying hours by this magnitude? Does the Air Guard plan to continue funding the program at the lower level for the foreseeable future?

Answer. A 10 percent cut to Air National Guard flying hours requirements directly impacts readiness. The 10 percent reduction to flying hours is a reduction in requirements which the Air Force believes they can mitigate through increased simulator time and Distributed Mission Operations. Our pilots receive an average of six flights per month versus 10 for AD pilots. The efficiency solutions employed by the AD (simulators/Distributed Mission Operations) are not readily available to ANG pilots/aviators. It is difficult for the Air National Guard to absorb a close to 24,000 hours reduction in Flying Hour requirements and expect this to have negative impacts on training and readiness. We will continue to work with Air Force to mitigate the negative impacts of this cut.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

Question. General McKinley, based on the success of the Army Guard Recruiting Assistant Program and Every Soldier a Recruiter program, are these types of programs being used or considered for use by the Air National Guard?

Answer. Yes, in fiscal year 2006 $3 million was directed toward funding for the Guard Recruiting Assistant Program and in fiscal year 2007 $5.1 million is allocated. We have $2.2 million shortfall in the program for fiscal year 2008.

Question. General McKinley, I understand the RC–26B aircraft is presently deployed in support of combat operations and it is also used for counter-drug operations here in the United States. Would you provide this Subcommittee with an overview of the need for the RC–26B aircraft both here and abroad and also provide your thoughts on the need to upgrade the aircraft?

Answer. Due to an urgent, short-term need for Intelligence Surveillance and Reconnaissance assets to support our troops engaged in the war fight, the National Guard Bureau has moved to deploy several of these Air National Guard aircraft and their crews overseas for approximately one year.

To prepare, 5 aircraft are being modified for their new combat mission by the ATK company of Fort Worth, TX. Four planes will deploy with one remaining state-

side to train new crews. Approximately one-third of the RC–26 crew force will be deployed at any one time, rotating through every 60–120 days.

We're optimistic that when the replacement capability the Special Operations Command has planned comes on line, our Guardsmen will have again answered our nation's call in a time of need and will resume their domestic mission at full capacity.

Additionally, the National Guard Bureau is in the process of modernizing the sensor packages and avionics for the RC–26. We anticipate the upgrades will continue into the near future based on availability of funds.

Question. Lieutenant General McKinley, I understand the Air Force and Army signed a memorandum of agreement and created a joint program office for the Joint Cargo Aircraft last year. I commend the Air Force and Army for working together and coming up with a common solution. General, can you provide this Subcommittee an update on the status of the program and highlight the importance of the joint cargo aircraft to the Air National Guard?

Answer. The JCA offers the potential for additional solutions to the Air Force's intra-theater airlift recapitalization strategy. JCA will provide a modern mobility platform suited to accessing an array of demanding and remote worldwide locations, including short, unimproved, and austere airfields. As a multifunctional aircraft, it will be able to perform logistical re-supply, casualty evacuation, troop movement, airdrop operations, humanitarian assistance, and missions in support of Homeland Security.

The Joint Service Acquisition Review Council met on April 16, 2007 to review program issues presented at the Overarching Integrated Process Team. The Army and Air Force senior leadership endorsed the decisions of the Process Team and recommended that the program proceed to the Office of the Secretary of Defense in preparation for a Milestone C review in May 2007 at which time aircraft selection will follow. A Joint Training Business Case Analysis (BCA) is scheduled for late fiscal year 2007 and will likely finish in fiscal year 2009. This will trigger the decision on training strategy and sites.

Senator INOUYE. Thank you very much and now I'm going to call upon General Stultz, Admiral Cotton, General Bergman, and General Bradley to come forward.

Thank you for waiting. I hope you understand that I felt the discussions were necessary and the issues discussed were important to us and therefore, we did not place a time limit as we usually do. I'd like to once again thank you for joining us. I can assure you that your full statements will be made part of the record. I'll now call upon General Stultz.

STATEMENT OF LIEUTENANT GENERAL JACK C. STULTZ, CHIEF, ARMY RESERVE

General STULTZ. Senator Inouye, Senator Stevens, it's an honor to be here, first of all, just to reiterate what General Blum and General Vaughn have all said, we thank you for your support of our soldiers. It is my honor to be here representing almost 200,000 soldiers and heroes of this Nation who serve in the Army Reserve.

Since 9/11, we have mobilized 168,000 Army Reserve soldiers in support of this war. On an ongoing basis, we normally keep approximately 25,000 to 30,000 Army Reserve soldiers mobilized, deployed in Afghanistan, Iraq, or other nations as well as here in the homelands, supporting this Nation.

We are dependent upon the support of this Nation and the support of this Congress for our resources. Many of the issues that you've already discussed with General Blum and General Vaughn and General McKinley apply also to us. The operational tempo that we're under is something that we've never experienced before. We are truly an operational force. We are not the old strategic Reserve that existed when I joined the Army Reserve way back in 1979.

An example of that is best exemplified in that right now, currently two-thirds of the units that I have deployed in Iraq and Afghanistan are there for the second time. We have only a 5-year rotation plan, just as Senator Stevens said, we're becoming part of the permanent force.

We're utilizing new recruits, as General Blum outlined, as well as volunteers who have stepped up to the plate to go back for a second or third tour. Currently in the Army Reserve, I have approximately 42,000 soldiers who have deployed for at least the second time. Those 42,000 deployed as volunteers for the second tour.

We're now in the process of trying to get that under control as we apply the Secretary of Defense's new policy allowing us to manage our force and maintain cohesion with the units when we call them up.

But before I go any further, what I want to do today and I'll keep it just very short because I'm very conscious of the time, is to at least recognize two of the young citizen soldiers that I have.

INTRODUCTION OF ARMY RESERVE SOLDIERS

Just to epitomize what the Army Reserve components brings to this Nation, the first soldier I have is First Sergeant Karen Henderson. Where is she? There she is. Okay. She is a graduate of Virginia Tech with a Bachelor's in Accounting. She works with Bright Point as a consultant. She was deployed to Iraq with one of our training divisions and because of her skills, she became the Associate Director of Communications for Iraq and astonishing communications with our country—and training Iraq forces on how to set that equipment up and get it running.

But also she epitomizes the dedication of our soldiers because she is a combat lifesaver and one specific incident when she was traveling with her convoy, they were attacked by, hit by a vehicle but that vehicle did not detonate but it hit the lead Humvee, the soldier in it was thrown from the turret and he was severely injured. She immediately stopped and got out and started applying the combat lifesaving skills and administered aid to that wounded soldier until they could get a medivac in. She went one step further and this is what separates our Nation from others. She then turned and started administering aid to the driver of the vehicle that rammed them, a Syrian driver, and she also took care of him until they could evacuate him and get him back to Iraqi authorities for processing. That epitomizes what our soldiers bring to this war. Dedication, loyalty, civilian skills that take care of not only our soldiers but take care of others.

The other soldier I brought with me, sir, is Staff Sergeant Martin Richburg. Sergeant Richburg works in the court systems as a supply officer. He is also a managing senior in the Reserve. He has been to Iraq where he was also working with the Iraqis, helping them to establish maintenance operations, helping the Iraqi Army get stood up and servicing them.

On one occasion when he was in one of their compounds, where we are co-occupying with them, there is an Internet café so the American soldiers over there have an opportunity to stay in touch with their families back home. There are 13, I think, 12 stations in that Internet café where 13 soldiers are waiting to log in and talk to their families.

Sergeant Richburg, the NCO, said soldiers lower ranking go first. I'll stand outside. While he was standing outside, he noticed a suspicious individual that continued to lurk around that Internet café. Then he noticed that individual place an item on the ground and leave. He knew that something was wrong. He not only chased down the individual, secured him, found out that he was a terrorist, went back to that Internet café, risking his own safety to get the people out of that café. Not only did he evacuate 12 American soldiers, he evacuated four or five Iraqi soldiers that were in that area at the same time, before the bomb detonated, destroying the café, saving their lives. Again, a great American we have serving our country in the Army Reserves.

So sir, I just wanted to recognize these two soldiers but they epitomize the 200,000 that we have in our force that are true heroes for this Nation.

PREPARED STATEMENT

I submit my statement for the record and I look forward to your questions. Thank you.

Senator INOUYE. We admire you and we thank you for your services.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK C. STULTZ

PURPOSE AND ORGANIZATION OF THE 2007 ARMY RESERVE POSTURE STATEMENT

The 2007 Army Reserve Posture Statement describes how the Army Reserve continues to transform from a strategic reserve to an operational force, meeting today's challenges as it better prepares for future uncertainties. Focusing on the Army Reserve skill-rich Warrior Citizens, equipment and resources needed to support The Army Plan, the Posture Statement provides the context to examine Army Reserve initiatives, accomplishments and compelling needs. The Posture Statement begins with a look at a few of the more than 166,000 Warrior Citizens who have mobilized in support of the Global War on Terror. Then, the Posture Statement discusses Army Reserve initiatives in the following strategies: leading change; providing trained and ready units; equipping the Force; and Warrior Citizens sustaining the All-Volunteer Force. The Posture Statement concludes with a discussion on managing risk to underscore the Army Reserve's compelling needs.

All figures throughout the 2007 Army Reserve Posture Statement are current through 22 February unless otherwise noted.

MESSAGE FROM THE CHIEF, ARMY RESERVE

The Army Reserve of the 21st Century is a force facing the challenges of transforming from a strategic reserve to an operational, expeditionary, and domestic force—a transformation that is being done at an unprecedented pace. As never before, the Army Reserve is an integral part of the world's best Army. Demand for the authorized 205,000 Army Reserve Soldiers attests to that integration. Today more than 20,000 Army Reserve Soldiers are forward-deployed in Iraq, Afghanistan and 18 other countries. An additional 7,000 Army Reserve Soldiers are mobilized and are serving here in the United States. In the more than five years since September 11th, more than 166,000 Army Reserve Soldiers, including 71 general officers who either mobilized or deployed in support of the Global War on Terror, have answered the call to mobilize in defense of our Nation.

As a strategic reserve, our Warrior Citizens served one weekend a month and two weeks every summer. Due to the demands of this new century, and our transformation to an operational force, we are asking more of our Soldiers as we prepare them for the challenges they will face both overseas and domestically in this new, continuous state of mobilization. Our commitment to readiness is driving how we train, support, and retain our Warrior Citizens.

As Chief of the Army Reserve, my mission is to build and sustain our operational force into a flexible, responsive and dynamic organization that is fully manned, trained, and equipped to support our Army and our Nation. To accomplish that, we must provide our Soldiers, their families, and their employers with predictability and stability—to know when they can count on being home, mobilized, or deployed. Our goal is to mobilize Soldiers no more than once in a five-year time frame. We must also ensure the Army Reserve has the right equipment to sustain operations, the manpower to support our operations, and the resources to facilitate our operations.

The recent decisions by the Secretary of Defense to ensure access to all components of the force require significant changes that affect the Army Reserve—the duration of deployment of our Warrior Citizens and the cohesiveness of deploying units. Our Soldiers will now mobilize as cohesive units for one year only, rather than eighteen months. This new policy is designed to support the total forces with recurrent, predictable access to Army Reserve units to meet the sustained global demand for Army forces. The benefits of deploying Soldiers who have trained together cannot be overstated, even though the short-term effect is that some Soldiers, who may have previously deployed with other units, will now deploy again earlier than expected.

The Army Reserve receives resources from Congress through the President and the Secretary of Defense. Those resources historically allowed the Army Reserve to train as a peacetime strategic reserve, with some degree of risk, not as an oper-

ational force that supports the Global War on Terror and domestic requirements. Although a surge in contingency operations funding has prepared Army Reserve Soldiers and units for deployment, the discrepancy between past resourcing and operational demands has taken a toll. We will work with the Office of the Secretary of Defense to ensure that the Army Reserve forces required to meet the national security strategy are fully manned, trained and equipped to combat current and future persistent adversaries in the Global War on Terror, provide Homeland Defense, and combat proliferation of Weapons of Mass Destruction.

To prepare for future uncertainties while implementing new policy changes and sustaining the current operational tempo, the Army Reserve needs continued support and leadership from Congress to provide full, timely and sustained funding; modernized equipment for training and deployment; and support to sustain our Warrior Citizens and their families. The resources allocated to the Army Reserve in the fiscal year 2008 budget, and in supplemental appropriations, are essential for the Army Reserve to continue its mission of providing trained and ready skill-rich Soldiers to protect the freedoms and values of American taxpayers. The bright, talented men and women of the Army Reserve are part of the foundation of this century's "greatest generation" of Americans. It is an honor to serve with the men and women of the Army Reserve.

LT. GEN. JACK C. STULTZ,
Chief, Army Reserve.

ARMY RESERVE WARRIOR CITIZENS

The Army Reserve is a community-based institution with a one hundred year history of supporting the security needs of the Nation. The Army Reserve is serving our Army and our Nation at war.

Currently deployed in Iraq, Afghanistan and 18 other countries, the Army Reserve has transformed from a strategic reserve to an operational force of skill-rich Warrior Citizens. Army Reserve Soldiers' skills and backgrounds reflect the diversity of America.

Seventy-seven percent are men; 23 percent are women. They are black (23 percent), white (59 percent) and Hispanic (12 percent). They are young (46 percent are aged 17–29) and they are mature (46 percent are aged 30–49). When mobilized and deployed, they are enlisted Soldiers (81 percent), officers (18 percent) and warrant officers (1 percent).

But, when not serving in uniform, they are doctors, lawyers, mechanics, homemakers, accountants, teachers, supply clerks, elected officials and journalists, to name a few of the civilian occupations represented in the Army Reserve. Army Reserve Soldiers are your neighbors; they are the parents of your children's friends, their teachers and their coaches. They are employees and employers in our towns and communities around the Nation.

Army Reserve Soldiers are Warrior Citizens with their "boots on the ground" overseas and across the United States. They can lead a platoon, organize a social function, run a campaign, or chair a business meeting. They have all answered the call to serve our Nation.

Here are some of their stories.

Dr. Frank J. Miskena is a colonel in the 308th Civil Affairs Brigade of the Army Reserve. A veterinarian who is fluent in three languages, he has deployed to Albania, Kuwait and Iraq where he was assigned to the Coalition Provisional Authority. There, he became known as the "Voice of Baghdad," following Iraq's liberation. Coalition forces looked to him for help communicating curfews and information to the Iraqi people. He spoke their language and he understands the price of freedom.

Colonel Miskena was born in Baghdad. He earned his veterinary degree in Iraq and was drafted into the Iraqi Army, where he served for two years. In 1977 he came to America, where five years later he became a U.S. citizen. Colonel Miskena shows allegiance to one flag—the Stars and Stripes. He is the highest-ranking Iraqi-American in the U.S. military.

First Sergeant Karen Henderson is a 20-year veteran of the Army Reserve. She always knew she could be called on to deploy.

As a civilian, Karen Henderson is a consultant to one of the world's largest providers of management and technology services. Her civilian-earned skills came into play when she deployed to Iraq with the 80th Division. There, she was assigned to the Iraqi Director General of Communications, part of the Ministry of Defense, where she worked with Iraqis and the U.S. military to evaluate communications needs for the Iraqi military throughout the country.

First Sergeant Henderson is typical of Army Reserve Soldiers. She brought a unique set of civilian-earned skills to her unit. But she also acquired skills during

training, after she was mobilized. She became combat-lifesaver certified, a skill she used when an insurgent attacked the convoy in which she was riding. As the combat medic on the scene, First Sergeant Henderson treated coalition forces, the Iraqi driver and the insurgent while her unit secured the scene.

Martin K. Richburg likes people. His strong work ethic and easy-going demeanor are traits he brought to the 142nd Maintenance Company, where Staff Sergeant Richburg serves as a heavy-vehicle mechanic. In his civilian job, he is the supply clerk for the district court of a large city. But unlike many Warrior Citizens who have skills that are shared by their civilian and military careers, Staff Sergeant Richburg's two careers do not share common skill-sets. So when his call-up letter arrived, he looked forward to the intensive training he would receive prior to deployment. He knew that training would help him identify potentially dangerous situations.

When his unit was posted to an Iraqi base to provide logistics, maintenance and Soldier training to Iraqi Soldiers, some of the Iraqi Soldiers welcomed the training and guidance they received from the Americans; others did not. On the morning of March 27, 2006, 47 Iraqi Soldiers and civilians were attacked as they entered the base to work. Thirty died. So later that day, while American Soldiers were inside an Internet café on the Iraqi base, Staff Sergeant Richburg waited on guard outside for a computer terminal to become available.

His Army Reserve training taught him to observe people, their movements, and things that looked out of place. Outside the Internet café, something unusual caught his eye. He saw a man with a large blue bag peer into the café, then enter and leave the café several times. When he dragged a chair to the café's air conditioning unit, left the bag on the air conditioner, and ran, Staff Sergeant Richburg instinctively acted. He chased down the man and learned the blue bag contained a bomb that was timed to detonate while the Americans were inside the café.

Staff Sergeant Richburg ran back to the café, ordered everyone out and took cover. When the bomb exploded, no one was killed, but the café's interior and several small buildings were damaged. Staff Sergeant Richburg's actions saved the lives of 12 American Soldiers and five Iraqi citizens.

Kristen King is a college student who is scheduled to graduate in May 2008, 18 months after her classmates, with a degree in broadcast journalism. While researching a way to help defray her tuition costs, she learned about the Army Reserve's education benefits and the valuable hands-on broadcast experience she could get in the Army Reserve. When she deployed to Iraq, Specialist King learned skills that would set her resume apart from other young graduates.

For the first eight months of her tour, Specialist King was assigned to a television unit where she was an anchor, reporter, and one of two videographers assigned to Saddam Hussein's trial. During the final four months of her tour, Specialist King hosted "Country Convoy," a four-hour country music program that aired on 107.7 FM Freedom Radio, the only American-run radio station in Baghdad. Her Army Reserve broadcast experience exceeded her expectations—it was unlike anything she could ever learn in a classroom.

In 2005, Specialist King was honored as the Army Reserve Broadcast Journalist of the Year. Now back at school, she talks about her Army Reserve experience with high school and college students. Specialist King did not just bring civilian-acquired skills to the Army Reserve; she brought enthusiasm and a desire to serve. She is now a Warrior Citizen who can apply her Army Reserve-acquired skills to her civilian broadcasting career.

Chief Warrant Officer Bob Louck is a Warrior Citizen who retired from the military in 1985. After September 11th, the former instructor pilot turned pastry truck driver wanted to return to active duty. As a 57-year-old Vietnam War veteran, he thought the Army Reserve could use his skills and volunteered for retiree recall. He was right, and soon found himself at aircraft qualification school with instructors half his age.

As a member of Company B, 7th Battalion, 158th Regiment, he was scheduled to deploy to Afghanistan to support coalition operations against Taliban fighters. But when an earthquake devastated remote mountain villages in Pakistan, the unit was called up to fly medicine, food and shelters to earthquake survivors in the region. After several months of supporting relief efforts, his unit conducted a phased deployment to Afghanistan to assume their original mission.

Hostile environments are nothing new to Bob. Whether the enemy is the Taliban or the Viet Cong, Chief Warrant Officer Louck, who last flew a Chinook in 1970, knows that age is not a liability. With 1,000 hours of Chinook flight experience, this 20-year military retiree is an example of the skill-rich Warrior Citizens that make the Army Reserve "Army Strong."

These are only a few Army Reserve Soldiers' stories; thousands of others have similar stories to tell. All are evidence that Army Reserve Soldiers possess a broad range of civilian-acquired skills to complement their traditional military training and military training to complement their civilian careers. They are Warrior Citizens who have answered our Nation's call to service.

In support of the Global War on Terror, 136 Warrior Citizens have sacrificed their lives during Operation Enduring Freedom and Operation Iraqi Freedom. Additionally, two Warrior Citizens, Staff Sergeant Keith "Matt" Maupin and Specialist Ahmed K. Altaie are currently listed as missing and captured.

The Warrior Citizens of the United States Army Reserve will never leave a fallen comrade.

STRATEGIC OVERVIEW

Today's security environment is volatile, complex and uncertain. The dynamics of that environment often require the option of a rapid military response. Therefore, today's Army Reserve units must be prepared and ready to respond rapidly to our Nation's and our Army's needs.

World and national conditions that present a variety of emerging challenges to our national security interests include:

Global War on Terror	Global terrorists and their networks
Rogue states	Ad hoc coalitions
Budget pressures	Cyber network attacks
Homeland Defense	Insurgencies
Adversarial nations and leaders	Globalization
Treaty obligations	Public focus
Protracted war	Natural disasters
Ethnic and sectarian conflicts	Narco-trafficking
Propensity for military service	Declining manufacturing base
Nuclear proliferation	Failed and failing states
Regional instability	Disaster response/relief Disease
Environmental degradation	National will

Within such an environment, the Army Reserve has evolved from a strategic reserve to an operational force of skill-rich Warrior Citizens that provides unique capabilities to complement Army and National Guard partners. The Army Reserve must also complete transformation into a more lethal, agile and modular force. Today's operational tempo does not allow time for extended post-mobilization training. Army Reserve Soldiers and units are expected to be trained and ready when our Nation calls. To meet those realities, the Army Reserve is making the most dramatic changes to its structure, training and readiness since World War II. This transformation is being accomplished while Army Reserve Soldiers and units are engaged in operations at home and in Iraq, Afghanistan and 18 other countries around the globe.

Essential Functions of Army Reserve Transformation

Reengineer the mobilization process to simplify, streamline and automate procedures that are currently time sensitive, paper-based, multi-layered and occasionally repetitive.

Why? To respond quickly to domestic and combatant commanders' needs.

Transform Army Reserve command and control structure to focus functional and operational commands on training, leader development, unit readiness and shorter mobilization timelines for units within their functional scope of expertise.

Why? To focus on the Army Reserve's core mission of providing trained and ready Soldiers and units when needed.

Restructure units into a flexible and adaptable modular force that meets anticipated mission requirements. Divest structure that is not able to deploy, is habitually unready, or is too costly to modernize.

Why? To deliver maximum value and utility for the resources expended.

Improve Human Resources staff, technologies, and business practices to assist commanders and leaders at all levels to recruit, develop, train, and care for Army Reserve Soldiers, families, civilians and contractors.

Why? To support and sustain an all-volunteer force and ensure it is trained and ready when called.

Implement the Army Force Generation model, realizing that may take up to five years to attain, to create stability and predictability for Army Reserve forces so a Soldier will deploy only one year out of every five. Create additional depth in high demand capabilities.

Why? To provide stability and predictability to Soldiers, families and employers while simultaneously supporting the Global War on Terror, major combat operations, domestic operations and contingencies such as natural disasters.

Improve individual support to combatant commanders by increasing the number of trained and ready Soldiers in critical military occupational specialties available for individual augmentation.

Why? To meet the Army's demand for individual capabilities without cannibalizing existing units for those skills and threatening unit readiness.

Build mutual support between the Army Reserve and employers and communities.

Why? Combine/leverage civilian-acquired skills with leadership, maturity and experience gained in the military.

LEADING CHANGE AND SHAPING THE FORCE

Accomplishments

Some of the most significant organizational changes during fiscal year 2006 include the accomplishments listed below:

—Activated two theater signal commands and three expeditionary support commands, one of which will deploy in support of Operation Iraqi Freedom during 2007.

—Initiated actions to inactivate 10 Regional Readiness Commands and activate four Regional Readiness Sustainment Commands to reduce overhead structure and focus on supporting Army Reserve units on a regional basis.

—Applied the Army Force Generation (ARFORGEN) model to how Army Reserve units are scheduled and resourced for deployment. In fiscal year 2006, approximately 77 percent of the Army Reserve's mobilized units were from the ARFORGEN model.

—Aligned 80 percent of Army Reserve forces, to include 58 modular combat support/combat service support brigades and 8 civil affairs brigades into ARFORGEN.

—Completed the realignment of command and control of the U.S. Army Civil Affairs and Psychological Operations forces from the Army's Special Operations Command to the U.S. Army Reserve Command to improve Civil Affairs/Psychological Operations support to conventional forces.

—Completed the realignment of the U.S. Army Reserve Command—as a Direct Reporting Unit to the Department of the Army—as part of the Army's efforts to more effectively administer and support its operating forces.

—Initiated actions to restructure Army Reserve training support divisions and institutional training divisions to support the Army's individual and collective training requirements.

—Advanced plans to close or realign 176 Army Reserve facilities under BRAC, a higher percentage of real property closures and realignments than any other component of any service, and to build 125 new Armed Forces Reserve Centers to support Army Reserve units and Soldiers more effectively.

—Completed three Lean Six Sigma business projects with future cost savings and cost avoidance estimated at $47 million over the next seven years.

Transforming to meet today's demand for Army Reserve forces has led to the development of a host of strategic initiatives in support of major objectives. Some are complete, while others are still in progress. The prioritization of the Army Reserve transformation efforts will result in a complementary, operational force that is ready to support America's global and domestic commitments. The Army Reserve's strategic initiatives, when fully implemented, will accomplish the following:

—Provide the joint force and combatant commanders with ready combat support and combat service support units made up of skill-rich Warrior Citizens.

—Increase the number of Army Reserve Soldiers in deployable units.

—Reduce the time needed from mobilization to deployment.

—Provide predictability to the Army in terms of the capabilities available in the Army Reserve.

—Provide predictability to Army Reserve Soldiers, families and employers regarding deployments—allowing them to better prepare and plan for mobilization periods.

—Ensure more focused and efficient administrative management of Army Reserve forces, and increase unit and Soldier readiness.

—Provide improved facilities and more effective training to Army Reserve Soldiers.

—Streamline the command and control of Army Reserve forces.

—Increase the number of Soldiers in specialties needed to support the long war.

—Improve Army Reserve business, resourcing and acquisition processes.

—Provide better citizens to America's communities and better employees to America's employers.

The Army Force Generation Model: Predictability Through Focused, Efficient Management

The Army Reserve's wide-ranging transformation is focused on providing needed capabilities to combatant commanders as they fight the long war. As the Army Reserve continues to transform, it is implementing a system that will establish predictability, not only to those commanders, but also to Army Reserve Soldiers, their families and their employers. That system is called the Army Force Generation (ARFORGEN) model.

ARFORGEN is an Army-wide readiness model to support expeditionary deployment on a rotational basis. ARFORGEN consists of the structured progression of training, resourcing and unit readiness over time, resulting in recurring periods of availability of trained, ready, cohesive units that are prepared for an operational deployment, in support of civil authorities or combatant commander requirements. ARFORGEN is a model driven by operational requirements that facilitates assured, predictable access to the Army's active and reserve forces for future missions. That model task-organizes forces into expeditionary force packages, and manages them to progressively higher levels of capability and readiness through sequential force pools. Those pools train to corresponding metrics that ultimately provide a tailored force capability to meet an Army requirement. Packaging forces in a predictable deployment cycle, against specific requirements, will improve unit readiness as units progress through the system. Additionally, it will eliminate the old, tiered resourcing system, which included units resourced insufficiently that were never ready for deployment. The ARFORGEN strategy ensures that deploying units will be fully-trained—as cohesive units—on the most modern equipment.

When implemented fully, ARFORGEN will add a rotational depth of ready units to the force and spread the operational demand for Army Reserve forces over a manageable time period.

Increasing the Operational Force

The Army Reserve continues to improve force structure to meet the demands of current and future operations. Reorganizing command and control structure resulted in more deployable command posts, functional commands and sustainment commands that are streamlined and more efficient than former command and control organizations. Those reorganized units are tailored to provide increased combat support and combat service support to the Army expeditionary force packages. In total, the Army Reserve converted 78 units with 5,076 spaces of "non-deploying" structure during fiscal year 2006 to deployable organizations. Additional reorganizations in fiscal year 2007 are expected to yield even larger numbers of operational forces. The reorganization process has been carefully managed to maintain a high capacity of quality training support services with no diminished training capability.

The Army Reserve is adjusting its Trainees, Transients, Holdees and Students (TTHS) account from 20,500 to 12,000. These additional spaces, 8,500 Soldiers, will be converted to operational force structure, by right-sizing the TTHS account, and will be used in support of domestic and overseas missions.

Recent decisions to reduce and streamline the training structure and to shift Soldiers from non-deployable units into a deployable force structure resulted in a more efficient training base without diminishing training capacity or capability. As a result, 5,000 personnel billets have been reconfigured into the deployable force pool.

Ready Response Reserve Units

A key operational initiative for the Army Reserve is the development of the Ready Response Reserve Units (R3Us). This initiative capitalizes on Reserve Component (RC) Soldiers who are willing to volunteer to serve on part-time active duty, that is, more than the 39 days per year, but less than 365 days per year. The Army Reserve seeks to leverage these volunteers and match them against the need to fill short-notice requirements for combatant commanders and against other known requirements with R3Us. Additionally, the ARFORGEN model may identify other high-demand, low-density RC units, which may be required to rotate faster through the "Reset, Ready and Available" pools to support combatant commander and/or domestic requirements. Units matching those requirements are potential R3U candidates. Those R3Us will serve for more than the traditional 39 days per year or may be used repetitively as voluntary units in accordance with current laws and Department of the Army policy. Units that participate as R3Us may not only be short-notice deploying units but may also be used to improve the readiness of Army units and Soldiers for deployment. A test of the R3U concept has been proposed for fiscal years 2008 and 2009. The Assistant Secretary of the Army for Manpower and Re-

serve Affairs (ASA M&RA) and the Army Reserve have identified three categories of units to test in the pilot program. The three categories include: Early Entry Operations, Known Surge Operations, and Sustainment Operations. As the lead for the test, the Army Reserve will develop processes and gather "lessons learned" that will improve the readiness of the entire Army.

Improved Facilities and Training Support: Realignment and Closure

Base Realignment and Closure (BRAC) 2005 will realize significant cost efficiencies to the Army Reserve and improve the support the Army Reserve will be able to provide its Soldiers. BRAC will require the Army Reserve to create joint or multi-functional installations and improve readiness of current installations and facilities. It will provide the Army Reserve the opportunity to station forces in modern, state-of-the-art facilities and to redesign many Cold War facilities that no longer reflect current requirements. Under BRAC, the Army Reserve will close or realign 176 of its current facilities. That represents a higher percentage of real property closures than any other component of any service. In turn, Army Reserve units will move from those older facilities into 125 new Armed Forces Reserve Centers (AFRCs), many of which will be shared with at least one other reserve component, enhancing joint relationships and facility use. That construction will eliminate duplication of facilities where different components of the Armed Forces are in the same areas.

The new AFRCs will have high-tech, distance-learning and video-teleconferencing capabilities as well as fitness centers, family readiness centers and enhanced maintenance and equipment storage facilities. Those dramatic changes, closely coordinated among Army Reserve planners and the BRAC agencies, were synchronized with the Army Reserve's efforts to reshape its structure and grow war fighting forces. The Army Reserve needs support from the President's budget to ensure that base operations support and sustainment, restoration, and modernization for Army Reserve facilities remain funded to ensure force readiness.

Streamline Command and Control

The restructuring of the Army Reserve's command and control creates a more functionally-aligned force. These efforts were supported by BRAC. The Army Reserve reduced the number of administrative commands and increased the number of operational commands while maintaining the same number of general officer billets, in order to improve support for the Army. Seventy-one of the Army Reserve's 143 general officers have been mobilized or deployed to support the Army since September 11, 2001.

Ten regional readiness commands will be replaced by four more efficient regional readiness sustainment commands (RRSCs). Those RRSCs, which will be fully operational by the end of fiscal year 2009, will provide base operations, personnel, and administrative support to Army Reserve units and Soldiers within their geographic regions.

Two signal commands were converted to theater signal commands in 2006. One of those commands relocated to Hawaii to provide support to U.S. Army Pacific Command on a full-time basis. Additionally, three expeditionary sustainment commands were activated to support the Army's modular logistics concepts. The commands were activated from older structures that were designed for Cold War engagements.

Another expeditionary sustainment command and a theater aviation command will activate during fiscal year 2007. The Army Reserve training structure, which supports all Army components, is also restructuring to support the growth of more operational forces.

Increasing Civil Affairs and Psychological Operations Assets

Given the global population and urbanization trends, the importance of preparing and maintaining trained and ready civil affairs units has become increasingly evident. As the Army Reserve continues to support military operations in the long war, it is essential that Army Reserve forces are knowledgeable about the culture and customs of the people they will encounter. To address this and the numerous challenges of civil-military operations, the military uses Civil Affairs (CA) units that are focused on those operations.

Today, more than 96 percent of all CA forces are in the U.S. Army and 93 percent of those forces are in the Army Reserve. The knowledge, skills, abilities and maturity required to operate effectively in the civil environment, particularly in areas such as city management, banking, and public health administration, overwhelmingly reside in the Army Reserve and are maintained by Army Reserve Warrior Citizens. Army Reserve CA units and Soldiers are trained and ready to deploy anywhere they are needed to plan, coordinate and execute civil-military operations.

Those Soldiers set the conditions for transition to follow-on civilian government agencies, international organizations, nongovernmental organizations and private sector contractors.

In the area of psychological operations (PSYOP), the Army Reserve also provides key capabilities to the operational environment of this century. PSYOP forces help reinforce foreign attitudes and behavior favorable to our Nation's goals. More than 63 percent of the Army's total PSYOP force resides in the Army Reserve.

To meet the needs of the 21st century battlefield, over the next six years, the Army Reserve will add 904 CA Soldiers and 1,228 PSYOP Soldiers. The most significant growth will be the addition of 48 new CA companies and 10 new PSYOP companies. That will add critical skill sets at the tactical level required by the conventional force to understand, interact, and influence foreign populations and institutions.

To assist the Army Reserve's efforts to create and sustain trained and ready CA and PSYOP Forces, the Office of the Secretary of Defense approved the transfer of Army Reserve CA and PSYOP forces from U.S. Army Special Operations Command to the U.S. Army Reserve Command (USARC) last year. That move will integrate Army Reserve CA and PSYOP forces into the conventional force, providing the conventional force commanders dedicated CA and PSYOP forces consistent with the Army Force Generation model.

Improving Business Practices

A permanent Business Process Improvement/Lean Six Sigma (BPI/LSS) office was established in April 2006 at the U.S. Army Reserve Command (USARC). LSS is a business process improvement methodology that focuses on speed, efficiency, precision and accuracy. Three BPI/LSS projects were completed in fiscal year 2006 with cost savings estimated at $47 million over the next seven years.

LSS recognizes the unique skills and certifications Army Reserve Soldiers bring to the Force that are not normally found within the active components. For example, the Army Reserve has identified several Army Reserve Soldiers who are qualified as Lean Six Sigma master black belts (MBB), black belts (BB), and green belts (GB). Those Soldiers obtained LSS certification through their civilian occupations, typically investing over 200 hours in classroom instruction for the MBB, 144 classroom hours for the BB and 64 classroom hours for the GB in addition to completing projects.

By optimizing the civilian-acquired skills of our Soldiers, in combination with contractor support, the Army Reserve estimates obtaining full integration of best business practices by January 2009. The cost will be approximately $4 million, which is about 73 percent less than the cost of relying exclusively on contractors. As LSS is employed throughout the Army Reserve, other commands are recognizing the value associated with using Army Reserve Soldiers and are asking for assistance. The Army Reserve will continue to assist wherever possible.

Compelling Needs for Leading Change and Shaping the Force

Support the President's fiscal year 2008 budget which includes resources for a myriad of Army Reserve initiatives associated with the Army Force Generation model to include training, equipping and facility requirements during the "ready" phase of ARFORGEN.

Support the fiscal year 2008 budget request for resources for the Army Reserve to continue implementing BRAC-legislated projects to close installations, construct Armed Forces Reserve Centers and fund 13 Army Reserve Military Construction projects. Full, timely and predictable funding will enable the Army Reserve to institute necessary force structure changes.

Accelerate momentum established in modernization of the Army Reserve with the implementation of Ready Response Reserve Units, increased annual training requirements and upgraded facilities to train and support Soldiers.

PROVIDING TRAINED AND READY UNITS

Accomplishments

Since 9/11:

—The Army Reserve had mobilized more than 166,000 Soldiers; more than 42,000 Soldiers have served on multiple deployments.

—Ninety-eight percent of Army Reserve units have provided mobilized Soldiers or have deployed in support of the Global War on Terror.

Fiscal year 2006:

—Expanded rotational force management in support of ARFORGEN and aligned with the Army Campaign Plan.

—Mobilized 24,303 Warrior Citizens and deployed 13,240 Army Reserve Soldiers.

—Developed and executed plans to help prepare for the 2006 hurricane season. Those efforts involved regional readiness commands and units in 15 states and required that 1,996 separate items of equipment be prepositioned on the eastern seaboard and the Gulf Coast.
—Army Reserve mobile training teams developed and executed a program of instruction (POI) to train Afghan National Army noncommissioned officers (NCOs). The course blended Afghan culture and needs with material and standards of the U.S. Army Drill Sergeants School.
—Army Reserve Soldiers also continued to support the training of Iraqi Security Forces.
—Implemented the defense readiness reporting system (DRRS) that gives senior leaders knowledge of Army Reserve capabilities to support future combatant commander requirements.
—Successfully integrated the Army Reserve Training Strategy (ARTS) into the ARFORGEN training model.
—In 2006, the Army Reserve conducted Patriot Warrior and River Warrior exercises which included two eight day field training events to challenge units' collective responsiveness under stressful, contemporary operating environment conditions. The exercises included Joint and Coalition Forces.
—Two thousand Army Reserve Soldiers sharpened their technical skills in tactical environments through functional exercises.
—Sixty-one thousand Army Reserve Soldiers completed 70,000 training courses provided through the Army Reserve Virtual University.

During the 20th century, Army Reserve recruiters sought men and women willing to give up one weekend a month and two weeks every summer in return for college tuition, an interesting part-time job and an opportunity to serve their country. In return, the Nation got the strategic reserve it needed during the Cold War era. That was last century.

This century, the Army Reserve is engaged in operations across the globe as an integral part of the world's greatest Army. Army Reserve units must be prepared and available to deploy with a full complement of trained and equipped Soldiers when the Nation calls. The recent decisions by the Secretary of Defense will facilitate the deployment of trained and equipped Army Reserve units as whole cohesive units.

Operations

At the end of fiscal year 2006, more than 35,000 Army Reserve Soldiers were serving on active duty. Approximately 25,000 Army Reserve Soldiers served overseas, in Iraq, Afghanistan and 18 other countries, while another 10,000 Army Reserve Soldiers supported homeland defense missions at training centers, mobilization sites, and medical centers in the continental United States.

The Army Reserve is an integral part of the Army. Army Reserve Soldiers provide 88 unique skill sets and bring value-added experience and maturity to the joint force with their civilian-acquired capabilities. The Army Reserve force of Warrior Citizens includes surgeons, fire chiefs, teachers, city planners, waterworks directors, and police officers who have skills acquired in their civilian careers that aren't resident in the active Army. The wars in Iraq and Afghanistan have demonstrated the Nation's need for the critical capabilities of the Army Reserve Warrior Citizens.

Combined, Joint Operations

From supporting all military branches (running truck convoys of food, ammunition, fuel and other items) to conducting combat operations, responding to ambushes, and directly engaging the enemy, the Army Reserve has been an integral element of U.S. military and coalition operations.

In fiscal year 2006, Army Reserve Soldiers continued to train Afghan Security Forces. While the 95th Division (Institutional Training) from Oklahoma City, Oklahoma, administered the Afghan Drill Sergeant School, the 98th Division (IT) of Rochester, New York (which had previously supported the creation and training of Iraqi Security Forces), augmented forces standing up the Afghan National Military Academy (NMA). Additionally, more than 900 Soldiers from the 108th Division (IT) in Charlotte, North Carolina, are supporting the training and creation of Iraqi Security Forces throughout Iraq.

Domestic Operations

The Army Reserve is the Title 10 first responder to support civil authorities during a domestic emergency. Lessons learned from Hurricane Katrina relief efforts prompted the Army to ask the Army Reserve to support state and local responders during the 2006 hurricane season. In March 2006, the Army Reserve developed regional and state Hurricane Task Forces to prepare equipment and personnel for

hurricane support operations required within their regions. Task Force South supported Mississippi, Alabama, Georgia and Florida. Task Force North supported Tennessee and North and South Carolina. Each task force was headed by a brigadier general and operated out of the 81st Regional Readiness Command (RRC) in Birmingham, Alabama. The 90th RRC, in North Little Rock, Arkansas, stood up state task forces for Louisiana and Texas.

More than 1,996 separate items of Army Reserve equipment were pre-positioned along the eastern seaboard and Gulf Coast. By July 2006, the equipment and units involved in the contingency planning operations provided added capabilities to local authorities in the event of a hurricane. The Army Reserve task forces coordinated with U.S. Army North (the Army's component of U.S. Northern Command), and state and local authorities for support operations. Separate plans were developed for support to U.S. territories in the Pacific and Caribbean areas.

The Army Reserve remains committed to supporting those contingencies as the federal first responder, and has elected to keep most of the pre-positioned equipment in place for the 2007 hurricane season.

As demonstrated by the Army Reserve's support to Hurricane Katrina recovery operations (where the Army Reserve provided all of the CH–47 aircraft support, two truck companies and over 90 vehicles), the relevant and critical capabilities provided by the Army Reserve will be needed for future homeland defense and security missions. Resident within the Army Reserve structure are skilled medical professionals, hazardous material reconnaissance teams, casualty extraction, mass casualty decontamination, engineer units, aviation units and water purification units that will provide key capabilities support to both expeditionary Joint Force and National Guard partners in the United States.

Army Reserve Soldiers who deploy for civil support missions frequently do so while in a training status. In the case of Hurricane Katrina, Army Reserve support for relief efforts was possible because training funds were still available for Army Reserve Soldiers. Access to Title 10 first responders in the future cannot depend on availability of training days or training funds. Therefore, changes should be made to permit the mobilization of Army Reserve capabilities in support of domestic operations.

Army Reserve Training Strategy

To meet the demands of an operational and expeditionary force, Army Reserve units must be trained and ready prior to mobilization as cohesive units. The Army Reserve is transitioning to a train-alert-deploy training model. That training model represents an essential element of the ARFORGEN process; implementing ARFORGEN requires a fundamental change to the Army's strategy of how to prioritize limited resources.

Historically, Army Reserve units trained during two-day monthly battle assemblies and a 14-day annual training event. In support of ARFORGEN, the Army Reserve's five-year training cycle calls for an increase in unit annual training requirements in the third and fourth years. Those additional training requirements will allow units approaching their mobilization phase to conduct pre-mobilization training and participate in collective training events such as national training center exercises.

The Army Reserve Training Strategy (ARTS) establishes the fundamental concepts of the train-alert-deploy model for Army Reserve Soldiers. It includes progressive training and readiness cycles, priorities for resources, managed readiness levels, and predictable training as dictated by the ARFORGEN model. As units advance through a series of cumulative and progressively complex training events, each training phase improves the level of unit readiness. When ARFORGEN is fully matured, units in years one to three (reset/train) will reconstitute and train on basic mission-essential task list (METL) tasks. While some Soldiers complete professional education and individual training, units complete collective training in squad-to-company-level training in local areas and functional exercises. Units complete the reset/train phase of ARFORGEN with a Warrior Exercise—a multifunctional, multi-echelon event that improves unit proficiency.

In the fourth year (ready) immediately before mobilization or deployment into a theater of operations, training focuses on collective war fighting skills and theater specific mission tasks, and accounts for approximately one-third of the total 92 training days per Soldier mandated by the five year ARFORGEN model. Upon successful completion of a combat training center (CTC), or a comparable event and the validation of their combat skills, the unit will move into year five (available).

Warrior Exercises (WAREX)

Warrior Exercises produce competent, confident, adaptive Soldiers, leaders and units that are trained and ready to fight. Focusing on collective war fighting skills, these eight day, continuous operation field training exercises replicate the process of mobilization, deployment and employment in theater.

Exercises ensure Soldiers can conduct combat support and combat service support operations in a contemporary operating environment. The training is battle-focused and incorporates basic skills and lessons learned from combat zones to enhance battle drill training.

The demanding, collective training of the Warrior exercises provides unit leaders with additional training and prepares Soldiers for combat training center exercises or comparable events and subsequent deployment for contingency-expeditionary force and domestic operations.

Functional Exercises

In fiscal year 2006 the Army Reserve conducted 16 functional exercises to sharpen Soldiers' skills in a tactical environment. Functional exercises are branch specific and are held in the second year (reset/train) of the Army Reserve Training Strategy.

For example, Golden Medic 2006, the U.S. Army Reserve's largest medical command and control exercise, drew 2,000 Soldiers from units throughout the country, to Camp Parks in Dublin, California, and to Fort Gordon in Augusta, Georgia. Soldiers established and administered a makeshift medical complex equipped with facilities resident in a U.S. hospital, (ventilators, X-ray machines, dental equipment, a pharmacy, a laboratory and a triage wing). Golden Medic also tested the ability of Army Reserve units to evacuate casualties from the battlefield to a hospital outside the region, and to practice the skills they need to treat injuries sustained in battlefield conditions, such as blast injuries and severed limbs. The exercises prepared Army Reserve Soldiers for handling large numbers of patients, which is something that most medical professionals do not experience in a civilian hospital setting.

The training Army Reserve field medics receive today, coupled with advances in aero-medical evacuation systems and enroute support care, has increased casualty survival rates tremendously. With today's military medical care system, there is a 97 percent survival rate for casualties that are evacuated from the battlefield to the theater hospital. Army Reserve Soldiers, who make up 50 percent of the Army's medical capacity, are ready and answering their call to duty.

Combat Support Training Centers

After BRAC implementation, the Army Reserve will establish combat support training centers (CSTCs) at Fort Hunter Liggett, California, and at Fort Dix, New Jersey. Those centers will enhance training in the following ways:

—Provide training and maneuver space for technical and field training in austere environments.
—Allow more rigorous and realistic weapons qualification.
—Enhance Army Reserve collective training capabilities.
—Support the Army Reserve's Warrior Exercise program.

Both centers will support joint, multi-component, interagency, and convoy training up to brigade level at Fort Hunter Liggett and up to battalion level at Fort Dix.

When the combat support training centers achieve their full operational capability, units in ARFORGEN's fourth year (ready) will validate their collective mission tasks in combat training center-like rotations. They will help command, plan, prepare, supervise, and execute simulation-supported unit pre-mobilization collective training. The CSTCs will provide predictable access to state-of-the-art training centers that focus on the deployment, training, and redeployment experience for Army Reserve units.

The Army Reserve Leadership Development Campaign Plan

Updated and executed in 2006, the Army Reserve Leadership Development Campaign established requirements and integrated programs unique to the Army Reserve. Two significant components are listed below:

—*The Senior Leader Training Program.*—The Senior Leader Training Program develops the intellectual and strategic thinking skills that senior leaders need to implement change in the Army Reserve. The program focuses on general officer and colonel-level leaders with seminars that address organizational change, Army transformation and ethics-based leadership.
—*The Pre-Command Courses.*—The Army Reserve Brigade and Battalion Pre-Command Course was upgraded to enhance training that prepares field grade commanders and command sergeants major to lead Army Reserve Soldiers.

In addition to a company pre-command course for commanders, Army Reserve company command teams (commanders, first sergeants, and unit administrators) participate in new company team leader development courses to better prepare them for the challenges of leadership at the company level, which is critical to success.

Phased Mobilization

Phased mobilization minimizes unit personnel reassignments, enhances Soldier medical and dental readiness, improves unit leadership and enhances individual skills and unit collective training before deployments.

Under the phased mobilization concept, selected Soldiers and leaders mobilize in intervals before their unit's mobilization to perform Soldier leader training, Soldier skill training and unit collective training. Phased mobilization allows selected Soldiers and leaders to receive individual training according to a planned and phased schedule, to ensure they are fully-trained and mission-ready prior to deployment.

Army Reserve Virtual University

To enable commanders to spend more time with Soldiers for mission-essential training, the Army Reserve Virtual University (VU) began operating in June 2003. Since then, the VU has exceeded 155,000 student enrollments.

The VU hosts web-based training, provides valuable user tools, and has real-time reporting features that are essential to commanders. The VU is available anytime and anywhere Soldiers, civilian employees and family members have Internet access. The site is accessible to anyone with an Army Knowledge Online (AKO) system username and password. It offers 24/7/365 customer service.

As of November 2006, the VU offered 49 Internet-based courses, many of which meet the Army Reserve's mandatory course requirements, including: Information Assurance Awareness, Subversion and Espionage Directed against the Army, and Substance Abuse. It also offers course discussion threads, chat rooms, electronic libraries, collaborative learning environments (CLEs) in the continental United States and overseas theaters of operation, individual downloadable transcripts, and custom portals for each major command. The CLE provides every major subordinate command staff with a video conferencing capability that is accessible at home, school, or place of work. No special teleconferencing facilities are required.

The VU is also a place where Soldiers, civilians and family members can enhance their personal or professional knowledge about the Army Reserve. The VU is an effective and efficient vehicle for providing family readiness information and training to Army Reserve families that are geographically dispersed and located far from units and installations. Included in the online VU package is a Family Readiness Library and two Family Readiness courses within the catalog.

Compelling Needs for Providing Trained and Ready Units

Support the President's fiscal year 2008 budget initiatives for Reserve Personnel, Army (RPA) funding levels to support Army Force Generation model phased training requirements that include:

—Equipment training.
—Improved collective training.
—Warrior Exercises.
—Leader education.

Support the President's fiscal year 2008 budget initiatives for Operations and Maintenance, Army Reserve (OMAR) funding levels:

—To establish combat support training centers at Army Reserve primary installations.
—To increase emphasis and additional operating tempo for warrior task and drill training; skill reclassification training, convoy live fire training, and additional support.
—To provide training equipment sets to support Army Reserve Training Centers.
—To dedicate equipment training sets at centralized locations and training equipment sets for schools and deployable units.

Army Reserve Capabilities That Support Joint, Combined and Interagency Operations

Many of the skills unique to Army Reserve Soldiers complement joint, expeditionary and domestic operations. Examples of Army Reserve capabilities that support national objectives include:

Countering Terrorism

Highly specialized counterterrorism support to Special Operations Command (SOCOM), the U.S. Department of State's Office of the Coordinator for Counterterrorism, and other government agencies.

Units and Soldiers for combatant commands to execute their regional war on terror (RWOT) plans.

Defending the Homeland

Critical capabilities to commands with significant domestic response responsibilities: U.S. Northern Command (USNORTHCOM); U.S. Joint Forces Command (USJFCOM); Joint Task Force-Civil Support (JTF–CS); Joint Forces Command's (JFCOM) Standing Joint Task Force Headquarters; and U.S. Army North (ARNORTH).

Twenty-six Army Reserve chemical companies with specialized military and civilian response equipment that can perform mass casualty decontamination and chemical, biological, radiological and nuclear (CBRN) and hazardous materials (HAZMAT) responder operations.

Much of the Army's combat and combat service support capability to include medical, chemical, transportation, logistics, and civil affairs capabilities, all of which are available for homeland defense missions.

Aviation, Transportation, and Logistics capabilities to include 1,996 pre-positioned pieces of fully mission-capable equipment with identified crews to provide rapid domestic disaster response for the 2006 hurricane season using programmed funding. Most of those assets will remain in place for future domestic response operations.

One hundred and ninety-four emergency preparedness liaison officers (EPLOs) who are embedded in all 10 FEMA regions to support federal and state emergency managers for domestic response operations.

Support to NORTHCOM's Consequence Management Response Forces 1–3, which includes chemical, quartermaster, and medical-type units.

Shaping Choices of Countries at Crossroads

Units and Soldiers to allow geographic and functional combatant commanders to execute their theater security cooperation plans (TSCP) to build partner capacity in exercises such as Nuevos Horizontes in Guatemala and Cobra Gold in Thailand.

Preventing Acquisition of Weapons of Mass Destruction (WMD) by State and Non-State Actors

Direct support to the 20th Support Command in its lead Department of Defense role as the primary responder for CBRN consequence management operations. These capabilities are available for use in the prevention of acquisition of WMD.

Chemical units that provide unique capabilities to detect, identify, and mitigate selected WMD in support of nonproliferation activities.

While the challenges the Army Reserve faces will evolve, Soldiers with "boots on the ground" will remain vital to our Nation's solutions.

EQUIPPING THE FORCE

Accomplishments

Since 9/11:

—Cross-leveled more than 300,000 items of equipment (65,000 transactions) among Army Reserve units to support ongoing operations.

—Developed and fielded cutting-edge logistics information management programs to improve situational awareness and support decision-making.

—Developed and implemented innovative and cost-effective methods to improve logistics readiness by centralizing equipment and using centrally managed databases to manage and track equipment.

Fiscal year 2006:

—Developed and began implementation of a logistics program that directly supports the Army Force Generation (ARFORGEN) model.

—Reduced the backlog of equipment, redeployed from Iraq and Afghanistan, for inspection, repair, and/or overhaul from 14,000 items to less than 1,500.

—Achieved a maintenance readiness level of 91 percent for reportable equipment on hand as fully mission-capable.

—Provided Rapid Fielding Initiative equipment to 62,000 Army Reserve Soldiers.

—Integrated 7,014 pieces of equipment transferred from the Active Component to the Army Reserve.

—Inducted 5,337 major end items and 30,725 items for calibration into depot maintenance.

—Identified $742 million of Army Reserve stay-behind equipment retained in Iraq for replacement (such as HMMWVs, Trucks, Material Handling Equipment and communications equipment).
—Retired 6,800 M16A1 rifles from Army Reserve units in preparation for M16A2, M16A4, and M4 rifle replacement fielding.

Meeting future obligations will require the Army Reserve to do much more than focus on managing current resources. The continued high pace of operations will require additional expenditures to reset the force in addition to the costs associated with modernization and modular conversions.

The Army Reserve and the Modular Force Logistics Concept

The Modular Force Logistics Concept (MFLC) is the Army's redesign of logistics business rules, processes, and procedures to support the modular force. The MFLC seeks to integrate logistics operations, vertically and horizontally, to provide the speed and flexibility needed to deploy and sustain the Modular Force in training and combat. Vertical integration streamlines logistical support to the warfighter. The 143rd Transportation Command (TRANSCOM) based in Orlando, Florida, is transitioning to become an Expeditionary Sustainment Command. It will then be able to employ the concept of logistical integration for easier coordination between units. Horizontal integration consolidates material management centers (MMCs) and movement control centers (MCCs) into logistics headquarters support operations; logistics at the operational level are then focused on theater and brigade combat team support.

As the Army Reserve adapts to those changes and procedures, concepts such as the Army Reserve Equipping and Fleet Management Strategy (AREFMS) are evolving to integrate and complement MFLC.

The Army Reserve and GCSS–A/T and SALE

Central to the implementation of the MFLC is the development of Enterprise Resources Planning (ERP) software, which will provide the Army with a holistic, fully integrated logistics data warehouse and accompanying management and decision making tools. The current concept is to build on the development of a Global Combat Support System—Army/Tactical (GCSS–A/T) and a national level system, which will be replaced and integrated at a future date into one enterprise—the Single Army Logistics Enterprise (SALE). The Army Reserve is a full partner with the Army and defense industry leaders in the development of GCSS–A/T and SALE, providing a team to adapt current Army Reserve business rules, processes and procedures to the "best commercial" practices embedded in the ERP.

Until the new software is completed and fielded, the Army Reserve will continue to use and refine its bridging solution, the Logistics Data Warehouse (LOGDAT). LOGDAT integrates data from Army Reserve unit and command-level logistics systems at the national level. In a single warehouse, Army Reserve commanders, staffs and managers can access the data, review unit readiness and develop and implement management decisions.

Equipping Units in the ARFORGEN Cycle

As previously stated, the Army Reserve, as a full participant in the ARFORGEN model, is no longer a strategic reserve but an operational force. The Army Reserve must train under the same conditions and standards as their Active Duty counterparts, including training with the same types of equipment they are expected to operate on the battlefield. To accomplish the training necessary for units to flow through the model, the most modern equipment must be made available to Army Reserve units as they move through the pre-mobilization and deployment phases of ARFORGEN.

The Army Reserve has developed a strategy to optimize the use of its available equipment, based on the training requirements of units, as they move through the ARFORGEN cycles. Army Reserve unit equipment will be housed at respective unit home stations, collective training sites and individual training sites. That provides equipment for individual training as well as small unit training at home stations. The unit's collective training will be accomplished at the collective training sites and will be evaluated at the unit level. The Army Reserve can meet a single large contingency and continue to operate a rotational readiness model under ARFORGEN. Although military support to civil authorities (MSCA) activities do provide a collective training benefit, if there are repeated or significant domestic contingencies, such as repeated or long-lasting hurricane responses or additional foreign contingencies, collective unit training cycles at collective training sites could be delayed or canceled.

The Army Reserve requires a steady flow of procurement to reach equipment and modernization goals. If the right equipment is unavailable when needed, mission ac-

complishment and the survivability, safety and morale of Army Reserve Soldiers are jeopardized.

Compelling Needs for Equipping the Force

Procurement of equipment to support the Global War on Terror (GWOT) and the Modular Force

The modernization of light-medium trucks (75 percent are not Modular Force compatible or deployable and are not integral to training and operational efficiency).

The modernization of medium line-haul tractors (50 percent do not support single-fleet policy and are not integral to training and operational efficiency).

Medical equipment.

Night vision systems.

Chemical/biological/radiological detection/alarm systems.

Modular Force equipment needed to support designated individual and collective training locations, including unit level collective training in a field environment.

Communications and automation equipment.

Sustainment

Support Army Reserve participation in the development and fielding of GCSS–A/T and SALE.

Support initiatives to ensure depot maintenance funding at 90 percent or better.

Support recapitalization of tactical truck inventory.

Endorse retention of Army Reserve tactical maintenance contract labor to reduce mobilization and training equipment backlogs.

WARRIOR CITIZENS SUSTAINING THE ALL-VOLUNTEER FORCE

Accomplishments

In fiscal year 2006, The Army Reserve achieved over 100 percent of its goal for the reenlistment of first-term Soldiers; the first time that has been accomplished since 2002.

The Army Reserve continues to retain its career Soldiers, reaching 103 percent of the 2006 re-enlistment goal.

Despite the continued high operational tempo, the Army Reserve realized 95 percent of its overall recruiting mission, including the U.S. Army Recruiting Command, Human Resource Command-Alexandria, Virginia, and Retention-Transition Division missions.

The Army Reserve is tailoring its incentives program to the ARFORGEN model in order to realize maximum results.

In fiscal year 2006, the Army Reserve began three BRAC military construction projects and 13 conventional military construction projects that will directly enhance quality of life for more than 4,800 Soldiers in seven states.

Since its launch (in early fiscal year 2006), The Army Reserve Family Programs web portal (www.arfp.org) has recorded more than one million visitors.

The Army Reserve continues to recognize Soldiers' sacrifices via the Army Reserve Welcome Home Warrior Citizen Program. Of the 70,366 awards delivered (since the program's inception in 2004), 62,359 awards have been presented during ceremonies.

The Army Reserve's mobilization/deployment assistants made 79,913 successful telephone contacts, received 12,444 incoming emails, sent 57,027 outgoing emails, and recorded 18,982 in-person contacts in an effort to keep Army Reserve Soldiers and their families up to date on the latest deployment information.

The Army Reserve developed the Army Reserve Employer Relations (ARER) program, tailored to build relationships with civilian employers of Army Reserve Soldiers.

"Honor is never off duty" is now the Army Reserve touchstone. The Soldier's Creed and the Warrior Ethos are the bedrock of the United States Army Reserve. Warrior Citizens now entering the Army Reserve understand that mobilizations and deployments are not "possibilities"—they are "probabilities."

Fully appreciative of today's realities, the Army Reserve no longer focuses solely on pay and benefits as an incentive to serve. The Army Reserve reinforces Army Values and embraces the Soldier's Creed. While pay and other incentives are still important, today's focus is now on pride in service to community and to the Nation.

The Army Reserve also continues to ensure that the best quality of care for Army Reserve Soldiers and their families is provided and constantly works to improve the quality-of-life for Soldiers and their families. Army Reserve leadership manages Soldiers through accession and assignment, reassignment, training, and retraining or

reclassification. Additionally, the Army Reserve manages relocation to conform to the ARFORGEN model.

Recruiting

The success of bringing new Soldiers into the Army Reserve ranks reflects the patriotism of this century's "greatest generation." The U.S. Army Recruiting Command recruited 25,378 new Soldiers into the Army Reserve in fiscal year 2006; an increase of 6,000 new Soldier recruits from fiscal year 2005—a 95 percent achievement of the Army Reserve's fiscal year 2006 recruiting goal. In fiscal year 2007, the Army Reserve remains committed to garnering 100 percent of the needed Army Reserve Soldiers.

Key to meeting that goal is ensuring that filling Active Guard/Reserve recruiter positions are a top priority. Those recruiters are essential to ensure the Army Reserve supports the ARFORGEN model. Incentives are also tailored to ensure the right Soldier skills are brought into the Army Reserve's ranks for emerging missions.

Additionally, the plan ensures the maximum return on the Army Reserve's investment as part of Lean Six Sigma. The Army Reserve realizes the market is very competitive for potential recruits and tailors incentives to attract not only the right skills, but the best candidates to join the Army Reserve ranks.

Selected Reserve Incentive Program

One of the most publicized new programs in the Army Reserve is the referral bonus. The program originally offered Soldiers who referred applicants who complete their initial military training a $1,000 bonus. This bonus was later increased to $2,000 and made available to Active and Reserve component retirees.

Recruitment and Reenlistment

In addition to the bonus, a host of incentives tailored to attract specific audiences (listed below) are now being offered.

—Non-Prior Service Enlistment Bonus (6 yrs./up to $20,000).
—Prior Service Enlistment Bonus (3 yrs./$7,500 or 6 yrs./$15,000).
—Reenlistment Bonus for up to 20 years service (3 yrs./$7,500 or 6 yrs./$15,000).
—Army Civilian Acquired Skills Program (3 or 6 yrs./up to $20,000).
—Officer/Warrant Officer Accession Bonus (3 yrs./up to $10,000).
—Officer/Warrant Officer Affiliation Bonus (3 yrs./up to $10,000); given when an officer/warrant officer chooses to serve the remainder of their obligation in a troop-program unit, as opposed to going to the Individual Ready Reserve.
—Enlisted Affiliation Bonus (3 or 6 yrs./up to $20,000).

The 103 percent reenlistment rate for fiscal year 2006 highlights the success of Army Reserve incentive programs. The programs initiated by the Army Reserve during the current operations highlight the Army Reserve's dedication to taking care of not only Soldiers, but also their families and employers. Army Reserve career counselors who are geographically dispersed, including 11 in theater, exceeded their annual reenlistment mission by more than 500 reenlistments. This enables the Army Reserve to continue to meet the needs of America's expeditionary Army.

Fiscal year 2006 accomplishments highlight the Army Reserve's steady retention success in recent years. The Army Reserve reduced attrition from 24.7 percent in 2001 to 22.3 percent in 2006; expanding the reenlistment window to 12 months with incentives, coupled with continued funding, made this success possible.

Retention Initiatives

The Army Reserve places a priority on retaining Warrior Citizens after their mandatory service obligation (MSO) is fulfilled. The value these mature, trained and ready, skill-rich Soldiers bring to the total force cannot be overlooked. Resources to fund programs targeted to recruit and retain Soldiers are vital for the Army Reserve to support the total force. Some incentives to retain Army Reserve leadership and fully staff high priority ARFORGEN units are listed below:

—The Secretary of Defense has authorized Command Responsibility Pay (CRP) bonuses for officers serving in positions of special responsibility. The number of officers eligible for bonuses is capped within each officer grade.
—ARFORGEN designated unit pay. This is a key incentive to promote retention and stability. Included in the 2006 National Defense Authorization Act, this program allows payment for non-obligated Soldiers, in designated critical skills and units, such as Soldiers who belong to ARFORGEN units targeted for deployment, and who make a service commitment to the Army Reserve. The program will likely reduce the need to cross-level Soldiers by increasing volunteerism and retention in high priority Army Reserve units.

—The Army Reserve is pursuing a Critical Skill Retention Bonus for Soldiers assigned to high priority units. This bonus will be geared toward O–3 and below for Officers, E–7 and below for Enlisted, and W–3 and below for Warrant Officers with critical skills and experience that the Army Reserve must maintain for the war fight.

Mobilization Within the Army Reserve—Reflecting the Cultural Change

The number of Army Reserve Soldiers who mobilized and then volunteered for further deployments reflect the experience and patriotism of today's Warrior Citizens.

—More than 166,000 Army Reserve Soldiers have mobilized since September 11, 2001.

—More than 42,000 Army Reserve Soldiers have mobilized more than once since September 11, 2001 (as of December 31, 2006).

Full Time Support

Today's demand for the Army Reserve to meet operational requirements quickly with fully-trained Soldiers and units on an enduring basis highlights the increased importance of Army Reserve full-time support (FTS) personnel. The Active Guard and Reserve (AGR) Soldiers, Department of the Army Civilian Employees and Army Reserve Military Technicians play a crucial role in preparing Army Reserve units for war.

Full-time support personnel serve in a variety of positions throughout the Army Reserve. Operations personnel plan the training that will move the unit through the cycles of ARFORGEN. Human resources personnel direct the life-cycle management of unit personnel to ensure the right Warrior Citizen is in the right place at the right time. Human resources personnel coordinate with unit training personnel to ensure personnel are scheduled for, and attend, military schooling for career competency, progression and enhancement.

The DOD average FTS manning level in fiscal year 2005—the last year data was available—was 21 percent of end strength, while the projected fiscal year 2007 manning level for the Army Reserve is 11.7 percent, the lowest of any component of any service. As the Army Reserve transforms to an operational force and the demands for Army Reserve Soldiers increase, FTS requirements must be re-evaluated to ensure continued unit mobilization readiness.

The Army is developing new full-time support requirements; utilizing the requirements methodology validated by the U.S. Army Manpower Analysis Agency (USAMAA) in fiscal year 2006. The Army Reserve is currently applying that methodology to its ARFORGEN force structure requirements to ensure it has the personnel necessary to carry out the day-to-day workload for mobilization readiness. The Army Reserve will work with the Office of the Secretary of Defense to ensure that this "revalidation" will allow the Army Reserve to determine the right balance of full-time support personnel for an operational force.

Quality of Life and Well Being of Soldiers and Family Members

Quality of life issues directly affect the retention of Soldiers in the Army Reserve. The Army Reserve recruits Soldiers and retains their families.

General Peter Pace, Chairman of the Joint Chiefs of Staff, has said, "Taking care of our people is fundamental to the ethos of the American Armed Forces. Our men and women in uniform are our most precious resource. We must continue to ensure their welfare and that of the families who support them."

Family Programs

Support to family programs remains a top Army Reserve priority, especially during this time of unprecedented deployments for Army Reserve Warrior Citizens. Full funding of programs such as the following, are crucial to the Army Reserve's retention goals and to sustaining the All-Volunteer Force.

—Children's programs have been initiated that realize the unique pressures children of reserve component military members face, especially when their parents deploy.

—A highlight of fiscal year 2006 activities included expansion of Operation Purple Camps. These camps represent a joint effort between the National Military Family Association, the Department of Defense, the National Guard Bureau and local camp providers to help children of deployed Army Reserve Soldiers deal with deployment-related separation issues in a summer camp environment.

Health Benefits

Few programs reflect care for Soldiers more directly than health care plans. It is crucial that support for those programs continue.

—Army Reserve Soldiers who are on active duty for less than 30 days are covered for any injury, illness, or disease incurred or aggravated in the line of duty. That includes travel to and from the Soldier's duty station.
—After 30 consecutive days of active duty service, Soldiers and family members are entitled to comprehensive health care coverage. Dental coverage is also available to Army Reserve Soldiers and family members regardless of their mobilization status.
—For Army Reserve families, health care benefits begin 90 days prior to the effective date of the Soldier's mobilization orders (early TRICARE). The Soldier's location and selection of a primary care provider determines any possible deductibles and/or co-payment.
—A demobilized Army Reserve Soldier (and his/her family) is eligible for up to 180 days of transitional health care, called Transitional Assistance Medical Program (TAMP). TRICARE coverage ends when they return to their previous employer based health coverage.
—TRICARE Reserve Select has been fully implemented and is a premium based health insurance program that offers all members of the Selected Reserve an opportunity to purchase comprehensive health coverage similar to TRICARE Standard and TRICARE Extra. It is a three-tiered system of eligibility and cost shares, which also allows those benefits to be purchased by non-deployed Reserve Soldiers.
—Reserve Soldiers who are eligible for TAMP transition benefits may receive dental care at military dental facilities on a space-available basis only. Family members are not eligible for dental care at these facilities. Civilian dental care is not a covered benefit for sponsors or family members under the TAMP program. Reserve members and their families may, however, receive dental care by enrolling in the premium based TRICARE Dental Program (TDP).

Congress has supported and the Reserve community has received numerous expanded health benefits over the last year. These programs provide for TRICARE coverage options and provide additional benefits for those being activated in support of a contingency operation. DOD is evaluating the expanded healthcare programs and their impact on readiness and retention of Army Reserve Soldiers.

Well-Being Advisory Council

The new Well-Being Advisory Council (WBAC) reflects the additional support being provided to ensure the proper care for Army Reserve Warrior Citizens and their families. The WBAC is responsible to the Chief, Army Reserve for providing strategic oversight for a holistic, well-being process. Plans are underway to hold the first WBAC meeting during the second quarter of fiscal year 2007.

Child and Youth Services (CYS)

CYS programs are initiatives designed to reduce the conflict between parental responsibilities and Soldier mission requirements. When Army Reserve Soldiers are mobilized, their families and children become part of the military community. These Army Reserve families often do not live near a military installation and may not live in a community with a significant military population. Army Reserve Soldiers' families do not transfer to a military installation when the Soldier mobilizes. The transition from community lifestyle to military lifestyle often happens without the benefit of experiences and support systems available to Active Army families who often reside on Army installations. The Army Reserve recognizes the strain that mobilization puts on the Warrior Citizen family, and now has a Child and Youth Services Directorate to provide services that support the readiness and well-being of families, including those families that are geographically dispersed. Programs designed to assist Warrior Citizen families include:

—*Operation Military Child Care (OMCC)*.—OMCC is a program that "buys down" the cost of child care for military families. Families of Soldiers who are mobilized or deployed in support of the Global War on Terror receive help locating state-licensed or regulated child care services in their communities at reduced rates.
—*Operation Child Care (OCC)*.—OCC is a nationwide voluntary community based initiative that accesses local child care providers who donate their services to military families. The initiative provides short-term "respite and reunion care" for children of service members returning from Operation Iraqi Freedom and Operation Enduring Freedom for their two-week R&R leave.
—*Operation Military Kids (OMK)*.—OMK focuses on the children of "suddenly military" Army Reserve and National Guard personnel who are being mobilized in increasing numbers for extended assignments.

—*Operation Proud Partners*.—The goal of this program is to enhance the quality of selected Boys and Girls Clubs of America located in the civilian community. This organization will provide services to military youth who do not live on a military installation.

—*Army Teen Panel (ATP)*.—The Army Reserve has two seats on the ATP. The ATP was started in 1995 to help young people communicate concerns to the Army's senior leadership. The ATP promotes youth and adult partnerships.

—*Educator Training*.—The Military Child Education Coalition (MCEC) has designed training for educators. The ongoing, nationwide training focuses on the issues that Army Reserve and National Guard youth face when a parent is mobilized and deployed.

Among other activities, CYS will host a Youth Leadership Education and Development (YLEAD) conference in Tacoma, Washington, in fiscal year 2007. This conference will empower youth to become community leaders locally and within the Army Reserve through involvement, action planning, and leadership programs.

Education Benefits

Education benefits clearly enhance the development of Army Reserve Soldiers and retention activities. During fiscal year 2006, Tuition Assistance was used by 19,088 Army Reserve Soldiers and degrees were earned by 1,021 participants; clear evidence of the desire of Army Reserve Soldiers to further their education. An additional advantage the Army Reserve brings to our Nation is the induction of college students. While some college students, or prospective college students, may be reluctant to join the ranks of the active component military, many have enlisted in the Army Reserve. The benefits they gain toward their college tuition complement the military's desire to retain a high-quality pool of knowledgeable Soldiers.

Army Reserve Voluntary Education Services is a Department of Defense-mandated commanders' program that promotes lifelong opportunities for Selected Reserve Soldiers through voluntary education services that enhance recruiting, retention and readiness of Army Reserve Soldiers.

Some major educational programs are detailed below:

—The Montgomery GI Bill now has a pilot program allowing Active Army Soldiers in critical skills who reenlist, to transfer up to 18 months of their Montgomery GI Bill benefits to their spouses. This benefit is not yet available to Reserve Component Soldiers.

—The Reserve Educational Assistance Program (REAP) is an educational assistance program paying benefits to Soldiers in the Selected Reserve and to Individual Ready Reserve members who have been ordered to active duty. The allowance is a percentage of the Montgomery GI Bill active duty rate based upon the number of continuous days served on active duty.

—The Army/American Council on Education Registry Transcript System (AARTS) is a program which translates military job experience and education into college credits. The AARTS staff fills more than 2,000 transcript requests a week. Requests are processed and mailed within three business days to academic institutions, Soldiers, education counselors, and employers worldwide. AARTS transcripts are available free of charge to qualified members of the Army Reserve.

Welcome Home Warrior Citizen Award Program

The proper reception for Army Reserve Soldiers returning from deployments lets them know, in a direct manner, the Nation's appreciation for their sacrifices. The Welcome Home Warrior Citizen Award Program was created to publicly recognize the sacrifices that Army Reserve Soldiers have made in the long war. As indicated previously, of 70,366 awards delivered (since the program's inception in fiscal year 2004), 62,359 have been presented to Army Reserve Soldiers during ceremonies. The program has been expanded to include recognition items for family members and employers.

Support to Wounded Soldiers

The Army Wounded Warrior Program (AW2) 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). AW2 facilitates the linkage between the Army and organizations that stand ready to assist those Soldiers and their families, such as the U.S. Department of Veterans Affairs.

Assistance includes:

—Funding travel for family members to the Soldiers bedside (via Invitational Travel Orders).

—Resolving pay issues.

—Providing options for remaining on active duty.
—Assisting Soldiers with the tools to navigate the medical evaluation board and physical evaluation board process through information and assistance.

Some of the Soldiers in the AW2 program may be in the process of medical retirements, pending other dispositions such as being extended on active duty, or enrollment in the Community Based Healthcare Initiative. The program allows selected reserve component Soldiers to return to their homes and receive medical care in their community based on each Soldier's medical needs.

More Efficient Promotion Management

To continue efforts to keep experienced Soldiers in Army Reserve ranks, promotion policies have been updated. Recent, important changes to provide equity and increased quality to the Army Reserve's promotion policies include:

—Acceleration of promotion consideration to captain for the various competitive categories. This accelerated consideration will result in first lieutenants being considered for captain 12 months earlier than with previous boards.
—In 2007, minimum time-in-grade for lieutenant colonels before consideration for promotion increased by one year. This will allow for a greater variety of assignments, military schooling, and command time. The change should also slightly increase the overall selection rate to colonel.
—A new regulation allows enlisted Soldiers to request waivers to requirements for military schools for promotion consideration. The waivers can be requested for reasons such as deployment, operational requirements, or lack of school seats.

Enhanced Care for Professional Development

As the Army Reserve transforms, regional personnel service centers (RPSCs) are being structured to provide modernized life-cycle management services. Those centers will address issues pertaining to Soldiers' career requirements (including schools and assignments) as they progress in rank or until they retire or separate. The RPSC will actively manage Soldiers' careers even when they transfer into another civilian job—the RPSCs will find another Army Reserve unit for the Soldier to join.

Army Reserve Employer Relations

When Army Reserve Soldiers return from deployment, the experience, confidence, and leadership skills they earned on the battlefield give them a deeper appreciation for their civilian careers and opportunities in America. When Warrior Citizens return to work, employers get better employees who have renewed energy, broader perspectives, a desire for more responsibility, and are creative problem solvers.

Forging relationships with civilian employers is fundamentally important to the success of the Army Reserve's mission. Without civilian employer support it would be difficult, at best, to sustain a creditable force of Warrior Citizens; the Army Reserve shares the workforce of the civilian business community. In an effort to build positive and enduring relationships with civilian employers of Army Reserve Soldiers, Army Reserve Employer Relations (ARER) was established in 2005.

Building positive relationships with civilian employers enhances Soldier readiness and positively impacts retention. In fiscal year 2006, the Army Reserve began to focus on enhancing employer support through a systemic blending of four major objectives: mitigation, mediation, employer outreach and awareness, and Soldier-employer relations.

In fiscal year 2007, the ARER will implement, monitor, and participate in the National Committee for Employer Support of the Guard and Reserve's (ESGR) "Pinnacle Advance" campaign. Additionally, the ARER will promote and sponsor the "Patriot Partner," "Freedom Team Salute," and other ESGR recognition awards. The "Patriot Partner" program is the first official Army Reserve-specific recognition for employers—acknowledging employer sacrifices and support of Army Reserve Soldiers. The ARER will coordinate and sponsor "Meeting with the Boss" and "Boss Lift" for 5-Star employers and Army Reserve senior leaders. The Chief of the Army Reserve will engage employers in various forums to explore better ways for both the Army Reserve and businesses to work together to support Warrior Citizens. In fiscal year 2007, the ARER will build organizational structure, identify funding resources, and develop and implement an AKO e-mail account for the program.

Compelling Needs for Sustaining the All-Volunteer Force

Support initiatives in the President's fiscal year 2008 budget that fill FTS positions in priority ARFORGEN units and provide the support necessary for an operational force.

Support the President's proposal to strengthen the military with an increase in Army Reserve end strength to 206,000 in fiscal year 2013.

Support full funding for requests in the President's fiscal year 2008 budget to provide incentives to recruit and retain Army Reserve Soldiers. These incentives allow the Army Reserve to fulfill the manning requirements of ARFORGEN and to promote retention and stability for ARFORGEN units targeted for deployment.

Continued support for educational assistance benefits for Soldiers and families.

Fully fund initiatives designed to sustain the propensity for Army Reserve Soldiers to serve, and employers to support, hire and retain Warrior Citizens.

Fully fund the Command Responsibility Pay (CRP) program to increase retention of officers serving in positions of responsibility.

Support ARER program initiatives for the "Patriot Partner" program.

Support incentives to retain Soldiers who want to extend their AGR active duty commitment beyond 20 years of Active Federal Service.

MANAGING RISK

Ongoing operations at home and abroad have dramatically changed the way Army Reserve Soldiers think about and view themselves and the Army Reserve as an institution. The paradigm has changed. Mobilization is not merely a possibility; it is a likelihood that is identified and incorporated into a specified timeline.

Concurrent with Army Reserve Warrior Citizens answering the call to serve, is the urgent need to accelerate the procedural and administrative changes needed to support training, equipping, manning, and mobilization. The Army Reserve strategy directly supports the Army Plan of transforming in response to the challenges and demands of this century, as detailed in previous chapters. Those profound structural changes, occurring while the Army Reserve is simultaneously providing Soldiers and units for operations throughout the world, create an environment with many risks. Much has been done to mitigate those risks, yet more needs to be done. The Army Reserve must balance demands with operational and organizational resources. To further mitigate risk while building the Army Reserve into a flexible, responsive and dynamic organization that is well-equipped to support the Future Force, the Army Reserve requires legislative support.

The Army Reserve's fiscal year 2008 legislative priorities:

Priority: Obtain Full Funding to Sustain the Army Reserve's Global Commitments

Support for full, timely, and predictable funding of the President's fiscal year 2008 budget request is essential for the Army Reserve to provide Soldiers and units to combat traditional, irregular, catastrophic and disruptive threats; provide adequately for Soldiers, families and Army Civilians; accelerate key aspects of Army Reserve transformation and maintain the momentum of vital modernization programs and stationing initiatives. Failure to provide sustained resources jeopardizes the ability of the Army Reserve to respond when the Nation calls.

Priority: Recruit and Retain Warrior Citizens to Sustain the Long War

Invest in the Army Reserve. Support the Army Reserve's goals for attracting and retaining high-quality, skill-rich Warrior Citizens. Sustained funding will enable the expansion of the Army Reserve's operational, deployable force pool. Failure to invest in recruitment could jeopardize the All-Volunteer Force.

Priority: Transform the Army Reserve to Sustain the Army Force Generation Model

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 puts the ARFORGEN model at risk and compromises the Army's ability to develop relevant capabilities, in sufficient quantities to respond to current and future operations.

Priority: Reset the Total Force

Today's Army Reserve must be prepared and available to optimize all its capabilities—both human and materiel—whenever the Nation calls. The requirement to reset Army Reserve units requires a sustained, predictable commitment of funds for several years beyond major deployments in support of the Global War on Terror. Failure to provide full resources would jeopardize the Army Reserve's ability to operate in a steady state of readiness and to execute projected operational deployments.

Priority: Improve Wartime Authorities and Resources

Earlier this year, the Secretary of Defense initiated actions to change policies and authorities on how reserve and active units are managed and deployed. While these actions will improve the Army Reserve's ability to execute ARFORGEN, changes will take time. Although the policies will facilitate the deployment of assured, predictable access to whole cohesive Army Reserve units, the effectiveness of the Army Reserve depends on a national commitment to Army Reserve Soldiers. The Army Reserve must ensure the readiness of our current force and our future force with resources that are full, timely, and predictable. Expanded authorities are needed to meet operational requirements for commanders currently fighting the long war. Additionally, failure to sufficiently fund the Army Reserve jeopardizes the current pace of operations and the implementation of changes necessary to prepare and protect Army Reserve Soldiers. Failure to fully fund Army Reserve readiness, in manpower and equipment, puts America at risk in the future.

THE SOLDIER'S CREED

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

Senator INOUYE. I'll now recognize Admiral Cotton.

STATEMENT OF VICE ADMIRAL JOHN G. COTTON, CHIEF, NAVY RESERVE

Admiral COTTON. Good afternoon, Mr. Chairman and distinguished members. Thank you for the opportunity to testify. I'll keep my remarks brief because I know you have some questions.

I would say that since we were here, the operability has remained steady. It has not steadily increased, especially if—we need for the current threats. The Navy Reserve is slightly under strength but slightly above the requested end strength for next year.

We have three challenges or priorities this year. It's manpower, readiness, and operational support. We are more ready than we've ever been, 84 percent fully or partially medically ready. We've never been more integrated providing operational support to the fleet and the combatant commanders. I am concerned about where we're going to find the people to man the force in the future. I think some of your questions will be part of that.

The Army has been very successful with their finders fees. Like I asked last year, I think we're going to have to go something like that, too. You also asked about a steady state of bonuses and incentives. I think we're all competing with each other for the same individuals. In previous testimony, our Chief of Naval Personnel has used a number—that of the target recruitment operation of 17 to 24 years old, 72 percent are ineligible for military service. They don't have the qualifications or don't have the preponderancy to serve and we're finding this is increasingly tough with higher re-

tention for the active. It's tougher to find the folks that will come with the Reserve, with the Reserve component.

Now, the Army Reserve is on the ground—with over 4,000, with over 6,000 mobilized today and over 24,000 at some type of borders at their support commands.

PREPARED STATEMENT

So we're doing a great job. I look forward to your questions. Thank you, sir.

Senator INOUYE. Thank you.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL JOHN G. COTTON

INTRODUCTION

Chairman Inouye, Senator Stevens, distinguished members of the committee, thank you for the opportunity to speak with you today about the readiness of the Navy's Reserve component.

After several years of emphasis on Active Reserve Integration (ARI), our Navy Reserve Force is more ready, responsive and relevant, and is a full partner in the Total Navy. Alongside Active Component (AC) sailors, Reserve Component (RC) sailors provide integrated Operational Support (OS) to the fleet, Combatant Commands (COCOMs), and other Department of Defense (DOD) agencies. With critical military and civilian skill sets and capabilities, mission-ready RC sailors and units surge to provide predictable and periodic work across the full range of operations from peace to war.

Since 9/11/2001, over 42,000 Navy reservists have been mobilized in support of the global war on terror (GWOT), representing over 80 percent of the sailors deployed on the ground in theater. On any given day, over 20,000 RC sailors are on some type of active duty (AD) or inactive duty (ID) orders at their supported commands meeting global COCOM requirements. This number includes about 6,000 RC sailors mobilized in support of Operations Iraqi and Enduring Freedom, and with this steady state requirement, we maintain the capacity to rapidly increase contingency support with more than 28,000 additional ready RC sailors that have yet to be mobilized.

Whether supporting combat operations in Iraq or Afghanistan, providing Humanitarian Assistance and Disaster Relief (HA/DR) at home or abroad, supporting daily Navy missions at every fleet and Combatant Command, or providing for Homeland Defense (HD), Navy reservists are providing unprecedented levels of OS while continuing to maintain a Strategic Reserve capability. We are very proud of their daily contributions to the security of our Nation, and are inspired by the honor, courage, and commitment with which they serve each and every day.

The Navy Reserve continues to transform to increase effectiveness and efficiency at every command, while meeting all GWOT requirements. As we respond to emergent asymmetric threats with joint and coalition forces, the readiness of RC sailors and units remains most critical. To provide sustained combat readiness, the Navy has moved away from rigid deployment cycles to a more Flexible Fleet Response Plan (FRP), under which a "Surge Navy" is able to provide a requirement-based and continually ready posture that offers greater warfighting capability at reduced cost. As part of the FRP, a fully integrated and ready Navy Reserve Force provides an enhanced surge capacity to meet requirements with Individual Augmentees (IA) and units. To maintain this posture, the Navy Reserve continues to emphasize current readiness as a more fully integrated supporting domain of the Navy, capable of engaging future geo-political challenges as an effective element of the Total Force. This task requires that we address both force readiness and family readiness, and recognize the inherent links between the two.

The Navy Reserve has the capacity to meet current and future requirements, and to continue to transform into the right force for tomorrow. We will strengthen our culture of continual readiness while balancing predictable and periodic mobilizations of individuals and units for contingencies, integrated daily OS and a strategic HD surge force, all while answering the call to "be ready."

MANPOWER

Navy continues its Total Force approach to the workforce of the 21st century by establishing an enterprise framework and providing readiness at an affordable cost. We are improving all processes to deliver increased readiness and combat capabilities, provide better organizational alignment, refine requirements, and reinvest savings to recapitalize our Navy. The Navy Reserve is a full partner of the Manpower, Personnel, Training, and Education (MPT&E) enabling domain and is working closely with the Chief of Naval Personnel to best leverage all Navy resources.

The mission of the MPT&E is to anticipate Navy warfighting needs, identify associated personnel capabilities and recruit, develop, manage and deploy those capabilities in an agile, cost-effective manner. Through this partnership, we are delivering a more mission-adaptable, responsive, cost effective workforce with new skill sets and improved, integrated training. We are establishing a "Sailor for Life" continuum of service that provides for flexibility of service in the Total Force, and allows every RC sailor to remain competitive for advancement along with their AC counterparts.

Recruiting.—Commander Navy Recruiting Command (CNRC) is responsible for both AC and RC accessions, and in the past 2 years, has focused primarily on transitioning Navy veterans (NAVET) to the RC, due to their valuable experience and skill sets. With the high cost of accessing, training, equipping, and maintaining the workforce, it makes good fiscal sense to retain qualified veterans instead of accessing many new recruits. Recent DOD data indicates that more than two-thirds of the 17–24 year old American youth cohort does not fully meet Navy standards, primarily due to medical and physical disqualifications, and has an increasing propensity to avoid military service. Thus, every veteran becomes more valuable, and must be encouraged to remain in service in the Total Force.

By providing veterans off-ramps to continue their service in the RC, we preserve the ability to surge their talents, and realize a much higher return on investment for their initial training investment. Previous force shaping efforts have been designed to achieve a specific end strength or "fill," but our focus has shifted to building a competency-based workforce with the right skill sets, or the right "fit," to more rapidly and effectively meet emergent GWOT requirements.

New programs and incentives have greatly enhanced our ability to recruit NAVETs and other highly qualified individuals. The very successful National Call to Service (NCS) and New Accession Training (NAT) programs have brought many junior sailors with high demand skill sets into the Navy Reserve. In addition, the Recruiting Selective Conversion and Reenlistment-Reserve program (RESCORE–R) provides bonuses to NAVETs who agree to train in high demand GWOT skill sets, enabling their extended service and availability for future deployments. These programs have been producing very positive results, but a larger range of tools are still necessary, including referral bonuses and expanded educational incentives.

A "Sailor for Life" Continuum of Service.—An essential element of providing this dynamic and capable work force is establishing a "continuum of service" by which a sailor may serve and Reserve over the course of a lifetime. This "sailor for life" philosophy removes administrative and policy impediments, allowing flexibility to move between statuses, manage a civilian career, pursue advanced education, and account for unique life-circumstances. In other words, we will enable sailors to take "off ramps" to the RC and "on ramps" back to the AC with seamless transitions. This framework also provides the taxpayer a better return on investment by extending the ability of the sailor to serve, thereby taking advantage of military and civilian training and experience. Simply stated, a well developed continuum of service will create a sailor for life, always ready to surge in support of our national interests and defense.

This concept is critical to developing and maintaining RC sailors who are ready to deliver the right capability at the right place at the right time. Americans are living longer lives and are more capable to serve later in life. In fact, we have had many Total Force personnel over the age of 50 or even 60 from all Services continuing to serve in the GWOT. The Navy's 21st century workforce demands sailors with more highly specialized and less readily available skill sets. Future strategies must incentivize a more senior, highly qualified workforce, and will be designed to create flexibility for future growth by way of discretion in statutory ceilings.

Navy reservists often serve as trainers for their AC counterparts based on their past service, recent GWOT experience, and civilian skill sets. Our new reality is that in an environment where the available pool of qualified recruits continues to shrink, Navy must recognize the value of the experience of more senior sailors, both active and reserve. We must provide opportunities and incentives for them to continue to serve, and maximize our investment in all essential capabilities and skill sets.

FORCE READINESS

Force readiness is comprised of two largely interdependent categories, both sailor and family readiness. Sailor readiness is defined by the medical, physical and administrative preparedness of the sailor, and in many cases, family readiness leads to sailor readiness. We must continue to provide better and more responsive service that allows families to be prepared for their sailor to serve while recognizing the fundamental contribution of the Navy family to overall readiness.

Sailor Readiness.—Measures to increase the medical, physical, and administrative readiness of the individual sailor have proven successful and we continue to improve upon them as we foster a culture of fitness and a willingness to answer the call to serve. Equally important is our ability to accurately measure that readiness, and expanded efforts in this arena are already delivering more accurate metrics.

Medical Readiness.—Navy Reserve continues to be a leader in medical readiness. Full implementation of the Medical Readiness Reporting System (MRRS) as a comprehensive tracking system for Individual Medical Readiness (IMR) has provided decision-makers an accurate and comprehensive web based system to track IMR. The MRRS has enabled leaders to identify deficiencies and promptly address them, as well as accurately predict medical readiness requirements. This process has yielded tremendous success, and the most recent data shows that the Navy Reserve IMR rate is 83 percent fully or partially medically ready for mobilization.

The success of MRRS as both a readiness tool and innovative Information Technology (IT) solution, able to provide commanders with a real-time view of force IMR, was recognized by the DON CIO IM/IT Excellence Award for Innovation in 2005. After force-wide fielding of MRRS was completed in 2006, Navy adopted it as a Total Force solution and is currently implementing it for all sailors.

In order to provide for even higher levels of medical readiness across the Reserve components, we continue to standardize medical requirements. Current RC IMR standards do not always meet the requirements of the theater to which the reservist is being mobilized. As a result, some IAs have been put through multiple medical screenings in the mobilization process, only to be informed that their current state of medical readiness does not meet the standard of the forward deployed unit. Leadership is aware of these challenges and is working on solutions. As we become a more integrated Joint Force, standardizing medical readiness requirements across DOD will further that progress.

Navy Reserve is also working within the MPT&E domain to provide flexibility of service options for RC medical professionals, who continue to be in high demand for the GWOT. Medical personnel are critical to our overall readiness, but are often unable to mobilize for extended periods due to the requirements of their civilian practices. Therefore, we are working to establish a continuum of service that provides for shorter but more frequent mobilizations. Feedback from RC medical professionals and potential recruits indicates that 90 days is optimum, but up to 6 months can be performed with adequate notification.

Physical Readiness.—Navy Reserve continues to participate in Total Force solutions to ensure the highest levels of physical readiness within the force. We have established a culture of fitness throughout the force by emphasizing both individual and command accountability for physical readiness. Every Navy unit has a Command Fitness Leader (CFL) who is responsible to the Commanding Officer to administer the unit's Fitness Enhancement Program (FEP), which emphasizes individual medical and physical readiness to every RC sailor. Navy Reserve leadership is also held accountable in their annual fitness reports for the readiness of their sailors. Commanders have visibility into the physical readiness of both individual sailors and larger units via the web based Physical Readiness Information Management System (PRIMS), which enables each CFL to enter data from Physical Readiness Tests (PRT) for each member of their command. Commanders then have the ability to accurately assess the unit physical readiness and adjust the FEP as necessary. Sailor readiness is also a primary discussion topic during weekly Reserve force communications, placing further command emphasis on the importance of medical and physical requirements.

Administrative Readiness.—Essential to sailor readiness is the ability to accurately and efficiently measure that readiness. The administrative inefficiencies created by multiple electronic pay and manpower systems create unnecessary burdens on the sailor and limits force readiness. The Navy Reserve has increased administrative readiness through the employment of the Type Commander (TYCOM) Readiness Management System—Navy Reserve Readiness Module (TRMS–NRRM), which provides a scalable view of readiness for the entire Force. Commanders can quickly determine readiness information for individuals, units, activities, regions, and any other desired capability breakouts. This Navy Reserve developed system has served

as a prototype for the Defense Readiness Reporting System—Navy (DRRS–N), which is currently under development by Commander, U.S. Fleet Forces Command (CFFC) for use by the Total Force. It will provide a database to collect and display readiness data across the force enabling commanders to make real-time capability-based assessments and decisions.

Navy is considering additional options for Total Force systems that will reduce administrative burdens and increase readiness. A common AC/RC pay system is crucial to the success of our sailor for life and continuum of service programs. Ideally, manpower transactions will someday be accomplished on a laptop with a mouse click, and data will be shared through a common data repository with all DOD enterprises. Navy fully supports the vision of an integrated set of processes and tools to manage all pay and personnel needs for the individual, and provide necessary levels of personnel visibility to support joint warfighter requirements. These processes and tools should provide the ability for a clean financial audit of personnel costs and support accurate, agile decision-making at all levels of DOD through a common system and standardized data structure. One constraint to these initiatives is the RC order writing process. The current system has multiple types of orders, including Inactive Duty for Training (IDT), Inactive Duty for Training-Travel (IDTT), Annual Training (AT), Active Duty for Training (ADT), and Active Duty for Special Work (ADSW). In addition to multiple types of orders, the disparate funding processes can be equally complex. Navy is currently evaluating options that will streamline the system and make support to the fleet more seamless. The conversion of ADSW order writing to the Navy Reserve Order Writing System (NROWS) has yielded improvements for sailors and the fleet by allowing the same order writing system to be used for both AT, ADT and ADSW. The consolidation of all RC order writing to NROWS has also been a significant evolution in Navy's effort to integrate its Total Force capabilities by aligning funding sources and accurately resourcing operational support accounts.

Family Readiness.—Family readiness is a key enabler of sailor readiness, and Navy Reserve Force family programs are continually improving with the assistance of command ombudsmen and the family support program manager. One of our biggest challenges is the wide dispersion of RC families throughout all States and territories, often without convenient access to the services provided by Navy Fleet and family support centers. To extend services to those deserving families, the Navy Reserve hired a full-time family support program manager on the Commander, Navy Reserve Forces Command (CNRFC) headquarters staff, and specific emphasis has been placed on partnering with National Guard family assistance centers. This liaison and improved cooperation with other Reserve components has greatly increased the availability and level of support for all service personnel and their families. Future consolidation of separate service facilities, especially in geographically isolated areas within CONUS, would yield great cost savings and administrative efficiencies. For example, a Navy Operational Support Center (NOSC) could easily become a Joint Operational Support Center (JOSC), providing support for all service personnel with a common pay and benefits system.

Family days are a vital link in assisting families to be ready. NOSCs hold family days to provide "one stop shopping" of services and support for sailors to get family issues in order, including administrative support to update dependency data, SGLI, family member ID card processing, legal assistance (simple wills and powers of attorney), and presentations on Military OneSource, Tricare and American Red Cross representation. Family days give family members a much better understanding of the benefits and entitlements available to them.

We have received outstanding feedback from another important initiative, returning warrior weekends. Developed in cooperation with multiple resources in a Navy region, NOSCs welcome our demobilizing sailors and families to provide vital services to enable a smooth return to their civilian lives and careers. Specific combat related issues such as the identification and treatment of Post Traumatic Stress Disorder (PTSD) are addressed with counseling services made available to families. Navy is committed to assisting our sailors and providing necessary services that enable their families to achieve a quality of service second to none. This comprehensive continuum of service for our reservists includes the transitions between active and inactive service, demobilization, and remobilization, because we are all sailors for life.

Navy Reserve ombudsmen are a vital link between the sailors' commands and their families. Ombudsmen attend annual training to understand new Navy programs and the importance of confidentiality when assisting families. They provide information and referral services on various topics, and most importantly act as a command representative focusing on effective communication. The web based Military OneSource also provides a significant level of assistance, including counseling

services when requested. In addition, a Navy Reserve family information webpage at http://navyreserve.navy.mil provides useful information and interactive communications for questions.

OPERATIONAL SUPPORT

The vision of the Navy Reserve is "support to the fleet . . . ready and fully integrated." Our overall Navy Reserve Force effectiveness is measured by the level of integrated operational support it provides to the fleet, COCOMs and other agencies. When RC sailors surge predictably and periodically to support Navy missions, they are performing integrated OS. While some RC sailors are only able to perform the minimum contract of 2 drill days a month and 2 weeks active duty each year, over two-thirds of the force are far exceeding the minimums, performing valuable OS. Navy has recognized this capability and now relies on the RC to surge to many varied requirements in their regions or at supported commands. When the work is periodic or requires special skill sets, a reservist is often the most cost efficient and capable solution. Through a well developed web based notification and order writing systems, RC sailors can rapidly surge daily to validated OS requirements.

Fully Integrated.—Active Reserve Integration (ARI) aligns AC and RC units to achieve unity of command. It leverages both budgetary and administrative efficiencies and ensures that the full weight of Navy resources and capabilities are under the authority of a single commander. Navy reservists are aligned and fully integrated into their AC supported commands, and are often "flex-drilling," putting multiple drill periods together to provide longer periods of availability when requested. RC sailors enjoy this flexibility as it enables them to better balance the schedules and demands of their civilian employers and families. The longer periods of Navy training and work at the supported commands achieves greater technical proficiency, more cohesive units and increased readiness.

Two very successful examples of ARI are Fleet Response Units (FRU) and Squadron Augmentation Units (SAU). These units are directly integrated into AC aviation commands, leveraging RC skill sets and capabilities to meet Navy mission requirements, and realizing greater ROI for taxpayers. FRUs provide fully qualified and experienced personnel to rapidly surge to deployed fleet units, and reduce training costs by enabling AC and RC sailors to train on, maintain and operate the same equipment. SAUs provide experienced maintenance personnel and highly qualified flight instructors to work at training command and fleet replacement squadrons. These fleet experienced technicians and aviators instruct both AC and RC sailors to maintain and fly fleet aircraft, providing better instruction, improved training completion rates and significant ROI.

Navy has aligned AC and RC regions under the five CONUS Navy region commanders and Naval District Washington. This alignment provides for central authority of shore-based infrastructure and significant administrative and training efficiencies. Region commanders have realized increased Total Force readiness and expanded capacity to provide OS, as well as disaster relief and consequence management under U.S. Fleet Forces Command as the Maritime Component Commander for Northern Command (NORTHCOM). Formerly known as Navy Reserve Readiness Commanders (REDCOM), Reserve Component Commanders (RCC) are responsible to the region commanders for facilities readiness and RC regional support issues. RCCs are integrating into region commanders' staffs, merging Total Force resources within their respective regions to better capitalize on the RC presence in every State. Navy is now more regionally ready to surge as first responders in the event of natural or other disasters. Of note, RC Rear Admiral Jon Bayless is recalled to active duty as Commander, Navy Region Midwest, further exemplifying the Total Navy integration and alignment.

To facilitate this alignment and clearly delineate the mission of the Navy Reserve, we have also renamed Navy Reserve Centers as Navy Operational Support Centers (NOSCs). Far beyond a mere name change, this transformational shift sends a clear message to each reservist that our mission is to meet the requirements of the fleet and COCOMs by providing integrated OS to supported commands and in their Navy region. The goal of every NOSC commanding officer is to enable RC sailors to serve at their supported commands performing Navy work when requested, 2 days, 1 week, 2 weeks, or longer. We have made significant strides toward changing the culture through continuing education and commitment, and will continue these efforts by further aligning organizations and processes to Chief of Naval Operations strategic goals and guidance.

Fleet Trained and Equipped.—ARI has aligned the Total Force so that AC supported commands determine requirements and capabilities for their RC personnel and units. We only have Navy requirements that in many cases can be met predict-

ably and periodically with RC assets that rapidly surge when needed. By combining these roles, Navy achieves greater efficiency and ROI from both equipment and manpower by taking a comprehensive assessment of the requirements and capabilities resident in the Total Force. Both AC and RC sailors maintain, operate and train on the same equipment and for the same mission. RC sailors are trained to the same standards and at the same facilities as their AC counterparts, and their prior experience, skill sets and qualifications are equally valued.

Another excellent example of effective ARI is the newly established Navy Expeditionary Combat Command (NECC), which serves as the single functional command for Navy's expeditionary forces and as central management for their readiness, resources, manning, training and equipping. NECC brings Naval Construction Force (NCF) Seabees, Naval Coastal Warfare (NCW), Navy Expeditionary Logistics Support Group (NAVELSG), Explosive Ordnance Disposal (EOD), Civil Affairs (CA), and the new Riverine Force capabilities under one commander, integrating all warfighting requirements for expeditionary combat and combat support elements. This transformation allows for standardized training, manning and equipping of sailors who will participate in global joint maritime security operations. It aligns expeditionary warfighting capabilities and enables future adaptable force packages comprised of sailors and equipment that are rapidly deployable, self-sustainable, scalable and agile, to meet the requirements of the COCOMs. Designed to fully leverage the Total Force, NECC employs roughly 50 percent RC sailors and uses their extensive experience, skill sets and flexibility to accomplish its missions. This alignment realizes large economies of scale, common processes, and fully integrates RC sailors that flexibly serve in every NECC mission area, providing tailored OS for the GWOT and HD.

Surge to requirements.—Current GWOT examples of surge support capabilities, whether on Inactive Duty (ID) drills, Annual Training (AT), Active Duty for Training (ADT), Active Duty for Special Work (ADSW) or mobilization include:

—Seabees
—Engineers
—EOD
—Supply Corps
—Coastal Warfare
—Cargo Handling
—Customs Inspectors
—Civil Affairs
—Chaplains
—Medicine/Corpsmen
—Trainers/Instructors
—JTF Staff Augmentation
—Intelligence
—Linguists
—Public Affairs
—IT/Network Support
—Anti-Terrorism/Force-Protection (AT/FP)
—Law Enforcement
—Logistics & Logistical Transport/Airlift

Navy Reserve Seabees comprise 60 percent of the Total Force NCF manpower and are organized into 12 RC battalions throughout the country that compliment the 9 AC battalions. Effective training at NOSCs and at Seabee Centers of Excellence in Gulfport, Mississippi, and Port Hueneme, California, ensures that their high demand capabilities are ready to surge to support forward deployed marines and regional reconstruction efforts. Every Seabee battalion has been mobilized and deployed to Iraq or Afghanistan for the GWOT, and they continue to be superb examples of effective phased readiness and full integration of Navy combat support forces into Joint Force packages.

Other similar RC support can be found in Embarked Security Detachments (ESD) and Provisional Reconstruction Teams (PRT). ESDs rapidly surge to provide specialized mobile maritime security capabilities to ships especially in vulnerable domains, such as while transiting straits or entering foreign ports. Many RC sailors bring valuable skill sets gained from civilian careers in law enforcement and the shipping industry, and are often the subject matter experts, providing significant cost savings as they perform integrated OS while training AC sailors. Since their inception, RC sailors have led the way in forming and deploying GWOT PRTs. Full-Time Support (FTS) CDR Kim Evans was assigned as Officer in Charge (OIC) of one of the original teams and her experiences were used to train future PRT OICs, improving the training processes, greatly increasing team safety and effectiveness.

Navy medicine greatly values its talented RC doctors, nurses and corpsmen, serving on hospital ships performing humanitarian assistance and disaster relief, and ashore with the fighting Fleet Marine Forces (FMF). RC chaplains are also serving with the marines in forward areas, providing much needed spiritual services and support. Navy Reserve Intelligence professionals are at work 24/7/365 forward deployed, and especially in the 27 CONUS based Joint Reserve Intelligence Centers (JRIC) providing real-time imagery analysis and other services to every COCOM.

SUMMARY

Our Navy Reserve Force continues to transform to meet all GWOT requirements. We are constantly improving our medical, physical, family and administrative readiness, while we also evolve as a total Navy workforce to provide the necessary joint capabilities to meet emergent fleet and COCOM requirements. Navy is better leveraging its Reserve Component to provide more effective Operational Support, and has fully integrated the Total Force in all warfighting enterprises and enabling domains. Experienced reservists continue to volunteer their valuable military and civilian skill sets when called to serve and reserve, especially in support of humanitarian assistance, disaster response, peacekeeping and nation building initiatives.

I sincerely appreciate the Congress' support for the one Budget Authority Navy Reserve Military Personnel budget structure. It significantly improves our ability to effectively execute our tight manpower budgets in the new operational Reserve environment. I thank this committee for its generous and always responsive support as our Navy Reserve continues to answer the call to "be ready."

Senator INOYE. May I call on General Bergman?

STATEMENT OF LIEUTENANT GENERAL JOHN W. BERGMAN, COMMANDER, MARINE FORCES RESERVE, UNITED STATES MARINE CORPS RESERVE

General BERGMAN. Chairman Inouye, Senator Stevens, thank you for your continued leadership. We need it. The 204 Command Corp continues to work. Today, it had 5,500 plus Reserve marines deployed worldwide. Right now, we've got two battalions getting ready to come home after their tour, the 1st Battalion, 24th Marines, headquartered in Detroit, the 3rd Battalion, 14th Marines headquartered in Philadelphia. They'll be back in the States within the month. They've done spectacular.

The New Force Federation model that has been created has given us a key essential element for sustainable onboard. Call it predictability. This predictability drives everything from recruiting to training to equipment to literally development of a force structure over a long term, so that you can support, whether it's a deployed fight or humanitarian assistance disaster relief at home. That is a key driver that is a new development within the last 6 months.

The Marine Corps buys equipment as a title force. The Army Reserve component work hand in hand with the active component on a daily basis to optimize the flow and the apportionment of that equipment. It will always have its challenges but the bottom line is, there's a mentality that seeks to balance, putting the right equipment in the right hands at the right time.

Speaking of that, we thank you for your very aggressive support of MRAP. We need it and we're looking forward to having our marines in the MRAP vehicles whatever Guard, as soon as possible.

The MRAP success is all about people. Our deployed marines are first in line when it comes to being prepared for the fight, for the deployment. They are followed closely by their families as we support them and prepare them for the separation. And support is just that support—complete, total, creative support for our marines and

our sailors, their families and their employers. I thank you for your continuing support and your leadership and I look forward to your questions.

Senator INOUYE. Thank you very much.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK W. BERGMAN

Chairman Inouye, Senator Stevens, and distinguished members of the committee, it is my honor to report to you on the state of your Marine Corps Reserve as a major contributor to the Total Force Marine Corps. Your Marine Corps Reserve today is firmly committed to and capable of warfighting excellence. On behalf of all our marines and their families, I would like to take this opportunity to thank the committee for your continuing support. The support of Congress and the American people reveal both a commitment to ensure the common defense and a genuine concern for the welfare of our marines and their families.

TODAY'S MARINE CORPS RESERVE

Recruiting, retaining, responding; your Marine Corps Reserve is steadfast in our commitment to provide Reserve Marines who can stand shoulder to shoulder with their active duty counterpart and perform equally in all contingencies, from combat on foreign soil to local humanitarian needs. As our Nation pushes on in the longest mobilization period in our history, we have maintained the pace and will continue to sustain that pace for the foreseeable future.

During this past year, over 3,800 marines from Fourth Marine Division have served in Iraq. Included are two infantry battalions, as well as armor, reconnaissance, combat engineer, and truck units. Our marines have demonstrated dynamic flexibility by performing in non-traditional roles, including military police, riverine operations, and advisory duty with Iraqi security forces. An additional 500 marines from Fourth Marine Division have deployed to Djibouti as security forces for Joint Task Force Horn of Africa.

As deployments to Iraq and Afghanistan have reduced the ability of the active component to participate in theater engagement exercises, Fourth Marine Division has filled the gap. During this past year, marines of Fourth Marine Division have conducted exercises in Morocco, Kenya, Australia, the Netherlands Antilles, and Brazil. During the upcoming year, they will visit Senegal, Mongolia, the Ukraine, Belize, Peru, Chile, Ecuador, and Argentina; and will return to Morocco, Australia, and the Netherlands Antilles.

Fourth Marine Aircraft Wing has provided necessary exercise support and pre-deployment training as the active component squadrons continued supporting deployments to Iraq and Afghanistan. Pre-deployment training events such as Mojave Viper and Hawaii Combined Arms Exercise, along with bi-lateral exercises Cope Tiger, Foal Eagle, Cobra Gold, Talisman Saber and Southern Frontier, have been the foundation upon which our Corps prepares for combat. Currently, units from Fourth Marine Aircraft Wing are supporting numerous deployments and individual augments for the long war. A civil affairs group detachment, provisional security detachment and a provisional security company from Marine Air Control Group 48 have been mobilized in support of operations in the Horn of Africa. Additionally, Marine Wing Support Group 47 has provided an engineering detachment and a motor transport detachment in support of OIF. Lastly, Marine Transport Squadron Detachment Belle Chasse has provided a UC–35 Citation Encore detachment which brings a time-critical lift capability to the Central Command's area of responsibilities.

From the spring of 2006, the Fourth Marine Logistics Group has endeavored to build upon its established history of providing the active component with highly skilled, dedicated personnel capable of delivering sustained tactical logistics support. During this time frame, Fourth Marine Logistics Group contributed over 600 marines and sailors from across the spectrum of combat service support for its ongoing support of OIF. Included in this population was a large dichotomy of occupational specialties to include motor transport, landing support, communications, and personnel recovery/processing. In addition, Fourth Marine Logistics Group deployed selected individuals to serve the commanding officer and nucleus staff for Combat Logistics Battalion 5, and to be Chiefs of Staff for the 1st Marine Logistics Group, (forward) and (rear). Throughout this period, the marines and sailors of the Fourth Marine Logistics Group demonstrated responsiveness, flexibility, and an extremely high level of professionalism in their seamless integration with the active component.

In addition to ground, aviation, and logistic elements, Marine Forces Reserve has provided civil affairs capabilities since the start of Operation Iraqi Freedom. Air-Naval Gunfire Liaison Detachments (ANGLICO) from Marine Forces Reserve have augmented the supported Marine Air Ground Task Forces and adjacent commands with air/ground fires liaison elements. Marine Forces Reserve also continues to provide intelligence augmentation for Operation Iraqi Freedom, to include human exploitation teams, sensor employment teams, and intelligence production teams.

Mobilization command, during the past year, conducted 14 Individual Ready Reserve (IRR) administrative musters, screening 6,118 IRR marines. Musters were conducted in Phoenix, San Antonio, Marietta, Richmond, Baltimore, Brooklyn, Elk Grove, Bellevue, Burlingame, Waltham, Newark, Pittsburgh, Miami, and Charlotte. Overall, mobilization command updated contact information on over 40,000 IRR marines. The Customer Service Center at Mobilization Command answered 67,300 calls from all marine components, including retirees, dealing with disparate issues, while maintaining an average wait time of 28 seconds per call. The Mobilization Command Maintenance Section performs all administrative maintenance on the service records of more than 60,000 IRR marines with a monthly turnover of approximately 2,100 IRR marines. In addition, mobilization command processed 2,643 sets of IRR orders that enabled marines to perform missions under active duty operational support, Reserve counterpart training, mobilization, appropriate and associate duty, and notice of eligibility status.

Five years into the long war, the Marine Corps Reserve continues to serve along side our active component counterparts. Operations Enduring Freedom and Iraqi Freedom have required continuous activations of Reserve Forces. Moreover, with much of the active component Marine Corps below the stated goal of 1:2 dwell ratio, active forces have been unavailable to fully support joint and bilateral exercises that are key to all regional Combatant Commanders' Theater Security Cooperation plans. Consequently, the Marine Corps Reserve has significantly increased the level of participation of non-activated units to ensure continued Marine Corps support to all regional Combatant Commanders.

While we continue to support the long war, it is not without a cost. Continuing activations and high Reserve operational tempo highlights the fact that we have personnel challenges in some areas and we are putting additional strain on Reserve equipment. While we remain close to achieving our overall end strength goals, we are facing critical shortages in high demand/low density military occupational specialties as well as in our company grade officers. Equipment requirements to support the long war have reduced "on hand" equipment for training as well as war reserve stocks. As the Marine Corps continues to provide warfighting excellence in prosecuting the long war, resetting the force is an essential element in sustaining the effort.

EQUIPMENT STATUS

The Marine Corps Reserve, like the active component, faces two primary equipping challenges: supporting and sustaining our forward deployed forces in the long war while simultaneously resetting and modernizing the force to prepare for future challenges. Our priorities for supporting and sustaining our deployed forces are: First, to provide every marine and sailor in a deploying Reserve unit with the latest generation of individual combat and protective equipment; second, to procure simulation training devices that challenge our marines to perform at higher levels and maintain an adaptive training environment in preparation for conflict; and third, to provide adequate funding to operation and maintenance accounts to sustain training and pre-deployment operations. Our priorities in support of resetting and modernizing the force include the following: First, to procure principal end items necessary to reestablish on hand equipment to the level dictated by our training allowance (T/A), which is the amount of equipment needed by each unit to conduct home station training; and, second, to procure the equipment necessary to maintain our capability to augment and reinforce the active component. Modernization efforts include the equipping of two new Light Armored Reconnaissance Companies, procuring communications equipment shortfalls, and adequately funding upgrades to our legacy aircraft.

As with all we do, our focus is on the individual marine and sailor. Our efforts to equip and train this most valued resource have resulted in obtaining the latest generation individual combat and protective equipment: M4 rifles, Rifle Combat Optic (RCO) scopes, helmet pad systems, enhanced Small Arms Protective Insert (SAPI) plates, and night vision goggles, to name a few. I am pleased to report that every member of Marine Forces Reserve deployed in support of the long war is fully

equipped with the most current authorized individual combat clothing and equipment, and individual protective equipment.

Deployed unit equipment readiness rates remain high (95 percent). Ground equipment readiness (mission capable) rates for non-deployed Marine Forces Reserve units average 85 percent based upon training allowance. This reduced readiness condition primarily results from shortages in home station training allowance equipment due to equipment demands in support of the long war. Reserve Force equipment that has been sourced to OIF includes communications equipment, crew-served weapons, optics, and one Reserve infantry battalion's equipment set. These shortages represent an approximate 10 percent readiness shortfall across the force for most equipment—more so for certain high demand/low-density, "big-box" type (satellite/long-haul) communication equipment sets.

Reduced supply availability continues to necessitate innovative approaches to ensure Reserve Marines can adequately train in preparation for deployment, until supplemental funding addresses the above issues. Despite ongoing efforts to mitigate shortfalls, delays in the procurement timelines and competing priorities for resources will continue to challenge the training and equipping of Reserve Forces for the long war.

Your continued support of current budget and procurement-related initiatives, such as the President's Budget Submissions, Supplemental Requests, and National Guard and Reserve Equipment Appropriations (NGREA), will guarantee our ability to properly equip our individual marines and sailors. Marine Forces Reserve equipment requirements are registered in each Marine Corps President's Budget Request and each Supplemental Request as part of the Marine Corps Total Force. In addition, we appreciate Congress' continued support of the Marine Corps Reserve through NGRE appropriations. Since 2002, NGREA has provided $156 million to Marine Forces Reserve. Fiscal year 2007 NGREA procurements include tactical command and control communications equipment; training simulation systems and devices; and various weapons support systems. NGREA has funded almost the entire Marine Forces Reserve Simulation Master Plan, enabling the force to obtain Virtual Combat Convoy Systems, Indirect Fire Forward Air Control Trainer Systems, Medium Tactical Vehicle Replacement Systems, and Deployable Virtual Training Environment Systems. Fiscal year 2007 NGREA has also funded the following procurements: Logistics Support Wide Area Network Packages, Defense Advanced GPS Receivers, Sensor Mobile Monitoring Systems, Litening II Targeting Pods and associated modification/installation kits, KC–130 AN/ARC–210 (V) Multi-Mode Radio Systems, and one UC–12 aircraft.

FACILITIES

Marine Forces Reserve is comprised of 184 sites spread across 48 States, the District of Columbia, and Puerto Rico. Of these sites 32 are owned, 101 are joint, 47 are tenant, 3 are stand-alone, and 1 is leased. Management of these sites requires constant vigilance and flexibility in all aspects of facilities operations. Marine Forces Reserve remains committed to environmental, natural, and cultural resource stewardship. These programs maintain, restore, and improve our natural and constructed infrastructure, while preserving the environment and historic properties, and protect the health and quality of life of our people and nearby communities. We are continually reviewing and updating our facilities master plan to ensure all Reserve sites are accurately accounted for as to condition and accuracy of their readiness status. In accordance with the Marine Corps Installation 2020 plan, in order to ensure optimal compliance with anti-terrorism and force protection standards and to maximize the efficiencies inherent in the sharing of resources between Department of Defense (DOD) organizations, we are striving to transition to joint sites and locations aboard established military bases by 2020.

Unlike DOD active component installations, which are often hidden from public view behind fences in outlying areas, Reserve facilities are often located in the heart of our civilian communities. This intimate and dynamic arrangement requires close partnering with State and local entities nationwide. As such, the condition and appearance of our facilities have a direct effect on the American people's perception of the Marine Corps and the Armed Forces in general. In addition to impacts on the safety, security and operational capability of the Total Force, the condition of Marine Forces Reserve facilities have a direct effect on recruitment and retention efforts, especially in attracting and retaining highly qualified, loyal Americans. Perception is everything. Quality facilities attract quality people.

Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) program funding levels continue to address immediate maintenance requirements and longer term improvements to our older facilities. Sustainment fund-

ing has allowed us to maintain our current level of facility readiness without further facility degradation. Restoration and Modernization (R&M) funding continues to be a challenge, due to its current $16.5 million backlog across the Future Years Defense Plan (FYDP) and an overall backlog of $52.6 million. Currently, 12 of our 32 owned sites are rated C–3 or C–4 under the Commanding Officer's Readiness Reporting System (CORRS) for facilities. The fiscal year 2008 budget, if approved, will provide programmed upgrades for eight sites to C–2 or better, with all sites meeting C–2 or better by fiscal year 2010. However, it should be noted that POM 2008 does not address the reported backlog created by prior years funding shortfalls. To mitigate, we continue to apply internal savings to address R&M projects at the end of each fiscal year.

The movement of FSRM funding into a new "fenced" appropriation would prevent Marine Forces Reserve's ability to "buy back" the significant sustainment and R&M backlog from internal savings. This would result in an additional increase to the FSRM backlog over the Future Years Defense Plan and jeopardize our ability to meet the C–2 or better CORRS rating for quality by 2010 as mandated by OSD. Additionally, the pending sale of the former Marine Corps Reserve Center in San Juan, Puerto Rico will potentially provide funding to address nearly 50 percent of the R&M shortfall. As a result of this sale, a significant improvement in overall facilities readiness is anticipated. Use of Real Property Exchanges (RPX), and other similar laws, will be invaluable tools toward addressing shortfalls and emerging requirements. Continued support for the FSRM program is essential. Funding shortfalls will rapidly result in degradation of facilities readiness, jeopardizing the safety and health of our marines.

The Military Construction, Navy Reserve (MCNR) program, including Marine Corps exclusive and Navy led projects, is addressing critical needs for new facilities to replace older buildings and accommodate changes in Marine Corps Reserve force structure. The President's proposed fiscal year 2008 budget contains $28.8 million for military construction and $829,000 in planning and design funding. Congressional approval of this budget provides a new Marine Corps Reserve Center in Dayton, Ohio; the Marine Corps share of a new Armed Forces Reserve Center in Austin, Texas; Reserve Center additions in Miramar, California and Quantico, Virginia; and a new vehicle maintenance facility in Selfridge, Michigan. The MCNR program, combined with a strong FSRM program, is essential to addressing the aging infrastructure of the Marine Corps Reserve. With more than 50 percent of our Reserve Centers over 40 years old and 35 percent over 50 years old, support for both MCNR and FSRM cannot be overstated.

The Base Realignment and Closure (BRAC) 2005 is an area of increasing concern due to the reduction in fiscal year 2007 funding for BRAC military construction projects. The impacts of this reduction (50 plus percent of the requested Department of the Navy appropriations) are still being analyzed. Another concern to the Marine Corps Reserve is the secondary impact to our Reserve Centers that are part of Army and Navy BRAC actions. Of the 25 BRAC actions for the Marine Corps Reserve, 21 are in conjunction with Army and Navy military construction projects, reflecting Office of the Secretary of Defense (OSD) policies toward shared Joint Reserve Centers. As a result, any funding shortfalls experienced by these two services will also negatively impact the Marine Corps Reserve. If we continue to operate under the Continuing Resolution Authority at fiscal year 2006 funding levels, there will not be sufficient funding for fiscal year 2007 and shifted impact for fiscal year 2008 military construction projects. The ramification is that Marine Forces Reserve will be forced to shift projects further into the out years, thus affecting the FSRM budget and possibly the MCNR program as well. Though the 2007 Joint Funding Resolution may address some of these shortfalls, restoration of funding for the entire BRAC program is essential to meeting the statutory requirements of the 2005 BRAC Law, within the designated timeframe.

TRAINING

Thus far during the long war, several Marine Corps Reserve units have been activated to perform "in lieu of" missions. Employment of units for missions "in lieu of" their primary mission has degraded their capability to perform their primary mission. For example, as of the summer 2007, all of our artillery batteries will have been activated at least once, however, most will have performed Military Police duties. A unit will not train to primary mission standards during assignment as an "in lieu of" force. While "every marine is a rifleman" and many of the individual combat skills are common to all, primary mission occupational specialty and unit training are also required. Consequently, employing units as "in lieu of" forces degrades unit readiness to perform primary missions.

We continue to capitalize on advances in technology to enhance our training and mitigate the downside of performing "in lieu of" missions. Marine Forces Reserve's ambitious simulation program provides realistic training to increase effectiveness of our units and survivability of our marines. Simulation capabilities include the Virtual Combat Convoy Trainers and Combat Vehicle Training Systems that provide training for the M1A1 Main Battle Tank, Assault Amphibian Vehicle, and the Light Armored Vehicle. The Virtual Combat Convoy Trainer (VCCT) provides tactical training in simulated up-armored High Mobility Multi-purpose Wheeled Vehicles (HMMWVs) armed with .50 caliber machineguns. The Virtual Combat Convoy Trainer has been vital to the pre-deployment training of tactical drivers, who will be operating on the most dangerous roads in the world. The VCCT allows the most effective training to occur for both drivers and teams. A byproduct of utilizing the VCCT is a requirement for a reduced number of CONUS-based vehicles designated for training. The Virtual Combat Convoy Trainer also allows us to reach our current relatively-high equipment readiness rates by reducing maintenance man-hours and parts costs in one area and using the resources in other areas. The same holds true for the simulators for our family of armored vehicles; quality, realistic training is provided while allowing the reallocation of both the time for training and maintenance money to other units. In the next year, we will be procuring the Indirect Fire—Forward Air Control Trainer to provide realistic call-for-fire training at a reduced cost, allowing the reallocation of both ammunition and flight hours to increase training levels. With your continued support, we will expand our simulation programs to also include additional individual weapons and vehicle operator trainers, and begin procurement of combined arms trainers.

PERSONNEL READINESS

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

In fiscal year 2006, the Marine Corps Reserve achieved 100 percent of its recruiting goal for non-prior service recruiting (5,880) and exceeded its goal for prior service recruiting (3,165). Our Selected Reserve population is comprised of Reserve Unit Marines, Active Reserve Marines, Individual Mobilization Augmentees, and Reserve Marines in the training pipeline. An additional 60,000 marines are included in our Individual Ready Reserve, representing a significant pool of trained and experienced prior service manpower. Currently, the forecasted Selected Reserve end strength for fiscal year 2007 is 39,362, within the plus/minus 2 percent limit authorized by Congress. Realizing that deployments take a toll on active component marines, causing some to transition from active duty because of high personnel tempo, in June 2006 we instituted the Selected Marine Corps Reserve Affiliation Involuntary Activation Deferment policy. This program allows a marine who has recently deployed an option for a 2-year deferment from involuntary activation if they join a Selected Marine Corps Reserve unit. The intent of the 2-year involuntary deferment is to encourage good marines to participate and still maintain breathing room to build a new civilian career.

I do anticipate greater numbers of marines from the Reserve component will volunteer for full-time active duty with the active component throughout fiscal year 2007, as they take advantage of new incentives aimed at encouraging marines to return to active duty. These incentives support our plan to bolster active component end strength. The fact is we need good marines to serve longer, either active or Reserve. Our focus is to provide an environment that attracts and retains dedicated, high performing individuals. We are developing several incentives for enlisted marines to stay in the Selected Marine Corps Reserve. A first step will be increasing the initial 3 year re-enlistment bonus from the current $2,500 level to the maximum allowed $7,500. The subsequent re-enlistment bonus will increase from the current $2,000 to the maximum allowed $6,000.

Junior officer recruiting remains the most challenging area. At the beginning of fiscal year 2007, the Marine Corps modified an existing program and implemented two new Reserve officer commissioning programs in order to increase the number of company grade officers within deploying Reserve units and address our overall shortage of junior officers in our Reserve units. Eligibility for the Reserve Enlisted Commissioning Program was expanded to qualified active duty enlisted marines. The Meritorious Commissioning Program—Reserve was established for qualified enlisted marines, Reserve and active, who possess an Associates Degree or equivalent

number of semester hours. We are expanding Reserve commissioning opportunities for our prior-enlisted marines in order to grow some of our own officers from Marine Forces Reserve units and are exploring other methods to increase the accession and participation of company grade officers in the Selective Marine Corps Reserve. Through these initiatives, we estimate that we will fill 90 percent of our company grade officer billets by the end of fiscal year 2011. When coupled with the continued use of the Selected Reserve officer affiliation bonus authorized in the fiscal year 2007 National Defense Authorization Act, we believe we have the tools necessary to sustain robust, ready Selected Marine Corps Reserve units for the long war.

PREDICTABILITY FOR THE FUTURE

As we position ourselves for the long war, we recognize the challenges facing the individual Reserve Marine who is striving to strike a balance between family, civilian career, and service to community as well as country and Corps. The most difficult challenge thus far has been to provide our individual Marine Reservists with the predictability needed to incorporate activations and deployments into their long-term life planning. To provide predictability, we have developed an integrated Total Force Generation Model that lays out a future activation and deployment schedule for marine units. The model is based on 1-year activation and includes a 7-month deployment (standard for battalion-sized marine units and smaller), followed by at least 4 years in a normal drill status. The model provides for approximately 6,000 Reserve Marines on active duty at any one time (3,000 deployed and 3,000 preparing to deploy or returning from deployment). The Total Force Generation Model provides the individual marine with the confidence to plan for the future; whether going to school, building a civilian career, or making major family decisions. Furthermore, the predictability of the model serves as a tool to assist in recruiting and retaining quality marines. This is particularly true in recruiting company grade officers and junior staff non-commissioned officers who are transitioning from active duty and are attempting to establish civilian careers, but still have a strong desire to serve Corps and country.

The Force Generation Model also assists Service and Joint Force planners. It ensures a consistent flow of manned, equipped, trained, and ready Selected Marine Corps Reserve units to support future operations in the long war. Providing a predictable Reserve force package will also help our active component come closer to achieving their stated goal of 1:2 dwell time. The 1 year activation to 4 plus years in a non-activated status is both supportable and sustainable. We will begin implementing the model during the summer of 2007. As force structure increases we will be able to move toward a 1:5 dwell time for the Reserve component.

QUALITY OF LIFE

Our future success will continue to rely on your Marine Corps' most valuable asset—our marines and their families. We believe that it is our obligation to prepare our marines and their families with as much information as possible on family readiness and support programs and resources available to them.

Marine Forces Reserve Lifelong Learning Program (MFR LLL) is responsible for providing educational information to service members, families, retirees, and civilian employees. The majority of the educational programs offered are for active duty service members and these include United Services Military Apprenticeship Program (USMAP), Military Academic Skills Program (MASP), Defense Activity for Non-Traditional Education Support (DANTES), and Tuition Assistance (TA).

More than 1,800 Marine Forces Reserve Active Duty (AD), Active Reserve (AR), Active Duty Special Work (ADSW), and Mobilized Reserve Marines chose to use tuition assistance in fiscal year 2006 in order to help finance their education. Tuition assistance paid out in fiscal year 2006 totaled more than $4.5 million, funding more than 4,500 courses. Many of the marines using tuition assistance were deployed to Iraq, and took their courses via distance learning. In this way, tuition assistance helped to mitigate the financial burden of education and marines were able to maintain progress toward their education goals.

Marines and their families are often forced to make difficult choices in selecting child care, before, during, and after a marines' deployment in support of the long war. The Marine Corps has partnered with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRA) to assist service members and their families. BGCA provides outstanding programs for our Reserve Marines' children between the ages of 6 and 18 after school and on the weekends. Under our agreement with BGCA, Reserve families can participate in more than 40 programs at no cost. With NACCRRA, we help families of our Reserve Marines locate affordable child care that is comparable to

high-quality, on-base, military-operated programs. NACCRRA provides child care subsidies at quality child care providers for Reserve Marines deployed in support of the long war and for those active duty marines who are stationed in regions that are geographically separated from military installations that have child care support. We have also partnered with the Early Head Start National Resource Center Zero to Three to expand services in support of family members of Reservists in isolated and geographically separated areas.

We fully recognize the strategic role our families have in mission readiness, particularly mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle (Pre-Deployment, Deployment, Post-Deployment, and Follow-On) by providing educational opportunities at unit family days, pre-deployment briefs, return and reunion briefs, post-deployment briefs and through programs such as the Key Volunteer Network (KVN) and Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.). Every Marine Corps Reserve unit throughout the country has a KVN program. The KVN is a volunteer-based program that serves as the link between the command and family members, providing official communication, information, and referrals. The KVN provides a means of proactively educating families on the military lifestyle and benefits, provides answers for individual questions and areas of concerns, and enhances the sense of community and camaraderie within the unit.

These programs play fundamental roles in supporting marine spouses and families. L.I.N.K.S. is a training and mentoring program designed by marine spouses to help new spouses thrive in the military lifestyle and adapt to challenges—including those brought about by deployments. Online and CD–ROM versions of L.I.N.K.S make this valuable tool more readily accessible to families of Reserve Marines not located near Marine Corps installations. We have recently updated and streamlined our L.I.N.K.S and KVN training guides to more appropriately address the challenges of remote access.

To better prepare our marines and their families for activation, Marine Forces Reserve has developed a proactive approach to provide numerous resources and services throughout the deployment cycle. Available resources include, but are not limited to, family-related publications, on-line volunteer training opportunities, and a family readiness/mobilization support toll free number. Services such as pastoral care, MCCS One Source, and various mental health services are readily available to our Reserve Marines' families.

Managed Health Network (MHN) is an OSD-contracted support resource that provides surge augmentation counselors for our base counseling centers and primary support at sites around the country to address catastrophic requirements. This unique program is designed to bring counselors on-site at reserve training centers to support all phases of the deployment cycle. Marine Forces Reserve is incorporating this resource into family days, pre-deployment briefs, and return and reunion briefs. Follow-up services are scheduled after marines return from combat at various intervals to facilitate on-site individual and group counseling.

The Peacetime/Wartime Support Team and the support structure within the Inspector-Instructor staffs provide families of activated and deployed marines with assistance in developing proactive, prevention-oriented steps such as family care plans, powers of attorney, family financial planning, and enrollment in the dependent eligibility and enrollment reporting system. During their homecoming, our marines who have deployed consistently cite the positive importance of family support programs.

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

The mission readiness of our Marine Corps Reserve is directly impacted by the preparedness of our families—a 24/7 requirement. It is imperative that we continue to provide our families robust educational opportunities and support services.

EMPLOYER SUPPORT OF THE GUARD AND RESERVE

Marine Forces Reserve is acutely aware of the importance of a good relationship with the employers of our Reserve Marines. We fully support all the initiatives of the ESGR and have been proactive in providing the information to our Reserve Marines on the Secretary of Defense Employer Support Freedom Awards. This is an

excellent way to praise the employers that give that extra support to our men and women who go into harm's way.

CONCLUSION

As our Commandant has said, "Our marines and sailors in combat are our number one priority." Our outstanding young men and women in uniform are our greatest asset. Your Marine Corps Reserve has consistently met every challenge placed before it. We fight side by side with our active counterparts. Your consistent and steadfast support of our marines and their families has directly contributed to our successes.

As I've said in past testimony, appearing before congressional committees and subcommittees is a great pleasure, as it allows me the opportunity to let the American people know what an outstanding patriotic group of citizens we have in the Marine Corps Reserve. Thank you for your continued support. Semper Fidelis!

Senator INOUYE. May I call upon General Bradley?

STATEMENT OF LIEUTENANT GENERAL JOHN A. BRADLEY, CHIEF, AIR FORCE RESERVE

General BRADLEY. Chairman Inouye, Senator Stevens, thank you very much for having this hearing today. Thank you for the many years of continued support you've given us. Our 76,000 Air Force Reserve airmen, who are a vital part of our Air Force are proud to serve. They continue to stay with us. Our recruiting and retention has been strong. We will face some challenges in the future. They continue to serve as our Air Force has conducted combat operations for over 16 years.

Our Air Force Chief of Staff General Moseley and our Secretary of the Air Force, Secretary Wynne, both very much believe in our efforts, the Air Force Reserve and our Air National Guard and they want us involved in every part of every mission our Air Force conducts. So we're proud to work for leaders who believe in us and want to use us and our airmen are proud to be part of an operational Reserve.

The support that you've given us through your normal appropriations and the National Guard and Reserve equipment account have helped us immeasurably improve combat capability and take care of our airmen as they are employed in combat operations. Every dollar you give us in that very important account, I can tell you in great detail, if you want, how those funds contributed to greater combat capability that helped soldiers and marines on the ground in Iraq and Afghanistan every day and I thank you for that support and I ask that you continue to help us in that regard because we need to continue to modernize our fleet of aircraft so that we can continue to provide the right kind of close air support for those soldiers and marines.

Thank you very much again for all the support you've given us over the years and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL JOHN A. BRADLEY

Mr. Chairman, and distinguished members of the committee, I appreciate the opportunity to appear before you today and I certainly want to thank you for your continued support of the Air Force Reserve. Today our country depends on the Reserve components to an extent unprecedented in history. The men and women of the Air Force Reserve are making a significant impact to the joint warfighting capability of our Nation's defense. The Air Force Reserve is proud to say we stand shoulder-to-shoulder with our Total Force partners as we jointly execute the global war on terror (GWOT).

For over 16 years the Air Force has been engaged in combat and the Air Force Reserve has been an integral part of our Nation's combat efforts. Our participation has demanded sacrifices on the part of our families, employers and reservists themselves yet we remain dedicated and committed to the same priorities as the Regular Air Force: winning the GWOT; developing and caring for our airmen; and recapitalizing and modernizing our aging aircraft and equipment.

As we fight the war on terrorism and implement our transformation initiatives we are faced with challenges that could adversely impact our overall combat capability. While we are ready today, I stress to you the urgent need to ensure we continue to be so. Readiness is the strong suit of the total Air Force and it is critical to ensure our combat capability is preserved during our transformational efforts and recapitalization of our fleets.

GWOT MISSION CONTRIBUTIONS

I am proud to say your Air Force Reserve is playing a vital role in the GWOT. We have flown over 104,850 sorties logging more than 448,202 hours of flying time all in support of the GWOT. The command supported the GWOT in most weapons systems, with crews both mobilized and performing volunteer tours. Our C–130 units maximized their mobilization authority, with the final units demobilizing at the end of fiscal year 2006. They continue to support the war effort in volunteer status, having already participated in the area of responsibility (AOR) a year longer than originally requested or envisioned. Our strategic airlift community stepped up with large numbers of volunteers providing essential support to the Combatant Commanders. In August 2006, we had 100 C–17 and C–S crews on long term active duty orders in support of the GWOT. Twenty-two Reserve KC–10 crews have been on active duty orders supporting the airbridge and other aerial refueling requirements. Our Reserve A–10s have also been very heavily involved in AOR deployments. Although Base Realignment and Closure Commission (BRAC) and Total Force Integration changes across the command disrupt our reservists' daily lives, the Air Force Reserve remains a strong partner in the Total Force, and will be until the job is done.

DEVELOPING AND CARING FOR OUR AIRMEN

The backbone of the Air Force Reserve is our people because they enable our mission accomplishment. These citizen airmen comprised of traditional unit reservists, individual mobilization augmentees (IMAs), air reserve technicians (ARTs), active guard and reserve (AGRs) and civilians continue to dedicate themselves to protecting the freedoms and security of the American people. The operations tempo to meet the requirements of the Combatant Commanders remains high and is not expected to decline significantly in the near future. The coming years bring increased opportunities and greater challenges for our dedicated airmen. The implementation of BRAC, Total Force Integration, and personnel cuts directed in the Air Force Transformation Flight Plan, may all have a negative impact on our recruiting and retention. Finding airmen to fill our ranks may become increasingly challenging as we implement these initiatives. Similarly, retaining our highly trained citizen airmen will become more critical than ever.

OUR PEOPLE: MOBILIZATION VERSUS VOLUNTEERISM

Our reservists participate in the full spectrum of operations around the world at unprecedented rates. A key metric that reflects the operations tempo is the number of days our Reserve aircrew members perform military duty. The average number of duty days our aircrew members serve has increased three-fold since the beginning of the GWOT.

Having maximized the use of the President's Partial Mobilization Authority in some mission areas, the Air Force Reserve relies more heavily on volunteerism versus significant additional mobilization to meet the continuing Air Force requirements. Several critical operational units and military functional areas must have volunteers to meet ongoing mission requirements because they have completed their 24-month mobilization authority. These include C–130, MC–130, B–52, HH–60, HC–130, E–3 AWACS, and Security Forces. During calendar year (CY) 2006, the Air Force Reserve had 2,702 mobilizations and another 9,866 volunteer tours. As calendar year 2006 closed, the Air Force Reserve had 388 reservists mobilized and 2,308 volunteers supporting the GWOT. We expect this mix to become increasingly volunteer-based as combat operations continue.

The key to increasing volunteerism and enabling us to bring more to the fight is flexibility. To eliminate barriers to volunteerism, the Air Force Reserve has several ongoing initiatives to better match volunteers' desires and skill sets to the Combat-

ant Commanders mission requirements. We must have the core capability to always match the right person to the right job at the right time. Reservists must balance the needs of their civilian employers, their families, and their obligation to the military. We are incredibly fortunate to have reservists who continue to volunteer and who put on the uniform for months at a time. Facilitating the reservists' ability to volunteer provides more control for the military member, their family, employer and commander. In turn, this predictability allows more advanced planning, lessens disruptions, and ultimately, enables more volunteer opportunities.

BASE REALIGNMENT AND CLOSURE

The 2005 BRAC had a significant impact to the Air Force Reserve. BRAC directed the realignment of seven wings and the closure of one wing, General Billy Mitchell Field, Milwaukee, Wisconsin. To our Reserve airmen, a base realignment, in many cases, is essentially a closure. When BRAC recommended the realignment of our wing at Naval Air Station New Orleans, our airplanes were distributed to Barksdale AFB, Louisiana and Whiteman AFB, Missouri, while the Expeditionary Combat Support was sent to Buckley AFB, Colorado. In another example, BRAC recommended realigning our wing at Selfridge ANGB, Michigan and directs the manpower be moved to MacDill AFB, Florida to associate with the Regular Air Force. The commute from New Orleans to Denver and Selfridge to Tampa are challenging for even the most dedicated reservist, considering we do not have the authority to PCS (permanent change of station) personnel or pay for IDT (inactive duty training) travel. These are just a few examples of how base realignments impact our reservists. In the post-BRAC environment, we continually strive to retain the experience of our highly trained personnel. We are working closely with the Air Force and the Office of the Secretary of Defense on initiatives which encourage those impacted by BRAC decisions to continue serving their Nation.

NEW MISSION AREAS (TOTAL FORCE INTEGRATION)

Sharing the tip of the total force integration spear, our focus is on maximizing warfighter effects by taking on new and emerging missions that are consistent with Reserve participation. Reachback capabilities enable Reserve forces to train for and execute operational missions supporting the Combatant Commander from home station. In many cases, this eliminates the need for deployments. The associate unit construct will see growth in emerging operational missions such as: Unmanned Aerial Systems, Space and Information Operations, Air Operations Centers, Battlefield Airmen and Contingency Response Groups. The Active/Air Reserve components mix must keep pace with emerging missions to allow the Air Force to continue operating seamlessly as a Total Force. This concurrent development will provide greater efficiency in peacetime and increased capability in wartime.

The Air Force Reserve continues to transform into a full spectrum force for the 21st century by integrating across all roles and missions throughout the Air, Space and Cyberspace domains. Our roles and missions are mirror images of the regular component. These new mission areas provide additional opportunities for our reservists to bring their expertise to the warfighting effort. Bringing Air Force front line weapon systems to the Reserve allows force unification at both the strategic and tactical levels and builds flexibility for a more vibrant and viable Air Force team—we train together, work together, and fight together; and that's the way it should be.

SHAPING THE RESERVE FORCE

As an equal partner developing the Air Force Transformation Flight Plan, the Air Force Reserve plans to realign resources to transform to a more lethal, more agile, streamlined force with increased emphasis on the warfighter. In this process, we are eliminating redundancies and streamlining organizations, creating a more capable force of military, civilians, and contractors while freeing up resources for Total Force recapitalization.

The Air Force Reserve programmed a reduction of nearly 7,700 manpower authorizations beginning in fiscal year 2008. These actions affect all categories of Air Force Reservists; IMAs, TRs, ARTs, AGRs and civilians. Over the fiscal year defense program the Air Force Reserve is planning a reduction from 74,900 authorized personnel in fiscal year 2007 to an end strength of 67,800 personnel at the end of fiscal year 2011.

While the Air Force Transformation Flight Plan directed manpower reductions, the Air Force Reserve was given latitude to take these reductions in a way that minimizes the impact to our wartime mission. Where mission requirements still exist, the experience of our reservists will be maintained by transitioning members from the Selected Reserve into the Participating Individual Ready Reserve.

RECRUITING AND RETENTION

The Air Force Reserve met its recruiting, retention, and end-strength goals in fiscal year 2006 and is on track to meet all these same goals in fiscal year 2007. I am proud of the fact our reservists contribute directly to the warfighting effort every day. When our Reserve airmen engage in operations that employ their skills and training, there is a sense of reward and satisfaction that is not quantifiable. I attribute much of the success of our recruiting and retention to the meaningful participation of our airmen.

That being said, the 10-percent reduction in personnel planned over the future years defense program (FYDP), coupled with the impact of BRAC initiatives, may present significant future recruiting and retention challenges for the Air Force Reserve. With personnel reductions beginning in fiscal year 2008 and the realignment and closure of Reserve installations due to BRAC and Total Force Integration, approximately 20 percent of our force will be directly impacted through new and emerging missions, and mission adjustments to satisfy Air Force requirements. With the Regular Air Force personnel reductions already underway, there is an even smaller active force from which to draw qualified recruits. In light of all these changes, we expect the recruiting and retention environment will be turbulent, dynamic and challenging.

Unlike the Regular Air Force, the Air Force Reserve does not have an assignment capability with command-leveling mechanisms that assist in the smooth transition of forces from drawdown organizations into expanding organizations. In drawdown organizations, our focus is on maintaining mission capability until the last day of operations, while also retaining as much of the force as possible and placing them in other Air Force Reserve organizations. To accomplish this, we need to employ force management initiatives that provide our affected units with options to retain our highly trained personnel.

This contrasts greatly with organizations gaining new missions and/or authorizations. It's important to remember, absent a pipeline assignment system, our citizen airmen are primarily a local force, living and working in the local community. Air Force Reserve Command must now recruit in new locations and for new missions, effectively increasing our recruiting requirements. We may face recruiting challenges, particularly when considering the availability of adequately qualified and trained personnel. As has always been the case, we will focus on maximizing prior service accessions. Regular Air Force reductions over the fiscal year defense program may provide some benefit to our recruiting efforts, but will not be the complete answer, since the Regular Air Force critical skills shortages closely match those in the Reserve. "Other prior service" individuals accessed by the Reserve will inevitably require extensive retraining which is costly. The bottom line is retaining highly trained individuals is paramount. Since 1993, Air Force prior service accessions have decreased 32 percent across the board. Only 9.5 percent of the officers departing the Regular Air Force join the Air Force Reserve, and of those, only 2.7 percent continue service to retirement. Retention must be considered from a total force perspective, and any force drawdown incentives should include Selected Reserve participation as a viable option. It is imperative legislation does not include any language that provides a disincentive to Reserve component affiliation. Likewise, any legislation regarding separation should encourage or incentivize continued active participation in the Reserve components. Experience is the strength of the Air Force Reserve, and recruiting and retaining our experienced members is the best investment the country can make because it ensures a force that is ready, and able to go to war at any time.

RECAPITALIZING AND MODERNIZING OUR AGING AIRCRAFT AND EQUIPMENT

The Air Force Reserve stands in total support of Secretary Wynne and General Moseley in their efforts to recapitalize and modernize our fleet. Weapon systems such as the KC–X, CSAR–X, Space Based Early Warning and Communications Satellites and Spacecraft, F–35 Lightning II, and the Next Generation Long Range Strike are critical to secure the advantage essential to combating future threats. The Air Force Reserve will directly benefit from this modernization since in many cases we fly the same equipment.

The Air Force Reserve is assuming risk in Depot Programmed Equipment Maintenance (DPEM). Funding for DPEM in fiscal year 2008 is 81 percent of total requirements, a level determined in coordination with the Air Force to be an acceptable level of risk. At this funding level, the anticipated impact is in the deferral of Programmed Depot Maintenance (PDM) for 9 aircraft and 14 engines.

ONE TIER OF READINESS

We in the Air Force Reserve pride ourselves on our ability to respond to any global crisis within 72 hours. In many cases, including our response to natural disasters, we respond within 24 hours. We train our Selected Reserve to the same standards as the active duty for a reason; we are one Air Force in the same fight. A single level of readiness in the Selected Reserve enables us 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.

FISCAL YEAR 2007 NATIONAL GUARD AND RESERVE EQUIPMENT

For the Air Force Reserve, the National Guard and Reserve Equipment Account (NGREA) is the lifeblood of our Reserve modernization. I appreciate the support provided in the 2007 NGREA. The money you provide makes a difference; increasing the capability and safety of our airmen, and ultimately the security of our Nation. The fact is Air Force Reserve NGREA procurement strategy fulfills shortfall equipment requirements. 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 it enables us to remain relevant to the fight. It is absolutely essential to the modernization of our weapon systems. In fiscal year 2007, we received a total of $35 million in NGREA appropriations. A portion of those dollars is being used to modify all of our A–10 aircraft, enabling smart weapons employment and dramatically improving the precision with which we provide close air support to our joint and coalition partners. Another portion of NGREA is being used to procure defensive systems for nine of our C–5A aircraft, providing much needed protection from infrared threats and increasing the safety and security of our strategic airlift crews. These are just a few examples of how NGREA is helping us modernize our weapon systems during fiscal year 2007.

While NGREA dollars enable us to modernize our critical warfighting equipment, the challenge is the $35 million in NGREA in 2007 only allows for 4.8 percent of our planned modernization. I genuinely appreciate the appropriation because we put every dollar received toward combat capability. Continued congressional support is critical to ensure we can modernize our force with the necessary upgrades and retain the technological edge we've enjoyed in the past.

TRANSFORMING AND MODERNIZING THE AIR FORCE RESERVE

Equipment modernization is our key to readiness. The Air Force is transitioning to a capabilities-based force structure and the combination of aging and heavily used equipment requires across-the-board recapitalization. The United States military is increasingly dependent on the Reserve to conduct operational and support missions around the globe. Effective modernization of Reserve assets is vital to remaining a relevant and capable combat ready force. The Air Force recognizes this fact and has made significant improvement in modernizing and equipping the Reserve, yet the reality of fiscal constraints still results in accepting risk in our modernization and equipage programs. Funding our modernization enhances availability, reliability, maintainability, and sustainability of aircraft weapon systems and strengthens our ability to ensure the success of our warfighting commanders while laying the foundation for tomorrow's readiness.

RECONSTITUTION

With a much higher operations tempo over the past 5 years, our equipment is aging and wearing out at much faster than projected rates. Reconstitution planning is a process to restore units to their full combat capability in a short period of time. The GWOT is having a significant and long-term impact on the readiness of our Air Force Reserve units to train personnel and conduct missions. The goal must be to bring our people and equipment back up to full warfighting capability.

The rotational nature of our units precludes shipping equipment and vehicles back and forth due to cost and time-constraints, therefore, equipment is left in the AOR to allow quick transition of personnel and mission effectiveness. However, this impacts the readiness of our forces, which return to the United States without the same equipment they deployed with. We continue to address these equipment shortfalls with the help of the Air Force, the administration, and Congress, but challenges remain.

Investments in new missions and other higher priorities continue to impact our ability to recapitalize our built infrastructure. Our recapitalization rate over the fiscal year defense program averages 151 years, falling far short of the 67-year goal. Our $194 million MILCON fiscal year defense program includes $22 million in recapitalization projects, the remaining dedicated to new missions or correcting existing deficiencies. Further challenging our ability to meet mission needs are potential shortfalls in BRAC funding; further delays in BRAC facility funding may jeopardize our ability to meet statutory deadlines for BRAC execution.

CLOSING

On behalf of all Air Force reservists, I thank you for your continued interest and strong support of our readiness and combat capability. The Air Force Reserve is facing the challenges of the GWOT, BRAC, the Air Force Transformation Flight Plan, recapitalization, and modernization head on. 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 the Combatant Commanders in the daily execution of the long war. We are immensely proud of the fact we provide the world's best mutual support to the United States Air Force and our joint warfighting partners.

Senator INOUYE. Thank you very much. I have a few general questions. The record will be kept open. If we may, we'd like to submit questions to you. We realize you have some other commitments this afternoon.

I know you cannot answer this but I hope you are clear about your support for psychologists or psychiatrists. During World War II and thereafter, I don't recall seeing any one of my comrades in World War II suffer from symptoms of post-traumatic stress syndrome. In fact, I don't think the word was—that phrase was conjured at that time. Would you ask them if there is some significance in that? Because I can't think of a single person who had that in World War II.

I am certain you're having problems with recruiting and retention. I'd like to have you submit a paper to us advising us what the nature of your problem is and what, if anything, we can do legislatively or funding wise to be of assistance.

And third, I look at this as a subjective question that—how would you characterize the morale of your troops? Let's go down the line.

General BRADLEY. Mr. Chairman, I'll tell you, I get out a lot. I try to visit all of my units and I'm going tomorrow on a trip to visit units. I'm going on another one Saturday to visit two other units, two of which are closing, both of whom have had significant mobilization. I go to Iraq. I go to Afghanistan. I'm headed over again in June and I get out and I don't just talk to colonels, I just don't talk to wing commanders and I don't just talk to generals. I try to get out and talk to airmen. I go out and I hold commanders calls and I try to talk to as many people at all levels as I can and I'll tell you, sir, our morale is good and I think I can reflect that in our retention figures.

Our retention is about as good as it's ever been in our history. Eighty-seven percent of our people are staying with us in the enlisted force and 93 percent of our officers are staying with us.

I'm not going to tell you that every single person is happy all the time. They are not. But they continue to volunteer for us. We try, in the Air Force, to support these combat operations through volunteers and not mobilization. We use mobilization as a last resort. Let's use volunteers.

I have F–16 units going next month. My F–16s are going to redeploy for the third time to Iraq. My A–10s have been over there three times. My C–130s have all been mobilized for 2 years and people are not leaving us in droves, even though in some cases, we're going to shut down some flying in some units because of base closure and some other Air Force personnel reductions.

Our people like being in our units. They believe we treat them fairly. We tell them thank you for what they've done. We tell them—we're going to ask you to continue to do a lot more and they're staying with us and they tell us—what they tell me is they believe they're doing something important. They're contributing to our Air Force and to our Nation.

So it is not all doom and gloom. I think there are many positive things and our people like to serve and will continue to serve.

Senator INOUYE. Did you say 87 in this group?

General BRADLEY. Yes, sir, 87 percent enlisted and 93 percent for our officers.

Senator INOUYE. Oh. General Bergman?

General BERGMAN. Yes, sir. Retention has been, for the last 4 years, at all time highs ranging in the 83 to 87 percent range. We don't see anything to indicate that that is changing because primarily our marines are young and in some cases, not so young men and women who joined a Reserve component, joined the marines to go to the fight.

We've been providing them that opportunity. So what I hear when I travel is, I'm getting to do what I signed up to do. Where we are today, 5½ years into the global war on terror, that predictability piece that has now been added so that those who have a preponderancy to continue to serve and are seeking more ways to utilize the experiences they've got, can look at a year of activation and then plan for 4 or 5 plus years of, if you will, training time between the mobilizations, between the activations, to allow them to keep their civilian careers and aspirations alive and well.

So what we didn't know at the beginning was how long this war was going to last. Now that we have a pretty good idea that there is an extended period in sight, we will be utilizing our folks. We owe them the idea to plan their lives and they're responding to that by staying.

As far as morale goes, the combatant just returned from Iraq yesterday morning and he was talking to us this morning, talking about the morale. The marines, as long as they've got plenty of what they need to prosecute their mission and they see the goodness that comes in very little bits and sometimes with one step back when they're going two steps forward, they see it. What they're concerned about is the American people and all they see is what is coming out of the tube. But their morale is high and again, it reflects on our retention rates.

Senator INOUYE. Admiral Cotton.

MORALE OF SOLDIERS

Admiral COTTON. Sir, I'd like to echo what all the generals have said and especially General Blum, in that we've never had a more experienced and reliable force. The current conflict has forced the Navy to come ashore, if you would and we have now 12,000 sailors

ashore, one-half active, one-half Reserve. It's forced us to change all our processes, how we get them there and how we demobilize them whether they are active or Reserve. That's all been very good for us.

Our morale is very good. Our retention statistics are just the same. Again, just funding the—to replace the ones that are timing out or losing their service. So I think it is two thumbs up. It's good news what we're doing right now and it is sustainable. Our requirement each year is about 9,000 mobilizations. We have 28,000 that have not been to war yet so we have the capacity to serve, if you would, sir.

Senator INOUYE. Thank you. General Stultz.

General STULTZ. Senator, I'll start with the question of the morale and I echo the comments that have already been made here. I think the morale of our Army Reserve soldiers has never been higher. I think they are proud of what they are doing. I think they feel good about their service to their country. I think we've got a lot of great young people in this country that are stepping up.

I had the opportunity to be in Iraq last November to promote two electronic maintenance soldiers to E–5. Now, one of them was a young man that has a Master's in Public Administration. He is a city planner back in North Carolina. The other was a young lady who's got a Bachelor's in Molecular Biology, working on a Masters. And I asked both of them, I said, why are you here? And they said, sir, we're here to serve our country. And we plan on staying.

So the morale is good. And the second item, we are meeting our retention goals. Traditionally, we put our retention goals on the backs of our career soldiers. They've got 12 to 15 years. They're going to stay with us to get that 20 year retirement. Recently we've made it on the backs of our first-term soldiers. So they—at about 65 percent of our goals.

Last year, we re-enlisted over 110 percent of our first-term goal. This year, we're already at 130 percent. And what that tells me is our young soldiers are sticking with us. They feel good about what they're doing. They know what they signed up for.

The challenge we've got is what was echoed—or what was already said by General Bergman—what our soldiers tell me they need is predictability in their lives. They know that they're going to have to go back on future deployments but they want to be able to set their lifestyle or their employer or their family, if they're going to college, to be able to predict what's going to happen. So they're telling us, give us some predictability. Give us some stability and the other thing we've got to give them is continuity.

What I'm talking about continuity is traditionally you have strategic levels of force—2 weeks in the summer and we won't have to go to war unless world war III breaks out, when the Russians come across the Fulda Gap back in those days. But now we're in a different war. It's the war on terror. This is not an easy war and with the amount of service support that resides in the Army Reserve, this nation cannot go to war without us. If we have an option to deploy the Army Reserve, we have to. Because we possess all the medical, the transportation, the logistics, the military police, and engineer forces. I don't have the combat brigades. I have the support brigades.

So they are never going to be used on a regular basis. So that soldier says, okay, I want to serve my country. I feel good about what I'm doing. But every time I get called up, there is a disruption in my life because one, in some cases, a loss of income, when I switch from one job to the other. But also a disruption in the life of my family because I have to switch from my employers healthcare plan to the military healthcare plan and the doctors don't match. So now I've got to go tell my spouse, we better go find a different family doctor or a different pediatrician. I think one of the things that we owe to our forces, we have to figure out how to provide continuity so that we can call upon our forces on a regular basis without disrupting their lives.

So that their healthcare system stays in place, their income level stays in place and they can go serve their country and feel good about what they're doing.

The biggest challenge I've got right now in maintaining my force structure is competing with the Active Army. And the Active Army is out trying to gather their own strength and they're trying to recruit the same soldiers that we're trying to recruit in the Reserves. So we are competing with others.

The National Guard has got a different model, which is working for them, a community base model. We're going to adopt that same model. We're going to start doing the same thing where we've got our soldiers going out and recruiting their buddies to come back and join their unit instead of having the recruiting command trying to find a pool and sort out who wants to be on active and who wants to be on reserve status. That's going to be one of the keys of success of making our end strength.

But the other thing is, we're basically trained and Senator Stevens alluded to this early on, when soldiers are trying to determine, where am I? Am I in the Reserve or am I in the Active Army because it seems like I'm always on active duty. And we're seeing more and more Reserve component soldiers going back to the active component. I've got a chart, if it's available, that illustrates just that.

This shows starting with fiscal year 2002, if you see the green, that's the number of soldiers going from the active to the Reserve versus the number going from the Reserve to the active and you can see where we're gaining about 2,000 soldiers more going into the Reserve components than we are losing from the Reserve to the active. You can see where it is now. It's going the other direction.

I'm losing many more soldiers that are going into the Reserves and going back to active duty because they're saying, that's my continuity. If I stay on active duty, I know I've got continuity in healthcare and all of that continuity. In fiscal year 2005, I had over 3,500 soldiers going from Reserve status back to active duty. This past year, I had 6,000 or more leave Reserve. So maintaining my end strength is competing with the active Army and that's a good news story for the active Army. I'm going to the active Army because I'm pulling soldiers back.

But I'm doing it because soldiers are sent out and they can have that stability and predictability in the Army Reserve. That's my challenge. That's why this Army Force Generation model that we're building is so critical. Just as Jack Bergman said, go and tell a sol-

dier, you're going to deploy for 1 year and then I'm going to give you 4 years of stability to come back and go back and get your college degree or start your civilian career.

We're not doing that because we've got to rebalance the force. We don't have enough CS/CSS (combatant support/combatant service support) in the Army. That's part of that peace dividend that we're all reaping right now, where we took down a lot of that capability and we said that if we ever had to go war, it would be a short war. We wouldn't need to sustain that for a long period of time. It's a different world now.

So morale is good. Recruiting is a challenge. We're about 13 minutes shy of where we should be right now. We're going to make that up. We're going to start this community based program as soon as I can get a contract in place. I feel confident we will make our year end recruiting goals. But there's going to be that competition of how do we keep that support at a sustained level to that soldier and his family that they deserve? Because just as the two of them that I introduced, there are 200,000 more of them out there who are sacrificing every day and we owe it to them.

Senator INOUYE. Thank you very much. Senator Stevens.

Senator STEVENS. Thank you, Mr. Chairman. I'll submit my questions, too. I do have just one or two short questions. Are you still accessing the equipment of the regular services for your training? That was what it was in the days gone by. Are you asking now for a component of equipment for the Reserve like we have for the National Guard?

General STULTZ. Sir, we're really using our own equipment. Let me just answer that in a couple of different dimensions. I was in Iraq and Kuwait for 2 years.

Senator STEVENS. I'm talking about here at home in training.

EQUIPMENT

General STULTZ. Yes, sir. But we left a lot of our own equipment just as the Guard did in that country because we did not want to transport it back and forth. So that created shortages back home. When it comes to training, we're providing our own equipment for our training of our forces for the Reserve components. What that forces me to do is, just as General Blum and General Vaughn alluded to, I've got to move equipment around. I've got to position it to get to the right units that need it to train on. I've got the same challenges they do. The equipment I've got back here that was left is not the modern equipment we need to train on.

An example I use is the trucks. We have—tactical vehicles and we were authorized to have over 4,000 of those. I've only got about 1,000 that are the modern ones. I've got almost 3,500 of the old, M–35 deuce and a halfs, the old trucks that we used back in Vietnam.

Those are not the trucks we need to train on for our soldiers because that's not the truck they'll operate in theatre. So that—I've got back here, I've got to move around to get them to the right location for the unit that is going to be going to theatre that is going to operate that.

Likewise with the Humvees. We're going to upgrade those when we get into theatre. Out of 1,000 authorized, right now, I've got 23

because all of them are over in theatre. So we try to train a soldier back here on how to operate the old one that has a different center gravity, that has a different visibility, that operates differently, it's very difficult. I've got to take what I've got and reposition it. So what is so critical for us, just as the Guard would say, to get that equipment. It is short. We're short equipment but a lot of equipment we have is not the most modern. When I'm authorized 12,000 radio systems for communication and I've only got about one-third of what I need, about—less than 8,000. But of those, only about 4,000 or less are the most modern. So I've got substitute radios but its not the ones they're going to operate in theatre.

So I'm short equipment and what equipment I've got is not the modern equipment I need. That makes it difficult to train. But to get back to your initial question, no sir, I don't have access to the active Army equipment to train on. I have to provide my own equipment to train to them.

Senator STEVENS. Is that the same for all of you?

Admiral COTTON. Yes, sir. Each one of us has a slightly different model. In the Navy, we have a wonderful spectrum of missions, all the way from the commissioning of units with equipment that we purchase through O&R funds as well as National Guard and Reserve equipment appropriations (NGREA), to manpower pools that train with their specific equipment to like CBs, where they are located and they will also have mini power pools that we mobilize to train a group to maybe do a combat service support mission in support of the forces ashore. So the Navy is really full spectrum. We have our own equipment. We use the Navy equipment and we have other people that go other places and use other services equipment. So it's really full spectrum, sir.

Senator STEVENS. Thank you. Are there any problems for the marines, sir? Or the Air Force?

General BERGMAN. Sir, as Vice Admiral Cotton said, we all vary a little bit because of how we're structured and how we deploy our folks, whether they be as units or individuals. I would suggest to you that there are certain types of equipment, let's say, comm gear, that we need in the Reserve component, to have our own, which we do because our marines can deploy either individually or as detachments and expected to go right in to theatre and operate the gear right away. So they're falling in on equipment that they need to be ready to operate.

Aviation—we're going to deploy a capability—duties, covers, C–130s. We take our own, by and large and in some cases, we're falling in on equipment that's in theatre. We don't need necessarily the most current. We need just to make sure that our air crew can operate the aircraft as it was designed, if you will, again with a nominal amount of, if you will, differences training.

So as we look at our equipment needs, I would suggest to you and listening to everybody talk about equipment, I think we're missing potentially a very, very important step with technology being the way it is today and that is the simulation piece and the way that we can most importantly train all of our people on the most current—whether it's touch screens, whether it is virtual convoy, combat training, combat trainers, without necessarily having to buy all the hardware up front. Because the key is, not about the

hardware at that point, it's about what's in the mind of that young marine or soldier or sailor or Coast Guardsman who is operating it.

We need to put them in a state of mind so that when they get into that stressful environment, they do the right thing and simulation and increased use of it—there is a lot of work being done. I've spent a lot of time down and around looking at what is being done right now. That's where we need to focus an effort and dollars behind it to increase the mission capability and survivability of our youngsters.

Senator STEVENS. Thank you.

General BRADLEY. Senator Stevens, for the most part, our Air Force Reserve units have their own equipment to train to prepare for deployment. When our flying units deploy to Iraq and Afghanistan, they take their own equipment, their own aircraft and they redeploy them after their tour is up.

There is a segment of the Air Force, about 5,000 airmen are today doing things for the Army. In lieu of Army people, they are driving trucks, guarding convoys and performing as prison guards. And we retrain for those missions that are not a normal Air Force job or mission. We use active equipment to train on that mission and the Army provides some training in some cases for some of those jobs. So that small bit, in lieu of forces where we send airmen over to do some traditional Army jobs, then we use active equipment.

We are standing up an F–22 squadron in Alaska. We already have people there and we'll start flying along with the active duty in August. But that's the way the organization was set up to operate, to share the equipment. It's more cost effective and brings a capability. So there are cases in which we do share equipment. But we also have our own as well.

Senator STEVENS. Thank you very much. My second question is just—answer me if you disagree. We've heard testimony that convinced me no one is being deployed unless they are trained and properly equipped to go into combat service. Is that true for the Reserves, too?

[Chorus of yes, sir.]

General STULTZ. I brought with me today my senior NCO, a Commander Sergeant Major Leon Caffie. We have served together in combat and he is the one that I hold ultimately responsible as the NCO Chief of Command so I want to make sure every one of our soldiers is properly trained, properly equipped before they go into combat.

He and I go out together to go visit those soldiers and visit the training, just as told you by some of the other commanders before me here. And I can assure you, from my Reserve's perspective, we do not deploy any soldier into combat without the proper equipment, both individual and unit equipment and without the proper training.

Senator STEVENS. Do you back that up, Sergeant Major?

Mr. CAFFIE. Yes, sir.

Senator STEVENS. Thank you. Thank you, Mr. Chairman.

ADDITIONAL COMMITTEE QUESTIONS

Senator INOUYE. Thank you very much, General Stultz, Admiral Cotton, General Bergman, General Bradley. We thank you for your testimony. On behalf of the subcommittee, I thank you for your service to our Nation.

[The following questions were not asked at the hearing, but were submitted to the Bureau for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK C. STULTZ

QUESTIONS SUBMITTED BY SENATOR DANIEL K. INOUYE

RECRUITING MISSION

Question. General Stultz, the Army Reserve fell short of its fiscal year 2006 recruiting goal and is struggling to fulfill this year's recruiting mission. Difficulty in recruiting prior-service members is a significant reason for the shortfall. What is the Army Reserve doing to attract soldiers with prior service experience?

Answer. Although the Army Reserve is responsible for maintaining a congressionally mandated end strength objective, it only controls a small portion of the recruiting mission. U.S. Army Recruiting Command (USAREC) operates a national based recruiting program and is responsible for 100 percent of the non-prior service mission. On the other hand, USAREC is responsible for 75 percent of the prior service mission, the Human Resources Command has 8 percent of the mission, and the Army Reserve has the remaining 17 percent. Additionally, USAREC maintains control of all Active Guard Reserve (AGR) Recruiters and within the last two years, their numbers increased by 734, for a total of 1,774 authorized. Despite this increase in recruiter strength, as of March 2007, USAREC achieved only 92 percent of the Army Reserve mission compared to 108 percent of the Active Component mission. In contrast, the Army Reserve's Retention and Transition Division (RTD) overachieved its portion of the prior service mission.

As a long range solution, the Army Reserve is developing a community-based recruiting program whereby recruiters will report directly to Army Reserve leadership instead of the Active Component. The Army National Guard has operated under this concept for some time with great success. This will eliminate the competition between Active Component and the Army Reserve within the same recruiting activity, allowing tailored and targeted applicant prospecting efforts on behalf of both components. The Army Reserve's recruiting program will be unit based with focus on the local community.

As a near term solution, USAREC recruiters will work closely with Soldiers from local Army Reserve units to generate leads and referrals using the newly established Army Reserve Recruiter Assistance Program (AR RAP). This program will improve the Army Reserve's recruiting success for both non-prior and prior service applicants by embedding recruiters within units to develop unit ownership of recruiting programs, supported by local communities. Additionally, the Army Reserve Retention and Transition Division (RTD) has reorganized its retention force to focus solely on strength-producing missions, reenlistments and transitioning Individual Ready Reserve (IRR) individuals into Selected Reserve (SELRES) units. As a result, RTD has achieved 107 percent of its annual enlisted prior-service mission and assumed a new officer mission from Human Resources Command—St. Louis (HRC–STL).

The Army Reserve offers a variety of prior-service enlistment bonuses to reinforce a Soldier's decision to serve in a TPU unit, i.e., a unit with regular drilling Army Reserve Soldiers. The following incentives are currently offered:

Prior Service Enlistment Bonus.—This bonus is available for individuals with up to 16 years of prior service and pays out $15,000 for a 6 year commitment and $7,500 for a 3 year commitment. This bonus was implemented on February 24, 2006 and Soldiers who sign up for this bonus have the opportunity to reclassify (change their MOS, or job specialty).

AC to RC Affiliation Bonus.—For prior-service Soldiers who transfer from the Active Component or IRR to the Army Reserve, $20,000 is available for a 6 year commitment and $10,000 is paid out for 3 years. This incentive was also implemented on February, 24, 2006.

Question. General Stultz, are you concerned that the decrease in prior-service recruits is hurting the overall experience level of Army Reservists?

Answer. The experience level of Army Reservists is at the highest level since World War II. As of April 30, 2007, 119,371 Army Reserve Soldiers have mobilized in support of the Global War on Terror. This is 63.9 percent of the current end strength of 186,828. As of April 18th, 13 percent of the Army Reserve (24,056 Soldiers) was deployed. The Army Reserve will continue to provide a key contribution to ongoing wartime operations and Army Reserve units will gain from the mission-related experience of their Soldiers when they return home.

We have not seen a reduction in prior service accessions. Since 2004, yearly missions in sequence were 16,075, 10,310, 16,032, 16,505. Bottom line, the Army Reserve is currently at 99.8 percent of our mission and expecting to achieve our mission.

EQUIPMENT

Question. General Stultz, we have heard that the Army Reserve is faced with a tremendous equipment reset problem—and that almost $1 billion is needed this year to address the shortfalls due to equipment lost in combat and equipment left behind in theater or transferred to the active component. How is the Army doing on paying back the Army Reserve for equipment? How much has been paid back so far?

Answer. The Army has budgeted $1.2 billion in the fiscal year 2007 Supplemental to address Army Reserve equipment retained in theater and used in Theater Provided Equipment sets. Funding from the bridge supplemental has been released to program managers for procurement of systems. Our concern continues to be the long lead time needed by industry to produce the equipment. This becomes a training and readiness issue. If the right equipment is unavailable when needed, mission accomplishment and the survivability and safety of our Soldiers are jeopardized.

The Army Reserve is developing a 1225.6 tracking tool to track replacement equipment returning to the Army Reserve for that which was retained in theater. To date, the Army Reserve has received a very small percentage of the total payback.

Question. General Stultz, how do you measure equipment shortfalls and the impact on unit training and readiness. What systems do you have in place to keep track of this situation?

Answer. The system for accounting and tracking equipment is the Army's standard supply system, the Property Book Unit Supply-Enhanced (PBUSE). It is a web-based system that has been fielded to all Army Reserve units. Additionally, the Army Reserve uses the Reserve End Item Management System (REIMS) which provides management tools not available in the Army system to manipulate PBUSE data. This system is being replaced by a module in the Army Reserve's Logistics Data Warehouse, an integrated, multi-functional logistics data warehouse. The Logistics Data Warehouse and REIMS allow us to move and account for equipment to support training and readiness. Information derived from these systems is compared to other Army force structure management systems to determine current and projected shortages and older equipment requiring replacement. These requirements are used at the Department of the Army G8 sponsored Army Equipment Reuse Conferences.

Question. General, what mechanisms are in place to ensure that the replacement of missing or obsolete equipment is considered and funded in the annual programming and budgeting cycle?

Answer. The Army Reserve aggressively participates in the Army Equipment Reuse Conferences (AERC) to validate requirements, both for shortages, current and projected, and for replacing older, less capable and compatible items. While the Army Reserve requirements may be validated for the Planning Program Budget and Execution System (PPBES), our concern continues to be the diversion of funds and equipment to competing Army priorities.

COMBAT OPERATION ACTIVITIES

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Other than the recently proposed troop level increases, what plans are you aware of in the active components of your respective services to address the issues requiring such heavy reliance on the Reserves to perform routine combat operation activities?

Answer. Since the Army Reserve retains its core competency as a provider of combat support and combat service support, we expect that the heavy reliance on the Army Reserve to support the Global War on Terrorism and other strategic missions will continue for the foreseeable future. Beyond the proposed troop level increases, which you note, and ongoing efforts to rebalance active and reserve forces, which endeavor to move high demand skills into the active duty forces, we are unaware

of any other significant initiatives that might lessen the need to rely on the Reserve Components.

EQUIPMENT

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Does your request to this Committee truly reflect all of the requirements necessary to accommodate your equipment needs and to adequately fund the programs necessary to provide quality support to those in the Reserve who are being called upon to serve their country? If not, where are the deficiencies and why are they not being addressed?

Answer. The Army Reserve identified an equipment shortfall of $10.73 billion that was validated in the Army Equipment and Reuse Conferences (AERC). Since the last conference, the decision has been made to right size the Army Reserve and to convert non-deploying support and Generating Force structure to deployable units. This additional deployable force structure brings an additional requirement of approximately $3.5 billion. These new equipment shortages will be addressed by the Army in the Program Budget Review 09–13.

POLICY ON MOBILIZATIONS

Question. Gen. Stultz, the Secretary of Defense has a new policy on the length of mobilizations for Reservists. What are the positives of this policy for the Army Reserves? What are the negatives?

Answer. The new mobilization policy represents a significant event in the Army Reserve's transformation from a strategic reserve to an operational force. Positive impacts for the country include more robust military capabilities able to respond to crisis at home and worldwide. Army Reserve transformation will provide the best trained citizen soldiers in modern history. A negative impact is the Army Reserve will be unable to attain a 1:5 force planning objective under the new 12 month policy, because of the high operation tempo and limited force structure for full implementation, the Army Reserves will require additional funding to sustain and support these initiatives. We believe an increase in the Army Reserve end strength should be considered.

Among the positives within this new policy is the predictability it affords our Soldiers, their Families and their employers. Also, it limits the time a mobilization interrupts the civilian lives and careers of our Soldiers. This new policy supports our present planning on generating our forces for the Long War. The Army Reserve is well positioned to implement this policy and to meet current and upcoming planned deployments. Obviously multiple deployments place stress on Soldiers, their Families, and their employers and is reflected in the force as a whole. We will closely monitor this as it relates to our recruiting or retention and take necessary action as indicated.

The new policy provides the Army Reserve a real opportunity to maintain unit cohesion, something we have had a real challenge doing over the past four years, ultimately we will have ready units to meet the requirements.

The impact to our individual soldiers is significant, potentially requiring multiple high-risk deployments over the span of a military career. Safeguards and legislation that supports the Soldier, their Family, and provides some incentive for civilian employers to hire these fine Citizen-Soldier volunteers is paramount in recruiting and retaining the Reserves Soldier of the future.

Our Citizen Soldiers must strike a balance between their civilian employment and the time they spend serving their country on active duty. Not an easy thing with the demands we place on them. By limiting mobilization to a 12 month period, we believe that the Soldier, their Families and their employers can plan for possible periods of deployment and anticipate the reintegration back in a predictable timeframe.

Previous mobilization policies, Army Reserve Units and Soldiers performed a substantial amount of their mission training events after mobilization and prior to deployment. Unit post-mobilization/pre-deployment training periods normally ranged from 75 days to 125 days, depending mission requirements. We no longer can afford to retain the 75–125 day unit post mobilization training periods under the new 12 month mobilization policy. We are, therefore, working with FORSCOM and 1st U.S. Army to shift some post-mobilization training tasks to pre-mobilization training periods. This shift will result in substantial requirements for additional training periods, equipment for training, and the need for additional training facilities. We will need to bring trainers on active duty to train to keep this momentum going. All this will require resources and we look to Congress to support these requirements.

ARMY AND MARINE CORP END-STRENGTH

Question. Gen. Stultz, can you please give me your assessment on how the surge and increase in the Army and the Marine Corps end-strength will affect your high operational tempo in supporting the global war on terror?

Answer. *Surge*.—The Army Reserve was tasked to provide 21 combat support and combat service support units for the OIF 07–09 surge. 20 of the 21 units were previously mobilized for earlier OIF/OEF rotations. These units were originally projected to mobilize for OIF/OEF in fiscal year 2008 or later. All remobilizing units will mobilize with less than the 4 years of dwell time. We understand that there will be some Soldier hardship issues, and we are working to address these. We anticipate being fully able to provide all 21 units on time and to optimum readiness standards. We further expect many of these Soldiers will be eligible for a remobilization incentive as specified in the Secretary of Defense's January 19, 2007 memorandums to Service Secretaries.

Increase in the Army and the Marine Corps end-strength.—Prior to September 11, 2001, our historical experience demonstrated that Active Duty Soldiers completed their initial tour and transferred into the Army Reserve, providing a significant source of trained and qualified Solders into the Army Reserve. Today we are seeing a reverse of this pattern; Army Reserve Soldier transferring into active duty side in much greater numbers. While good for the Army it requires the Army Reserve to recruit and retain greater numbers than before. As you are aware the Army Reserve is experiencing a personnel shortage—we are 17,000 Soldiers short of meeting Authorized End Strength levels. This certainly impacts our readiness in our non-mobilized units. Currently less than 10 percent of our non-mobilized units meet minimum Defense Planning Guidance readiness standards. To address this issue we have asked the Army Recruiting Command to increase our recruiting goals. The Army Reserve plans to supplement recruiting efforts by implementing the U.S. Army Recruiter Assistance Program. We will continue to need Congressional support to resource this successful program now and in the future. Although we continue to have challenges; our Army Reserve continues to exceed its retention goals. Continued funding of our retention initiatives (pay, bonuses and benefits) ensures the continued success of this program.

Over the years there has been much discussion surrounding retirement reform for reserve component Soldiers. I believe this concept need to be looked at closely and placed on the table for discussion.

RECRUITING GOALS

Question. Gen. Stultz, the active Army and the Army National Guard have exceeded recruiting goals, while the Army Reserve falls just short. What strategy do you employ to meet recruiting goals when competing with the active Army and the Army National Guard?

Answer. Although the Army Reserve is responsible for maintaining a congressionally mandated end strength objective, it only controls a small portion of the recruiting mission. U.S. Army Recruiting Command (USAREC) operates a national based recruiting program and is responsible for 100 percent of the non-prior service mission. On the other hand, USAREC is responsible for 75 percent of the prior service mission, the Human Resources Command has 8 percent of the mission, and the Army Reserve has the remaining 17 percent. Additionally, USAREC maintains control of all Active Guard Reserve (AGR) Recruiters and within the last two years, their numbers increased by 734, for a total of 1,774 authorized. Despite this increase in recruiter strength, as of March 2007, USAREC achieved only 92 percent of the Army Reserve mission compared to 108 percent of the Active Component mission. In contrast, the Army Reserve's Retention and Transition Division (RTD) surpassed its goals for its portion of the prior service mission.

Despite recruiting challenges, there are positive trends regarding Army Reserve retention and attrition. Army Reserve retention was 103 percent for fiscal year 2006 and Initial Military Training (IMT) attrition was reduced from 18 percent (May 2005) to 6.3 percent (August 2006).

As a long range solution, the Army Reserve is developing a community-based recruiting program whereby recruiters will report directly to Army Reserve leadership instead of the Active Component. The Army National Guard has operated under this concept for some time with great success. This will eliminate the competition between Active Component and the Army Reserve within the same recruiting activity, allowing tailored and targeted applicant prospecting efforts on behalf of both components.

As a near term solution, USAREC recruiters will work closely with Soldiers from local Army Reserve units to generate leads and referrals using the newly estab-

lished Army Reserve Recruiter Assistance Program (AR RAP). This program will improve the Army Reserve's recruiting success for both non-prior and prior service applicants by embedding recruiters within units to develop unit ownership of recruiting programs, supported by local communities.

There are a number of incentives and bonuses designed to improve recruiting and retention and help the Army Reserve meet its end strength objective (ESO):

AR-Recruiter Assistance Program (AR–RAP).—The AR–RAP is a community based Recruiting initiative that employs and trains volunteers from the AR to recruit for local units. This program is expected to positively affect AR end strength by at least 3,000 this year with much greater increases in future years. Implementation initiatives include a strategic communication plan and mandatory training and information for AR leadership.

Delayed Entry Program (DEP) to Delayed Training Program (DTP).—The AR changed the method of tracking and managing initial entry Soldiers prior to attendance at initial entry training (IET). Under the previous DEP, initial entry Soldiers were not counted in the AR end strength and were managed by USAREC recruiters until shipment to IET. The DTP assigns initial entry Soldiers to AR units immediately which enhances Soldier involvement and increases unit cohesion. Additionally, IET Soldiers will be accounted for in the AR end strength.

Critical Skills and High Priority Unit Assignment Retention Bonus (CSARB).—The purpose of the CSARB is to retain experienced Soldiers in a high priority Troop Program Unit (TPU) in order for the AR to meet critical manpower shortages and unit readiness requirements. The CSARB is authorized for Soldiers who agree to continue to serve in a high priority unit designated on the Army Reserve Selected Reserve Incentives Program (SRIP) list for not less than 3 years from the date of agreement.

Reserve-Assignment Incentive Pay.—This program could pay up to $50 per four-hour unit training assembly ($200/month) to Soldiers in high priority ARFORGEN units (those units which are likely to be sourced for deployment to man the wartime mission).

Command Responsibility Pay (CRP).—This program has DOD authorization and AR will request required funding through the POM process. Based on grade, it pays officers in key leadership positions from $50–$150 per month. Although not currently authorized, the AR will be pursuing an initiative to pay CRP to NCOs in key leadership positions.

Prior Service Enlistment Bonus.—This bonus is available for individuals with up to 16 years of prior service and pays out $15,000 for a 6 year commitment and $7,500 for a 3 year commitment. This bonus was implemented on February 24, 2006 and Soldiers who sign up for this bonus have the opportunity to reclassify (change their MOS, or job specialty).

AC to RC Affiliation Bonus.—For prior-service Soldiers, who transfer from the Active Component or IRR to the Army Reserve, $20,000 is available for a 6 year commitment and $10,000 is paid out for 3 years. This incentive was also implemented on February, 24, 2006.

EQUIPMENT SHORTFALLS

Question. Gen. Stultz, in fiscal year 2007, the Congress appropriated $35 million to you to address ongoing equipment shortfalls. How have you utilized that money to meet your service's needs?

Answer. The Army Reserve used the funding to fill critical shortages to support the Global War on Terror (GWOT) and to enhance readiness. Examples of equipment we are procuring are: Family of Medium Tactical Vehicles (FMTVs), Truck Tractors, Line haul (M915/M916), Small Arms Weapons (M4), Night Vision Goggles, Movement Tracking Systems (MTS), Maintenance Support Devices (MSD) and LCU 2000 Command and Control systems.

EQUIPMENT

Question. Gen. Stultz, have your units encountered a shortage of equipment in the United States for training? What sort of equipment are you lacking most?

Answer. The Army Reserve requires 100 percent of its authorized equipment, both on-hand and Modular Force compatible, to meet training, mobilization and maintenance requirements. Our top shortages are:

NOMENCLATURE	SHORT
FMTV:	
LMTV, (2.5 TON TRK)	5,281

NOMENCLATURE	SHORT
MTV, (5 TON TRK)	9,141
Truck Tractor Line Haul (M915A3)	2,127
Armored Security Vehicle	256
Multi-band SHF Terminal (Phoenix)	48
HEMTT Load Handling System (LHS)	39
High Frequency Radio	1,856
Joint Svc Trans Decon System (JSTDSS)	842
Movement Tracking System (MTS)	5,894
Light Type 1 Yard Loader (2.5 Yard)	30
TSEC-Army Key MGT Sys (AKMS)	11,922
Log Automation (SAMS E)	2,586
Log Automation (CAISI)	257
Log Automation (VSAT)	71
Battle Command Sustainment Support System	456
Rough Terrain Container Handler 53K	198
HEMTT Based Water Tender	42
Trailer Cargo: FMTV W/Dropsides	3,540
Light Tactical Trailers: ¾ TON	2,476
PLS Trailers	577
Truck Cargo PLS 10×10 (M1075)	283
Truck Dump 20 TON (M917)	90
M4 Carbine (Rifle)	10,005
Small Arms	13,764
Night Vision Devices	27,447
Thermal Weapon Sight	81
High Mobility Engineer Excavator	158
HMMWV	6,565
Up-Armored HMMWV	1,584
Tactical Electrical Power (5–60 KW)	3,680
Tactical Electrical Power (3 KW) TQG	2,907
Power Dist & Illum System, Electrical	4,050
Semi-Trailer 5,000K Gal Fuel Bulk Haul	1,201
Defense Advanced GPS Receiver	10,697
Detecting Set Mine (AN–PSS–14)	98
Joint Network Node (JNN)	3
NBC Reconnaissance Vehicle	120
SINCGARS	8,022
Alarm: Chemical Agent Automatic	5,778
Monitoring Chemical Agent	1,492
Decontaminating Apparatus	464
Semi-Trailer Low Bed: 40 TON	422
Central Communications: AN/TSQ–190(3)	12
All-Terrain Crane (ATEC) 25 TON	9
Truck Transporter Common Bridge (CBT)	189
Test Set Radio: AN/USM–626(v)1	22
Detecting System: Countermeasures	24
Central Office: Telephone Automatic	8
Radio Set: AN/PSC–5	196
Small Arms Simulation Devices	200
Deployable Medical Systems (DEPMEDS)	121
Distributor Water Self-Propelled 2,500 Gal	5
Dry Support Bridge (DSB)	12
Tent Expandable Modular (SURGICAL)	63
Shelter Tactical Expandable	113

This equipment shortage list does not include new Army Reserve growth in force structure for fiscal year 2009–13 that will produce further equipment requirements.

QUESTIONS SUBMITTED TO VICE ADMIRAL JOHN G. COTTON

QUESTIONS SUBMITTED BY SENATOR DANIEL K. INOUYE

RESERVE RECRUITING AND RETENTION GOALS

Question. Admiral Cotton, in fiscal year 2006, the Naval Reserve fell 13 percent short of its recruiting goal for enlisted personnel and 48 percent short for officers.

Attrition rates were also 10 percent above targeted levels. Again this year the Reserve is struggling to meet recruiting and retention goals. What are you doing to address this problem?

Answer. One factor that played an important role in Navy Reserve missing recruiting goal is that the skill sets of Sailors leaving the Active Component (AC) do not always match the prior service accession requirements for Navy Reserve. This is clearly evident in the limited number of AC personnel transitioning to RC career fields that are most needed for support of the Global War on Terror (GWOT). Navy is analyzing the dynamics of Reserve recruiting and has implemented several initiatives to improve recruiting performance:

—A Fleet-to-NOSC (Navy Operational Support Center) program that streamlines the process for enlisting a Sailor who is leaving the AC into Navy Reserve.

—Additional flexibility in New Accession Training (NAT) and Prior Service mission to meet critical skill requirements and accelerate Navy Reserve personnel through the training pipeline.

—Implementation of a pilot to retrain prior service Sailors currently in the AC to obtain skill sets required for Navy Reserve GWOT support.

—Revitalized the direct procurement enlistment program to take advantage of acquired civilian skills when recruiting Reserve Sailors. This program also offers these individuals entry into the Navy Reserve at an advanced pay grade commensurate with their level of experience.

—Expanded Reserve enlistment incentives for both officer and enlisted programs.

—Increased the number of officer recruiters by 22 personnel.

—Increased recruiting advertising resourcing

These actions provide increased flexibility and are expected to yield higher recruiting numbers in the future. Based on current projections, we are cautiously optimistic that these initiatives will result in achieving the recruiting goals for enlisted personnel this year. Navy Reserve does not expect to reach the officer recruiting goals for fiscal year 2007.

Navy Reserve attrition (loss from pay status) rates have decreased over 2 percent for Enlisted personnel and nearly 5 percent for Officers compared to the historical average. The latest attrition rates (calculated as a 12-month rolling average) reflect an improving trend and Navy Reserve is expected to meet its planned attrition level for fiscal year 2007. The most recent attrition data is below:

ATTRITION (LOSS FROM PAY AS OF 1 APRIL, 2007)

[In percent]

	Historical	Goal	Achieved
Enlisted	30.4	22.0	28.2
Officer	19.2	16.0	14.8

FUNDING REQUEST FOR OFFICER BONUSES

Question. Admiral Cotton, in fiscal year 2006, the Naval Reserve fell 48 percent short of its officer recruiting goal and this year has only achieved 16 percent to date. The fiscal year 2008 request includes $4.8 million for officer bonuses which is the same amount as was provided in fiscal year 2007. Considering the ongoing officer shortage, why was more funding not requested?

Answer. In fiscal year 2007, the Navy Reserve has more than doubled the number of skill sets eligible for the officer $10,000 affiliation bonus, from 5 to 14, to attract a broader spectrum of officers. In addition, the Navy Reserve has increased the incentive level for bonuses in the Critical Wartime Specialties within the medical community from $10,000 to $20,000 for authorized physicians, dentists and nurse anesthetists; and from $5,000 to $10,000 for nurses.

As you know, we are under significant budget pressure across all Navy appropriations. Without fiscal constraints, we would have increased funding for Officer bonuses and additional operational support. But given the current fiscal constraints and prior/predicted Recruiting Command success for officer accessions, we believe that this will fund our basic requirements.

QUESTIONS SUBMITTED BY SENATOR ROBERT C. BYRD

HEAVY RELIANCE ON THE RESERVES

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Other than the recently proposed troop level increases, what plans are you aware of in the active components of your respective services to address the issues requiring such heavy reliance on the Reserves to perform routine combat operation activities?

Answer. After several years of emphasis on Active Reserve Integration (ARI), our Navy Reserve Force is responsive, relevant, and a full partner in the Total Navy. Alongside Active Component (AC) Sailors, Reserve Component (RC) Sailors provide integrated Operational Support (OS) to the Fleet, Combatant Commands (COCOM), and other Department of Defense agencies. With critical military and civilian skill sets and capabilities, mission-ready RC Sailors and units surge to provide predictable and periodic work across the full range of operations from peace to war.

Since 9/11/2001, over 42,000 Navy Reservists have been mobilized in support of the Global War on Terror (GWOT), representing over 80 percent of the total number of Sailors deployed on the ground in theater. On any given day, over 20,000 RC Sailors are on some type of Active Duty (AD) or Inactive Duty (ID) orders at their supported commands meeting global COCOM requirements. This number includes about 6,000 RC Sailors mobilized in support of Operations IRAQI FREEDOM and ENDURING FREEDOM, and with this steady state requirement, we maintain the capacity to rapidly increase contingency support with more than 28,000 additional RC Sailors that have yet to be mobilized.

Current operational support provided by the Navy Reserve is at a sustainable level due to recent initiatives and changes made to the mobilization and deployment policies. Rotations are more periodic and predictable, providing our Sailors with the stability and necessary dwell time to support the Navy mission while balancing commitments to their employers and families. Additionally, the Navy Reserve provides a two-year deferment from involuntary mobilization for any Sailor who enters the Navy Reserve from the Active Component. These initiatives have resulted in improved quality of service for our Sailors as we continue to support the Fleet as a fully integrated and relevant Force.

NAVAL RESERVE EQUIPMENT AND PROGRAM FUNDING

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Does your request to this Committee truly reflect all of the requirements necessary to accommodate your equipment needs and to adequately fund the programs necessary to provide quality support to those in the Reserve who are being called upon to serve their country? If not, where are the deficiencies and why are they not being addressed?

Answer. To support hardware procurement, each Navy Warfare Enterprise (Air, Surface, Subsurface, Expeditionary, and Networks) identifies Reserve Component (RC) requirements for new equipment as part of the Navy's resource allocation process. Funding for equipping the RC is provided through the Department of the Navy's President's Budget request, Congressional Adds, and National Guard and Reserve Equipment Appropriation funding. All known deficiencies have been addressed through the Navy Warfare Enterprise process. Deficiencies have been prioritized and presented to Congress in the form of the Chief of Naval Operations Navy Reserve Unfunded Priority List (UPL), submitted March 2007 (Table 1, below). This UPL was derived from the annual National Guard and Reserve Equipment Report UPL, table 8, developed October 2006 and submitted February 2007.

As of fiscal year 2007, RC major hardware is valued at approximately $11.5 billion. More than $485 million has been provided in fiscal year 2005-fiscal year 2007 for RC hardware procurement through the budget process. This is $50 million more in RC procurement than the three previous years fiscal year 2002-fiscal year 2004. The Navy is committed to keeping the RC properly equipped.

TABLE 1.—FISCAL YEAR 2008 NAVY RESERVE UNFUNDED PRIORITY LIST

[Dollars in millions]

APPN	TITLE (Program)	FISCAL YEAR 2008	COMMENTS
APN	C–40A	$332.0	Funds 4 additional C–40 aircraft in fiscal year 2008. Legacy C–9 aircraft cannot meet operational requirement for range/payload without significant modernization investment.

TABLE 1.—FISCAL YEAR 2008 NAVY RESERVE UNFUNDED PRIORITY LIST—Continued

[Dollars in millions]

APPN	TITLE (Program)	FISCAL YEAR 2008	COMMENTS
OPN	Naval Coastal Warfare Equipment	11.0	Funds procurement of new Table of Allowance equipment. Equipment replacement required due to accelerated wear in OIF/OEF. Includes individual support equipment, C4ISR and maintenance of all equipment.
OPN	Explosive Ordnance Disposal Table of Allowance Equipment.	4.9	Funds replacement of worn/outdated tactical vehicles and Civil Engineering Support Equipment (CESE).
OPN	Naval Construction Force Equipment.	16.1	Funds replacement of tactical vehicles, CESE, and communications equipment improving operational support of OEF and OIF.
OPN	Navy Expeditionary Logistics Support Group Equipment (NAVELSG).	6.0	Funds Navy Reserve tactical vehicles, CESE, communications equipment, material handling equipment, and rough-terrain cargo handling simulators/small arms simulators—all improve operational support of OEF and OIF, not covered in Supplemental request.
APN	C–130 Upgrades	33.3	Supports Navy Reserve squadrons. Upgrade required to comply with Communication, Navigation and Surveillance (CNS)/Air Traffic Management (ATM) International Civil Aviation Organization (ICAO) requirements.
APN	C–9 Upgrades	32.0	Supports Navy Reserve Squadrons. Required to meet International Civil Aviation Organization (ICAO) standards due to 2009, 2012, and 2014. Includes procurement of kits and installation.
APN	C–40A spare parts	4.2	Supports Navy Reserve squadrons. Funds spare components and repair parts to support the deliveries of new production aircraft as well as contractor spares and required support equipment.
	Total	439.5	

QUESTIONS SUBMITTED BY SENATOR TED STEVENS

DOD POLICY ON THE LENGTH OF MOBILIZATIONS FOR RESERVISTS

Question. VADM Cotton, the Secretary of Defense has a new policy on the length of mobilizations for Reservists. What are the positives of this policy for the Navy Reserves? What are the negatives?

Answer. The mobilization policy issued by the Secretary of Defense stipulates that an involuntary mobilization period may not exceed 12 months, excluding time for individual skill training and post-mobilization leave. Mobilizations should also not occur more frequently than a 1:5 ratio (one year mobilized: five years demobilized). Navy Reserve Sailors mobilized to support Navy or Marine Corps missions have historically been mobilized for one year or less. The involuntary mobilization periods for Reserve Sailors who support the Army have matched the Army's requirement, and in some cases these periods have exceeded 12 months. The new Secretary of Defense policy ensures that the quality of service for our Sailors remains high as it ensures they will have a predictable and periodic deployment schedule. The Secretary of Defense's mobilization policy does not have any negative consequences for Navy Reserve.

ARMY AND USMC END-STRENGTH AFFECT ON NAVY RESERVES

Question. VADM Cotton, can you please give me your assessment on how the surge and increase in the Army and the Marine Corps end-strength will affect your operational tempo in supporting the global war on terror?

Answer. Since 9/11/2001, over 42,000 Navy Reservists have been mobilized in support of the Global War on Terror (GWOT), representing over 80 percent of the total number of Sailors deployed on the ground in theater. This number includes about 6,000 RC Sailors currently mobilized in support of Operations IRAQI FREEDOM and ENDURING FREEDOM, and with this steady state requirement Navy Reserve maintains the capacity to rapidly increase contingency support with more than 28,000 additional RC Sailors that have yet to be mobilized. With the increase in

Army and Marine Corps end-strength, operational support provided by the Navy Reserve will remain at a sustainable level.

Recent initiatives and changes made to the mobilization and deployment policies will improve the quality of service for Navy Reserve Sailors. Deployment rotations are more periodic and predictable, providing our Sailors with the stability and necessary dwell time to support the Navy mission while balancing commitments to their employers and families.

NAVY RESERVE RECRUITING GOALS

Question. VADM Cotton, the Navy Reserve was the only Reserve component to not meet their recruiting goal in fiscal year 2006. What incentives are you implementing to meet your goals in fiscal year 2007? Do you anticipate meeting your goals in fiscal year 2008?

Answer. One factor that played an important role in Navy Reserve missing recruiting goal is that the skill sets of Sailors leaving the Active Component (AC) do not always match the prior service accession requirements for Navy Reserve. This is clearly evident in the limited number of AC personnel transitioning to RC career fields that are most needed for support of the Global War on Terror (GWOT). Navy is analyzing the dynamics of Reserve recruiting and has implemented several initiatives to improve recruiting performance:

—A Fleet-to-NOSC (Navy Operational Support Center) program that streamlines the process for enlisting a Sailor who is leaving the AC into Navy Reserve.
—Additional flexibility in New Accession Training (NAT) and Prior Service mission to meet critical skill requirements and accelerate Navy Reserve personnel through the training pipeline.
—Implementation of a pilot to retrain prior service Sailors currently in the AC to obtain skill sets required for Navy Reserve GWOT support.
—Revitalized the direct procurement enlistment program to take advantage of acquired civilian skills when recruiting Reserve Sailors. This program also offers these individuals entry into the Navy Reserve at an advanced pay grade commensurate with their level of experience.
—Expanded Reserve enlistment incentives for both officer and enlisted programs.
—Increased the number of officer recruiters by 22 personnel.
—Increased recruiting advertising resourcing.

These actions provide increased flexibility and are expected to yield higher recruiting numbers in the future. Based on current projections, we are cautiously optimistic that these initiatives will result in achieving the recruiting goals for enlisted personnel this year. Navy Reserve does not expect to reach the officer recruiting goals for fiscal year 2007.

Navy Reserve is unable to comment on the potential to attain the recruiting goals for fiscal year 2008 since these goals have not been determined to date.

NAVY RESERVE EQUIPMENT SHORTFALLS

Question. VADM Cotton, in fiscal year 2007, the Congress appropriated $35 million to you to address ongoing equipment shortfalls. How have you utilized that money to meet your service's needs?

Answer. To support hardware procurement, each Navy Warfare Enterprise (Air, Surface, Subsurface, Expeditionary, and Networks) identifies Reserve Component (RC) requirements for new equipment as part of the Navy's resource allocation process. All known deficiencies have been addressed through the Navy Warfare Enterprise process. Deficiencies have been prioritized and presented to Congress in the form of the Chief of Naval Operations Navy Reserve Unfunded Equipment Program Requirements List (UPL), submitted March 2007. Please see Table 1 for the UPL list.

The Navy is committed to keeping the RC properly equipped. The $35 million National Guard and Reserve Equipment Appropriation (NGREA) is being used to address the following RC equipment requirements:

FISCAL YEAR 2007 NGREA

Program	# Units Needed in Fiscal Year 2007	Cost per Unit in Fiscal Year 2007	Cumulative Cost	Justification
Naval Coastal Warfare	Various	Various	$5,946,000	Replacement of over-aged tactical vehicles, CESE, and communications equipment are needed to improve operational support of OEF, OIF and Homeland Defense.
Explosive Ordnance Disposal	Various	Various	$2,315,000	EOD reserve personnel require dive and protective gear, up armored vehicles, boats and communications gear to improve operational support of OEF, OIF and Homeland Defense.
Naval Construction Force	Various	Various	$12,258,000	Tactical vehicles, CESE and communications equipment are needed to improve operational support to OEF, OIF and Homeland Defense.
Naval Expeditionary Logistics Support Group.	Various	Various	$3,223,000	Tactical vehicles and CESE are needed to improve operational support to OEF, OIF and Homeland Defense.
C–130/C–9 Upgrades	Various	Various	$11,258,000	Upgrade C–130 and C–9 aircraft to enhance air logistics capability.
Total			$35,000,000	

NAVY RESERVE EQUIPMENT SHORTFALLS IN THE UNITED STATES FOR TRAINING

Question. VADM Cotton, have your units encountered a shortage of equipment in the United States for training? What sort of equipment are you lacking most?

Answer. The Navy manages Total Force equipment inventories to provide the most capable systems to meet mission requirements and minimize the effects of equipment shortfalls and incompatibility. Navy stresses interoperability as part of the Total Force concept and makes no distinction between the Active Component (AC) and the Reserve Component (RC). Equipment acquisition, upgrade programs and equipment redistribution from the AC to the RC has reduced problems in reserve equipment compatibility and capability with both active and joint forces.

The Navy Warfare Enterprises are establishing requirements and funding for RC readiness and training in accordance with the Chief of Naval Operations (CNO) Strategic Guidance and consolidating AC and RC equipment where feasible, enhancing RC equipment training throughout the Navy.

Deficiencies have been prioritized and presented to Congress in the form of the CNO's Navy Reserve Unfunded Equipment Program Requirements List (UPL), submitted March 2007 (See Table 1), which includes training equipment required to meet the Navy's RC mission.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK W. BERGMAN

QUESTIONS SUBMITTED BY SENATOR ROBERT C. BYRD

RELIANCE ON RESERVES FOR COMBAT OPERATIONS

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Other than the recently proposed troop level increases, what plans are you aware of in the active components of your respective services to address the issues requiring such heavy reliance on the Reserves to perform routine combat operation activities?

Answer. The USMC considers both Active Component and Reserve Component units as part of the Total Force. Under the Total Force Concept, there is very little difference in the capabilities or deployability of Active and Reserve units. The Marine Corps understands there are significant differences in the make-up of both the Active and Reserve components. For this reason the Marine Corps has instituted a Reserve Force Generation Plan to effectively train and utilize our reserve forces while maintaining their readiness for subsequent tasking and providing predictability to our Reserve Marines. Under the Reserve Force Generation Plan, our Selected Marine Corps Reserve units maintain a 1:4 deployment-to-dwell ratio. By

comparison the Active component is currently experiencing a 1:1 deployment-to-dwell ratio.

In order to relieve the pressure on both the Active and Reserve components, the Marine Corps is seeking to increase our Active Component end strength to 202,000 Marines. This will allow the Active Component to move towards a 1:2 deployment-to-dwell ratio and the Reserve Component to move towards a 1:5 deployment-to-dwell ratio.

EQUIPMENT

Question. Generals Stultz, Bergman, Bradley, and Admiral Cotton: Does your request to this Committee truly reflect all of the requirements necessary to accommodate your equipment needs and to adequately fund the programs necessary to provide quality support to those in the Reserve who are being called upon to serve their country? If not, where are the deficiencies and why are they not being addressed?

Answer. We believe that all of our Training Allowance deficiencies have been identified in our Program Objective Memorandum, fiscal year 2007 Supplemental request, fiscal year 2007 National Guard & Reserve Equipment Appropriations, fiscal year 2007 Unfunded Priorities List, and fiscal year 2008 Supplemental request. If funding is both received and executed as currently planned for all of these, we believe that all of our current Training Allowance deficiencies will be filled. However, if new equipment is not fully procured for our reserve component, if requirements increase for current equipment and additional equipment is not procured for our reserve component, if additional equipment is cross-leveled from our reserve component to our active component, or if the identified funding is not received or—for whatever reason—is not executed the way they are currently planned, then we will still have shortfalls in Training Allowance equipment. We will continue to pursue procurement of our full Training Allowances within our Total Force effort to equip our Total Force Marine Corps. For non-Table of Equipment training systems and simulators, we continue to work with our active component to define the requirement and identify additional funding needs. As of this date, our training systems and simulator requirements have been identified and, in conjunction with our active component, we are currently pursuing funding.

PACE OF CONTINUING OPERATIONS AND STRAIN ON FORCE

Question. General Bergman, the Marine Forces Reserve recently called up 1,800 Individual Ready Reserve Marines. In addition, many Marines in the selected reserve have already been deployed more than once. Are you concerned that the pace of continuing operations is straining your force and could hurt retention levels?

Answer. Our Marine Reserve is an operational force, and our Reserve Marines know, and in fact expect, that they will be called upon in time of war. That having been said, every leader, from the fire team on up, understands that an important part of sustaining and conserving a unit is to include time for rest and resupply in operational planning. We have done so within Marine Forces Reserve by creating a Force Generation Model that will allow our reserve Marines appropriate dwell time between activation periods, along with the ability to predict the timeframe when their respective units will be activated. This Force Generation Model will enhance our ability to continue to sustain the current pace of operations, and prevent excessive strain upon our force. As of yet, we have not discerned any significant negative trends with respect to retention. We remain vigilant and are continually monitoring that important benchmark.

STRAIN ON FAMILIES

Question. General Bergman, what is being done to ease the strain on families as Marine Reservists are deployed to Iraq and Afghanistan, often for the second time?

Answer. Marine and Family Services Programs are available at all Marine Corps Installations and also serve Independent Duty and Reserve units within a 100-mile radius surrounding the installation. These programs, which include prevention and counseling services and mobility support, can be tailored to meet the needs and desires of Marines and families at a specific location and have been appropriately updated to support Global War on Terror and other deployment requirements. State of the art on-line and by telephone information and referral services are the cornerstone of Marine and Family Services Programs and the most easily accessed touch point for families of Marine Reservists. Military OneSource is a free support service with professionally trained consultants that can be reached on-line or by telephone 24/7 and provides wide-ranging information and referral services, program education materials and resources, and counseling services. Moreover, Marine Forces

Reserve maintains an information and referral telephone contact line to facilitate requests for support.

The Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) and Key Volunteer Network (KVN) Programs also play fundamental roles in supporting Marine spouses, regardless of duty station or residence. L.I.N.K.S. is a training and mentoring program designed by Marine spouses to help new spouses adapt to challenges and thrive in the military lifestyle. The KVN, with the unit Family Readiness Officer, supports the spouses of the unit Marines by providing official communication from the Command and disseminating important referral information. Our L.I.N.K.S. and KVN training guides have been updated and streamlined to more appropriately address remote access and the special challenges of Reserve families. Training for these programs is available on-line. Reserve unit Key Volunteers can contact Military OneSource and request a "Know Your Neighborhood" report on all available community support resources to be used as part of the "Local Resources" portion of their KVN education.

The Marine Corps has also partnered with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRA). Under our agreement with BGCA, Reserve families can participate in programs at no cost. With NACCRRA, we help Reserve families locate affordable child care that is comparable to high quality on-base, military operated programs. We have also partnered with the Early Head Start National Resource Center Zero to Three to expand services in support of family members of Reservists in isolated and geographically separated areas.

SURGE AND END STRENGTH INCREASE AFFECT ON OPTEMPO FOR GWOT

Question. Lt. Gen. Bergman, can you please give me your assessment on how the surge and increase in the Army and the Marine Corps end-strength will affect your high operational tempo in supporting the global war on terror?

Answer. The surge presents no foreseen negative impact to MFR operational tempo because we are using the Force Generation Model for current and future sourcing of Marine Corps units in the global war on terror. Once the Marine Corps end-strength increase is realized, the operational tempo of MFR units should begin to taper off due to less need for augmentation/reinforcement of the active component.

RESERVE MOBILIZATION LENGTH

Question. Lt. Gen. Bergman, the Secretary of Defense has a new policy on the length of mobilizations for Reservists. What are the positives of this policy for the Marine Corps Reserve? What are the negatives?

Answer. The positive aspect of the new policy is that it provides a concrete timeline and level of predictability for our Marines, their families, and employers of what will be expected of their service in the Selected Reserve. It also fits in well with our service deployment policy/philosophy in relations to 7 months boots on the ground. As a service and for the majority of our Reserve units we were already activating them for the period of one year to account for pre-deployment training/prep (approx 3 months), 7 months boots on the ground, and then a month or so of deactivation/decompression.

As for negatives, those remain to be seen. My primary concern was creating a policy written with a focus on predictability for Marines in war fighting units. The new policy very positively assists in recruiting, equipping, training and sustaining our Marine Reserve Force.

RESERVE EQUIPMENT

Question. LtGen Bergman, in fiscal year 2007, the Congress appropriated $35 million to you to address ongoing equipment shortfalls. How have you utilized that money to meet your service's needs?

Answer. In fiscal year 2007, the Marine Corps Reserve received $35 million in National Guard and Reserve Equipment Appropriations (NGREA). For fiscal year 2007, the Marine Corps Reserve was able to procure communication upgrades, a variety of simulators to enhance and sustain its individual/unit level readiness and survivability, and critical aviation equipment.

A Communications Package [$4,901,050] was procured for those units within each of Marine Forces Reserve's Major Subordinate Commands: the 4th Marine Aircraft Wing (MAW); 4th Marine Logistics Group (MLG); and, 4th Marine Division (MARDIV). This procurement will ensure MFR units receive adequate and effective training on current communications technology before deploying for operations. The Communications Package includes:

—*Enhanced Communications Equipment [$1,436,050]*.—This package encompasses the communications requirements for several units within MFR's major subordinate commands (MAW, MLG and MARDIV). Over the past decade the requirements on communications systems have increased significantly. In order to meet these requirements, modernization of current communications equipment is needed. This package will ensure MFR units receive sufficient and valuable training before overseas deployments in support of the GWOT and improve data network storage, information restoration capability, and network speed for critical MLG data networks. Improved storage capabilities enhance hardware and information survivability in extreme environments.

—*Logistics SWAN (LSWAN) Package (MLG units) [$3,465,000]*.—The LSWAN provides an organic, long haul, over the horizon satellite system providing wideband C4 transmission paths to support internal communications requirements within the MLG's area of operations.

In comparison with the Active Component, Reserve Component training is severely limited by time, geography, and training evolution availability.

Furthermore, Reserve Training Centers are not equipped with the hardware assets to allow group and/or non-NMCI compliant computer-based training. Successful mitigation of these deficiencies has involved an increased investment in simulation. Broad advances in quality of simulation technologies combined with live training have proved to be a wise course of action. The Simulation Package [$11,895,000] includes:

—*Deployable Virtual Training Environment (DVTE)[$1,170,000]*.—The DVTE allows deploying units at their home station to take full advantage of the numerous Marine Corps program of record software that is currently non-NMCI compliant as their training schedule permits. The DVTE also provides Marines with access to electronic courseware while they are deployed aboard ship or from remote locations ashore.

—*Virtual Combat Convoy System (VCCS) [$4,900,000]*.—The VCCS trains Marines in basic and advanced convoy skills using variable terrain and roads in a variety of weather, visibility, and vehicle operational conditions. It incorporates small arms and crew served weapons response training, provides mission preview/mission rehearsal capability, provides training on fire coordination between vehicles, call for fire, close air support coordination, communication, and MedEvac.

—*Basic Indirect Fire and Forward Air Control Trainer (IFACT) [$1,875,000]*.—The IFACT reduces geographic and training time constraints at a significant cost savings when compared to live fire exercises. Using computer generated video simulation in conjunction with computer simulated aircraft control stations; IFACT provides the capability to train Forward Observers, Naval Gunfire Liaison Officers, Fire Support Planners, Joint Tactical Air Control Operators, and pilots.

—*Medium Tactical Vehicle Replacement—Training System (MTVR–TS) [$3,950,000]*.—MTVR–TS is a vehicle simulator used for training Marines in the operation of the MTVR. Procurement of this mobile simulator will allow MTVR equipped Reserve units to receive essential training in a safe and controlled environment, regardless of training range availability or weather conditions, thereby better preparing Marines for operating a MTVR in combat conditions.

Aviation equipment [$17,023,000] was procured to ensure aircraft component compatibility with our Active Duty counterparts as well as provide a critical upgrade to KC–130T communications systems. The Aviation Package includes:

—*Litening II Targeting Pod & modification/installation kits [$7,308,000]*.—The capability and functionality of the Litening AT/ISR generation Pod provides Air-to-Ground Electro-Optical (EO) and Infrared (IR) Targeting; Air-to-Ground Laser Designation, Ranging, and Marking; Laser Spot Tracker (LST) targeting in support of Forward Air Controller/Airborne (FAC/A) Missions and Laser Guided Weapon Delivery. This purchase will ensure Reserve F/A–18A+ aircraft can effectively and competently support the Litening II mission, when activated.

—*KC–130T AN/ARC–210(V) Multi-mode Radio System [$1,715,000]*.—The AN/ARC–210(V) multimode integrated communications system is designed to provide multimode voice and data communications in either normal or jam-resistant modes in line-of-sight or satellite communications modes. Procuring this radio system upgrades all 28 Reserve KC–130T assets to a common operational SATCOM configuration.

—*UC–12+ Aircraft [$8,000,000]*.—The current UC–12 aircraft's shortcomings, such as the inability to carry outsize cargo due to lack of a cargo door, insufficient self protection, and the lack of unprepared landing capability negatively impact short haul Operational Support Airlift (OSA) missions in theater. The

purchase of the UC–12+ aircraft will alleviate these shortcomings and provide the required support for urgent intra-theater lift.

Other equipment [$1,180,950] was procured to ensure systems compatibility with our Active Duty counterparts as well as provide critical systems for SMCR units. The other equipment includes:

—*Defense Advanced GPS Receiver (DAGR) [$280,950].*—The DAGR provides real-time position, velocity, navigation, and timing information for the conduct and support of operations by SMCR units.

—*Sensor Mobile Monitoring Systems—2nd Generation (SMMS II) [$900,000].*—SMMS II provides our Ground Sensor unit with improved communications capabilities, organic mobility to support maneuver elements, and the ability to monitor sensors while on the move. Procurement of this equipment ensures parity with active component counterpart units, commonality of training, and production of the full range of Ground Sensor unit capabilities.

The continued appropriation of NGREA dollars allows us to react when certain essential equipment requirements fall below the priority funding line.

RESERVE RECRUITING

Question. Lt. Gen. Bergman, it was noted that the Marine Corps Reserve had exceeded recruiting goals so far this year. What specific tools do you believe have been the most effective for recruiting?

Answer. The Marine Corps sustains success through sound leadership, effective training and our most effective asset ("tool")—THE MARINE RECRUITER. Your continued efforts to provide budget support for recruiting initiatives also help your Marines win on the recruiting battlefield.

TRAINING EQUIPMENT

Question. LtGen Bergman, have your units encountered a shortage of equipment in the United States for training? What sort of equipment are you lacking most?

Answer. Due to equipment provided to OIF, we have incurred an approximate 10 percent degradation to our Training Allowance across all commodity areas. The most critical of these is in communications assets. However, some of this will be alleviated with the fielding of new communication equipment expected this fall. For aviation assets the F/A–18A+ LITENING Pods remain our main concern. fiscal year 2007 NGREA dollars have funded three of 10 required.

SUBCOMMITTEE RECESS

Senator INOUYE. Our next meeting will be on Wednesday, April 25 at 10:30 a.m. At that time, we will receive testimony for the fiscal year 2008 budget from the Missile Defense Agency. Until then, we stand in recess.

[Whereupon, at 12:45 p.m., Wednesday, April 11, the subcommittee was recessed, to reconvene at 10 a.m., Wednesday, April 25.]