# DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2007

**WEDNESDAY, APRIL 26, 2006**

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

The subcommittee met at 10:06 a.m., in room SD–192, Dirksen Senate Office Building, Hon. Ted Stevens (chairman) presiding.

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

## DEPARTMENT OF DEFENSE

### NATIONAL GUARD

**STATEMENT OF LIEUTENANT GENERAL H STEVEN BLUM, CHIEF, NATIONAL GUARD BUREAU**

OPENING STATEMENT OF SENATOR TED STEVENS

Senator STEVENS. Good morning and welcome to all of you. Sorry to be a little late. We want to welcome you to today's hearing on National Guard and Reserve programs. There are two panels scheduled today. First we want to hear from the National Guard leadership and then from the leaders of the four Reserve forces.

This first panel consists of: Lieutenant General Steven Blum, Chief of the National Guard Bureau; Lieutenant General Clyde Vaughn, Director of the Army National Guard; and Major General Charles Ickes, Acting Director of the Air National Guard. We thank you very much for coming, for your service, and we do welcome General Vaughn and General Ickes to their first hearing before this subcommittee. We are pleased to have you here.

We know that in the past year Guard and Reserves have continued to provide support for their active duty forces overseas. The total force is a reality now, there is no question about it. In addition to augmenting the military effort in Iraq and Afghanistan, the Reserves have also stepped up to meet challenges such as securing our homeland, responding to national disasters such as Hurricane Katrina. You had several sizable missions to fulfill and have accomplished all of them with a great deal of success, and we thank all of your citizen-soldiers for their dedication and sacrifices at home and abroad.

We want to hear about several challenges we are told that face our Guard and Reserves, including the continued deployments, modernization of equipment, and recruiting and retention of per-

sonnel. We would like to have you discuss the future plans to remain relevant and ready to support our total domestic security. We look forward to hearing from each of you how the fiscal year 2007 budget request will help you address these issues.

Let me yield to my good friend, the co-chairman from Hawaii, Senator Inouye.

STATEMENT OF SENATOR DANIEL K. INOUYE

Senator INOUYE. I thank you very much, Mr. Chairman. I would like to join you in welcoming our witnesses.

The utilization and dependency on our Reserve and Guard forces have changed dramatically. Now you are all over the world. There is an unprecedented demand for the Reserves. Today your forces are spread around the globe and serving here at home by the thousands. As this subcommittee has noted in past hearings, your troops have responded magnificently. The integration of Reserve forces by combatant commanders in Afghanistan and Iraq have been seamless. The bravery is impressive.

Again, we congratulate you for having your forces prepared for the challenges they are now facing. But as I say this, I know that the challenges facing us are many and growing. For example, many States are concerned about the plans the Army has to reorganize several Guard units. We are aware of the concerns that our returning reservists may have difficulty being retained. We know about your shortfalls of equipment for those returning from service overseas. We understand that some Reserve units have been called to deploy overseas more than once since 9/11, straining relationships with employers and their families.

So today we are here to hear your recommendations, to ensure that our Guard and Reserve forces remain strong and ready to meet the future.

So I thank you, Mr. Chairman, for calling this hearing.

Senator STEVENS. Senator Burns.

STATEMENT OF SENATOR CONRAD BURNS

Senator BURNS. Thank you very much, Mr. Chairman.

I want to thank the distinguished folks who are at the table this morning. I want to say on these past couple of weeks I had an opportunity to meet a group of young men from Nellis Air Force Base in Montana. They are rescue and recovery people, training in a rough topography and weather conditions, and they had them both up there, I think. And now, after a couple of weeks in Montana, why, they said, well, as tough as it was, we are reluctant to go back to Nellis. They just want to stay in Montana.

But I thank you for coming this morning on something that is very dear to all of our hearts, because not only of the obligations that some of you have in our respective States, but also had it not been for your troops in recent operations I think we would have been hard-pressed to really complete a mission. So I appreciate that. You have proven yourselves to be flexible. We have tried as Congress to put the infrastructure in place that would facilitate not only your recruiting but also your training and the morale of the troops, because, as you know, most are citizen-soldiers and have obligations to their communities and to their families and do this

out of their real deep commitment to the security of this country. I commend you on that and your leadership.

We are here now—I think a couple of primary concerns is ensuring that you have the funding to reset the force now, because we have been deployed around the world, as Senator Inouye indicated, now to revitalize not only from a human resource but also our equipment and our ability to train and to bring new people into our force. We are making sure that the funding is not shortchanged with the area of your concerns, that we maintain that ability to be ready when called, and also taking care of these great Americans, their families and their support system that really makes us a different kind of a society, so to speak.

So I commend you on your leadership. Also, how do we deal with employers who all at once look down the line one day and they have some holes in their own operation at home, and when the troops come home do they have jobs and do they have the support system that puts them back into society before it was disrupted? Not that their level of patriotism has lowered any, but they have other obligations also, and we want to make sure that those support services are there.

So thank you, Mr. Chairman. I look forward to their testimony.

Senator STEVENS. Thank you, Senator.

Senator Mikulski.

STATEMENT OF SENATOR BARBARA A. MIKULSKI

Senator MIKULSKI. Thank you, Mr. Chairman.

To the people at the head table, a very enthusiastic welcome. General Blum, it is great to see you again. They really enjoyed your speech at the University of Baltimore graduation, where you were inspirational, motivational, and really admired, and my family certainly enjoyed meeting you that day.

I think that is characteristic here. You know, your job is to inspire and to motivate the Guards and our job is to make sure you have the right resources to do that.

I just wanted to say very briefly, number one, thank you and please thank every single soldier, Air Force member of the National Guard that you represent. They really are appreciated, and we are going to show that appreciation today, not with words but with deeds.

We want to hear what are the resources that are needed to support the Guard in their current mission and operations. Number two, what can we do to retain the best of the best in terms of whether it is family support, employer support, et cetera? Number three, how do we recruit new members of the National Guard, because they see that what it takes to be a citizen-soldier is a significant commitment of time, duty, and even personal expense.

So thank you and God bless you for what you do and many thanks to all those who serve.

General BLUM. Thank you, Senator.

Senator STEVENS. Are you finished, Senator?

Senator MIKULSKI. Yes.

Senator STEVENS. Thank you very much.

Senator Bond.

STATEMENT OF SENATOR CHRISTOPHER S. BOND

Senator BOND. Thank you very much, Mr. Chairman.

Lieutenant General Blum, Lieutenant General Vaughn, Major General Ickes, welcome back to the subcommittee. Thank you very much for the service. The Guard as participants in the first gulf war, responders to 9/11, Hurricane Katrina, service in Operations Iraqi and Enduring Freedom, just to name a few, provided tremendous service to this country.

I have been around a while working with Guard issues. In 1991 I led a charge to preserve Guard units, including 3,100 guardsmen in Missouri and more than 100,000 across the Nation, who were proposed for cuts by the Pentagon. In 2001 the Air Force eliminated the B–1 mission from the Air National Guard. During the 2005 base realignment and closure (BRAC) process we learned from testimony of adjutants general that the Air National Guard was not substantively involved and as a result they made one of the worst decisions I have seen, to shut down the 131st Fighter Wing with the F–15s at St. Louis, providing homeland security protection in the most efficient force, F–15 force, in the air assets.

Earlier this year, we heard proposals coming out of the Pentagon to reduce end strength of the Army Guard by 17,000 and 14,000 from the Air Guard. We sent a little letter with 75 or 80 signatures that got some rethinking of it.

But on issue after issue, the Guard has had to rely on Congress, not its total force partners in the active duty, to equip and provide fully the resources and benefits it needs, not only to support our active duty warfighters in the away game as they serve right alongside with those men and women on active duty, but also to fulfil the Guard's paramount home game mission of defending the homeland and providing support to civil authorities.

Why? It is obvious that the Guard is not provided with the bureaucratic muscle commensurate with its contributions to the total force. That is why Senator Leahy and I, who are co-chairs of the Senate National Guard Caucus, are introducing legislation today aimed at redressing the uphill battles the Guard must fight every year to ensure full training, equipping, and readiness to meet the missions.

Mr. Chairman, I have a very long-winded statement that I will submit for the record, but I will spare you that and just wait for the questions. I thank the chair.

Senator STEVENS. We thank you for your generosity, Senator.

[The statement follows:]

PREPARED STATEMENT OF SENATOR CHRISTOPHER S. BOND

Thank you Mr. Chairman.

Lieutenant General Blum, Lt. General Vaughn and Major General Ickes (pronounced like ick-iss) welcome back to this committee and thank you first and foremost for your service to our nation.

As participants in the first Gulf War, responders to 9/11 and Hurricane Katrina, service in Operation Iraqi and Enduring Freedom, just to name a few operations, all of us are familiar with the tremendous service the National Guard has rendered to our Nation and the 50 states and four protectorates.

In 1991, I lead a charge to preserve National Guard Units, including 3,100 guardsmen in Missouri and more than 100,000 across the nation, from proposed cuts by the Pentagon. In 2001, the Air Force eliminated the B–1 mission from the Air National Guard, consolidating units into the active duty. During the 2005 BRAC

process, we learned and heard testimony from Adjutant Generals from numerous states that the Air National Guard was not substantively involved in that process or in the formulation of the Future Total Force initiative.

Earlier this year, DOD, the Army and the Air Force proposed to reduce end-strength by 17,000 and 14,000 respectively and again, Congress had to step in and prevent such cuts. This decision, in addition to the aforementioned ones and the litany of others that I have not mentioned, was made without the substantive input from National Guard leaders.

Year after year, issue after issue, the National Guard has had to rely on the Congress—not its total force partners in the Active duty—to equip and provide fully the resources and benefits it needs—not only to support our active duty warfighters in the away game as they serve right alongside with our brave men and women in the active duty, but to also fulfill the Guard's paramount home-game mission of defending the homeland and providing support to civil authorities.

Why? Well, it is obvious to me that the National Guard is not provided with the bureaucratic muscle commensurate with its contributions to the total force. Senator Pat Leahy and I as co-Chairs of the Senate National Guard Caucus are introducing legislation today aimed at redressing these uphill battles that the Guard must fight every year to ensure they are trained, equipped and ready to meet their missions.

Hurricane Katrina was one of the worst natural disasters in our nation's history.

Our nation was reminded during the response to Hurricane Katrina of the Guard's other paramount mission: homeland defense and civil support. The National Guard's contributions to Hurricane Katrina were stellar.

The magnitude, quality, and timeliness of the Guard's response remains one of the less publicized successes of the Katrina disaster.

The Guard's successful response was attributable to the fact that the Guard is best organized and trained to initiate and coordinate a civil responses on the scale of Katrina.

With equipment availability levels currently at a perilous 35 percent, just think of the capability a fully equipped National Guard could provide a Governor and localities in the event of another terrorist attack or natural disaster.

This is why I lead the charge along with my co-chair of the Senate National Guard Caucus Sen. Patrick Leahy, to provide over $900 million in last year's Defense Appropriations Bill for the shortages in equipment the Guard is experiencing.

Time and time again the National Guard has been a tremendous value for the capabilities it provides our nation, providing 40 percent of the Total Force for around 7–8 percent of the budget.

Now more than ever, as budgets are constrained and entitlements continue to grow at alarming rates, we should not be looking to reduce the Guard, but rather fully man and fully equip it.

The growing significance of the operational role of the National Guard in matters of national security and homeland defense and homeland security, beyond that strictly deriving from its role as a reserve component of the Army and the Air Force, demands that the position of the Chief of the National Guard Bureau be raised to an authorized grade of General.

It is a fundamental practice within the Pentagon that the most strategic decisions are made at the Secretarial level with the advice of the four-star Service Chiefs, the four-star Combatant Commanders and the other four-stars within the active duty force. The legislation introduced by Sen. Leahy and I will ensure that the vital interests of the National Guard which impacts military readiness, support to civilian authorities within the fifty states and four protectorates, and the 450,000 civilian-soldiers and airmen, will be adequately represented.

Senator STEVENS. General Blum, we would be happy to have your statement. All your statements will appear in the record in full as though read, but we want to hear what you want us to hear.

OPENING STATEMENT OF GENERAL BLUM

General BLUM. Well, thank you, Chairman Stevens, Senator Inouye, and distinguished members of the subcommittee. Thank you for the opportunity to appear today and discuss the National Guard's budget submission for fiscal year 2007. I am proud to be here today with General Vaughn, the Director of the Army National Guard, and Major General Chuck Ickes, who is the Acting Director of the Air National Guard. Each of you—we will all dis-

cuss the funding issues that you asked us about, so you can better understand what we need to deliver the capabilities that you have so well articulated, so well that I am going to dispense with most of my opening statement because, frankly, you have delivered it for me, which is even better because it means you completely understand the issues and you understand the challenges that the National Guard is facing as we move from a strategic reserve to an operational force.

I would be remiss, however, if I did not speak for the 460,000 citizen-soldiers and citizen-airmen and express their appreciation to this subcommittee for the magnificent support that you have displayed for us, particularly in this last year. You helped us take care of personnel, training, and equipment needs in a very, very measured and effective manner. In fact, the robust appropriations of this particular subcommittee to the National Guard and Reserve account helped us purchase needed capabilities that we will probably use, unfortunately, very soon here in our country in the upcoming hurricane season, so that we are even more prepared than we were last year, when we responded with 80,000 soldiers deployed overseas and at the same time generated 50,000 citizen-soldiers from every State and every territory in this great Nation to Louisiana and Mississippi to help out in the aftermath of Hurricanes Katrina, Rita, and Wilma.

The National Guard, as you have mentioned, is entering a new era in our Nation's history and it must adapt to these new challenges. To keep this type of force as effective as you have described and as important and as essential to the Department of Defense as the National Guard has become, we must ensure that the National Guard receives adequate funds and equipment to do the job.

The National Guard is absolutely proud to serve and deliver the strong military capabilities both here at home and abroad in a most cost-effective manner. The funds that you appropriate I assure you will be well spent and highly leveraged both here at home in domestic operations as well as overseas in the global war on terrorism.

When a guardsman is not mobilized, the Government does not incur any of the expenses that we routinely pay for our active duty force. We have an on-call capability for a fraction of the cost. For those of you that do not know it, the National Guard is and remains unique in the Department of Defense. It is the only uniformed force that can be called upon by the Governors of our Nation on a day-to-day basis. It is clearly the American taxpayers' best defense bargain.

The Army National Guard is only on a normal day 12 percent of the Army's budget and it provides 32 percent of the Army's overall capabilities. It presently is providing about 40 percent of the Army deployed on the ground fighting today in Iraq and Afghanistan. The Air National Guard only on a normal day gets 8 percent of the Air Force's budget and provides 34 percent of the total Air Force's capability.

There is an added benefit of the National Guard where the Federal and the State dual use dividend pays huge, huge dividends every day in every zip code of our Nation. There has never been a day in my tenure as the Chief of the National Guard Bureau for

the last 3 years where national guardsmen were not called out by their Governors to either help save lives, or help prevent suffering, or help restore order, or help bring aid and assistance that the local and state governments were unable to do, and had to leverage the military capabilities of the Department of Defense.

Before I thank you and finish my comment, I would like to introduce three American heroes. One is Command Sergeant Major John Leonard. Sergeant Leonard, please stand. This soldier will be completing 41 years in uniform next month and he will finally retire because he reaches the mandatory retirement age. That is the only reason that he is leaving. Otherwise he would stay probably for another 20.

He served in three wars. He has been a national guardsmen, he has been a marine. He has been mobilized three times. He represents every citizen-soldier and citizen-airman in this great Nation, he has been my enlisted advisor for the last 3 years, and he will be a huge loss. This Nation owes a great debt of gratitude to citizen-soldiers like John Leonard.

Senator STEVENS. Thank you very much.

Sergeant, if you would like to have a waiver on that, look us up.

General BLUM. You can think about that, John.

Command Sergeant Major Leonard leaves feeling pretty good, because there are two other soldiers, a soldier and airman, a citizen-soldier and an airman, here that I would like to introduce at this time. I have Specialist Mike Acquaviva from the United States Army National Guard. He comes out of the State of Alabama. He has been—he was prior service Air Force and he joined the National Guard 3 years ago. He is a heavy equipment operator in Alabama for Cullman County.

He was mobilized for Iraq. He spent 18 months on active duty through the mobilization process, 1 year boots on the ground. He's a signal soldier, so he went over there to provide communications to the coalition forces, the State Department, Special Operations Forces, and some of our multinational partners in Iraq up in the area of Kirkuk.

He was wearing a lot of battle armor and equipment and ammunition for several months that he thought he did not need because he thought he was there to be a radio operator, until he woke up one morning in Kirkuk and found 1,800 insurgents from one of the militias attacking and trying to overrun his position.

Specialist Fourth Class Mike Acquaviva, although he is married, although he has a 14-year-old daughter, and although he is a signal soldier, climbed to the roof of a building, employed a squad automatic weapon, and was instrumental in the defeat of this attack. A captain fighting right beside him was hit with a sniper round through the arm, through his chest, and out his back. Specialist Acquaviva stopped what he was doing, rendered first aid, and saved the life of that captain, and then went back to firing his weapon for the next 9 hours continuous combat, until he ran out of ammunition, and then picked up the weapon of the wounded captain until all of his ammunition was expended.

For his heroic deeds, he was awarded the Bronze Star with a V Device. We are extremely proud of this individual and he will be awarded the Combat Action Badge before he leaves Washington,

because his actions have earned that. You will get that award before you leave town. Mike Acquaviva, American hero from Alabama Guard.

Also, Staff Sergeant Carl Gurmsheid is from the Arizona National Guard. The reason that I have selected to bring him is that he has done every mission in the National Guard and has participated in the last 4 years. He was working in the Arizona National Guard as an engineer, a firefighter. He has shown his flexibility to retrain three times in the last 4 years to do what this Nation needed him to do. He worked in the counternarcotics, counterterrorism piece. He responded in Operation Noble Eagle right after 9/11, and ultimately he has just come back from his tour of combat in Iraq.

So at home, overseas, civilian support to law enforcement, whatever the Guard does day to day, this is the kind of involvement that Carl Gurmsheid has been willing to stand up and do whatever his State or Nation needed him to do when they needed him to do it.

He is also married. His wife Melissa and he have two children, Grace, 5, and Jacob, 3. The necessity to address not only the soldiers but their families is a priority at keeping the readiness of the force at combat level the next time we need them.

So I am pleased to be the chief of 460,000 young men and women like I introduced to you here today.

PREPARED STATEMENT

Thank you. I would be interested to answer any questions you may have. Thank you.

Senator STEVENS. Does that complete your statement, General?

General BLUM. Yes, sir. Yes, Mr. Chairman.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL H STEVEN BLUM

IN MEMORIAM

A special dedication to the men and women of the Army and the Air National Guard who made the ultimate sacrifice while serving the United States of America.

AMERICA'S 21ST CENTURY MINUTEMEN—ALWAYS READY, ALWAYS THERE!

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom as of January 1, 2006

PVT Algernon Adams, SC
SGT Leonard Wade Adams, NC
SPC Segun F. Akintade, NY
SPC Azhar Ali, NY
SGT Howard Paul Allen, AZ
1LT Louis E. Allen, NY
SSG William Alvin Allers III, KY
SFC Victor Antonio Anderson, GA
SPC Michael Andrade, RI
SGT Travis Mark Arndt, MT
SSG Daniel Laverne Arnold, PA
SSG Larry Richard Arnold, MS
SGT Christopher James Babin, LA
SSG Nathan J. Bailey, TN
SPC Ronald W. Baker, AR
SGT Sherwood R. Baker, PA
1LT Gerald Baptiste, NY
SGT Michael C. Barkey, OH
1LT Christopher W. Barnett, LA
SPC Bryan Edward Barron, MS
SGT Michael Barry, MO
SPC Todd M. Bates, OH
SGT Tane Travis Baum, OR
SPC Alan Bean Jr., VT
SGT Bobby E. Beasley, VA
CPL Joseph Otto Behnke, NY
SGT Aubrey D. Bell, AL
SPC Bradley John Bergeron, LA
SSG Sean B. Berry, TX
SSG Harold D. Best, NC
SGT Dennis J. Boles, FL
SFC Craig A. Boling, IN
SSG Jerry L. Bonifacio Jr, CA
COL Canfield "Bud" Boone, IN
PFC Samuel R. Bowen, OH
SGT Larry Bowman, NY

SSG Hesley Box, Jr., AR
SSG Stacey C. Brandon, AR
SPC Kyle A. Brinlee, OK
SSG Cory W. Brooks, SD
PFC Nathan P. Brown, NY
PFC Oliver J. Brown, PA
SPC Philip D. Brown, ND
SPC Jacques Earl Brunson, GA
PFC Paul J. Bueche, AL
CPL Jimmy Dale Buie, AR
SPC Alan J. Burgess, NH
SPC Casey Byers, IA
SGT Charles T. Caldwell, RI
SSG Joseph Camara, RI
SGT Deyson Ken Cariaga, HI
SPC Jocelyn L. Carrasquillo, NC
SGT James Dustin Carroll, TN
SGT Frank T. Carvill, NJ
SFC Virgil Ray Case, ID
CAPT Christopher S. Cash, NC
SPC Jessica L. Cawvey, Il
SPC James A. Chance III, MS
SSG William D. Chaney, IL
MSG Chris Shayne Chapin, VT
SSG Craig W. Cherry, VA
SPC Don A. Clary, KS
MSG Herbert R. Claunch, AL
SPC Brian Clemens, IN
SGT Russell L. Collier, AR
SFC Kurt Joseph Comeaux, LA
SPC Anthony Steven Cometa, NV
SFC Sean M. Cooley, MS
SSG Travis Sentell Cooper, MS
SGT Alex J. Cox, TX
SPC Carl F Curran, PA
SPC Daryl Anthony Davis, FL
SSG Kevin Dewayne Davis, OR
SPC Raphael S. Davis, MS
SSG David Fredrick Day, MN
SGT Felix M. Del Greco, CT
SPC Daryl T. Dent, DC
SPC Daniel A. Desens, NC
PFC Nathaniel Edward Detample, PA
SPC Joshua Paul Dingler, GA
SPC Ryan E. Doltz, NJ
1LT Mark Harold Dooley, VT
SPC Thomas John Dostie, ME
SSG George Ray Draughn Jr., GA
SPC Christopher M. Duffy, NJ
SGT Arnold Duplantier,II, CA
SSG Mark Oscar Edwards, TN
SGT Michael Egan, PA
SGT Christian Philip Engeldrum, NY
CPT Phillip T. Esposito, NY
SPC William Lee Evans , PA
SPC Michael Scott Evans II, LA
SSG Christopher Lee Everett, TX
SGT Justin L. Eyerly, OR
SPC Huey P. Long Fassbender, LA
CPT Arthur L. Felder, AR
SGT Robin Vincent Fell, LA
SPC William Valentin Fernandez, PA
SPC Jon P. Fettig, ND
SGT Damien Thai Ficek, WA
SGT Jeremy J. Fischer, NE
CPT Michael Todd Fiscus, IN
SPC David Michael Fisher, NY
SGT Paul F. Fisher, IA
CW2 John Michael Flynn, NV
SSG Tommy I. Folks, Jr., TX
SPC Craig S. Frank, MI
SSG Bobby C. Franklin, NC
SSG Jacob Frazier, IL
SPC Carrie Lee French, ID
SPC Armand L. Frickey, LA
SSG Carl Ray Fuller, GA
SGT Jerry Lewis Ganey Jr., GA
SGT Seth Kristian Garceau, IA
SPC Tomas Garces, TX
SGT Landis W. Garrison, IL
SGT Christopher Geiger, PA
SPC Christopher D. Gelineau, ME
SPC Mathew Vincent Gibbs, GA
2LT Richard Brian Gienau, IA
SSG Charles Crum Gillican III, GA
SPC Lee Myles Godbolt, LA
SPC Richard A. Goward, MI
SSG Shawn Alexander Graham, TX
SGT Jamie A. Gray, VT
SPC James T Grijalva, IL
SGT Jonathon C Haggin, GA
SFC Peter James Hahn, LA
SSG Asbury Fred Hawn II, TN
SPC Michael Ray Hayes, KY
SPC Paul Martin Heltzel, LA
SPC Kyle Matthew Hemauer, VA
1LT Robert L. Henderson II, KY
SSG Kenneth Hendrickson, ND
SPC Brett Michael Hershey, IN
MSG Michael Thomas Hiester, IN
SGT Stephen Correll High, SC
SGT Jeremy M. Hodge, OH
SFC Robert Lee Hollar Jr., GA
SPC James J. Holmes, ND
SPC Jeremiah J. Holmes, NH
SGT Manny Hornedo, NY
SGT Jessica Marie Housby, IL
SPC Robert William Hoyt, CT
SPC Jonathan Adam Hughes, KY
SGT Joseph Daniel Hunt, TN
SSG Henry E. Irizarry, NY
SPC Benjamin W. Isenberg, OR
SFC Tricia Lynn Jameson, NE
SGT Brahim Jamal Jeffcoat, PA
SPC William Jeffries, IN
SPC David W. Johnson, OR
SSG David Randall Jones, GA
SFC Michael Dean Jones, ME
SGT Anthony Nelson Kalladeen, NY
SPC Alain Louis Kamolvathin, NY
SPC Mark J. Kasecky, PA
SPC Charles Anthony Kaufman, WI
SPC James C. Kearney, IA
SGT Michael Jason Kelley, MA
SSG Stephen Curtis Kennedy, TN
SSG Ricky Allan Kieffer, MI
SGT James Ondra Kinlow, GA
PFC David M. Kirchoff, IA
SGT Timothy C. Kiser, CA
SGT Floyd G. Knighten Jr., LA
SPC Joshua L. Knowles, IA
SSG Lance J. Koenig, ND
CW3 Patrick W. Kordsmeier, AR
SPC Kurt Eric Krout, PA

SPC John Kulick, PA
SFC William W. Labadie Jr., AR
SGT Joshua S. Ladd, MS
SPC Charles R. Lamb, II
CW4 Patrick Daniel Leach, SC
SGT Terrance Delan Lee, Sr., MS
PFC Ken W. Leisten, OR
SSG Jerome Lemon, SC
SPC Tiothy J. Lewis, DC
SGT Jesse Marvin Lhotka, MN
SSG Victoir Patric Lieurance, TN
SPC Justin W. Linden, OR
SSG Tommy Seary Little, MS
SPC Jeremy Loveless, AL
SSG David L Loyd, TN
CPT Robert Lucero, WY
SPC Audrey Daron Lunsford, MS
SPC Derrick Joseph Lutters, KS
SPC Wai Phyo Lwin, NY
SSG William Francis Manuel, LA
SPC Joshua Samuel Marcum, AR
PFC Ryan A. Martin, OH
SGT Nicholas Conan Mason, VA
SPC Patrick R. McCaffrey, Sr., CA
1LT Erik S. McCrae, OR
SPC Donald R. McCune, WA
SGT John Edward McGee, AL
SPC Jeremy Wayne McHalffey, AR
SPC Eric S. McKinley, OR
SPC Scott Paul McLaughlin, VT
SSG Heath A. McMillan, NY
SPC Robert Allen McNail, MS
MSG Robbie Dean McNary, MT
SPC Kenneth A. Melton, AR
SGT Chad Michael Mercer, GA
SSG Dennis P Merck, GA
SPC Michael G. Mihalakis, CA
SGT John Wayne Miller, IA
CPT Lowell Thomas Miller II, MS
SFC Troy L. Miranda, AR
SGT Ryan Jay Montgomery, KY
SGT Carl James Morgain, PA
SPC Dennis B. Morgan, SD
SGT Steve Morin Jr., TX
SGT Shawna M. Morrison, II
SPC Clifford L. Moxley, PA
SPC Warren Anthony Murphy, LA
SGT David Joseph Murray, LA
SPC Nathan W. Nakis, OR
SPC Creig Lewis Nelson, LA
SSG Paul Christian Neubauer, CA
SPC Joshua M. Neusche, MO
SPC Paul Anthony Nicholas, CA
SGT William J. Normandy, VT
PFC Francis Chinomso Obaji, NY
SGT John Banks Ogburn, OR
SGT Nicholas Joseph Olivier, LA
SSG Todd Donald Olson, WI
SPC Richard P. Orengo, PR
SSG Billy Joe Orton, AR
SGT Timothy Ryndale Osbey, MS
SSG Ryan Scott Ostrom, PA
SSG Michael C. Ottolini, CA
PFC Kristian E. Parker, LA
SSG Saburant Parker, MS
SPC Gennaro Pellegrini Jr., PA
SGT Theodore L. Perreault, MA
SSG David S. Perry, CA
SGT Jacob Loren Pfingsten, MN
SGT Ivory L. Phipps, IL
CW2 Paul J. Pillen, SD
SGT Foster Pinkston, GA
SGT Darrin K. Potter, KY
SGT Christopher S. Potts, RI
SGT Lynn Robert Poulin, SR, ME
SPC Robert Shane Pugh, MS
SSG George Anthony Pugliese, PA
SPC Joseph Andrew Rahaim, MS
SPC Eric U. Ramirez, CA
PFC Brandon Ramsey, IL
SPC Christopher J. Ramsey, LA
SSG Jose Carlos Rangel, CA
SSG Johnathan Ray Reed, LA
SSG Aaron T. Reese, OH
SGT Gary Lee Reese Jr., TN
SPC Jeremy L. Ridlen, IL
CPL John T. Rivero, FL
SSG William Terry Robbins, AR
CPL Jeremiah W. Robinson, AZ
SSG Alan Lee Rogers, UT
PFC Hernando Rois, NY
SFC Daniel Romero, CO
SGT Brian Matthew Romines, IL
SFC Robert E. Rooney, MA
SPC David L. Roustrum, NY
SGT Roger D. Rowe, TN
SGT David Alan Ruhren, VA
CW4 William Ruth, MD
SPC Lyle Wyman Rymer II, AR
SGT Paul Anthony Saylor, GA
SFC Daniel Ronald Scheile, CA
SPC Jeremiah W. Schmunk, WA
SPC Bernard Leon Sembly, LA
SPC Jeffrey R. Shaver, WA
SGT Kevin Sheehan, VT
SGT Ronnie Lee Shelley, GA
SGT James Alexander Sherrill, KY
1LT Andrew Carl Shields, SC
SGT Alfredo Barajas Silva, CA
SGT Alfred Barton Silver, TN
SGT Isiah Joseph Sinclair, LA
SPC Roshan "Sean" R. Singh, NY
SPC Aaron J. Sissel, IA
1LT Brian D. Slavenas, IL
SGT Eric Wentworth Slebodnik, PA
SGT Keith Smette, ND
CW4 Bruce A. Smith, IA
CPL Darrell L. Smith, IN
SGT Michael Antonio Smith, AR
SPC Norman Kyle Snyder, IN
SGT Mike Takeshi Sonoda Jr., CA
SGT Patrick Dana Stewart, NV
SGT Michael James Stokely, GA
Maj Gregory Stone, ID
SPC Chrystal Gale Stout, SC
2LT Matthew R. Stoval, MS
SGT Francis Joseph Straub Jr., PA
SGT Thomas James Strickland, GA
WO1 Adrian Bovee Stump, OR
SSG Michael Sutter, MI
SGT Robert Wesley Sweeney III, LA
SGT Deforest L. Talbert, WV
SFC Linda A. Tarango-Griess, NE
SPC Christopher M. Taylor, AL

SGT Shannon D. Taylor, TN
MSG Thomas R. Thigpen, Sr., SC
SGT John Frank Thomas, GA
SGT Paul William Thomason, TN
1LT Jason Gray Timmerman, MN
SGT Humberto F. Timoteo, NJ
SPC Eric Lee Toth, KY
SPC Seth Randell Trahan, LA
SPC Quoc Binh Tran, CA
SGT Robert W. Tucker, TN
2LT Andre D. Tyson, CA
SPC Daniel P. Unger, CA
PFC Wilfredo Fernando Urbina, NY
SGT Michael A. Uvanni, NY
SGT Gene Vance Jr., WV
SGT Daniel Ryan Varnado, MS
1LT Michael W. Vega, CA
PFC Kenneth Gri Vonronn, NY
SSG Michael Scott Voss, NC
PFC Brandon J. Wadman, FL
SGT Andrew Peter Wallace, WI
SFC Charles Houghton Warren, GA
SFC Mark C. Warren, OR
SPC Glenn James Watkins, WA
SPC Michael J. Wedling, WI
SSG David J. Weisenburg, OR
SPC Cody Lee Wentz, ND
SPC Jeffrey M. Wershow, FL
SGT Marshall Westbrook, NM
SPC Lee Alan Wiegand, PA
1LT Charles L. Wilkins III, OH
SPC Michael L. Williams, NY
SFC Christopher R. Willoughby, GA
SSG Clinton L. Wisdom, KS
SPC Robert A. Wise, FL
SPC Michelle M. Witmer, WI
SGT Elijah Tai Wah Wong, AZ
SFC Ronald Tanner Wood, UT
SGT Roy A. Wood, FL

LIEUTENANT GENERAL H STEVEN BLUM, CHIEF, NATIONAL GUARD BUREAU

CHIEF, NATIONAL GUARD BUREAU EXECUTIVE SUMMARY

This past year the National Guard demonstrated how superbly it simultaneously performs our dual missions, state and federal.

In August 2005, with more than 80,000 troops already mobilized for the global war on terror and faced with Katrina, a catastrophic hurricane, the Gulf Coast governors called upon the Guard. The Guard, the nation's preeminent military domestic response force, fulfilled our commitment to the governors and our neighbors. In spite of a massive wartime mobilization, the Guard mobilized and deployed the largest domestic response force in history. Soldiers and Airmen from all 50 states, the territories of Guam and the U.S. Virgin Islands, the Commonwealth of Puerto Rico and the District of Columbia deployed in record time in support of their Gulf Coast neighbors. Never before had every corner of America answered the desperate cry of our neighbors in such unison. Truly, when you call out the Guard, you call out America!

Guard forces were in hurricane affected neighborhoods rescuing people within four hours of Katrina's landfall. More than 11,000 Soldiers and Airmen were involved in rescue operations on August 31. The Guard mobilized and deployed, in support of rescue and recovery, an additional 19,000 troops in the following 96 hours. Guard participation peaked at over 50,000 personnel on September 7. More than 6,500 Guard men and women were in New Orleans alone by September 2, 2005. The National Guard responded in spite of massive overseas deployment of personnel and equipment in support of our federal mission.

No state, regardless of its size, can handle a natural or man-made catastrophe of the magnitude of a Katrina. Emergency Management Assistance Compacts allowed governors of affected states to immediately call upon another state's National Guard as reinforcements for recovery efforts. In 23 states, the Adjutant General also serves as the State Director of Emergency Management, State Director of Homeland Security, or both. This is an important aid in the coordination of the civil and military response.

The National Guard has undergone a total transformation in the past few years. The once ponderous Cold War strategic reserve transformed itself into an agile, lethal operational force capable of joint and expeditionary warfare—a uniquely flexible force simultaneously capable of responding to a broad range of civil and humanitarian crises.

The Guard serves our nation and communities across the full spectrum of domestic and warfighting missions. We fight narco-terrorism through our counterdrug programs. We work with our nation's youth through programs like StarBase and ChalleNGe to ensure they have a brighter future. We stand guard over America's critical physical and cyber infrastructure. Our Airmen fly the vast majority of air sovereignty missions over America's cities, while our Soldiers man air defense batteries in the nation's capital and the nation's sole ballistic missile interceptor site in Alaska. We conduct peacekeeping operations in Kosovo and the Sinai, stand watch aboard military cargo ships as they transit the Persian Gulf, guard prisoners in Guantanamo Bay, and train the Iraqi and Afghan national armies. Joint and multi-

national training, exercises, humanitarian support and a variety of other missions have taken the Guard overseas to more than 40 nations on five continents last year alone.

The Guard stands more ready, reliable, essential and accessible today than at anytime in its near-four hundred years of existence. Since 9/11, we have been employed around the world and here at home as an operational force in a variety of contingencies. It is a role that the Guard was not structured to perform before 9/11. The Guard—with the exception of those units mobilized for war—is still under-resourced for many of the missions it now performs. Army Guard units in particular remain manned at Cold War levels, lack a robust cadre of full-time support personnel, and are equipped well below wartime requirements. Other vestiges of this Cold War construct, such as a needlessly-long mobilization process, continue to hamper the most efficient use of the Guard.

Our nation's reliance on the Guard is unprecedented at this stage in a major war. At one point in 2005, the Army National Guard contributed half of the combat brigades on the ground in Iraq. The Army's leadership has acknowledged that the Army could not sustain its presence in Iraq without the Guard. As of January 1, 2006, over 350 Guard men and women have given their lives while engaged in this global struggle.

Guard units bring more to the warfight than just Soldiers and Airmen. There is ample anecdotal evidence that the civilian skills Guard members possess make them exceptionally well suited for peacekeeping and nation building. An Iraqi policeman may have limited respect for an American Soldier who attempts to train him in the methods of civilian law enforcement. But, when that Soldier is a National Guardsman with 20 years of civilian experience as a police officer, that Soldier's credibility and impact as a trainer is vastly enhanced.

Guard support to the warfight is not limited to our role on the battlefield. The Guard's unique State Partnership Program continues to support Combatant Commander's Security Cooperation Plans and strengthen alliances with 50 allied nations around the world. This immensely successful program has grown from direct military-to-military exchanges to encompass military-to-civilian and ultimately civilian-to-civilian exchanges. Once again, the citizen Soldiers and Airmen of the National Guard are the bridge that allows this to happen, with their combination of military and civilian backgrounds providing a sterling example of how America has peacefully balanced military and civilian interests for well over 300 years.

National Guard units deployed to combat since September 11th have been the best-trained and equipped force in American history. The U.S. Army invested $4.3 billion to provide those units with the very best, state-of-the-art equipment.

This is an unprecedented demonstration of the Army's commitment to ensure that no Soldier, regardless of component (Active, Guard, or Reserve), goes to war ill equipped or untrained. With the help of the U.S. Congress, this was accomplished over a two-year period. It is now a reality for National Guard overseas combat deployments.

The Guard, since September 11th, has been well equipped for its overseas missions, and has demonstrated its Citizen-Soldier expertise across the full-spectrum of warfighting, peacekeeping, and security engagement with our allies. The response to Katrina, however, revealed serious shortcomings in the equipping of Guard units for Homeland Security and Defense. Guard units returned from the overseas warfight with a fraction of the equipment with which they deployed, leaving them far less capable of meeting training requirements, or more importantly, fulfilling their missions here at home.

The senior leadership of the U.S. Army has committed to re-equipping the Guard, the nation's first domestic military responders. The Army has a comprehensive reset plan that recognizes the Army National Guard's critical role in Homeland Defense (HLD) and support to Homeland Security (HLS) operations. This will take time and resources. I am confident that a real sense of urgency exists to make this a reality for America. The Guard currently has less than 35 percent of the equipment it requires to perform its wartime mission. We gratefully acknowledge the $900 million down-payment Congress made on resourcing our needs as an operational force for HLD/HLS and the overseas warfight, and recognize the full cost of restoring readiness will require continuing long-term Congressional attention.

Satellite and tactical communications equipment, medical equipment, utility helicopters, military trucks and engineer equipment are the Army Guard's highest equipment priorities. We must ensure that this equipment is identical to that required for wartime use, so that Guard units remain interoperable with their active component counterparts for both HLD/HLS and warfight operations. We also need to invest in an extensive non-lethal weapons capability for use in both domestic and overseas contingencies.

Two years ago, I committed to the governors, our state Commanders-in-Chief that the National Guard Bureau would provide each of them with sufficient capabilities under state control, and an appropriate mix of forces, to allow them to respond to domestic emergencies. I also promised to provide a more predictable rotation model for the deployment of their Army Guard Soldiers, along the lines already in place for Air Guard units participating in the Air and Space Expeditionary Force deployments.

The National Guard Bureau is committed to the fundamental principle that each and every state and territory must possess ten core capabilities for homeland readiness. Amidst the most extensive transformation of our Army and Air Forces in decades, we want to ensure that every governor has each of these "essential 10" capabilities: a Joint Force Headquarters for command and control; a Civil Support Team for chemical, biological, and radiological detection; engineering assets; communications; ground transportation; aviation; medical capability; security forces; logistics and maintenance capability.

The final 11 Civil Support Teams were organized this past year, giving every state and territory the capability of rapidly assisting civil authorities in detecting and responding to a Weapons of Mass Destruction attack. These are joint units, consisting of both Army and Air National Guard personnel.

Air Guard personnel in the Civil Support Teams are part of a larger trend. The National Guard has leveraged homeland defense capabilities from the Air Guard far beyond the now-routine mission of combat air patrols over our cities. Every state fields rapid reaction forces capable of quickly responding to a governor's summons, and in many cases these forces consist of Air Guard security police. The Air Guard also provides extensive HLS capabilities with its communications, ground transportation, and chemical-biological-radiological detection units.

The civil engineering capabilities of Air Guard RED HORSE (Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer) teams and the medical capabilities of Air Guard Expeditionary Medical Support (EMEDS) systems proved extremely valuable in responding to Katrina. We are examining fielding these capabilities on a regional basis for more rapid response to future disasters.

Our 12 regional Chemical, Biological, Radiological, Nuclear and high-yield Explosive (CBRNE) Enhanced Response Force Packages (CERFP) provide mass casualty decontamination, medical treatment, security and urban search and extraction in contaminated environment capabilities in addition to the special skills of the Civil Support Teams. These units are not dedicated solely to Homeland Defense, but are existing warfighting units that have been given a powerful new HLD capability by virtue of modest amounts of additional equipment and training. This program, a concept only two years ago, has already placed 12 certified force packages on the ground, with Congress authorizing an additional five in the fiscal year 2006 Defense Appropriation. It is now an important part of the Guard's increasingly sophisticated Homeland Defense capability.

The Guard has fielded six regional Critical Infrastructure Program—Mission Assurance Assessment (MAA) teams to conduct vulnerability assessments of Department of Defense critical infrastructure. These teams conduct force protection training and plan for emergency response to a terrorist attack or natural disaster striking our critical infrastructure. Four more teams will be fielded in fiscal year 2006. These specialized capabilities are available to any state or region, along with traditional Guard forces should they be needed.

The most critical transformation the National Guard has undergone since 2001 has been in the Joint Forces Headquarters in each state, territory, and the District of Columbia (JFHQ-State). What used to be the State Area Command (STARC) and Air Guard State Headquarters, administrative organizations for peacetime control of units, has developed into a sophisticated headquarters and communications node capable of assuming command and control of units from all services and components when responding to a domestic emergency. Tested and proven during multiple National Special Security Events in 2004, these headquarters were further validated this past year by hurricanes Katrina and Rita.

These headquarters, now operated on a continual 24/7/365 basis, must be linked together to provide robust capabilities to share secure and non-secure information within the State or Territory, to deployed incident site(s), and to other DOD and inter-governmental partners engaged in support of Homeland Defense and Defense Support to Civil Authorities missions. To support these needs in the near-term, NGB has fielded 13 rapid response communications packages—the Interim Satellite Incident Site Communications Set (ISISCS)—that are regionally-based, and which proved absolutely vital when the entire domestic communications infrastructure in the Gulf Coast region of the United States went down during Hurricane Katrina. To satisfy the full range of required Command and Control, Communications, and

Computer (C4) capabilities, NGB and U.S. Northern Command have collaborated on the Joint Continental U.S. Communications Support Environment (JCCSE) construct. When fully implemented, the JCCSE will provide U.S. Northern Command, U.S. Pacific Command, the National Guard Bureau, each Joint Force Headquarters-State, and our inter-governmental partners with the vital C4 capabilities and services to support continuous and accurate situational awareness of operational capabilities at the State or Territory and incident levels; enhanced information sharing and collaboration capabilities to facilitate mission planning, resourcing, and execution; and a fully integrated trusted information sharing and collaboration environment to facilitate coordination and unity of effort.

Today we are taking on the challenge of responding to a potential flu pandemic that could challenge domestic tranquility like no other event since the Civil War. The forward deployed JFHQ-State are the only existing organization with the intrinsic capabilities, knowledge of local conditions and realities, geographic dispersion, resources and experience to coordinate the massive state-federal response that would be required in a pandemic of the predicted magnitude. Aided by the JCCSE communications backbone, the headquarters can assist civil authorities as they share a common operating picture, request and coordinate specialized regionally-based response forces, and receive follow-on forces from other states, federal reserve forces, or active duty forces.

The Guard must continue to transform in order to maintain our status as a fully operational reserve of the Army and the Air Force, while at the same time increasing our ability to respond to terrorist attack or natural disaster at home. We must also continue to commit ourselves to recruiting and retaining a quality force capable of meeting these challenges for decades to come.

Seventy-four percent of the Army National Guard's units are impacted by the U.S. Army's conversion to a modular force structure. The Army National Guard contribution to the modular total force includes 34 Brigade Combat Teams, six Fires Brigades, 10 Combat Support Brigades (Maneuver Enhancement), 11 Sustainment Brigades, 12 Aviation Brigades, an Aviation Command and three Sustainment Commands. These units are identical in structure to those in the active component, and, when resourced like their active counterparts, will allow a seamless transition between active and reserve forces in combat with minimal time required for train up.

However, to make the Guard's units truly interchangeable, we must man them like the active Army, with an overhead allotment for trainees, transients, holdees, and students. Otherwise, we are forced to continue the debilitating practice of stripping other units of personnel whenever we mobilize a unit for war. In the same way, our full-time manning levels are also based on a Cold War construct, and assume that our units will have ample time to make up for a lack of readiness after mobilization. Cold War era manning levels limit the Guard's ability to perform as a modern, operational force.

The National Guard continues to engage with Joint Forces Command and the Army to transform the lengthy and redundant mobilization process for Army Guard units, one of the last vestiges of our Cold War military construct. The no-notice deployment of 50,000 Guard members to the Gulf Coast for Hurricane Katrina, as well as the fact that over half of all current Army Guard members had been previously mobilized, makes the argument for streamlining mobilization more powerful than ever before in our 369 year history.

The Air National Guard will continue to leverage its existing capabilities as it evolves to remain a full partner in the Future Total Air Force plan. The response to Hurricane Katrina reaffirmed the critical need for intra-theater airlift. The unprecedented, timely response would have been impossible without the Air Guard's airlift.

The Base Realignment and Closure process removed the last flying unit from some states. Though the Air National Guard is expanding in such non-flying missions as intelligence, security police, and unmanned aerial vehicles, it is impossible to maintain a healthy, balanced Air National Guard structure in any state without some manned aircraft. The National Guard Bureau is entrusted to allocate Guard units among the states, and working together with the Air Force and Air Force Reserve, I will attempt to maintain manned aircraft in every state, territory, and the District of Columbia.

The Air National Guard is at full strength, with retention and recruiting programs to fill the ranks. The Army National Guard has turned the corner and has begun to increase in strength due to the increases in bonuses and the funding of new recruiters authorized by Congress in 2004. However, we can do more to strengthen recruiting. Historically, Guard units enjoy close camaraderie because they are built around a network of Soldiers and Airmen who actively recruit their friends and family into their units. We acknowledge and encourage this powerful

source of strength by promoting both the Guard Recruiting Assistance Program (G–RAP) and the "Every Soldier a Recruiter" (ESAR) initiatives, rewarding Guard members who make the extra effort to bring new enlistees into their units and sponsor them through the initial entry process.

Retention of current Guard members, particularly those in units returning from overseas, is well above pre-September 11th levels. Nevertheless, we must remain aware of the negative impact that our most critical need—lack of equipment—has on our ability to recruit and retain Soldiers. Morale suffers when Soldiers cannot train for their wartime or domestic missions for lack of equipment.

Our priorities this year to maintain a vibrant, capable and agile National Guard are recruiting and retention bonuses and initiatives, equipment reset and modernization and obtaining critical domestic mission resources. Our nation's future security mandates that the Guard continues to transform to meet challenges both at home and abroad.

Critics maintain that more than four years of continuous service at home and abroad have stressed the National Guard to the breaking point. I emphatically disagree. Morale in the National Guard is superb. We fight a fanatical enemy overseas that has already demonstrated his desire to destroy our families and our nation. At home, the gratitude our nation displayed to its Army and Air National Guard in the wake of hurricanes Katrina and Rita has been invigorating. We understand the mission and purpose for which we have been called.

We have been, and we remain, America's minutemen—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

During fiscal year 2005, the nation saw Army National Guard Soldiers at their best and busiest: fulfilling dual roles as citizens and Soldiers and responding frequently to the "call to duty." Our Soldiers have been noticeably involved in operations both at home and around the world. In Iraq and Afghanistan, they continue to aid in the transition and struggle for a healthy democracy. Along the Gulf Coast after Hurricanes Katrina and Rita, Soldiers performed thousands of rescue and recovery operations. Across the nation, they continue to support communities and citizens in need. In fiscal year 2005, the National Interagency Fire Center responded to over 54,000 wild land fires that threatened over 8 million acres; the National Guard participated in a large proportion of these alerts. Citizen-Soldiers continued to guard key assets and responded to Governors' requests in support of state emergencies.

Use of Army National Guard units in domestic and foreign contingencies continued in record-setting numbers throughout fiscal year 2005 with increased participation in areas of military support to civilian authorities, state active duty, counterdrug operations, and force protection. During Operation Winter Freeze (November 2004 through January 2005), the National Guard and active component Title 10 forces, in support of the U.S. Border Patrol, prevented illegal alien access along a 295-mile stretch of the U.S.-Canadian border. During the mission, the National Guard exposed three terrorist smuggling organizations.

Following the best traditions of the Army National Guard, all 54 states and territories engaged in one or more of the following operations: Operation Iraqi Freedom, Operation Enduring Freedom, Operation Noble Eagle, Operation Winter Freeze, Operation Unified Assistance (Tsunami Relief), Hurricane Recovery Operations for Katrina, Rita and Wilma, Stabilization Force Bosnia, Kosovo Force, Horn of Africa, Multi-National Force Observers, Guantanamo Bay Operations, Force Protection Europe, and numerous other missions. As we enter the fifth year of the Global War on Terrorism, we anticipate a slight downward trend in Overseas Continental United States (OCONUS) operations. We face some critical shortages that must be addressed over the coming year to ensure we continue to accomplish our missions.

This Posture Statement presents an opportunity to detail Army National Guard plans to ensure our nation's defense, meet our strategic and legislative goals and transform to meet tomorrow's challenges. The Chief of the National Guard Bureau established our fiscal year 2006 priorities to Defend the Homeland, Support the Warfight and Transformation for the Future.

The Army National Guard balances its status as an integral element of the United States Army with its duty to serve the Governors and the people of our communities. Citizen-Soldiers represent thousands of communities across America.

These Soldiers bring with them real world experience and provide capabilities to address both Homeland Security/Defense and overseas conflicts.

The Army National Guard remains committed to completing the transformation from strategic reserve to operational force capable of both supporting the warfight and serving the Governors. We are able to maintain this commitment because of the continued dedication of our Soldiers, support from our families and the resources provided by Congress.

HOMELAND DEFENSE: HERE AND ABROAD FOR OVER 369 YEARS

*Prepared and Ready*

The Army National Guard continued to provide forces for domestic missions throughout fiscal year 2005, particularly in the areas of disaster relief, state active duty, counterdrug operations, and force protection. In a major contribution to the Global War on Terrorism, the Army National Guard provided key asset protection for much of the nation. Readiness concerns such as full-time manning, recruiting, retention, and modernizing our ground and air fleets are the top priorities for the Army Guard in today's geostrategic environment.

As the Global War on Terrorism continues, the Army National Guard will continue to meet the Army's requirements to protect our national interests, prevent future acts of terrorism, and meet Governors' requests to respond to state emergencies. However, some critical shortages still exist in the Guard structure and impose challenges to meet these requirements such as the accurate reporting of readiness.

The Department of Defense has mandated the use of the Defense Readiness Reporting System. This action will impose readiness reporting challenges on the Army National Guard as it transitions to meet this requirement. This reporting system is a web-based readiness program that can provide a real time assessment of a unit's capability to execute its wartime or assigned missions. This allows the Office of the Secretary of Defense, Combatant Commands, and the Services direct access to unit readiness assessments.

*Full-Time Support*

Fighting the Global War on Terrorism underscores the vital role Full-Time Support personnel hold in preparing Army National Guard units for a multitude of missions both at home and abroad. Full-Time Support is a critical component for achieving soldier and unit-level readiness. Full-time Army National Guard Soldiers maintain responsibility for organizing, administering, instructing, training, and recruiting new personnel, and maintenance of supplies, equipment, and aircraft. Full-Time Support personnel are key to a successful transition from peacetime to wartime, as well as a critical link to the integration of the Army's components: Active, Guard, and Reserve. To meet the heightened readiness requirements of an operational force, the Chief, National Guard Bureau, in concert with the State Adjutants General, placed increasing Full-Time Support authorizations as the number one priority for the Army National Guard.

The current Full-Time Support ramp received approval before 9/11. Although this ramp up was a step in the right direction it proved only marginally acceptable while the Army National Guard served as a strategic reserve. Following 9/11, the Army National Guard converted to an operational force mobilizing more than 240,000 Soldiers in support of the Global War on Terrorism. At the height of our mobilizations, the Army Guard deployed over 9,000 full-time support personnel. With fiscal resources only capable of backfilling the Active Guard Reserve at a 1:3 ratio and the Military Technicians at a 1:5 ratio, the burden on our Full-Time Soldiers reached an all time high. As a result, the Army National Guard witnessed an increase in the attrition of our full-time force by over 40 percent.

While we made progress in recent years to increase Full-Time Support, obstacles remain in obtaining acceptable full-time levels. Emerging and expanding Army National Guard missions must receive resources above those identified in the Full-Time Support ramp. Increased full-time resources are necessary to achieve acceptable unit readiness. It is critical we increase Full-Time Support in the near term to a minimum of 90 percent of the total validated requirement. This increase will ensure the highest levels of Combat Readiness (C1) and Personnel Readiness (P1) for Army National Guard units in the future.

*Protecting the Homeland*

National Guard Soldiers assisted civil authorities, established law and order, conducted disaster relief operations, and provided humanitarian assistance and force protection after two major hurricanes struck the Gulf Coast and flooded the city of New Orleans. The National Guard responded by surging more than 50,000 Soldiers

and Airmen into the areas devastated by the successive impacts of Hurricanes Katrina and Rita. These Citizen-Soldiers provided much needed relief to the citizens and support to the local authorities. The operation was the largest domestic support mission in the nation's history.

*Training for the Future*

The Army Guard continued to provide battle focused and mission essential training to units preparing to defend the nation. Units preparing to deploy to Operations Iraqi Freedom and Enduring Freedom and other theaters rotated through the National Training Center, the Joint Readiness Training Center, and the Battle Command Training Center. Army Guard units also participated in major United States and overseas Joint Chiefs of Staff sponsored exercises, domestic support operations, conducted overseas deployments for training and operational support, as well as performing numerous small unit training exercises.

The Army National Guard worked with U.S. Army Forces Command and Headquarters, Department of the Army in the development of an Army Force Generation Model. This model provides predictability of forces available and ready for operational deployments. It is also a paradigm shift, as it changes unit resourcing from a tiered approach to a time sequenced approach based on when a unit is expected to deploy. The Army National Guard developed improved training models that increase resources and training events to produce readiness leading up to a unit's expected deployment availability. This new paradigm also makes deployments more predictable for Guard Soldiers, their families and employers.

The training priority for the Army National Guard is preparation of combat-ready Soldiers so that lengthy post-mobilization training can be avoided. As a result of the increased emphasis on ensuring our Soldiers are combat ready, the Army National Guard Duty Military Occupational Specialty Qualification rate for fiscal year 2005 was 92.29 percent (excluding those Soldiers on their Initial Entry Training). This high qualification rate was achieved through the implementation of the phased mobilization process. This allowed Army National Guard Soldiers who lacked the requisite training to complete their individual training while in the early stages of mobilization before they were deployed.

*Keeping the Force Strong: Recruiting and Retention*

Recruiting and retention goals have proven to be challenging during wartime. The Army Guard increased the numbers of recruiting and retention NCOs from 2,700 in fiscal year 2004 to 4,600 by the end of fiscal year 2005, an increase of 1,900. The Army Guard plans to add an additional 500 in the first quarter of fiscal year 2006 for a total of 5,100 recruiters. Many steps were taken in 2005 to assist in meeting our end strength missions. The Army Guard increased enlistment bonuses to $10,000, increased the reenlistment bonus to $15,000, and increased the prior service enlistment bonus to $15,000. We also increased retention bonuses from $5,000 to $15,000. These steps, as well as an increased recruiting and retention force, had positive effects and will posture the Army Guard for continued success in the future.

The Guard Recruiting Assistance Program has produced remarkable gains in recruiting for the Army National Guard since its inception as a pilot program in late 2005. In its first 60 days, operating in 22 states, the program has trained more than 19,000 Active Recruiting Assistants and is processing more than 6,000 potential soldiers. Over 1,000 new accessions have already been produced, and the program will be expanded to every state by March, 2006. The program is an adaptation of our civilian contract recruiting programs that allows the contractor to train local recruiting assistants—currently primarily traditional Guardsmen—who often serve in the same units and act as sponsors for the new recruits.

The Every Soldier a Recruiter program is a separate brand-new congressionally authorized referral program that will reward soldiers, including soldiers on active duty and military Technicians, who provide quality leads of non-prior service recruits who join the active Army, Guard or Army Reserve.

Congressionally directed end strength for fiscal year 2005 was 350,000 Soldiers for the Army National Guard. The actual end of year strength was 333,177 Soldiers (296,623 enlisted and 36,554 officers). Although below the target, we experienced three consecutive months of net gains in end strength to finish the year, the first time in 24 months, and we have thus-far exceeded our goals for fiscal year 2006 in each month since the year started. The accession program's goal was 67,000 Soldiers (63,000 enlisted and 4,000 officers) for fiscal year 2005. The programmed attrition rate was 18.0 percent, and the non-prior service/prior service accession ratio was 60:40. At the end of fiscal year 2005, we exceeded our goal for prior service accessions by 104 percent, but fell short in the non-prior service category by 67 percent, thus making the actual fiscal year 2005 accession ratio 55:45 non-prior service/

prior service. Command emphasis in the areas of attrition and retention kept the loss rate for fiscal year 2005 at 19.1 percent, slightly above the program goal of 18 percent. Considering the unprecedented Army Guard mobilizations and deployments, this was an admirable achievement.

Retention of those already in the Army National Guard was superb. The first term Soldier reenlistment goal was 8,945 Soldiers, but reenlistments were 9,107 for 101.8 percent of the goal. The Careerist Reenlistment goal was 23,626 Soldiers and the actual reenlistments were 24,697 Soldiers for 104.5 percent of the goal. The overall retention achievement for the Army National Guard in fiscal year 2005 was 103.8 percent.

The No Validated (No-Val) Pay rate for 2005 was only 1.8 percent. A Soldier's name will appear on the non-validated pay report when that Soldier fails to attend training and has not been paid within the last 90 days. The fact that the No-Val rate is at an all-time low demonstrates that Soldiers who stay in the Army National Guard value their membership and want to remain active participants.

*Environmental Programs*

The Army National Guard Environmental Program manages resources to foster environmental quality and maintain compliance with all applicable federal, state, and local environmental requirements. The fiscal year 2005 Environmental, Operations, and Maintenance Appropriation was adequate to fully fund all critical environmental compliance, conservation, and pollution prevention projects. Fiscal year 2005 environmental restoration funding provided to the Army Guard was adequate to accomplish minimum essential cleanup requirements.

Army National Guard training lands are the cornerstone of trained and ready Soldiers. Evolving transformation actions require that we maximize our maneuver and firing range capabilities over the existing 2 million acres of Army National Guard training lands and mitigate the effects of encroachment from suburban sprawl. Through coordination with surrounding communities and the use of legislative authority, the Army National Guard was able to partner with private, local and state organizations for acquisition of easements to limit incompatible development in the vicinity of its installations.

SUPPORT THE WARFIGHTER ANYTIME, ANYWHERE

*The Citizen-Soldier: Defending the Nation*

From July 2002 through September 2005, overall unit readiness decreased by 41 percent in order to provide personnel and equipment to deploying units. Personnel, training, and on hand equipment decreased between 18 and 36 percent while equipment readiness declined by 10.1 percent during the same period. Despite declines in the areas of personnel and equipment due to increased mobilizations, deployments, and funding, the Army National Guard met all mission requirements and continued to support the Global War on Terrorism. From September 11, 2001 through September 2005, the Army National Guard deployed over 69 percent (325,000) of its personnel in support of the Global War on Terrorism, homeland defense, and state missions.

*Equipping the Force*

The Army National Guard established funding priorities based on the Army Chief of Staff's vision for modernizing the total force core competencies. The Army National Guard's focus is to organize and equip current and new modularized units with the most modern equipment available. This modernization ensures our ability to continue support of deployments, homeland security and defense efforts while maintaining our highest war fighting readiness. Although all shortages are important, the Army National Guard is placing special emphasis on "dual use" equipment such as the Family of Medium Tactical Vehicles, channel hopping Single Channel Ground and Airborne Radio System (SINCGARS), Joint Network Node, and Movement Tracking System. Filling these shortages ensures interoperability with the active force and increases the Army National Guard's ability to respond to natural disasters or in a homeland defense role.

This requires the Rapid Fielding Initiative to equip our Soldiers with the latest gear, such as body armor, night vision devices and small arms. Additionally, it requires a steady flow of resources to the Army National Guard to mitigate shortages caused by lack of past resourcing, force structure changes, and the heightened importance of homeland security.

*Intelligence Operations*

Army National Guard Military Intelligence units and personnel continue to play a vital role in the Global War on Terrorism, and are deployed worldwide to support

critical tactical, operational, and strategic intelligence operations. Army Guard personnel are supporting mission critical areas in Human Intelligence, Signal Intelligence, Measurement and Signatures Intelligence, Imagery Intelligence and Open Source Intelligence. Army National Guard linguists are engaged in document exploitation, translation and interpretation within the Department of Defense, such as the National Security Agency, as well as other federal agencies. More importantly, Army National Guard Military Intelligence units are deployed at the tactical level with each Army National Guard combat division and brigade providing critical and timely intelligence on the battlefield.

*Information Operations*

The Army National Guard continues to provide a number of Full Spectrum Information Operation Teams in support of a broad range of Army missions and contingency operations. Army National Guard Information Operations Field Support Teams provide tactical, operational and strategic planning capabilities at all echelons of the Army. Army Guard Brigade Combat Teams deploy to all theaters with organic information operations cells that provide support and coordination at all levels of military planning and execution. Army Guard Computer Emergency Response Teams and Vulnerability Assessment Teams provide technical expertise, information assurance assessments and certification compliance inspections of critical Wide Area and Local Area networks for Army installations worldwide.

*Innovative Readiness Training*

The Innovative Readiness Training program highlights the Citizen-Soldier's role in support of eligible civilian organizations. This program provides real-world, joint training opportunities for Army National Guard Soldiers within the United States. The projects provide ancillary benefits to the local communities in the form of construction projects or medical services to underserved populations.

More than 7,000 Soldiers and Airmen from across the United States and its territories participate annually in Innovative Readiness Training sponsored projects. Army National Guard projects include:

—Operation Alaskan Road, a joint, multi-year fifteen mile road construction project on Annette Island, Alaska

—Expansion and improvement of the Benedum Airport infrastructure in Clarksburg, West Virginia

—Task Force Grizzly, Task Force Diamondback and Task Force Lobo continue to improve existing road networks and build barrier fencing in support of the U.S. Border Patrol in California, Arizona and New Mexico

—The South Carolina Guard's REEFEX project. REEFEX uses decommissioned Army vehicles to create artificial reefs in the Atlantic Ocean off the coast of New England and South Carolina.

*Training the Nation's Warfighter*

The Army National Guard's unique condition of limited training time, dollars and, in some cases, difficult access to training ranges, demands an increased reliance on low cost, small footprint training technologies. Quick response by the Army National Guard to our nation's missions requires a training strategy that reduces post mobilization training time. New virtual technologies and simulators therefore become critical tools to help the Army National Guard maintain a ready operational force. Some of these training systems are:

—The Virtual Convoy Operations Trainer. This is a simulation aid specifically adapted for current operations in Iraq and Afghanistan. It is funded with a combination of Congressional add-ons and National Guard Reserve Equipment Appropriation funds. The Army Guard placed 14 trainers under contract and fielded eight in fiscal 2005; the remaining six will be fielded in fiscal year 2006.

—The Advanced Bradley Full Crew Interactive Skills Trainer virtual gunnery system. This is a low cost, deployable training system that appends directly to the Bradley Fighting Vehicle and enhances home station training in advance of a live fire event.

—The Engagement Skills Trainer 2000. This system simulates weapons-training events. These trainers provide initial and sustainment marksmanship training, static unit collective gunnery tactical training and shoot/don't shoot training. Soldiers use this trainer primarily for multipurpose, multi-lane, small arms, crew-served and individual anti-tank training simulation. The trainer simulates day and night, as well as Nuclear, Biological and Chemical marksmanship and tactical environments.

—The Laser Marksmanship Training System simulates weapons training events that lead to live fire qualifications for individual and crew served weapons. This system allows the Soldier to use their own personal weapons to conduct indi-

vidual and sustainment marksmanship training using Nuclear, Biological and Chemical equipment.

—The eXportable Combat Training Capability. This capability allows us to take the Maneuver Combat Training Center environment to the unit. We are able to tailor this training to meet any operational focus from the conventional warfight to the contemporary operational environment in Iraq and Afghanistan. The eXportable Combat Training Capability, along with traditional Maneuver Combat Training Center rotations, will provide units with "final exam" certification as required by the Army Force Generation model prior to deployments.

*Information Technology*

The Army National Guard successfully increased the bandwidth and provided a secure data link to the Joint Force Headquarters in each of the 50 states, Commonwealth of Puerto Rico, two U.S. Territories, and the District of Columbia. The Army Guard's modern wide-area network provides improved redundancy and increased network security.

TRANSFORMATION FOR THE 21ST CENTURY: READY, RELIABLE, ESSENTIAL AND ACCESSIBLE

*Ground-based Midcourse Defense*

Defending against ballistic missile attack is a key component of the National Security Strategy for Homeland Defense. In the initial defensive operations phase, the Army National Guard plays a major role in this mission as the force provider for the Ground-based Midcourse Defense system. We have assigned Active Guard-Reserve manpower to support this new role. The Ballistic Missile Defense program is dynamic—undergoing constant refinement and change.

Soldiers assigned to Ground-based Midcourse Defense perform two missions:

—*Federal Military Mission*.—The federal military mission is to plan, train, certify, secure, inspect, coordinate, and execute the defense of the United States against strategic ballistic missile attacks by employing this system; and

—*State Military Mission*.—In accordance with Title 32, the state military mission is to provide trained and ready units, assigned personnel, and administrative and logistic support.

*Logistics and Equipment*

The Army National Guard continues modernization to the digital force with the emerging technologies that will dramatically improve logistical support for these systems, substantially reduce repair times, increase operational readiness rates and eliminate obsolete and unsustainable test equipment. Use of these technologies allows the Army Guard to operate heavy equipment at a higher operational rate while reducing the overall costs for these systems.

The Army National Guard currently has a significant portion of the Army's maintenance infrastructure. This Cold War infrastructure is expensive and redundant. Under the Army's new maintenance strategy, the Army Guard and other Army elements are consolidating maintenance systems. This enhances maintenance and improves efficiency. Army maintenance personnel now effectively diagnose and maintain equipment at two maintenance levels instead of four.

*Personnel Transformation*

The human dimension of Army National Guard transformation is the crucial link to the realization of future capabilities and to the enhanced effectiveness of current capabilities. Transformation of human resource policies, organizations, and systems will enhance Army National Guard ability to provide force packages and individuals at the right place and time. Future web-based systems will integrate personnel and pay, provide accurate human resource information for commanders, and give Soldiers direct access to their records. Evolving current systems such as Standard Installation Defense Personnel System and the Reserve Component Automation System applications extend current capabilities and enhance readiness, providing support for development of an electronic record brief and automated selection board support.

*Aviation Transformation and Modernization*

Army National Guard aviation completed 109 percent of the flying hours projected for fiscal year 2005, an average of 9.9 aircrew flying hours per month—the highest level since 1996. During fiscal year 2005, an average of 307 aircrews were deployed each month in support of Operations Noble Eagle, Enduring Freedom, the Balkans (Kosovo Force and Stabilization Force Bosnia), and Operation Iraqi Freedom.

Army National Guard aircrews flew more than 94,000 hours this past year in support of the Global War on Terrorism. This is a 58 percent increase over fiscal year 2004. More than 245,000 hours were flown in support of the Army Guard missions for homeland security, training, counterdrug, and combat operations. Despite the fact that 30 percent of the Army National Guard aviation force structure was deployed, the Army aviation transformation process continued. As aircraft were redistributed to modernize units, aircrew qualification and proficiency training was accelerated to meet emerging deployments.

On the home front, the Army National Guard aviation community continued to support domestic contingencies by flying over 7,485 missions, transporting nearly 62,117 civilians to safe havens, and transporting Army National Guard Soldiers to hurricane-ravaged zones. Support aircraft were flying recovery and relief missions in Louisiana within four hours of Katrina's passage. In addition to moving approximately 7,300 tons of equipment, food, sandbags, and life saving supplies, we rescued almost 16,000 of our citizens during Hurricane Katrina and Rita relief and recovery efforts. At the peak of the relief and recovery efforts, the Army National Guard had 151 aircraft on station supporting Louisiana and Mississippi.

In Texas after Hurricane Rita, the Army National Guard flew 185 missions, transported 117 civilian and military personnel, moved 31 tons of supplies, and conducted 19 rescue or life-saving missions. Aviation assets from 28 states rallied to support Louisiana, Mississippi, and Texas in their relief and recovery efforts after Katrina and Rita. A total of 5,341 flight hours have been flown since August 2005.

The Army National Guard aviation force continues modernizing, but at a pace much slower than originally planned by the Army prior to the onset of combat operations in Afghanistan and Iraq. Associated aircraft losses and the continuing need for more operational aircraft in theater slowed aircraft transfers from the active Army. This is especially true for the critically needed UH–60-Blackhawk helicopter (the bulk of the Army Guard's aviation force). An expanded summation of Army National Guard aviation assets and requirements are listed below:

*Training in "One Army"*

Training centers support our ability to conduct performance-oriented training under real world conditions. The Army National Guard modernizes and restructures to effectively meet evolving warfighting requirements. We face a number of continuing challenges in sustaining power support platforms and modernizing Army National Guard live fire ranges and range operations for the Pennsylvania Guard's Stryker Brigade Combat Team. The Army National Guard will consolidate range and training land investment documentation under the Sustainable Range Program.

The Army National Guard achieves training excellence by leveraging Distributed Learning. Distributed Learning improves unit and Soldier readiness by increasing access to training resources and reducing unnecessary time away from the home station. Interactive Multimedia Instruction courseware, satellite programming and distance learning offer needed instruction in such areas as Military Occupational Skill Qualification reclassification for Soldiers and units.

SUMMARY

The Army National Guard engages in a full spectrum of civil-military operations. Our Soldiers represent every state, territory, and sector of society. Today, they represent their nation serving honorably throughout the world. In these critical times, the Army National Guard must maintain readiness. A vital part of the Army's force structure, the Army Guard remains a community based force committed to engage in overseas missions while protecting and serving our cities and towns. The Army National Guard proves itself capable of carrying out its goals of supporting the Warfight, defending the Homeland and transforming into a ready, reliable, essential and accessible force for the 21st century.

The National Guard is foremost a family. This year we remember the spirit and sacrifice of Guard families who lost homes and loved ones during the Gulf Coast hurricane season. For his selfless service responding to Hurricane Katrina, we honor the memory of: Sergeant Joshua E. Russell, Detachment 1, Company A, 890th Engineer Battalion.

LIEUTENANT GENERAL DANIEL JAMES III, VICE CHIEF, NATIONAL GUARD BUREAU AND DIRECTOR, AIR NATIONAL GUARD

MESSAGE FROM THE DIRECTOR

What an incredible year this has been for the nation and the Air National Guard! The Air Guard continues to serve with distinction at home and abroad. 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. Air Guardsmen saved 1,443 lives—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.

Abroad, the Air Guard brings the will of the American people to the Global War on Terrorism. The Air Guard fulfills 34 percent of the Air Force's missions on 7 percent of the Air Force's budget, a definite bargain in fiscally constrained times. Our contributions over the past four years have been tremendous. Since September 11, 2001, we've mobilized over 36,000 members and have flown over 206,000 sorties accumulating over 620,000 flying hours. One-third of the Air Force aircraft in Operation Iraqi Freedom were from the Air Guard. We flew 100 percent of the Operation Enduring Freedom A–10 missions and 66 percent of the Iraqi Freedom A–10 taskings. We accomplished 45 percent of the F–16 sorties. The A–10s flew more combat missions in the Iraqi war than any other weapon system.

We flew 86 percent of the Operation Iraqi Freedom tanker sorties. We accomplished this primarily through the Northeast Tanker Task Force. In keeping with our militia spirit, that task force was initially manned through volunteerism. A total of 18 units supported it; 15 were from the Air National Guard.

Air National Guard Security Forces were the first security forces on the ground in Iraq. Intelligence personnel have been providing unique capabilities for Central Command and organizational support for the U–2, Predator, and Global Hawk. Medical personnel have been using the new Expeditionary Medical Support system capability, providing critical care to the warfighter. Civil Engineers have built bare bases in the desert and trained Iraqi firefighters while Weather personnel worldwide provided over 50 percent of the Army's weather support. Financial Management personnel have been diligently working to keep benefits moving to our members despite challenging pay, allowance and benefit entitlements and complex administration systems. Air National Guard Command, Control, Communications and Computer personnel have kept vital information flowing on one end of the spectrum and provided Ground Theater Air Control System Personnel on the other. And our tireless chaplains have been providing outstanding spiritual aid out in the field. We have been able to participate at these levels because we provide Expeditionary and Homeland Defense capabilities that are relevant to the nation.

Today as we look toward our future relevancy, having proven ourselves as indispensable and equal Total Force partners, we have to be prepared to transform with the Total Force. We are now in a position to make the decisions that will influence our next evolution . . . transforming the Air National Guard.

Some of today's capabilities may not be required in the future. The future Air Force will rely heavily on technological advances in space, command and control, intelligence and reconnaissance systems, information warfare, unmanned aerial vehicles, and the ability to conduct high volume and highly accurate attacks with significantly fewer platforms. For the Air Guard to remain Total Force partners, we have carved out our strategy in those areas and will explore new organizational constructs. Among those constructs are various forms of integrated units where we can combine individual units with other Air Guard units or with another service component. We have to expand our capabilities as joint warfighters and make the necessary changes to integrate seamlessly into the joint warfighting force. To remain relevant we must continue to listen to the messages that are being sent today.

Now is the time for us to lead the way by considering, selecting and implementing new concepts and missions that leverage our unique strengths to improve Total Force capabilities in support of expeditionary roles and homeland defense. This can only be accomplished by involving all Air National Guard stakeholders, working toward a common goal . . . enhanced capabilities to assure future relevance for the Air National Guard.

By addressing together the complex issues that face us, we will keep the Air National Guard "Ready, Reliable, Essential and Accessible—Needed Now and in the Future."

HOMELAND DEFENSE: HERE AND ABROAD FOR OVER 90 YEARS

*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 Air National Guard 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 Air National Guard has assumed the responsibility of all

ground alert sites and some irregular Combat Air Patrols periods. This partnering agreement maximizes our nation's current basing locations and capitalizes on the high experience levels within the Air Guard and its professional history in Air Defense operations.

To continue operations at this indefinite pace has posed some unique funding and manning challenges for both the field and headquarters staffs. As we move into the fiscal year 2006 Program Objective Memoranda exercise, the active Air Force and Air National Guard will continue to work towards a permanent solution for our alert force and seek ways to incorporate these temporary Continuum of Service tours into permanent programs.

*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 WARFIGHTER ANYTIME, ANYWHERE

The Air National Guard has been contributing to the Global War on Terrorism across the full spectrum of operations. During the peak of Operation Iraqi Freedom, we had over 22,000 members mobilized or on volunteer status to support the Global War on Terrorism worldwide. In Operation Iraqi Freedom we flew 43 percent of the fighter sorties, 86 percent of the tanker sorties, 66 percent of the A–10s close air support sorties and 39 percent of the airlift sorties. At the same time we were flying almost 25 percent of the Operation Enduring Freedom fighter sorties and over 20 percent of the tanker sorties.

However, our capabilities do not reside only in aircraft: 15 percent of our expeditionary combat support was engaged during this same period. This includes 60 percent of security forces, many of whom were mobilized for the longest duration. Additionally, about 25 percent of our intelligence, services and weather personnel were mobilized. Logistics and transportation capabilities are vital to homeland defense as well as our expeditionary mission.

Air National Guard men and women are proud to defend and protect our nation at home and abroad. Often, however, support equipment requirements overseas necessitate that equipment remain in place, causing a shortage of equipment for training at home. We are working with Air Force and Defense Department leaders to develop a solution.

*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 Air National Guard 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 Air National Guard 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 Air National Guard has contributed to the 12 trained CERFP teams and will build towards 76 Expeditionary Medical Support teams by 2011.

The Guard's short-term objective is to obtain 20 Small Portable Expeditionary Aerospace Rapid Response equipment sets, two for each Federal Emergency Management Agency region. This would allow for additional reachback capability for the Civil Support Teams and the states. This has been a prelude to the next step in the Air National Guard Medical Service Transformation.

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

The Air National Guard 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 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 Air National Guard 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.

To ensure that our units remain ready and relevant, they must have access to adequate training airspace and ranges that meet the demands of evolving operational requirements. The National and Regional Airspace and Range Councils, co-chaired by both the Air Guard and the Air Force, continue to identify and resolve airspace and range issues that affect combat capability and are engaged with the Federal Aviation Administration in the redesign of the National Airspace System.

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 Air National Guard continues to pursue 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. The Air National Guard has a shortfall in electronic warfare training. 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 21ST CENTURY: RELEVANT NOW . . . AND IN THE FUTURE

*Supporting a "Capabilities Based" Military Force*

The Air National Guard is a solid partner with the Air Force, the Air Force Reserve, and the Department of Defense. The Defense Department's priority is Transformation . . . and therefore it is the priority of the active services and the reserve components.

The Air Force is pursuing innovative organizational constructs and personnel policies to meld the various components into a single, unified force. Ongoing shifts in global conflict and U.S. strategy suggest an increasing attention to activities such as homeland defense, nation-building, and others that may require different mixes of capability that are not necessarily resident at sufficient levels in the active component. This "Future Total Force" integration will create efficiencies, cut costs, ensure stability, retain invaluable human capital, and, above all, increase our combat capabilities.

One example of this transformational initiative is the proposed movement of Air National Guard manpower to Langley AFB, an active duty base, from Richmond, an Air National Guard base, with the intent of leveraging the high experience of Guard personnel to improve the combat capability for the active force.

Another transformation effort is to "integrate," where sensible, units from two or more components into a single wing with a single commander. Active, Guard, and Reserve personnel share the same facilities and equipment, and together, execute the same mission. This is a level of integration unmatched in any of the Services.

*Emerging Missions*

The Air National Guard is working to embed new and innovative capabilities into the force. These include: Predator unit equipped and associate, Global Hawk, Deployable Ground Stations/Distributed Common Ground System, F–15 Aggressor, C–130 Flying Training, Cryptological and Linguist Training, Expeditionary Combat Support, as well as support to Joint Forces with Battlefield Airmen, Air Operations Centers, Warfighting Headquarters, Space Control and Operations.

On November 25, 2004, the Secretary of the Air Force and Chief of Staff of the Air Force outlined a Total Force vision for Air Guard Intelligence, Surveillance and Reconnaissance by calling for the standup of two MQ–1 Predator flying units in Texas and Arizona by June 2006 to help fill worldwide Reconnaissance, Surveillance, and Target Acquisition requirements. Air Guard Predator operations will first fill worldwide theater requirements, but will also likely evolve into providing direct defense for the Homeland in conjunction with the Department of Homeland Security and U.S. Northern Command.

Adoption of emerging missions by Air National Guard units promotes all three National Guard priorities for the future. The addition of new weapons systems to the Air Guard provides essential capabilities that enable homeland defense and homeland security missions. New systems including RQ/MQ–1 Predator, and RQ–4 Global Hawk, provide intelligence, surveillance, and reconnaissance capabilities to Air National Guard forces. Other capabilities, such as air operations center support, will provide ready experience in planning, command and control, and mission leadership that will be invaluable in federal/state mission capable units.

*Modernizing for the Future*

The Air National Guard modernization program is a capabilities-based effort to keep the forces in the field relevant, reliable and ready for any missions tasked by the state or federal authorities. As a framework for prioritization, the modernization program is segmented into three time frames: short-term, the current and next year's Defense budget; medium-term, out to fiscal year 2015; and long-term, out to fiscal year 2025 and beyond.

The Air National Guard remains an equal partner with the Air and Space Expeditionary Forces that are tasked to meet the future challenges and missions. Budget constraints require the Air Guard to maximize combat capability for every dollar spent. The Air National Guard includes all aircraft, ground command and control

systems, and training and simulation systems in this modernization effort. The requirements necessary to focus this effort must be grounded in clearly defined combat capabilities and missions.

The following summarizes the Air National Guard's force posture by weapons system:

The E–8C Joint Surveillance Target Attack Radar System remains a highly coveted asset by all combatant commanders. It provides wide theater surveillance of ground moving targets operated by the first-ever blended wing of Air National Guard, Air Force and Army, the 116th Air Control Wing, at Robins AFB, Ga. Keeping the system modernized while maintaining the current high Operations Tempo in combat theaters will be a continuing challenge in the future. The most urgent modernization needs for the Joint Surveillance Target Attack Radar System include re-engining, radar upgrades, installation of the Traffic Alert Collision Avoidance System, and integration of a self-protection suite.

The A–10 remains the only Air Force fighter/attack aircraft operating out of Afghanistan today. Six Air Guard squadrons account for 38 percent of combat-coded A–10s in the Combat Air Force. The A–10 is undergoing modification to modernize the cockpit, provide a data link, improve targeting pod integration, and add Joint Direct Attack Munitions capability. Future improvements to the A–10 include a SATCOM radio, an updated Lightweight Airborne Recovery System for combat search and rescue missions, and improved threat detection. Recent conflicts highlighted a thrust performance deficiency making upgrading the TF–34–100A engine a priority.

Air National Guard F–16s continued to provide crucial combat capabilities during 2005 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 while pursuing future integration of the Radar Modernized Programmable Signal Processor, Advanced Identification Friend or Foe, Joint Helmet Mounted Cueing System and the smart triple ejector rack. The Block 52 F–16s are nearly finished with their Common Configuration Implementation Program that brought these systems and LINK16 capabilities to their fleet. Air Guard Block 42 F–16s will begin their common configuration upgrades later this year.

The F–15 modernization includes the continued installation of the BOL Infrared countermeasures improvements system, continued delivery of upgraded engine kits and installation of the Multifunctional Information Distribution System Fighter Data Link. The next upgrades include the retrofit of a permanent night vision cockpit lighting system, continued integration and purchase of the Joint Helmet Mounted Cueing System, and the delivery of the replacement Identify Friend or Foe system.

The HC–130 is completing installation of the Forward Looking Infrared system, an essential capability during combat rescue operations. The HC–130 starts integration and installation of the Large Aircraft Infrared Counter Measure system, increasing survivability in face of the ever-increasing threat from hand-held missiles.

The HH–60 program started installation of the new M3M .50 caliber door gun, replaced personal equipment for the pararescue jumpers with state-of-the-art weapons and technologies. The initiation of the HH–60 replacement program will begin to slow any further modernization.

C–130 enhancements included the multi-command Avionics Modernization Program which upgraded nearly 500 aircraft to a modern, more sustainable cockpit. Additionally, the Air National Guard continued acquisition of the AN/APN–241 Low Power Color Radar, continued installation of the Night Vision Imaging System, and the Air National Guard-driven development of Scathe View to include various technological spin-offs having application in a myriad of civilian and military efforts. Other Air Guard programs include the AN/AAQ–24 (V) Directional Infrared Countermeasures System, propeller upgrades like the Electronic Propeller Control System and NP2000 eight-bladed propeller, and a second generation, upgraded Modular Airborne Fire Fighting System. Additionally, the Air National Guard partnered with the Air Force for the first multiyear buy of the new C–130J aircraft to replace the aging C–130E fleet.

The KC–135 weapons system completed the installation of the cockpit upgrade and continued the engine upgrades to the R-model. The KC–135 continued to be the air bridge for the multiple combat deployments across the globe. Keeping the aging fleet modernized will continue to challenge the Air National Guard as the refueling operations evolve to meet the next mission.

The Air National Guard Modernization Program is key in continuing to field a relevant combat capability, ensuring dominance of American air power for the next 15 to 20 years. We must sustain an open and honest dialogue from the warfighter

through Congress, in order to maximize the investment of precious and limited resources.

*Force Development*

Our personnel are our greatest asset and force multiplier. To capitalize on their talents, the Air National Guard has implemented a new force development structure to get the right people in the right job, at the right time, with the right skills, knowledge and experience. We are taking a deliberate approach to develop officers, enlisted, and civilians by combining focused assignments with education and training opportunities to prepare our people to meet the Air National Guard needs. Through targeted education, training, and mission-related experience, we will develop professional Airmen into joint force warriors with the skills needed across all levels of conflict. This is at the "heart" of our Officer and Enlisted Force Development plans. These plans are a critical communication tool to capture the member's "career" development ideas, desired career path choices, assignment, and developmental education preferences. The bottom-line of our Force Development efforts is to provide an effects- and competency-based development process by connecting the depth of expertise in the individual's primary career field with the appropriate education, training, and experience. The desired effect is to produce more capable and diversified leaders.

Recruiting quality applicants and taking care of our people will be key in maintaining the end strength numbers needed to accomplish our HLD missions, our successful transformation, and our support to the war fighter. Air National Guard retention remains at an all-time high. However, recruiting is a challenge, as the parents, teachers, and counselors now play a larger role in their child's decision to join the military. Therefore, the Air National Guard expanded funding of thirty eight storefront recruiting offices. These offices offer a less imposing sales environment than the traditional flying wing location.

As part of the Total Force, the Air National Guard realizes it is essential that we transform into an effects-based, efficient provider of human combat capability for our warfighters, partners, and our Nation. Our Vision and Strategic Plan sets 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.

*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.

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. Without a significant infusion of resources to acquire new technology, our ability to accomplish other missions will suffer. Modernization of the Air National Guard Enterprise Network will enhance interoperability with other federal and state agencies.

SUMMARY

The Air National Guard will continue to defend the nation in the War on Terrorism while transforming for the future. We will do this across the full spectrum of operations in both the Expeditionary and Homeland Defense missions. The Air National Guard will also continue to draw upon our militia culture and linkage to the community as we execute our multiple missions and roles. The men and women of the Air Guard are currently serving proudly in the far corners of the globe—and here at home—and will continue to do so with distinction.

Today's guardsmen and women are your doctors, lawyers, police officers, cooks, teachers, and factory workers, white and blue-collar workers. They are your civilians in peace; Airmen in war—we guard America's skies.

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

JOINT STAFF OVERVIEW

During 2005, the National Guard's pursuit of mission objectives once again proved to be a remarkable accomplishment. Support for Homeland Defense, the Warfighter, and Transformation guided our ambitious initiatives to serve our nation and our communities over the entire spectrum of domestic and overseas operations.

Although the National Guard continued to be essential to our nation's success in Operations Enduring Freedom and Iraqi Freedom, Guard support to the warfight is not limited to our role on the battlefield. We demonstrate our ability to support the warfight anytime, anywhere, through dynamic evolutions to our State Partnership Program, Family Programs, and Employer Support of the Guard and Reserve Program. Our State Partnership Program supports homeland security by helping to develop dependable collaborative partners for the United States. Since our last posture statement, we accomplished 425 events between partner states and foreign nations, and added two new partnerships: Rhode Island with the Bahamas and Ohio with Serbia and Montenegro. We expect to add another six partnerships in fiscal year 2007. Not since World War II have so many Guard members been deployed to so many places for such extended periods. Our Family and Employer Support programs continue to serve as a foundation to provide relevant and consistent support to our Soldiers, Airmen, families, employers, and communities during all phases of the deployment process.

Our progress in homeland defense may be even more remarkable. More than 2,500 National Guard members provided consistent and reliable counterdrug support to the nation's law enforcement agencies. Initiatives are underway to leverage our 16 years of counterdrug experience and apply it to overseas drug trafficking problems in the Middle East. In addition to noted successes in our counterdrug program, we have continued to enhance all of our homeland defense capabilities. The Department of Defense acknowledged our Mission Assurance Assessment as essential to protect the nation's critical infrastructure. Our Weapons of Mass Destruction Civil Support Teams, recognized for their specialized expertise and rapid response times, have been expanded to 55 full-time teams across the nation. We are now focusing on our 12 Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Enhanced Response Force Packages as critical assets to the national response for the Global War on Terrorism.

These and other National Guard capabilities were brought to bear frequently in 2005 in support of civil authorities by responding to national events, floods, wildfires, hurricanes and more. During the record 2005-hurricane season, the National Guard deployed over 50,000 members in response to Hurricane Katrina alone, saving over 17,000 lives, providing millions of meals and liters of water, and ensuring safety and security to numerous communities. Some regarded our response as one of our "finest hours."

Yet, we have never rested on our laurels. We continue to transform. The Joint Combined State Strategic Plan is aiding our ability to plan for domestic operations, helping the National Guard, state governors, and U.S. Combatant Commanders assess force capabilities for HLS and HLD. The Department of Defense National Security Personnel System will apply to the 50,000-member National Guard Military Technician workforce, transforming the way our civilian personnel system works. We implemented the Joint Continental United States Communication Support Environment to address requirements for collaborative information sharing and other Command, Control, Communications, and Computer capabilities that can support HLS and HLD stakeholders. Our Joint Training Centers continue to evolve through continuous and in-depth analysis of lessons learned and homeland security training requirements.

This past year the National Guard provided a remarkable demonstration of how effectively we can and do execute our state and federal missions simultaneously. The National Guard is always ready, always there.

HOMELAND DEFENSE: HERE AND ABROAD

"In times of crisis, our nation depends on the courage and determination of the Guard." President Bush, August 2005.

*National Guard Reaction Force*

The National Guard has over 369 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. To im-

prove the capability of the states to rapidly respond to threats against the critical infrastructure within our borders, the Chief of the National Guard Bureau has asked the Adjutants General of the states, territories and Commanding General, District of Columbia to identify and develop a Rapid Reaction Force capability. The goal is a trained and ready National Guard force available to the governor on short notice, capable of responding in support of local and state governments and, when required, the Department of Defense. The National Guard Bureau is working with both Northern and Pacific commands to ensure that National Guard capabilities are understood and incorporated into their response plans.

*Critical Infrastructure Program—Mission Assurance Assessment (MAA)*

During the past year, the National Guard provided support to the country by responding to severe weather, wild fires, several National Special Security Events and Hurricanes Katrina and Rita. The year's events also guided the National Guard's preparations to implement MAA. This is a National Guard Homeland Defense prototype program in which teams of National Guard Soldiers or Airmen are trained to conduct vulnerability assessments of Department of Defense critical infrastructure in order to prevent or deter attacks and plan emergency response in case of a terrorist attack or natural disaster. The program is designed to educate civilian agencies in basic force protection and emergency response; develop relationships between first responders, owners of critical infrastructure, and National Guard planners in the states; and to deploy traditional National Guard forces in a timely fashion to protect the nation's critical infrastructure. In developing this concept, National Guard Bureau has worked with the Office of the Assistant Secretary of Defense for Homeland Defense and the Joint Staff to establish policies and standards. During 2005, the National Guard trained six Critical Infrastructure Program—Mission Assurance Assessment Detachments to conduct vulnerability assessments. The National Guard plans to train four additional detachments in 2006 to cover the four remaining Federal Emergency Management Agency Regions. The MAA teams' precrisis preparatory work facilitates the National Guard in continuing its time-honored tradition of preventing attacks, protecting and responding when necessary in defense of America at a moment's notice.

*Support to Civil Authorities*

In 2005, the National Guard provided unprecedented support to federal, state, and local authorities, providing assistance during natural and manmade disasters, and supporting HLS and HLD operations. National Guard forces performed HLS missions protecting airports, nuclear power plants, domestic water supplies, bridges, tunnels, military assets and more. By the end of the year, the Guard expended over one million man-days of support in assistance to civilian authorities at the local, state and federal level.

Hurricanes Katrina and Rita and, to a lesser degree, Wilma, affected states across the South. The National Guard provided assistance in the form of humanitarian relief operations that included construction, security, communications, aviation, medical, transportation, law enforcement support, lodging, search and rescue, debris removal, and relief supply distribution. Liaison officers sent to the affected areas assisted with coordination of air and ground transportation ensuring expeditious delivery of desperately needed equipment and supplies. Working closely with the governors of the affected states and the Federal Emergency Management Agency, the Guard proved instrumental in providing support to the beleaguered citizens and in reestablishing security of the affected areas.

*Weapons of Mass Destruction Civil Support Teams*

Eleven additional National Guard Weapons of Mass Destruction Civil Support Teams (CST) were authorized in 2005, enhancing our ability to respond to chemical, biological, radiological, nuclear, and high-yield explosive events. There are now 55 authorized teams. Since September 11, 2001 the 34 existing certified teams have been fully engaged in planning, training, and operations in support of local and state emergency responders. The remaining 21 teams are progressing rapidly toward certification. These are highly trained and skilled, full-time teams, established to provide specialized expertise and technical assistance to an incident commander.

Their role in support of the incident commander is to "assess, assist, advise, and facilitate follow-on forces." State governors, through their respective Adjutant General, have operational command and control of the teams. 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 team.

2005 was a busy operational year for our teams. They assisted emergency responders throughout the country. 18 CSTs provided personnel and equipment that

were vital to the National Guard response to Hurricanes Katrina and Rita. These teams conducted assessments of contamination levels remaining after the floodwaters receded. They provided critical communications and consequence management support to local, state, and federal agencies. Most importantly, they provided advice and assistance to the local incident commanders that dramatically impacted the recovery effort.

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

To enhance the chemical, biological, radiological, nuclear, and high-yield explosive response capability of the National Guard, 12 States were selected to establish a task force comprised of existing Army and Air National Guard units, with Congress authorizing an additional five in the fiscal year 2006 Defense Appropriation. The task force is designed to provide a regional capability to locate and extract victims from a contaminated environment, perform medical triage and treatment, and conduct personnel decontamination in response to a weapon of mass destruction event. The units that form these task forces are provided additional equipment and specialized training, which allow the Soldiers and Airmen to operate in a weapon of mass destruction environment. Known as a chemical, biological, radiological, nuclear, and high-yield explosive Enhanced Response Force Package (CERFP), each task force operates within the Incident Command System and provides support when requested through the Emergency Management System. Each task force works in coordination with U.S. Northern Command, U.S. Pacific Command and other military forces and commands as part of the overall national response of local, state, and federal assets. Each CERFP has a regional responsibility as well as the capability to respond to major chemical, biological, radiological, nuclear, and high-yield explosive incidents anywhere within the United States or worldwide as directed by national command authorities. This capability augments the CST and provides a task force-oriented structure that will respond to an incident on short notice. While the exact numbers are not known, it is estimated that the Texas National Guard CERFP medical element treated over 14,000 patients from Hurricanes Katrina and Rita through late September.

During 2005, 11 of the 12 teams completed National Fire Protection Association certified specialized training in confined space/collapsed structure operations. The twelfth is projected to complete search and extraction training during 2006.

*National Special Security Events*

The Department of Homeland Security designates certain high-visibility events that require an increased security presence as National Security Special Events. In 2004 and 2005, the G8 Summit, the Democratic National Convention, the Republican National Convention, President Ronald Reagan's funeral, and the Presidential Inauguration received such designation.

The National Guard Bureau Joint Intelligence Division, in coordination with the Joint Force Headquarters—State intelligence offices, provided support to each event. Support missions included traffic control-point operations, a civil disturbance reaction force, aviation and medical evacuation support, a chemical support team, and support to the District of Columbia Metropolitan Police Department and the U.S. Secret Service for crowd screening. Army and Air National Guard personnel from several surrounding States were employed for these missions.

*Intelligence for Homeland Security*

The National Guard Bureau has honed partnerships with U.S. Northern Command, Department of Homeland Security, Joint Force Headquarters—State, and national agencies to enhance information sharing. We are aggressively engaged in seeking creative ways for the National Guard's joint structure's capabilities to support U.S. Northern Command's requirements for situational awareness of homeland security activities within the 54 states, territories, and District of Columbia. As part of the homeland security effort, the National Guard Bureau is exploring working relationships with federal agencies such as the Defense Intelligence Agency, National Reconnaissance Office, National Security Agency, Federal Bureau of Investigation, and National Geospatial Intelligence Agency.

SUPPORT THE WARFIGHTER ANYTIME, ANYWHERE

*State Partnership Program*

The State Partnership Program is the National Guard's preeminent activity supporting Regional Combatant Commanders' Theater Security Cooperation. This program demonstrates the distinct role and capability a citizen-militia can provide a country's civilian leadership to transform their military and society. The program

partners U.S. states with foreign nations to promote and enhance bilateral relations. It supports Homeland Defense by nurturing dependable collaborative partners for coalition operations in support of Secretary Rumsfeld's Concepts of Global Engagement and the Global War on Terrorism.

The program reflects an evolving international affairs mission for the National Guard. It promotes regional stability and civil-military relationships in support of U.S. policy objectives. State partners actively participate in many and varied engagement activities including bilateral familiarization and training events, exercises, fellowship-style internships and civic leader visits. All activities are coordinated through the theater Combatant Commanders and the U.S. ambassadors' country teams, and other agencies as appropriate, to ensure that National Guard support meets both U.S. and country objectives. Since our last Posture Statement, there have been over 425 events involving U.S. states and their foreign partners.

Since the last Posture Statement, two new partnerships were formed—Rhode Island/Bahamas and Ohio/Serbia and Montenegro. Nigeria has formally requested a partnership. Identification of a partner state is in progress. Several countries have initiated the formal process of requesting a partnership.

This program is challenged to adapt to rapidly changing international conditions and events. Mature partnerships demand careful consideration of the appropriate partnership role and mission. The program's expansion in emerging geographic regions will require insightful selection of partner states, roles and missions and the appropriate path to promote political, military and social stability in partner countries while making the best use of National Guard resources. Expansion and integration in the Horn of Africa and the Pacific Rim are areas of challenge for our program. An ongoing challenge is to ensure states receive optimal support and the partner countries reap the greatest benefit.

NGB is working to establish and formalize Foreign Affairs and Bilateral Affairs Officer positions and training with the services and the combatant commanders, Ambassadors and partner countries. These are vital initiatives to support expansion of the roles and missions of the program.

In fiscal year 2007 and beyond, working with the geographic combatant commanders, we expect to take the program to the next level of security cooperation. We look for increased interaction at the action officer/troop level. The partner countries are looking for more hands on engagement events, unit exchanges, and exercises as well as working with their partner states during actual operations. A prime example is the liaison support given by Alaska to their partner state, Mongolia, when they deployed troops to Iraq. The National Guard seeks to satisfy this desire for deeper relationships while increasing the number of partnerships. In 2007, we can potentially add six partnerships.

*National Guard Family Program*

The National Guard Bureau Family Program is a Joint Force initiative that serves as the foundation for support to Army and Air National Guard family members. As the Guard faces an unprecedented increase in military activity and extended deployments, the highest priority of the National Guard Family Program is to provide families with the assistance to cope with mobilization, deployment, reunion, and reintegration.

Not since World War II have so many Guard members been deployed to so many places for such extended periods. The role and support of the family is critical to success with these missions. The National Guard Family Program developed an extensive infrastructure to support and assist families during all phases of the deployment process. There are more than 400 National Guard Family Assistance Centers located throughout the 54 states, territories and the District of Columbia. These centers provide information, referral, and assistance with anything that families need during a deployment. Most importantly, these centers and these services are also available to any military family member from any branch or component of the Armed Forces.

The State Family Program Directors and Air Guard Wing Family Program coordinators are the program's primary resources for providing on-the-ground family readiness support to commanders, Soldiers, Airmen, and their families. The National Guard Bureau Family Program office provides support to program directors and coordinators through information-sharing, training, volunteer management, workshops, newsletters, family events, and youth development programs, among other services. To enhance this support, the National Guard Family Program, through the Outreach and Partnership program, is leveraging federal, state, and local government agency resources and forming strategic partnerships with veteran, volunteer, and private organizations.

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. Our primary goals are to increase the level of awareness and participation with existing family resources, and to improve overall mission readiness and retention by giving our warfighters the peace of mind of knowing that their families are well cared for.

*Veterans' Affairs*

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. Last year, the Chief of the National Guard Bureau, the Department of Veterans Affairs Under Secretary for Health and Under Secretary for Benefits signed a memorandum of agreement to establish a Veterans Affairs program to improve the delivery of benefits to returning Soldiers and ensure a seamless transition to veteran status. The agreement resulted in the appointment of a permanent liaison at the National Guard Bureau and at the Department of Veterans Affairs, and assignment of a state benefits advisor in each of the 54 Joint Force Headquarters—State. The benefits advisors coordinate the entitlement needs of members at the state level with the Department of Veterans Affairs, other veterans' service organizations and community representatives. This new program builds upon the strength and success of the National Guard Family Program and capitalizes on the services already provided by the Department of Defense.

*Employer Support of the Guard and Reserve*

The National Guard and Reserve continue to be full partners in a fully integrated Total Force. This means our National Guard and Reserve service members will spend more time away from the workplace defending and preserving our nation. Employers have become inextricably linked to a strong national defense as they share this precious manpower resource. The basic mission of the Employer Support of the Guard and Reserve (ESGR) program is to gain and maintain support from all 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 into 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 3,000 volunteers serve on local ESGR committees. With resources and support provided by the national office and the National Guard Bureau, the 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 in recognition of the critical contributions from local committees, the National Guard Bureau provides full time assistance and liaison support to the Joint Forces Headquarters—State and the 54 ESGR committees.

The National Guard Bureau remains committed to the development of strategic partnerships with government agencies, veterans service organizations and public sector employers to ensure employment opportunities for our redeploying service members with an emphasis on our disabled veterans. One of the most important tasks our country faces is ensuring that our men and women in uniform are fully integrated into the civilian workforce when they return from service to our country.

*Youth ChalleNGe Program*

The award-winning National Guard Youth ChalleNGe Program is a community-based program that leads trains and mentors at-risk youth at 30 program sites throughout the country 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. A cadet must be a volunteer, between 16 and 18 years of age, drug free, not in trouble with the law, unemployed or a high school dropout.

The program has served as a national model since 1993 and the 25 states and the Commonwealth of Puerto Rico that offer the program graduated more than 55,800 young men and women. Participants graduate from the program equipped with the values, skills, education, and self-discipline necessary to succeed as adults in society. Significantly, although many ChalleNGe candidates are from at-risk populations, over 70 percent of ChalleNGe graduates have attained either a General

Equivalency Diploma or a high school diploma. Furthermore, approximately 20 percent of all graduates choose to enter military service upon graduation.

*The National Guard Counterdrug Program*

For over 16 years, the National Guard Counterdrug program has assisted more than 5,000 law enforcement agencies in protecting the American homeland from significant national security threats. The Guard's operations assist these agencies in obstructing the importation, manufacture, and distribution of illegal drugs; and by supporting community based drug demand reduction programs. The program also supports the U.S. Northern and Southern Command combatant commanders. Given the growing link between drugs and terrorism, the National Guard's program continues to complement America's homeland security efforts. Although primarily a domestic program, initiatives are underway to leverage the National Guard's years of domestic counterdrug experience and apply it to overseas drug trafficking problems in the Middle East.

This National Guard Bureau program, as executed by the 54 states and territories, through their respective governors' Counterdrug plan, supports the Office of National Drug Control Policy strategies. Support for these strategies is embedded within six general mission categories including: program management; technical support; general support; counterdrug related training; reconnaissance and observation; and drug demand reduction support. In 2005, approximately 2,475 National Guard personnel provided counterdrug support to law enforcement agencies and continued to remain ready, reliable, and relevant for their wartime mission by actively participating in their unit of assignment through weekend drill, annual training, and individual Soldier and Airman professional development.

In fiscal year 2005, National Guard support efforts led to 61,125 arrests and assisted law enforcement agencies in seizing nearly 2.4 million pounds of illegal drugs, eradicating over two million marijuana plants, and confiscating over 4.5 million pills. Also, as a result of this joint effort, 11,490 weapons, 4,357 vehicles and more than $213 million in cash were seized.

In addition to counterdrug support operations, Air and Army National Guard aviation assets supported HLD and HLS operations as part of a joint task force along the northern border during Operation Winter Freeze. The success of that operation was to a great degree directly related to the program personnel's long-standing experience with law enforcement agencies.

During rescue and recovery operations in support of Hurricane Katrina, our program played a major role. Thirty-five aircraft deployed to the Gulf Coast from 25 different states. These aircraft performed search and rescue operations and providing valuable photographic and infrared reconnaissance to assist officials in determining damage levels of the levees and the surrounding communities. In addition, the program organized Task Force Counterdrug Light Assault Vehicle, a task force comprised National Guard Soldiers and Airmen with Light Assault Vehicles from Nebraska, Oregon, California, Tennessee, and Michigan. These vehicles, which have an amphibious capability not commonly found in Guard units but critically needed in the flooding following Katrina, logged more than 800 hours and 6,000 miles and performed over 600 rescues.

## TRANSFORMATION FOR THE 21ST CENTURY

*Transformation to a Joint National Guard Bureau*

The National Guard Bureau crafts the strategies that will result in the implementation of the Secretary of Defense's guidance to improve National Guard relevancy and support to the War on Terrorism, Homeland Defense and Homeland Security. The National Guard Bureau has presented an updated concept and implementation plan to achieve formal recognition as a joint activity of the Department of Defense to the services, a step that would formally establish the National Guard Bureau as the Joint National Guard Bureau.

*Joint Force Headquarters—State*

The Joint Force Headquarters—State were established (provisionally) in October, 2003 in each of the 50 states, the Commonwealth of Puerto Rico, two U.S. Territories and the District of Columbia, to reorganize the previously separate Army National Guard and Air National Guard headquarters into a joint activity that exercises command and control over all assigned, attached or operationally aligned forces. These were formed in compliance with guidance from the Secretary of Defense to forge new relationships that are more relevant to the current environment between National Guard Bureau, the Office of the Secretary of Defense and the Joint Staff with a primary focus on improving Department of Defense access to National Guard capabilities. The Services and the Director of the Joint Chiefs of Staff

have formerly approved the mission statement, and a Joint Operations Center is now operating 24 hours a day, 365 days a year, in each Joint Force Headquarters—State.

All Joint Force Headquarters—State were directly involved in coordinating support for various disasters and emergencies this year to include the recovery efforts following the 2005 Gulf Coast hurricanes. Progress continues toward the goal of 54 fully operational Joint Force Headquarters—State by September of 2006. "Core" Joint Mission Essential Task Lists were customized to the task conditions and standards necessary for each particular state, approved by the respective Adjutant General, and loaded into the Joint Force Headquarters—State Joint Training Plan. Draft Joint Training Plans are complete for all Joint Force Headquarters—State to plan for, and capture, joint training during exercises and real-world events. Many of these headquarters' have already participated in Vigilant Shield and Vigilant Guard homeland defense exercises. The remaining states are scheduled for these exercises in 2006–2007.

*Joint Combined State Strategic Plan*

The Joint Combined State Strategic Plan is designed to categorize, assess, and forecast future capabilities to support Joint Domestic National Guard operations by providing the ability to track and assess ten joint core capabilities needed to support Homeland Defense and Homeland Security. They are: command and control, Civil Support Teams, maintenance, aviation/airlift, engineer, medical, communications, transportation, security, and logistics. This plan serves as both a strategic tool and as an operational planning tool for the governor and U.S. combatant commands. This program's potential for future development coupled with its ability to track these vital competencies makes the plan a decisive tool for continuing transformation of the National Guard.

Recent Hurricane Katrina relief efforts highlight 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 support to civil authorities during life threatening snowstorms and severe flooding this past winter. As a dynamic program, the plan is undergoing initiative enhancements to enable identification of additional, individual state-specific capabilities. This will allow for tracking specific situational response capabilities to hurricanes, tornadoes, floods, mass casualties, and fires among others at the state and regional level.

*Joint Continental United States (CONUS) Communications Support Environment (JCCSE)*

U.S. Northern Command and the National Guard Bureau jointly developed the JCCSE construct to address requirements for collaborative information sharing and other command, control, communications, and computer (C4) systems capabilities in the post 9/11 Homeland Defense and Defense Support to Civil mission environment. The detailed, long-term vision for the JCCSE is outlined in the joint U.S. Northern Command and National Guard Bureau document, Joint CONUS Communications Support Environment (JCCSE) Concept for Joint C4, October 15, 2005, which defines JCCSE as, ". . . the vital organizations and net-centric information technology capabilities required by the National Guard to support U.S. Northern Command, U.S. Pacific Command, U.S. Strategic Command, U.S. Joint Forces Command, and other DOD and non-DOD partners by extending interagency and intergovernmental trusted information sharing and collaboration capabilities from the national level to the state and territory and local levels, and to any incident site throughout the United States and its territories."

JCCSE is an umbrella construct that involves organizational and process development as well as requisite supporting enhancements to existing National Guard information technology capabilities. Due to the ongoing threats to the U.S. homeland in the post 9/11 environment, NGB took preemptive action to establish initial capabilities—the Interim Satellite Incident Site Communications Set (ISISCS)—that are geographically dispersed throughout the CONUS, as well as Hawaii, and have proven invaluable in real world operations in support of Department of Defense security missions and for disaster response operations related to Hurricanes Ivan, Katrina, and Rita. When fully implemented, JCCSE will provide robust state-federal net work connectivity as well as national level management and integration of long haul, tactical, and other DOD capabilities related to C4 systems. JCCSE will provide U.S. Northern and U.S. Pacific Commands, NGB, and the 54 Joint Force Headquarters—State with connectivity to any task force headquarters location, staging area, or incident site. JCCSE will be a major step forward in sharing information

among federal, state, local, tribal, private sector, and non-governmental entities for incidents occurring in the states and territories related to HLD/DSCA mission taskings, major disasters or emergencies, and catastrophic incidents.

*Open Source Information System*

The Open Source Information System is a Virtual Private Network used for open source research and sharing of unclassified, but sensitive, information between the National Guard Bureau and all 54 Joint Force Headquarters—State, as well as other federal and DOD agencies. This system provides sensitive community-based, law-enforcement information at the lowest possible cost. The project is demonstrating the significant value-added concept of sharing installed technology with communities.

The National Guard Bureau, in partnership with the Army's Foreign Military Studies Office at Fort Leavenworth, Kansas, has developed training on the use of the Open Source Information System as well as open source information research skills and methodologies. This effort will provide the necessary tools for research and information sharing at the unclassified level to ensure interoperability, reliability, efficiency, operations security and economies of scale.

*Homeland Security Joint Interagency Training Centers*

The Joint Force Headquarters of each state must possess the ability to establish one or more Joint Task Forces to support homeland defense. Additionally, as a result of legislation enacted in 2004, the legal authority exists to establish a Joint Task Force within each state composed of both National Guard members in non-federal status and active component military personnel. In order to better prepare National Guard leaders for the challenges of "dual-status" Joint Task Force command, the National Guard Bureau developed and implemented a formal training program for senior leaders from every state and territory. The dual-status Joint Task Force commander is a transformational concept that leverages the unique capabilities resident in the total force and strengthens unity of command in support of the homeland defense mission.

National Guard Joint Interagency Training Centers were established in October 2004 at Camp Dawson, West Virginia and in San Diego, California. During fiscal year 2005, over 5,000 students from the National Guard and its interagency partners attended training at the centers. These training facilities conduct individual or collective training and educate Department of Defense entities and federal, state, and local authorities. The centers teach specialized courses in Incident Management, Continuity of Government/Continuity of Operations and Vulnerability Assessment. Areas of emphasis included protecting the domestic population, U.S. territory, and critical infrastructure against threats and aggression.

These centers provide homeland security training development and delivery, and work to ensure training availability, quality, and standardization. They serve the homeland security training needs of National Guard units, specifically those with Homeland Defense, Civil Support, and Emergency Preparedness missions. The centers will continue to evolve through continuous and in-depth analysis of homeland security training requirements. The training centers continue to be a critical capability that achieves the homeland defense priorities of the National Guard Bureau.

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 Don C. Morrow
California —Major General William H. Wade, II
Colorado—Major General Mason C. Whitney
Connecticut—Brigadier General Thaddeus J. Martin
Delaware—Major General Francis D. Vavala
District of Columbia—Major General David F. Wherley, Jr., Commanding General
Florida—Major General Douglas Burnett
Georgia—Major General 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 G. 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 (NV) 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 (Acting)
North Carolina—Major General William E. Ingram, Jr.
North Dakota—Major General Michael J. Haugen
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) Benjamin Guzman
Rhode Island—Brigadier General John L. Enright, Acting
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 Martha T. Rainville
Virginia—Brigadier General 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 STEVENS. General Vaughn, we would be happy to have your statement.

**STATEMENT OF LIEUTENANT GENERAL CLYDE A. VAUGHN, DIRECTOR, ARMY NATIONAL GUARD, DEPARTMENT OF THE ARMY**

General VAUGHN. Chairman Stevens, Senator Inouye, distinguished members of the subcommittee: General Blum has adequately captured my statement. I will ask that it be read into the record and I will just hit a couple points.

The States, territories, and the District of Columbia continue to measure up and meet every mission as called by the President or the Governors. We still today have over 50,000 mobilized on duty. A success story that is brewing up—and if I could have that chart real quick so we can see this. We have got a black line, I think that is big enough for all to see. That is where our end strength is going.

We are on track to make 350,000. That end strength, as you can see on there, turned down in late 2003, in October. Where it stabilized and turned back up at the low point was June 2005, which is the point in time where we had the most people that we have ever had, the most soldiers that we have ever had, deployed. Now, that speaks to something. That speaks to a lot of appreciation when these soldiers return home to their communities. You have had a lot to do with that and we thank you very much for your great and strong support. We are going to make this end strength at the end of this year.

I look forward to your questions. Thank you very much.

Senator STEVENS. Thank you very much, General. Congratulations. That is good news.

General Ickes, we would be happy to have your comments.

**STATEMENT OF MAJOR GENERAL CHARLES ICKES II, ACTING DIRECTOR, AIR NATIONAL GUARD, DEPARTMENT OF THE AIR FORCE**

General ICKES. Thank you, sir. Mr. Chairman, members of the subcommittee: I really appreciate this opportunity to address you today.

By the way, with me today, one of our chiefs. Chief Arnold, if you would stand up for a minute. He works for us at the Guard Bureau. In June he will retire with nearly 41 years of dedicated service to the Nation. He runs one of our strategic initiatives divisions and he has been instrumental to me personally in helping us set a path for the Air National Guard into the future. This is typical of what the Air Guard brings every day to the fight.

Chief, thank you for being with us.

Senator STEVENS. Thank you very much.

General ICKES. I would certainly like to start by thanking the subcommittee for not only your fantastic support, but to tell you how important National Guard and Reserve equipment appropriation (NGREA) is to us as we move forward in the Air National Guard. The support that you give us in that area is vital. It is vital because it allows us to do those modernization and upgrading issues that we so vitally need. It allows us to address those, and you have been so helpful in that area and I cannot tell you how big of a positive impact that has for us.

The Air National Guard is engaged in every mission set that the United States Air Force has today. We are truly part of the total force. We are involved whether it be airlift, alert, and Hurricane Katrina-like operations, both outside the Continental United States (OCONUS) and at home. We are totally engaged, excited, and supportive of these mission areas.

During Hurricane Katrina and Rita last year, the vast majority of the aircraft you would have seen flying during those operations were Air National Guard units in support of the Governors and the emergency management assistance compact (EMAC) agreements and the compacts that are established. During Katrina operations we flew 389 separate sorties in 1 day. We flew nearly 3,000 sorties during that operation, supporting General Vaughn, General Blum, and the Governors to meet the needs of the Nation. I could not be prouder of those folks, and all they have done.

Your assistance with the Air National Guard has been able to help us with unique business practices to field precision targeting pods, data links, and upgrade our numerous engine requirements. Our currently deployed forces now possess the ability to provide the combatant commanders (COCOMs) with previously unseen and vital urban close air support (CAS), a mission that a few years ago none of us were really that prepared to do, but thanks to your support, we have been able to make great strides in those mission areas.

In the future we seek modernization of our precision strike capabilities, 24-hour combat ID, and enhanced survivability of our large

aircraft as we put large aircraft infrared countermeasures (LAIRCOM) systems on them.

Last year's achievements underscore the critical needs to maintain our ability to act as an operational force, but yet still remain and maintain a strategic capability. We provide surge for wartime needs, or for national emergencies, while being operational at the same time. We maintain capability when we are properly resourced, and we work that constantly with everybody.

We fully support the President's budget, and we understand that budgets are always tight. There are areas, though, that we continue to look to address to make sure that we adequately meet the needs of our 106,800 guardsmen. We have to be able to continue to attract, recruit, and retain these individuals. This year we will highlight recruiting and retention bonuses, and the things that go with it, to allow us to be competitive in a very competitive recruiting market.

We have already reallocated some funds this year to address those needs. We are focusing on increased advertising, storefront recruiting offices, administrative assistance to our recruiters, and to capitalize on those programs that we have already begun.

Some other things that are impacting us. In the 2005 National Defense Authorization Act, we were approved enhanced authority for bonus programs, but we did not—we were not, able to source adequately the funds. We are working to do that now.

Training is vital to both the current and future capabilities of the Air National Guard. It is what makes us special and unique. We need your help with this shortfall in our training budgets.

We need to continue to focus on, as we transform the National Guard along with the Air Force as part of the total force team, those total force initiatives (TFI) are properly funded and adequately resourced, so that we have new mission sets for those organizations, much like Senator Bond addressed.

We are bringing on new capability as we speak, such as Predator in Nevada, Arizona, California, Texas, and shortly in North Dakota.

Those of us in the Air National Guard responsible for keeping our traditional guardsmen trained and ready, our full-time technicians, are concerned that they have been under considerable strain. We are concerned about that force, but we are addressing that, and are keeping our eye on it.

Another issue that has cropped up for us is contract logistics support for some of the new weapon systems we are bringing on board. We are finding more and more that we are finding shortfalls in those areas for the C–130J, for C–17s, and for the joint surveillance and target radar system (STARS) unit down in Georgia.

Our depot maintenance program is only funded at about 75 percent, and that will continue to be a challenge because we tend to fly legacy aircraft in the Air National Guard. We need to maintain those. Older aircraft need a little bit more care and feeding.

I just want to thank you once again for all your great support. I want to thank you for all you have done in recognizing the contributions of our guardsmen, and I stand ready to answer any questions you may have. Thank you.

Senator STEVENS. Thank you very much, General.

Senator Dorgan, each of us had an opening statement. Before we start our 7 minutes each, would you like to have any opening statement?

STATEMENT OF SENATOR BYRON L. DORGAN

Senator DORGAN. Mr. Chairman, I am sorry I was delayed. I will defer. I would only say, I am sure as all of you have, how much all of us appreciate the work that the Guard has done and thank you for bringing some soldiers here to share their stories with us. They are inspiring stories and talk once again of service and commitment, duty, and honor. So thank you very much.

And I will await my chance to ask questions.

Senator STEVENS. Thank you, Senator.

NATIONAL GUARD AND RESERVES OPERATION TEMPO

General Blum, we have some statistics on the tempo of operations for the Guard and Reserve. Are you planning any special initiatives to try to deal with and manage the high operations tempo?

General BLUM. Yes, Mr. Chairman, we are. We are working very closely with the Department of the Army and the Air Force to give our citizen-soldiers and airmen a predictable model of when they, their families, and their employers can expect to be called to extended active duty. I am not talking about for local disasters. They could get called out tonight; they understand that.

For extended deployments in the air expeditionary force or in the army force generation model, we are moving every day closer to a predictable model that will allow an Army National Guardsman to know that once he has done an extended tour in Iraq, Afghanistan, somewhere else overseas, or here at home necessary and required for the defense of the Nation, he would probably be reasonably guaranteed a dwell time between 5 and 6 years before he was called again from the States to go overseas.

I think the employers will tolerate that. We think the families will tolerate that, and indications are from our service members that they find that is an acceptable model that they can live with. It also meets our regeneration model is practicable because we generally replenish our units at a rate of about 18 percent a year, which over 5 years means that you would not put an undue or unfair burden on a family, an employer, or a single guardsmen that they would not be otherwise willing, ready, and able to bear.

Senator STEVENS. I am not going to mention the individual, but I was contacted by an individual, a member of the Reserve, I think it was, who I was told the person had served in Iraq, returned home, and thought that was it, and entered a special program for advancement that was really not employment, it was more like an internship, the paid type of upgrading process, then was served another notice to go back to Iraq. If he does that he loses his promotional capability and he does not have a job now, like he did when he went over before.

Now, are you set up so these individual circumstances can be examined on request of individual members if they are called up as quickly as that?

General BLUM. Mr. Chairman, in the National Guard of the United States Army and Air Force the adjutants general in each State are empowered to make those type of decisions.

Senator STEVENS. This is Reserve now. That is you, is it not?

General BLUM. Well, sir, I only have the National Guard under me. The second panel could probably address that better, but we recognize that as an issue. None of us—I do not want to speak for any of the Reserve chiefs that come behind me, but none of us want any of our reservists, whether the Guard or Reserve, to be punished because of their service, or to be unduly called to the service of their Nation repeatedly and unnecessarily.

In the Guard we have empowered the Adjutants General to ensure that any soldier that did not want to willingly re-serve again sooner than 5 years would. In fact, soldiers have the ability to cross-level and get some other person with the same specialty or skill set to take their place, so that we do not put an unfair burden on any of our citizen-soldiers.

I think the other Reserve chiefs will tell you how they do it in theirs, but that is how we do it in the Guard. I push that down to the State and local level.

NATIONAL GUARD END STRENGTH AND FORCE STRUCTURE

Senator STEVENS. Have you had any negotiations with the service secretaries, the chiefs of staff, concerning end strengths and force structure changes that you have not discussed here now?

General BLUM. That we have not discussed here, Mr. Chairman? No. We have had very candid—what I share with this subcommittee I share with the service secretaries. I do not change my story. We have told Secretary Harvey and Secretary Wynne, the Secretary of the Army and the Air Force, that the Army and Air National Guard will meet their end strength and they will do it in the next calendar year. I am absolutely confident that the trend that General Vaughn showed you on that chart is a very healthy and real trend.

We also, I might add, have the highest percentage of deployable forces within the Army and Air National Guard we have ever had in the history of the Army and Air National Guard. These are not hollow numbers. These are real deployable citizen-soldiers. By the end of this year we will have 350,000 of those in the Army and about 106,700 of those in the Air Force, in the Air Guard.

Senator STEVENS. The President's budget said 333,000. The Army Secretary testified that he thought you would go up to 350,000. Is that the agreement now?

General BLUM. The agreement is that they will fund us to 350,000. The agreement was that they would restore all of the money that was taken out as a result of program decisions memorandum (PDM), which was—and I do not want to get this to the penny, but it is roughly $189 million in personnel, $219 million in operation and maintenance (O&M), and about $63 million in the defense health program that they absolutely are committed to restore to our coffers.

Senator STEVENS. What about the Air Force? We have got an overall reduction in strength of 40,000 in the future years defense plan (FYDP), I am told.

General BLUM. That is correct, sir. That is supposed to take effect in 2008 and we are under very serious negotiations—and that is the word, negotiations, collaboration—with the Department of the Air Force, because I cannot understand, nor can they adequately describe to me how that manpower bill was determined. They realize that there is a flaw in the calculation, and they are working with us to determine exactly what that manpower build really needs to be.

It may be that the Air National Guard needs to be smaller. It may be that the Air National Guard needs to remain the same or it actually may need—we may actually need to grow. An informal manpower study that we have run—and we have asked the Air Force to validate it and run their own for us—actually shows us being a growth of 12,000 to 19,000 to do all of the missions that the Air Force wants the Air Guard to do.

We are not saying they are right, we are not saying they are wrong. We are saying we are going to work together with them. We have the time before 2008 to get the numbers right and to get the size of the Air Guard right for this Nation and for the United States Air Force. Secretary Wynne and General Mosely have pledged their commitment to work with the Air National Guard leadership on this.

Senator STEVENS. Thank you very much.

Senator Inouye.

EQUIPMENT FUNDING

Senator INOUYE. General Blum, last September a report was issued indicating that there was a need for $20 billion for the Army National Guard and $5 billion for the Air National Guard for equipment. The Congress responded by providing $1 billion. Can you tell us what your long-term plans are?

General BLUM. Senator Inouye, we will work with the leadership of the United States Army. The United States Army is challenged in this area as well. It is not unique to the Guard. It is worse for us in the Guard because we started at a lower level of equipping to begin with, so we are further in the hole, so to speak. They understand that.

General Schoomaker and Secretary Harvey have appeared and testified to other subcommittees of Congress and the Senate and they have repeatedly assured us that there is $21 billion in the planning and operational maintenance (POM), in the future year defense plan (FYDP), in the budget, to address these issues for the Army National Guard. Frankly, they understate their contribution because there is about another $2 billion in there in aviation modernization. When you put it together there is almost $23 billion of good faith in the budget that the Army has in place to improve the equipment situation that exists in the Army National Guard.

It is right now about as dire as I have seen it here at home in modern history but the other side of the coin is that we have the best equipped, best led, best trained force overseas right now that this Nation has ever fielded. That includes Active, Guard, and Reserve. It is truly seamless when you get overseas.

The problem is that we have cross-leveled what we did not have now for 4½ years to ensure that the soldiers that go overseas have

exactly what they need to do their job and that has depleted our stocks here at home. We are seriously looking at strategies to replenish those stocks of supplies and equipment. The United States Army leadership, particularly General Schoomaker and Secretary Harvey, have expressed their absolute commitment to making that a reality.

EQUIPMENT READINESS

Senator INOUYE. General Blum, there seems to be a common practice that when your troops, the Air and the Army National Guard, leave Afghanistan and Iraq they leave back their equipment. Obviously, from my standpoint it would affect readiness and I would think that it would make them unable to meet their State needs. But it is a common practice.

I am just wondering, what do you think about that?

General BLUM. Senator Inouye, you are absolutely correct. The National Guard is often asked to leave the equipment that we cross-leveled and ensured that the soldiers would have when they left the United States. We are often asked to leave that in theater, in place, in Iraq and Afghanistan. That is a good thing to do, in my judgment, because it saves lots of time and millions and millions of dollars in moving equipment back and forth.

I fully support leaving the equipment in theater. What I think needs to be addressed is the unintended consequence of leaving us uncovered with equipment back here at home to train. We have the most experienced force that we have ever had; 60 percent of our force now is combat veterans. They are used to having equipment in their hands that is modern and capable, and if they are going to stay with us, if we are going to be able to retain these skilled, experienced people, we are going to have to have equipment to train and keep them—keep the edge on their capabilities.

We are also going to need that equipment to train the new people that we are recruiting. We need the nonlethal equipment, the trucks, the medical sets, the communications, aviation, the engineer equipment, that are absolutely vital if we are going to be able to do our homeland defense and homeland support missions when we are called upon to support agencies such as the Federal Emergency Management Agency (FEMA) or the Department of Homeland Security (DHS). Whether we are called out by the Governor or we are called out by the President, we are going to need that equipment.

The problem has been we have not paid sufficient attention to reequipping or resetting the force back here at home fast enough for that domestic mission to have equipment to train with and to have equipment to respond to natural disasters or terrorist events here in the United States.

Senator INOUYE. You are not getting it?

General BLUM. Sir?

Senator INOUYE. You are not getting it?

General BLUM. We are starting to get it now. I think that the senior leadership of the Army and the Air Force understand the urgency to do this now. They are, I think, genuinely committed to helping us remedy this problem. It will not get fixed overnight, however, Senator. It is going to take—it is going to take, frankly,

years. My issue is that I do not know if we have years. Sooner is better for me, because this is not equipment that it is nice to have; it is essential to have. We may need it as soon as the next 60 days in the southeastern part of our Nation for the hurricane season that is beginning.

NATIONAL GUARD ROLE IN THE QUADRENNIAL DEFENSE REVIEW

Senator INOUYE. The recent Quadrennial Defense Review (QDR) came forth with a new force structure plan which drastically changes your force structure. Did you have any role to play in this or was it just imposed upon the Guard?

General BLUM. We did not play a very effective role in it, let us put it that way, Senator. General Schoomaker and Secretary Harvey have both testified that it could have been done better. They are committed to making sure that it is done better in the future and that we are not as surprised as we were last time.

Senator INOUYE. Time does not permit it, but can you provide this subcommittee how you would do it better?

General BLUM. Well, sir, I will try to simplify it. If I am going to play football on a football team, it is nice to get called to the huddle if you are going to know what play you are supposed to run. They are committed to making sure that we get called to all of the huddles, not just some of them.

Senator INOUYE. So you did not have a huddle?

General BLUM. I am sure there was a huddle. I am not sure that we were in the huddle.

Senator INOUYE. Thank you very much, sir.

Senator STEVENS. Well put, General. I think we are going to try to deal with that.

Senator Burns.

Senator BURNS. How does it feel like to be General Carpenter and be the lonesome end, if you remember those days.

General BLUM. Yes, sir, I do.

AIR NATIONAL GUARD F–15 MODERNIZATION

Senator BURNS. We have already covered—Senator Inouye already covered some—one of my questions, and that was the equipment, and we understand that our 163d is coming back, about 35 percent of their equipment, and there being a real bind in replacing some of that equipment. I am certainly glad you are taking care of that.

General Ickes, I am kind of concerned about, you said a while ago on your budget that the President has set down—as you know, we are converting in Montana from 16's to 15's, and I did not see any real strong funding for modernizing the new F–15C's that we are getting up there. To be more specific, there is a piece of equipment called the active electronically scanned array radar (AESAR). Is that being addressed or are we going to have to—are we going to have to take care of that?

Senator BOND. Yes.

Senator BURNS. You and me are going to do that? Me and you, huh? Okay. We killed a bear; paw shot him.

But I would still like for you to address that situation.

General ICKES. Yes, sir. I believe the Air Force does believe that it is a—the AESAR radar, as it is addressed, is a major enhancement to the capability of the F–15. Our concern remains if the Air Guard, which has 100 percent of the fixed alert facilities in the United States and is given that responsibility to protect the sovereign skies of the United States, we ought to probably have the best equipment on our aircraft to meet that mission set.

As there are certain potential threats that come down the road in the future, we want to make sure that we can adequately address that. Congress did appropriate some money and we are in the process right now of addressing $50 million some across the F–15 fleet within the Air National Guard. That certainly will not address anywhere near enough of the aircraft, the F–15's within the Air National Guard. So as we address a modernization road map, that is certainly one of the things that our F–15 community has spoken to as something they think would be vital to be relevant into the future.

So yes, sir, there is money out there now.

Senator BURNS. Well, I thank you for that response and we will be following this very closely. I would also say that the northern border unit that we have now going in up there of course we are going to be looking at. It is getting itself in place up there right now. I will not be here for the second panel, but I want the subcommittee to know that our Red Horse Brigade that operates out of Montham is a hybrid force. It has both Reserves and regulars in it. In fact, the first commander, commanding officer of that brigade, was a Reserve officer.

This kind of a blend of people has helped us in our force and it works. There are some folks that say that they are a little skeptical about the cooperation and how each one of us is looked at. So that has worked up there, and of course I think we will see probably more of that both probably as far as the Army, the boots on the ground, and kind of people will also be a hybrid type of organization.

But I am still concerned about the equipment, the replacement of that equipment for our folks to train. We are moving into a fire season in Montana. I do not think we will have a huge fire season this year. We have got more than adequate moisture, which we thank the Lord for, and we will move on. But we will be monitoring these kind of situations. General, maybe we should sit down and talk about those kind of things as far as the Air Guard is concerned and your concerns there.

I appreciate your good leadership on this. With that, that is the only question that I have and I would yield the floor, and thank you very much for coming and your testimony.

Senator STEVENS. Thank you very much, Senator.

Senator Mikulski.

EMERGENCY PREPAREDNESS FOR NATURAL DISASTERS

Senator MIKULSKI. Many of my questions have been covered, about equipment and some other issues. I want to get to the question of, were you in the huddle, General Blum, not about the QDR, but about emergency planning in terms of our response to natural disasters.

Let me get to my point. Both panelists and you have said that hurricane season starts June 1, fire season. Each State has its own natural disaster propensities. The Guard, both Army and Air Force, were valiant during Katrina and worked at an incredible tempo. Your testimony, General Ickes, just speaks for itself. Behind every number is a person and a family.

So my question is this. I am worried that we are not prepared again. We keep moving people around. We keep moving boxes around. But the question is: Are we prepared? In getting ready for both hurricane season and natural disasters, has there been a real plan established where there would be a disaster of such horrific proportion, like Katrina was, for the way the National Guard will be organized, mobilized, the prepositioned materials, et cetera?

I am worried about hurricanes. I am worried if avian flu does come to America it will be the National Guard that will have to maintain civic order, perhaps even the quarantine of our own people. Could you tell me, are you in the huddle? Are we being prepared? Because I think you have the right stuff. I am just concerned that we do not have the right organizational mechanism to mobilize our response the way we need to be mobilized.

General BLUM. Senator Mikulski, let me assure you that our excellent response last year, which was historic in its scope and speed, unprecedented in military history of the world to a natural disaster, will be better this year if needed because, frankly, you have given us $800 million, your subcommittee has given us $800 million. We have spent that on equipment on exactly what we told you we needed to respond better this year.

Last year we had three deployable command and control satellite communications systems deployed. This year we will have 19——

Senator MIKULSKI. General, it is not only about equipment. You know, the response to Katrina was late, uneven, disjointed. There was a lack of a national command and control structure. When a State's own responses are so overwhelmed by the nature of the disaster, only a national response can come in. As you know as guardsmen and someone under the doctrine of mutual assistance, has that been rectified?

General BLUM. I cannot with absolute certainty say it has been rectified. I can tell you that we have had avian flu exercises this year. We have had multiple hurricane exercises this year. I am gratified by the fact that more people are coming to the huddle that you describe than we used to see coming to the huddle, including FEMA. We have a big one coming up on May 17 with all of the National Guard leadership in FEMA.

Senator MIKULSKI. Who would be in charge?

General BLUM. Well, absolutely it would be the Governor of the State where the hurricane occurs initially, and then if they request Federal assistance who will be in charge will be designated by the administration and the Department of Homeland Security. It could very well be FEMA. It would be very likely that it would be——

Senator MIKULSKI. Then how would you be mobilized for a national response? What the Air Force did is beyond a local National Guard and they themselves might have been killed. The base might have been destroyed. Their families will be in disarray or evacuating.

General BLUM. From the uniformed side, we will—I will absolutely tell you that the situational awareness or the information sharing between the United States Northern Command and the National Guard has improved and will be better this year than it was last year. You will also see an improved communication and sharing of information with the Joint Staff of the Department of Defense this year. Better than it was in the early stages last year. You will even see better communication between the adjutants general and the supporting States with one another than they did, even as compared to how extraordinarily well they did last year.

We have learned a lot of things the hard way last hurricane season. We hope to do better on many of those things this year. I will never say that we are absolutely prepared because you never know exactly what we are going to be facing, but we are better prepared than we were last year as an inter-agency coordinated effort.

I do not know if that adequately answers your question.

Senator MIKULSKI. Well, it does, but you need to know I worry about it.

General BLUM. Well, you should, you should.

Senator MIKULSKI. We can talk more about it or even privately about it, because I think both the Army and the Air Force, and then coupled with our Coast Guard, were fantastic. But you need to be able to have the response at the right time.

RETENTION IN THE ARMY NATIONAL GUARD

Army retention. One of the issues I think, is the retention of the noncommissioned officers (NCO's) or at the sergeant level a significant challenge? Because no matter how well we recruit, you need an officer corps, and it's the NCO that seems to play such a part in both training and even the social glue of individual units in our States. Am I right in that analysis, and how are we doing on retaining them?

General VAUGHN. I think you are exactly right, Senator. We are very proud of our retention inside the Army Guard. It goes back to those units that have been deployed and done very meaningful things. You know what we are faced with with our recruiting situation. We are going to have the youngest National Guard that we have ever had, but we are also going to have the most combat veterans we have ever had.

Every place we go, we see folks that would have—we see soldiers really that would have left the force except for one thing: They wanted to go with their unit on a deployment. When you were talking about folks that went back the second time a while ago, there are 1,000 soldiers out of Minnesota that went with the 1st of the 34th that did not have to go.

Now, what we are seeing is those soldiers when they come back—normally they would not have been in anyway, but they extended, and what they are telling us is they will stay with us to groom that next level of leadership in the NCO corps before they leave. That is all we are asking them to do, because we are going to have a very young force.

I think we are doing real well in retention. We thank this subcommittee for all of that help. Across the Army we are doing well. Thank you.

Senator MIKULSKI. Thank you.

Mr. Chairman, I have other questions. I know others will be asked. My time is up. I would just like to comment to the Air Force. I have a very keen interest in military medicine that the leadership of the subcommittee is aware of. I think the advances we have made in Iraq at limiting both mortality and morbidity has been fantastic. It is because of not only the new battlefield techniques, but because of what the Air Force does, from lifting the soldier from the battlefield to the hospital in Iraq or Afghanistan and to Germany.

I think it has been a story that has not been told, and every physician, including the civilian community, is amazed at the brilliance of it and the medical ingenuity. But it could not be done without the Air Force doing the heavy lifting. So a very, very, very special thanks.

Senator STEVENS. Thank you, Senator.

Let me remind Senators we have another panel and we have a vote starting at, two votes starting at 12 noon.

Senator Bond.

Senator BOND. Mr. Chairman, I have agreed to yield to Senator Domenici for one quick question.

HOLLARAN AIR FORCE BASE: F–22 CONSTRUCTION

Senator DOMENICI. One question. My question has to do with Holloman Air Force Base and the fact that the F–22's are scheduled to be assigned there. As you know, at the other assignments the Air National Guard flies the F–22's in conjunction with the regular Air Force. My question is how will the New Mexico National Guard be used for operating the F–22 squadrons at Holloman?

General ICKES. Yes, sir, Senator. As a matter of fact, 2 weeks ago I was in discussions with The Adjutant General (TAG) and his staff down in New Mexico to how we best leverage those great Air Guardsmen down there to move into the F–22 mission. Much like we are going to be and we are in Virginia and Hawaii.

We have great opportunities in the F–22. What we are looking at is how we can come up with a concept that will allow the unit to be able to recruit and retain down at Holloman and be a vital part of that mission. We have found at Langley with the folks that we have put in the F–22. The Air Force is ecstatic about the skill sets that we are bringing the experience in both our air crew and our maintainers. We are looking for the best way to do that.

I would tell you that it will be something like a detachment-type (DET) of construct probably initially. It probably will not be a full-up robust unit down there initially, just because of how we will sustain a full-up unit down there. The TAG is very eager to look at organizational constructs that would work to get the New Mexico Guard into that.

Senator BOND. Thank you very much, General Ickes.

NATIONAL GUARD SEAT ON THE JOINT CHIEFS OF STAFF

General Blum, what does the National Guard represent now in terms of percentage of the total force?

General BLUM. About 32 percent of the total capability of the United States Army and about 34 percent of the total capability of the United States Air Force.

Senator BOND. Can you tell me how many hold the rank of general and lieutenant general respectively in the active duty Army and in the Air Force?

General BLUM. No, sir, I am not prepared to give you that number right now.

Senator BOND. I think in the Army there are 12 generals and 49 lieutenant generals, the Air Force 13 generals and 37 lieutenant generals.

The National Guard has how many generals and how many lieutenant generals?

General BLUM. We do not have any generals and, as far as lieutenant generals, we have——

Senator BOND. Three.

General BLUM [continuing]. Three.

Senator BOND. So that is zero percent of the full generals, 3 percent of the lieutenant generals, although you comprise over 30 percent of the force. Should we increase the grade authorization of the Chief National Guard Bureau (CNGB) to four star in order to provide him or her a seat at the Joint Chiefs of Staff (JCS), thus giving the Guard a stronger voice?

General BLUM. Is that a direct question to me, sir?

Senator BOND. Is that a—yes. Should we?

General BLUM. It would be probably inappropriate for me to comment and my feelings on that really do not matter. Those decisions really need to be decided in other places. What I have got to do is decide how to do the job with the tools I have in front of me.

Senator BOND. I understand the Department of Defense position. Do you have a personal opinion on which you can give me some guidance?

General BLUM. Well, sir, if you are asking me would it aid a future chief in their ability to do the job, I think that is certainly worthy of very serious consideration. However, it would be inappropriate for me to discuss that because I am currently in that position.

Senator BOND. We understand that and we take that into account.

But let me just, a couple points and I want to see if I have got these correct. Since 9/11 the role of the Guard has become more important to the security of the Nation. In response to 9/11, Congress created an Assistant Secretary of Defense and the Department of Homeland Security, but did not establish any formal connection between those entities and the National Guard Bureau (NGB), and under the current law the NGB is still limited to serving as a channel of communication between the services and it has no formal connection to the Joint Chiefs of Staff, no voice of its own inside the Joint Chiefs of Staff.

Is that a correct statement of the structure?

General BLUM. Sir, if you look at—this question I am more comfortable to address, frankly, because it is not tied to an incumbent or anything like that. The U.S. Code right now establishes in law the job of the Chief of the National Guard Bureau. It is restricted

to a channel of communication between the States and the Chief of Staff of the Army and the Air Force and the Secretary of the Army and the Air Force. It does not recognize any direct connection to the Department of Defense. It does not establish any connection to the Joint Staff. It does not reflect any that Goldwater-Nichols changes.

We were completely excluded from that and obviated from those reforms. We are still left in the 1947 construct. We are a unique organization that is still viewed through policy, regulation, authorities, and resources largely as a strategic reserve. Yet we are an operational force today and will be a more and more essential operational force in the future.

So I would say the policies, the regulations, the authorities, and the resources need to seriously be looked at to bring them into line with an operational force that is unique, in all of DOD; and that has shared responsibilities with the dual mission for both the governors and the President.

Senator BOND. As we have discussed, this year the Army through the Pentagon sent Congress a budget proposal which reduced the size, proposed reducing the size of the Army Guard force structure, holding back some of the manpower funding based on recruiting downturns. I believe that senior Army leadership has acknowledged the fact in congressional testimony these decisions were made without full and complete consultation with the States or the adjutants general. Is that a fair statement?

General BLUM. Yes, sir, and that has been the testimony of the Secretary of the Army and the Chief of Staff of the Army.

Senator BOND. We have also heard from the subcommittee previously in BRAC consultations the Air Guard was left out of making what I consider, I have already stated, is a very bad decision. When hurricane—well, when you have four-star generals making decisions like this, from what little I know about military discipline, a three-star general listens to a four-star general, the four-star general gives the orders to three-star generals. Is that a fair account of the structure?

General BLUM. Yes, sir, that is the way it is set up to work and it works very well.

Senator BOND. That is why we want to change it.

When Hurricane Katrina struck, the biggest military deployment response effort was conducted, not by the Department of Defense, but States sending National Guards under the emergency management assistance compact and set up specialized informed dialogue between the States and the Federal Government.

Even though the National Guard Bureau had no formal connection to the Department of Defense or the White House, you were in fact called upon to give advice and provide coordination, were you not?

General BLUM. Absolutely, particularly after the first 24 to 36 hours.

Senator BOND. I understand the National Guard Bureau has been in the forefront of cutting edge ideas, like the joint force headquarters, State chem-bio response, National Guard quick reaction. You have pioneered these capabilities as America needs them. But I understand it has been slow to get DOD funding, at least in part

because the National Guard Bureau does not have a formal mandate to develop unique capabilities such as this. Is that correct?

General BLUM. That is fair, sir. That is a fair statement. That is accurate.

Senator BOND. I will say that I will make a statement that adding a four-star general will not endanger national security.

Thank you, General Ickes. Following up on the comment made by Senator Mikulski, our congressional delegation (CODEL) to Iraq and Afghanistan, we were flying a National Guard C–130, supposedly going directly to Kabul. We detoured to Kandahar, picked up a severely injured Afghan officer. They established a field hospital on the C–130, dropped him at Bagram Air Base, and we saw how magnificent the work of the National Guard, Wyoming Guard flying in Rhode Island aircraft.

Thank you.

Senator STEVENS. Thank you very much.

Senator Dorgan.

Senator DORGAN. Mr. Chairman, thank you.

TOTAL FORCE INTEGRATION AND NORTH DAKOTA

General Ickes, I wonder if you could update me on the plans for the 119th, the Happy Hooligans in Fargo?

General ICKES. Well, sir, right now what we are trying to figure out in the Air Guard, working with the Air Force, is—and General Blum has alluded to it—there is a myriad of requirements that we are looking to fill, capability that we want to bring. That drives us to somewhere to around 112,000 to 119,000 guardsmen.

But yet we understand when we start matching resources to requirements there will be some adjustments made. So now what we are trying to figure out in this total force initiative is what are we going to be able to do.

For North Dakota specifically, Predator is, the unmanned air vehicle (UAV) systems are on their way to North Dakota. We will be standing that up shortly. I was in discussion with the TAG this morning about the bridge missions for the State to make sure that we have a bridge capability. General Blum has committed to them being our first joint cargo aircraft organization. So we are working for a way that we do not lose that flying capability in the organization, and we will be discussing that more today.

But we are trying to figure out, are we going to have adequate resources to stand up this new total force integration capability as we go into the future? We have the people, we have the missions. We have just got to make sure resources match that, and training.

Senator DORGAN. Well, the administration's budget proposal to cut the Air Guard by roughly 14,000 over 5 years, how will that affect the total force integration? How might it affect the total force integration?

General ICKES. It will have a big impact, sir, if we have to meet that requirement. General Blum has been working close—we work close with General Wood, the head programmer of the Air Force. We are trying to figure out how to move into new transformational organizations so that we can find some efficiencies.

But our concern is that, as we have done some preliminary studies, the Guard—there is enough capability and requirement for

more than we have today. Now we have to prioritize and then figure out, what are we going to be able to do? It is going to be a challenge for us as we move into the future.

We understand the Air Force's needs to modernize the fleet. We want to be part of that. We will be part of that. But there are some challenges.

Senator DORGAN. The flying mission, the Happy Hooligans, the 119th, the bridge you are talking about there might be some C–130's, is that correct?

General BLUM. Yes, it might, Senator. But we may even have a better solution that we are going to discuss on that with the Governor today. Actually, later today we will meet with the Governor. We have been able to come up with another option that we would like North Dakota to consider that may be even, frankly, better than that.

But if nothing better than that develops, then we will probably do what we have discussed and that would be the C–130 bridge.

LENGTH OF DEPLOYMENT

Senator DORGAN. Let me ask, General Blum. One of the issues with respect to the National Guard in my State and others when they are deployed is that generally speaking, while they are citizen-soldiers, have jobs, homes, families they are leaving to go, in many cases now to deployment in Iraq, they are taken on their deployment and gone in many cases 14, 16, in some cases 18 months. Active duty soldiers when deployed in most cases leave their base station here in the United States and are gone 12 months and back.

So the fact is the citizen-soldiers here are gone from home the longest. Tell me, are you working through—I know that you addressed some of that earlier this morning. Are you working through ways to reduce that time away from home for the deployments for the Guard?

General BLUM. The short answer is yes, sir, we are. If you want more detail, I will tell you how we are doing it.

Senator DORGAN. If you would, yes.

General BLUM. There are several factors there that are involved. One is the mobilization piece. When they are called up they have to be given the equipment they did not have, they have to be given the training that they did not receive, they have to get processed for all of the dental and medical issues that were not resourced or covered previously because they were a strategic reserve.

As you bring them in to make them an operational force, it takes time and resources to do that. That extends the time.

All soldiers in the United States Army spend 1 year boots on the ground right now. General Schoomaker and the Army leadership is committed to shortening that as fast as they possibly can, but right now they are unable to do that. We do not want to look unaccessible or unreliable. We want to remain an essential, integral part of the United States Army and Air Force. We serve overseas the same length of time as the active duty people.

The additional time you are talking about is the time that could be shortened if equipment were in the hands and training were in the hands of the reservists or the national guardsmen before they

were called. That would dramatically shorten the time. The active duty people still do training before they deploy as well and I do not take any quarrel with that at all. There is always specialized training required. But this time could be shortened through process and resource.

EQUIPMENT, WEAR AND DEPLETION

Senator DORGAN. In my remaining minute and a half, let me ask about equipment. There has been a lot of stories and a lot of evaluation about just plain wearing out of equipment. We have a very large emergency supplemental bill on the floor of the Senate now. Much of that is to try to replace equipment that is wearing out. We are using that equipment much more heavily than was anticipated.

Tell me what you are facing with that equipment situation?

General BLUM. Exactly the same issues, except it is exacerbated because we started with less than all of the equipment we were supposed to have to begin with. As I said earlier, the entire United States Army has this problem. It is not unique to the Guard or the Reserves, but the Guard and the Reserves have a more significant problem because they were underresourced at the beginning and as the resources are depleted that pushes you further and further in the hole.

I do not know if that is adequate for your answer, but that is the overall big picture.

Senator DORGAN. It is a pretty serious problem, I think.

General BLUM. Oh, it is an incredible problem for the United States Army over the total Army, not just the Guard, but the Guard suffers disproportionately because we started lower on our inventory to begin with.

Senator DORGAN. General Vaughn, General Blum, General Ickes, thank you very much for being here.

Senator STEVENS. Thank you, Senator.

Senator Leahy.

Senator LEAHY. Thank you, Mr. Chairman.

NATIONAL GUARD SEAT ON THE JOINT CHIEFS OF STAFF

I am pleased all the witnesses are here. I have read the testimony. Unfortunately, we are at Judiciary at the same time. I know much of my questions have already been asked.

We look over the past year and we have seen troops from our National Guard providing upward of 50 percent of the troops in Iraq. We know the National Guard provided perhaps the best response of the Government to Hurricane Katrina, and General Blum and I have talked about these matters before.

A lot of us were very disappointed to see the Army and the Air Force attempt to cut the end strength of the National Guard on purely budget grounds without considering they have broad responsibilities. Senator Bond has already discussed this, but he and I are co-chairs of the Guard Caucus and we fought these cuts very hard. We have actually 73 members in a time when, unfortunately, the Senate has become far more partisan than what the three of us are used to as more senior members here. This was a strong showing of bipartisanship, 73 Senators joining the letter to the Secretary opposing this.

I kind of look at the National Guard as a 21st century fighting force with a kind of 19th century organizational chart or flow chart. I think the interesting thing is how well you have worked around some of those obstacles. That is why Senator Bond and I are introducing the National Defense Enhancement and Guard Empowerment Act of 2006, which has been discussed.

General Blum, you were circumspect in your answers to Senator Bond on that. I do not want to pressure, but tell me this. Would your successor be in a better position to address the needs of the Guard if the chief sat on the Joint Chiefs of Staff?

General BLUM. I would have to say that that would be a more advantageous position to have your points, your agenda, and your voice heard. I would think, I would think that it could not be anything other than an advantage for someone to be in that position. I can see no disadvantage for a future chief. You could not provide him a better platform to have his voice heard, let me at least put it to you that way.

You are asking me a very awkward question.

Senator LEAHY. I understand. I had a follow-up on that, which I will not ask because that would be even more awkward.

I have not heard anybody on this panel try to dissuade Senator Bond and me from going forward. I had an interesting discussion with the Secretary of Defense where he disagrees with us and in fact made his position very clear. I however made mine very clear. And he and I have known each other for well over 30 years and we sometimes agree and when we disagree we are never so shy that we refrain from letting each other know where we disagree.

Let me ask you this. The Army and the Air Force when they were putting forward the request for cutting the Guard's force structure by 17,000 and 14,000 respectively, were you or your two chief deputies involved in the deliberations and decisionmaking?

General BLUM. I think it has been testified before by myself, Secretary Harvey, General Schoomaker, the Chief of Staff of the Army, that that entire episode could have been done and handled much better. There is a definite commitment amongst the senior leadership of the United States Army and the Guard Bureau to make sure that we speak with one voice and that we move forward, from what has been a very ugly and consistent past history that is well known by all the members of this subcommittee. This is not a new development. This is a pattern, a historical pattern, that we are trying to get away from. We are trying to move forward in a new, more positive direction with the current leadership.

But the history is replete with examples where the Guard and Reserve leadership were informed more than they were involved.

MISSION READINESS

Senator LEAHY. Well, what bothers me is that also it comes down almost like you are doing it with a slide rule on money and ignoring mission. I am more interested in looking first at what the mission is and then determining whether we can fulfill the mission. I think it sort of goes the other way around, and I think that is unfortunate.

We have seen a broadly expanded mission in Iraq and Afghanistan. I certainly see it from my little State of Vermont, that we

have had on a per capita basis one of the highest, if not the highest, number of casualties in the country. We certainly have not found anybody who has refused to go. They are there. They salute and off they go. And I am told by those who have visited from outside our State that Vermonters have handled themselves extremely well.

General BLUM. Yes, sir, they have.

Senator LEAHY. But I think that could be said of a whole lot of States. And I also know that our regular Army and Air Force have done an extremely good job over there, but they could not do the job that they have been tasked to do, or our marines, without the backup of the Guard. Then we have, of course, the homeland things. Katrina, we saw that, when you guys responded so well. But we also saw an enormous amount of equipment used up.

My time is up. I think you know where I stand on this. We will keep trying to replace the equipment you need for Katrina, from Katrina, and Iraq and Afghanistan, because, much as we would like to say the need will never occur again, we know it will.

Thank you, Mr. Chairman.

General BLUM. Thank you, Senator.

Senator STEVENS. Thank you very much.

ROLE OF THE NATIONAL GUARD

Thank you very much, Generals. I was just sitting here talking to Senator Inouye and we are reminded about the fact that about 27, 28 years ago Senator Stennis decided on the recommendation of Senator Hollings and myself to ask the Guard to have their people who had duty time 2 weeks a year to perform that over in Europe, and that led to the whole concept of trying to think about how we could use the Guard and Reserve forces in terms of augmenting the commitments we had at that time to maintain forces in Europe.

We have come a long way now. We also were the ones that put in the first bill to make your rank four star, General. When that failed, everyone moved up to three stars, but we had two people assigned to be advisers to the Chairman of the Joint Chiefs to represent Guard and Reserve interests on the immediate staff.

Now we are going back again to the four-star level and obviously questions here from the Guard Caucus indicate that, and Senator Inouye and I will once again join them in trying to bring about a restructuring. In the final analysis, that will be a decision by the Armed Services Committee, but we think we have a role in this also, so we are going to be advisers, but certainly rely on your judgment as to how this might work out.

It is not going to be too convenient to have a fifth member of the Joint Chiefs who really has a role that intercedes with two other chiefs. We have to find some way with the Armed Services Committee to reconcile that problem. But I certainly do agree it is time now that the forces that you represent, you and the generals who follow you represent, are part of the total force and they should not—that force should be at the table. It should be in the huddle, General, and we look forward to helping to do that.

General BLUM. Mr. Chairman, if I might, for the record I would like to state my position on one thing. I do not support the National Guard being a separate service. I hope no one takes any of

the testimony or draws conclusions. First of all, I have not really seen the details of what is being proposed here today, and it is very awkward for me to comment.

Senator STEVENS. We are not asking you to and I do not think we should.

General BLUM. And I certainly want to go on record as saying that the role of the Army National Guard and the Air National Guard as Federal reserve components of the Army and the Air Force should be maintained and probably strengthened, and that the unique dual role mission of the National Guard, which is really probably the core of what is misunderstood most or not well understood or well known throughout the halls of the Pentagon, is the root of a lot of the problems.

I would say that you want to maintain that unique dual role, and I would say that you want to maintain the Army and Air National Guard of the United States as Federal Reserves of the Army and the Air Force, but clearly, clearly the legislation that exists today does not recognize the Department of Defense, it does not recognize the Joint Staff, it does not recognize Northern Command's existence, it does not recognize the Assistant Secretary of Defense for Homeland Defense. Those things are absolutely in need of serious addressing. There is no question.

The National Guard needs to be, as well as the other Reserve components need to be, brought up and caught up with the Goldwater-Nichols Act. We were left out of that.

Senator STEVENS. Well, the experience you are going through now and we have been through in terms of this involvement for Afghanistan and then Iraq certainly demonstrates the need for rethinking of the organizational structure that utilizes the Guard and Reserve. That is what we are saying. I think we are trying to bring about that really recognition of what this experience has demonstrated. I hope we are successful.

General BLUM. Senator Leahy, I will not get into your discussions with the Secretary of Defense, but I do know that he recognizes what I just described as an issue that needs to be resolved, and he has a very keen interest in resolving. There is no question about it. This is definitely on his radar screen to be addressed.

ADDITIONAL COMMITTEE QUESTIONS

Senator STEVENS. Thank you very much.

General BLUM. Thank you, sir.

Senator STEVENS. We thank the three of you.

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

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL H STEVEN BLUM

QUESTIONS SUBMITTED BY SENATOR TED STEVENS

*Question.* The National Guard has deployed a substantial amount of equipment overseas. How has the loss of that equipment affected readiness levels nationwide? How do you plan on replenishing that equipment?

Answer. As one would expect, the readiness levels of the Army National Guard (ARNG) units have declined substantially. The ARNG has contributed approximately 86,000 pieces of equipment valued at over $2.8 billion as "theater provided equipment" (TPE). While the Army has the role and responsibility of equipping the

ARNG, the ARNG and Army have been working closely together to develop a strategy that will transform our formations into modular units. In the 2005–2011 Program Objective Memorandum (POM) Army has "firewalled" over $21 billion of equipment dedicated to the ARNG. In addition, Army has requested $2.2 billion in the fiscal year 2007 supplemental to repay the ARNG for equipment contributed to TPE. The ARNG is currently working with the Army on the 2008–2013 POM to further modernize and transform the ARNG. The ARNG also has developed an Unfinanced Request for an additional $33 billion that, if funded, would fill the ARNG to 100 percent of Objective Table of Organization and Equipment requirements, thus fulfilling the Army's ultimate goal.

*Question.* I am concerned with the President's fiscal year 2007 budget request for National Guard Counter-Drug programs. Each year the administration does not request sufficient funds for State Plans Programs, and this year is no different. Why is it important that the National Guard continue to support our nation's counterdrug program?

Answer. National Guard Counterdrug (NG CD) Program personnel in every state and territory work to: provide specialized military support of the drug related homeland security activities of federal, state, and local law enforcement, in the form of criminal activity analysis, law enforcement officer training, aviation support, criminal activity observation and reporting, linguist support, and engineering support; educate America's youth about the dangers of drug abuse and addiction, to reduce the demand for drugs; and lend specialized drug fighting skills to the military Combatant Commanders abroad in their fight against terrorism and drugs.

The National Guard is an effective force multiplier for law enforcement's drug interdiction efforts. In fiscal year 2005 National Guard Counterdrug personnel assisted law enforcement in seizing the following: cocaine (353,225 pounds); crack cocaine (11,950 pounds); marijuana plants (2,043,734 plants); marijuana, processed (1,986,178 pounds); methamphetamine (6,137 pounds); heroin (2,139 pounds); ecstasy (560,971 pills); other/designer drugs (4,621,339 pills); weapons (11,490); vehicles (4,357); and currency ($241,988,784).

The National Guard Counterdrug program faces serious financial challenges. Approximately 90 percent of the CD Budget is used to fund personnel Pay and Allowances. Budget increases have not kept pace with the inflation in manpower costs. As the buying power of the budget shrinks, the Counterdrug program loses capability each year.

Presidential Budget Directive (PBD–95) directed a recommended minimum level of National Guard Counterdrug capability, measured in terms of end strength, to be 2,763 Guardsmen. In fiscal year 2007, the National Guard Counterdrug Program would require an additional $61 million above the President's budget to achieve this personnel level. The five Counterdrug schools for law enforcement officers have identified requirements for $20 million above the President's budget. Updating the sensors on the RC–26 surveillance aircraft to preserve viability will cost $38 million above the President's budget. These sensors also provide real time downlinks during crisis operations.

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QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

*Question.* General Blum, can you provide the committee your thoughts on the implications of the Guard becoming our nation's operational force instead of the strategic force of the past, and how we balance that with their state's missions?

Answer. The National Guard has transformed itself from the Cold War strategic reserve into an operational force with a focus on joint and expeditionary warfare that is capable of responding to a broad range of civil and humanitarian crises. Whether supporting a variety of state missions in a domestic scenario or deploying to over 40 nations on five continents in the past year alone, the Guard is more ready, reliable, essential and accessible today than at anytime in its nearly 400 years of existence. Since the terrorist attacks of September 2001, the Guard has been employed around the world and here at home as an operational force in a variety of contingencies and, with the exception of those units mobilized for war, is still under-resourced for many of the missions it now performs. Army Guard units in particular remain manned at Cold War levels, lack a robust cadre of full-time support personnel, and are equipped well-below wartime requirements. Since September 11, 2001, Guard units deploying to the warfight have been well-equipped, but the response to Hurricane Katrina revealed serious shortcomings in the equipping of Guard units for Homeland Security and Defense. Guard units returning from overseas came back with an average of only about 35 percent of the equipment with which they deployed, leaving them far less capable of meeting training require-

ments and, most importantly, fulfilling their missions here at home. To fulfill these missions, the Guard's highest priorities for re-setting and re-equipping continue to be satellite and tactical communications equipment, medical equipment, utility helicopters, military trucks and engineer equipment. We must also ensure that this equipment is identical to the equipment required for wartime use so that Guard units remain interoperable with their active component counterparts for both Homeland Defense and Homeland Security operations. Additionally, we must invest in an extensive non-lethal weapons capability for use in both domestic and overseas contingencies. By re-equipping with these priorities, the Guard will be able to effectively and ably continue its service to the American people, both at home and abroad.

*Question.* General Blum, as I understand it, instead of divisions being the centerpiece of the Army, modular brigade combat teams will be a strategically agile force that can "plug into" joint and coalition forces in an expeditionary manner. Could you describe what the Army National Guard will look like at the end of fiscal year 2007 and the rate at which the Army National Guard will become a modular force?

Answer. The Army is involved in the most dramatic restructuring of forces since World War II. The centerpiece is modular transformation and an increase in the Army's operational force with the building of brigade combat teams (BCTs) and associated multi-functional and functional support brigades. The Army National Guard is building toward 28 BCTs and 48 multi-functional and functional support brigades. The Army is currently conducting Force Management Review 2009–2012 to assess the optimum balance of force capabilities across all three components. A key element of this review is the collaborative effort with the Army National Guard Adjutants General to address warfighting requirements, current operational demands and potential Homeland Defense missions. The results of this effort may change the number and type of BCTs and support brigades in the Army National Guard beginning in fiscal year 2008.

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QUESTION SUBMITTED BY SENATOR ARLEN SPECTER

*Question.* I understand that the National Guard and the Active Components (AC) are working together to ensure the Guard and the AC use as many of the same analytical and reporting systems as possible to ensure they are compatible in combat. Will this effort, however, provide all of the functionality the Guard needs for normal peacetime operations and to rapidly and effectively respond to domestic emergencies?

Answer. While DOD and the Army provide analytical and reporting tools our soldiers can use to operate as a cohesive enterprise, none have the ability to work outside of the federal force. Therefore, we are working on the requirements for a program, dubbed the "National Guard Enterprise," to encompass all the National Guard requirements for all purposes. The program will work with all the DOD systems and will have the capabilities to work with state and local systems, provide management for all the state National Guard requirements, and provide the National Guard with good incident management capability. The North Carolina National Guard has already funded interoperable communications systems for themselves, and we're going to try it in our Joint Operations Centers at the National Guard Bureau and in several of the Gulf states initially and see where we can go from there. We'll move carefully and cautiously because I want it to work correctly, and I don't want any of our airmen or soldiers using a system that doesn't work the same as the systems used in the combat theater.

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QUESTIONS SUBMITTED BY SENATOR PETE V. DOMENICI

KIRTLAND NATIONAL GUARD'S ROLE WITH F–16 SQUADRONS

*Question.* What is the long range plan for National Guard F–16 squadrons like the New Mexico National Guard at Kirtland Air Force Base?

Answer. The F–22 mission is an ideal follow-on flying mission for the New Mexico Air National Guard. The current F–16 block 30 platform is scheduled for retirement in fiscal year 2012–2017. The Air Force needs the high experience inherent in Air National Guard units to maximize the potential of the F–22. A likely organizational structure for Holloman Air Force Base is the "Classic Associate" model.

NATIONAL GUARD'S ROLE IN BORDER SECURITY

*Question.* Existing Federal law allows the National Guard to work on counter drug initiatives such as building fences and barriers along the border. As a border state senator, I know first-hand the success these initiatives have had in our war on drugs.

Last year I introduced border security legislation that would expand the ability of States to use the National Guard in additional border efforts, including building roads, participating in search and rescue operations, and monitoring the international border. Under my legislation, the National Guard would not participate in any law enforcement activities and would be coordinated through the Departments of Defense and Homeland Security.

I believe such legislation could expand on current border security efforts, like an operation recently conducted in New Mexico that involved the U.S. Army assisting border patrol agents by surveying the border and notifying border patrol agents of illegal crossers. Additionally, I think such legislation could save lives, as the National Guard could participate in search and rescues operations for the many individuals who try to cross the border in the desert Southwest and suffer dehydration or worse.

Can you tell us a little bit about the National Guard's current role on the international border?

Do you believe allowing the National Guard to participate in surveillance efforts, search and rescue operations, and construction projects could be a valuable source of training for our Guardsmen?

Answer. The National Guard has for years provided support to security along the Nation's borders. Some of this has been in the form of support to law enforcement agencies performed as part of the National Guard counter-drug activities in border states. Additionally, National Guard engineer units have participated in innovative readiness training in which they hone their engineering, construction, planning and logistics skills by building fencing along the border. Our experience has been that this has indeed been good training.

EMERGENCY POWER SOURCES FOR THE NATIONAL GUARD

*Question.* I believe that as a key part of our nation's defense, the National Guard must have the tools it needs to protect Americans, including energy security that can be achieved through energy diversity.

Do any of our National Guard Armories currently have alternative energy sources that they can utilize in emergencies?

Have you considered what alternative energy sources might best be suited for our Armories?

Answer. Some readiness centers constructed in the past several years have included diesel-powered emergency generators. This item became an official item of construction criteria in 2003 but was permitted as an exception to criteria on a case by case basis before that year.

We have not yet been able to come up with viable alternatives to diesel-powered emergency generators. True alternative energy sources are, at this time, cost prohibitive and often technically unfeasible.

NATIONAL GUARD AND PLAYAS

*Question.* New Mexico Tech operates a training, research, development, test and evaluation complex in the town of Playas, New Mexico. First responders, homeland security personnel, defense personnel and others may utilize the unique training capabilities offered in the remote, desert southwest town of Playas.

I understand that you have visited Playas and seen some of its capabilities.

Does the Playas training center offer special training opportunities to the National Guard?

Answer. The Playas, New Mexico, facility offers National Guard units the opportunity to train with other government agency and Department of Defense first responders using interagency procedures, thus improving cooperation and coordination between these entities. The facility's unique capabilities—including use of explosives, sufficient airspace for unmanned aerial vehicle (UAV) and air operations, and use of urban settings for military operations—provides settings and training opportunities that are unavailable at most training facilities.

NATIONAL GUARD AND THE ARMY'S AIR DEFENSE ARTILLERY

*Question.* Thirty percent of the Army's Air Defense Artillery (ADA) is being assigned to the National Guard. Defense against rocket-artillery-mortar, cruise mis-

siles, and tactical ballistic missiles are now required of the ADA along with their traditional mission against manned aircraft. Additionally, these greatly expanded capabilities must be very mobile for integration into the Future Combat System.

Which ADA capabilities does the National Guard feel it can best support?

How will the National Guard ADA units be able to integrate their training into the net-centric, mobile units of the Future Combat System?

Answer. The Army National Guard (ARNG) can be successful in all mission areas of Air Defense Artillery (ADA), except for the theater missile defense mission of the Patriot system, if properly resourced. The key to success for the ARNG's integration into net-centric warfare is for proper resourcing, especially in new equipment and full-time manning.

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QUESTION SUBMITTED BY SENATOR RICHARD C. SHELBY

*Question.* The National Guard has played a critical role in our national security over the past several years. In light of their major role in Iraq and Afghanistan, as well as their critical role domestically in the hurricane response this past year, General Blum, what role do you see the National Guard taking in order to meet the security requirements of the United States, now and in the future?

How do you see the National Guard's role and mission changing in the next several years?

Answer. The National Guard's role in meeting the security requirements of the United States will continue to evolve as the nation's requirements evolve, but the National Guard will continue to remain a hallmark of performance to the nation as it has for nearly four hundred years. As a transformed force capable of joint and expeditionary warfare, the Guard also remains capable of responding to a broad range of civil and humanitarian crises. The Guard fights narco-terrorism through our counterdrug programs. We stand guard over America's critical physical and cyber infrastructure. Our Airmen fly the vast majority of air sovereignty missions over America's cities, while our Soldiers man air and missile defense systems in the nation's capital and Alaska. We conduct peacekeeping operations in Kosovo and the Sinai, stand watch aboard military cargo ships as they transit the Persian Gulf, guard prisoners in Guantanamo Bay, and train the Iraqi and Afghan national armies. As recently as 2005, the Army National Guard contributed half of the combat brigades on the ground in Iraq. As much as the Guard does overseas, however, we must not lose sight of our responsibility at home. Our commitment to the nation's Governors is to not only provide each of them with sufficient capabilities under state control, but to also provide the appropriate mix of forces to allow them to respond to domestic emergencies. To meet this, the National Guard Bureau is committed to the fundamental principle that each and every state and territory must possess ten core capabilities for homeland readiness: a Joint Force Headquarters for command and control; a Civil Support Team for chemical, biological, and radiological detection; engineering assets; communications; ground transportation; aviation; medical capability; security forces; logistics; and maintenance capability. By focusing the Guard's priorities on recruiting and retention bonuses and initiatives, equipment reset and modernization, and obtaining critical domestic mission resources, our nation's future security will remain closely aligned with the transformation of the Guard as it continues to meet these challenges both at home and abroad.

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QUESTION SUBMITTED TO LIEUTENANT GENERAL CLYDE A. VAUGHN

QUESTION SUBMITTED BY SENATOR TED STEVENS

*Question.* The Committee provided the Army National Guard an additional $60 million for equipment in the National Guard and Reserve Equipment account in the fiscal year 2006 Defense Appropriations Act, and $700 million in title IX. Can you tell us what requirements these funds will fill?

Answer. The National Guard and Equipment Account helps meet the equipment and system requirements identified by the Chief of the National Guard Bureau in the document entitled "National Guard Equipment Requirements, Protecting America at Home and Abroad," which was sent to members of the House and Senate last September. These requirements fall into ten areas: Joint Force Headquarters and Command and Control; Civil Support Teams and Force Protection; Maintenance; Aviation; Engineer; Medical; Communications; Transportation; Security; and Logistics. One major area of focus for the Guard is improving Interoperable Communications in Disaster Response.

QUESTION SUBMITTED TO MAJOR GENERAL CHARLES ICKES II

QUESTIONS SUBMITTED BY SENATOR TED STEVENS

*Question.* The Committee provided the Air National Guard an additional $60 million for equipment in the National Guard and Reserve Equipment account in the fiscal year 2006 Defense Appropriations Act, and $200 million in title IX. Can you tell us what requirements these funds will fill?

Answer. For fiscal year 2006 the Air National Guard was approved $30 million in the National Guard and Reserve Equipment Account (NGREA) to fund equipment purchases versus the $60 million addressed in your question. The $30 million in fiscal year 2006 NGREA will fund equipment purchases to fulfill requirements in Precision Strike, Data Link/Combat Identification, 24 Hour Operations, Enhanced Survivability, Propulsion Modernization, Simulation Systems and Training. $200 million in fiscal year 2006 Title IX NGREA will help the Air National Guard fund equipment requirements identified by the Chief of the National Guard Bureau in the September 22, 2005, document entitled "National Guard Equipment Requirements, Protecting America at Home and Abroad." These requirements include urgent needs to replace damaged and destroyed equipment used in support of hurricanes Katrina and Wilma, improve current capabilities, and modernize future capabilities. The equipment will enable the Air National Guard to better to respond to natural disasters, emerging homeland defense/homeland security needs, and leverage organic capabilities in support of the Global War on Terrorism.

**STATEMENT OF LIEUTENANT GENERAL JAMES R. HELMLY, CHIEF, ARMY RESERVE, DEPARTMENT OF THE ARMY**

Senator STEVENS. We will now hear from the leadership of the Reserve components: Lieutenant General James Helmly, Chief and Commander of the Army Reserve; Vice Admiral John Cotton, Chief of the Naval Reserve; Lieutenant General Jack Bergman, Commander of the Marine Corps Reserve; Lieutenant General John Bradley, Chief of the Air Force Reserve.

General Helmly, I understand this is your final appearance before our subcommittee. We want to thank you for your appearances in the past and your cooperation with this subcommittee and wish you well in your next assignment.

We welcome General Bergman, who is making his first appearance before us as Commander of the Marine Corps Reserve. It is a pleasure to have you before us, sir, and we look forward to working with you.

It really is a pleasure to have you all here. We are sorry that the previous round has taken a little bit longer than we thought, but we wanted to hear your statements. Your statements are printed in full in the record and we would like to hear your comments.

General Helmly.

General HELMLY. Senator Stevens, Senator Inouye, distinguished members of the subcommittee: Thank you for your time today. My name is Ron Helmly, as you noted, and I am an American soldier.

I am privileged today to be accompanied by two other soldiers of your Army Reserve: Captain—and I would ask them to stand as I call their names—Captain Matthew R. Brown and Sergeant Brianne C. Dix. Both of these distinguished members of our force have served in combat in Iraq. Their presence reminds us all of why we are here, to support the men and women who have answered our Nation's call to duty.

Captain Brown and Sergeant Dix are both representative of all of our members and I know I speak for my fellow chiefs, sailors, airmen, marines, coast guardsmen as well. They remind us of why we lead and why we are appearing before this subcommittee today.

Thank you very much, Captain Brown, Sergeant Dix.

Senator STEVENS. Captain Brown, Sergeant Dix, we thank you very much for being here. We appreciate it. Thank you.

General HELMLY. Senator, I hope to convey to you clearly today what the Army Reserve is doing to address the many issues involved in changing our force from an industrial age force in reserve to a more modern, skill-rich, complementary force that, when brought to duty, capitalizes on the intrinsic value of civilian-based skills, trains and prepares warrior-citizens who can compliment our Army and joint forces.

PREPARED STATEMENT

I ask that our prepared statement, which consists of our Army Reserve posture statement, be entered into the record as our prepared statement. I thank you the subcommittee for your time and for all you have done in the past and continue to do for our soldiers, sailors, airmen, marines, and their families, and I look forward to your questions. Thank you very much.

Senator STEVENS. Thank you very much. We appreciate that.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JAMES R. HELMLY

PURPOSE AND ORGANIZATION OF THE POSTURE STATEMENT

The 2006 Army Reserve Posture Statement (ARPS) provides an overview of the Army Reserve. It details accomplishments of the past year, as the Army Reserve continued to implement profound changes while simultaneously fighting the Global War on Terrorism. The Army Reserve understands its vital role in The Army Plan. This plan, endorsed by the Secretary of the Army in the 2005 and 2006 Army Posture Statements, centers around four overarching, interrelated strategies. The Army Reserve best supports The Army Plan by complementing the joint force with skill-rich capabilities. The Army Reserve programs, initiatives and requirements are designed to provide this additional support and are best described in the following strategies: (1) managing change; (2) providing trained and ready units; (3) equipping the force; and (4) manning the force. These strategies ensure that the Army Reserve, as an integral component of the Army, continues to meet its non-negotiable contract with the American public: to fight and win our Nation's wars.

TODAY'S ARMY RESERVE

America remains a nation at war, fighting a Global War on Terrorism that demands the skill, commitment, dedication and readiness of all its armed services. Our adversary is intelligent, tenacious, elusive and adaptive—a viable threat to the United States' national security and freedom.

By law, the purpose of the Army Reserve—to "provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require"—is a reminder that while the methods, tactics and adversaries we face in the Global War on Terrorism are drastically changed from that which we prepared for in the past, our Nation's dependence on the Army Reserve has not changed.

Today's Army Reserve is no longer a strategic reserve, it is a complementary, operational force, an inactive-duty force that uses the energy and urgency of Army transformation and the operational demands of the Global War on Terrorism to change from a technically focused, force-in-reserve to a learning, adaptive organization that provides trained, ready, "inactive-duty" Soldiers poised and available for active service, as if they knew the hour and day they would be called. This fundamental shift provides significant challenges to our institution. Managing critical but limited resources to achieve higher readiness and continuing to recruit high-quality Soldiers, and sustaining a high tempo of operations are among the most essential of these challenges.

As a fully integrated member of our nation's defense establishment, the Army Reserve depends on the resources requested in the President's budget. These funds allow the Army Reserve to recruit, train, maintain and equip forces to prepare for present and future missions. As detailed later in this document, the Army Reserve is simultaneously undergoing deep and profound change in how it organizes, trains, mans, manages, and mobilizes Soldiers and maintains its forces. We are reshaping the force to provide relevant and ready assets with a streamlined command and control structure. We are committed to examining every process, policy and program, and changing them to meet the needs of the 21st century as opposed to continuing them from the past. We will remain good stewards of the trust of the American public.

The Army Reserve's future—an integral component of the world's best Army, complementing the joint force with skill-rich capabilities, skills and professional talents derived from our Soldiers' civilian employment and perfected by daily use—is truly more a current reality than a future one. Every initiative, change and request is geared to one end—to make the United States Army Reserve a value added, integral

part of the Army: the preeminent land power on earth—the ultimate instrument of national resolve—that is both ready to meet and relevant to the challenges of the dangerous and complex 21st century security environment.

The Army Reserve Soldier has always answered our country's call to duty—and we always will!

LT. GEN. JAMES R. HELMLY,
*Chief, Army Reserve.*

ARMY RESERVE HISTORY

HISTORICAL BACKGROUND AND TODAY

The Army Reserve is an institution with a long tradition of adapting to the changing security needs of the Nation. The profound changes currently underway today, with more than 40,000 Army Reserve Soldiers mobilized in support of the Global War on Terrorism, are an accelerated continuation of that tradition.

1908: The official predecessor of the Army Reserve was created in 1908 as the Medical Reserve Corps and subsequently titled the Organized Reserve Corps. It was a peacetime pool of trained officers and enlisted men that the Army mobilized as individual replacements for units in the world wars of the 20th century. Today, the Army Reserve makes up 67 percent of the Army's total medical force with physicians, dentists, nurses and veterinarians bringing their civilian skills and experience to Soldiers on the battlefield.

1916: Using its constitutional authority to "raise and support armies," Congress passed the National Defense Act in 1916 that created the Officers' Reserve Corps, Enlisted Reserve Corps and Reserve Officers' Training Corps. The Army mobilized 89,500 Reserve officers for World War I (1917–1919), one-third of whom were physicians. Currently, more than 25,000 students at 1,100 colleges and universities are enrolled in Army ROTC.

1920: After the war, the separate Reserve corps for officers and enlisted men were combined into the Organized Reserve Corps, a name that lasted into the 1950s. Today, the Army's Title 10 force is known as the Army Reserve.

1940: In preparation for World War II, the Army began calling Army Reserve officers to active duty in June 1940. In the year that followed, the number of Reserve officers on active duty rose from less than 3,000 to more than 57,000.

1941–1945: During World War II (1941–1945), the Army mobilized 26 Reserve (designated) infantry divisions. Approximately a quarter of all Army officers who served were from the Reserve, including more than 100,000 Reserve Officers' Training Corps graduates. More than 200,000 Reserve Soldiers served in the war.

1950–1953: The Korean War (1950–1953) saw more than 70 units and 240,000 Army Reserve Soldiers called to active duty. While the Korean conflict was still underway, Congress began making significant changes in the structure and role of the Reserve. These changes transformed the Organized Reserve into the United States Army Reserve.

1970s: By the 1970s, the Army Reserve was increasingly structured for combat support and combat service support. The end of the draft coincided with announcement of the Total Force Policy in 1973. The effect of an all-volunteer force and the Total Force Policy was a shift of some responsibilities and resources to the Army Reserve. Today, in the spirit of the Total Force policy, when America's Army goes to war, the Army Reserve goes to war.

1991: Army Reserve Soldiers were among the first reserve component personnel called to active duty for operations Desert Shield/Desert Storm and were among the last to leave the desert. More than 84,000 Army Reserve Soldiers provided combat support and combat service support to the United Nations forces fighting Iraq in the Persian Gulf and site support to United States forces elsewhere in the world.

1993: In the post-Cold War era, the Army restructured its reserve components. Reduction in active-component end strength made the Army even more reliant on the Army Reserve and the Army National Guard. A 1993 agreement among all three components called for rebalancing the preponderance of reserve component combat formations in the Army National Guard, while the Army Reserve would principally focus on combat support and combat service support. Today, the Army Reserve provides 30 percent of the Army's combat support and 45 percent of its combat service support capabilities.

1995: Since 1995, Army Reserve Soldiers have been mobilized continuously. For Bosnia and Kosovo, 20,000 Army Reserve Soldiers were mobilized.

2006: As of February 2006, more than 147,000 Army Reserve Soldiers have been mobilized in support of the Global War on Terrorism, with more than 40,000 still serving on active duty.

STRATEGIC OVERVIEW

Today's security environment is volatile, uncertain, complex and ambiguous. The elements of that environment often interact randomly and without sufficient lead time to develop a deliberate response. The need for Army Reserve Soldiers and units to be fully prepared to respond, prior to mobilization, is paramount.

World conditions reveal a variety of emerging challenges to our national security interests: Wider range of adversaries; Weapons of mass destruction; Rogue state armies; Cyber network attacks; Worldwide terrorism; and The global economy.

National conditions present additional challenges: Protracted war; Homeland defense; Budget pressures; Public focus; Global War on Terrorism (GWOT); Disaster response/relief; Declining manufacturing base; and Propensity for military service.

Within such an environment, the Army Reserve is changing from a strategic reserve to an inactive-duty force of skill-rich capabilities with enhanced responsiveness to complement the Army's transformation to a more lethal, agile and capabilities-based modular force. The Army Reserve's force structure is no longer planned as a force in reserve—a "supplementary force;" rather, it is a force that complements the Army and joint forces. Today's units are to be prepared and available to deploy with their full complement of trained Soldiers and equipment when the Nation calls.

This transformation will progress as the Army Reserve continues to meet the ongoing operational challenges of the Global War on Terrorism, while simultaneously supporting other missions around the globe.

MANAGING CHANGE

*Accomplishments*

Since the beginning of 2005, the Army Reserve has:

—Developed and applied a cyclic readiness and force management model, currently called Army Force Generation (ARFORGEN). Applied the ARFORGEN logic to how Army Reserve units are scheduled and resourced for deployment. In 2005, about 75 percent of the Army Reserve mobilized units were from the Army Reserve Expeditionary Force packages using the ARFORGEN model.

—Programmed inactivation of 18 general officer non-war-fighting headquarters.

—Awarded 11 military construction contracts in 2005 to construct nine new Army Reserve training centers that will support more than 3,500 Army Reserve Soldiers in Kansas, Florida, Utah, Pennsylvania, Maryland, New Jersey and Colorado.

—Awarded two major range improvement project contracts for Fort McCoy, WI.

—Activated two functional commands, the Military Intelligence Readiness Command and Army Reserve Medical Command, providing focused training and force management for medical and military intelligence Army Reserve forces.

—Began realignment of command and control of U.S. Army Civil Affairs and Psychological Operations forces from Special Operations Command to the U.S. Army Reserve Command to improve training and force management.

—Initiated action to close or realign 176 Army Reserve facilities under BRAC, a higher percentage than any other component of any service, moving Army Reserve Soldiers into 125 more modern facilities.

—Began applying Lean Six Sigma business management techniques to improve supporting business processes and methods.

Transforming to meet today's demand for Army Reserve forces has led to the development of a host of initiatives. When implemented, these initiatives will accomplish the following:

—Ensure more focused and efficient management, increasing units' and Soldiers' readiness.

—Increase the number of Army Reserve Soldiers in deployable units.

—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 GWOT.

—Improve Army Reserve business, resourcing and acquisition processes.

*Focused, Efficient Management: Army Reserve Expeditionary Force*

The foundation for Army Reserve support to future contingencies is the Army Reserve Expeditionary Force (AREF). Incorporating a strategy for cyclically managing Army Reserve force readiness, AREF directly supports the Army's Force Generation model. AREF applies Army rotational force doctrine to decisions regarding training, equipping and leader deployment. The management system applies packaged and cyclic resourcing of capabilities instead of the outmoded, tiered resourcing model, which supported a now obsolete, time-phased force deployment list against prescrip-

tive operational plans. AREF provides more focused, efficient support to units about to deploy by developing packages that can be called to duty as needed. The system also capitalizes on constrained resources to best utilize equipping and readiness dollars.

Under AREF, most Army Reserve units are assigned to one of the expeditionary force packages. The packages move through a rotational cycle of readiness levels, ranging from reconstitution to validation and employment. The units in each package will have a one-year "availability" period during which they will be "on call" or deployed. AREF enables the Army Reserve to achieve a high level of readiness in planned, deliberate time periods and provides a means to program and manage resources in advance. This resourcing strategy also ensures that deploying units be trained individually and collectively on the most modern equipment and have that equipment available when needed.

When fully implemented, the AREF strategy will add rotational depth to the force, spread the operational tempo more evenly throughout the Army Reserve, and add predictability to the processes that support combatant commanders, Soldiers, families and employers.

*Increasing the Operational Force*

In 2005, the Army Reserve began divesting itself of force structure that exceeded its congressionally authorized end strength of 205,000. The Army Reserve also began reducing the number of spaces in non-deploying units. These actions allow more Soldiers to be assigned to deployable units and to be fully prepared for mobilization. This process requires a substantial "leaning out" of our training base and support headquarters, while carefully maintaining high quality training and support services. As an example of training base efficiencies, in fiscal year 2005, the Army Reserve continued to develop the new 84th U.S. Army Reserve Readiness Training Command that resulted from the merger of the Army Reserve Readiness Training Center and the Headquarters of the 84th Division (Institutional Training). This consolidation improved the Army Reserve's individual training and leader education capabilities while creating leaner training support command and control structures. Reducing the number of units and focusing efforts to get more Soldiers into deployable units will allow more effective and cost-efficient management.

*Improved Facilities and Training Support: Realignment and Closure*

Base Realignment and Closure (BRAC) 2005 enables the Army Reserve to reshape its force and command, control and management headquarters, improving readiness while realizing significant cost reductions.

The BRAC 2005 recommendations became law in November 2005. BRAC provides the Army Reserve the opportunity to station forces in the most modern, up-to-date facilities possible and to redesign a Cold-War structure that no longer reflects current requirements. Under BRAC, the Army Reserve will close or realign 176 of its current facilities. This is a higher percentage than any other military component. Army Reserve units from these older centers and facilities will move into 125 new Armed Forces Reserve centers (AFRCs) that are shared with at least one other reserve component, helping support "jointness" and efficiency. This construction will eliminate duplication of facilities within the same geographical areas serviced by different components of our Armed Forces. Some of these moves have already begun. The new AFRCs will have high-tech, distance learning, and video teleconferencing capabilities, fitness centers, family readiness centers, and enhanced maintenance and equipment storage facilities. These dramatic changes, closely coordinated among Army Reserve planners and the BRAC agencies, were synchronized with the Army Reserve's overall effort to reduce its organizational structure and allow more deployable forces.

*Streamline Command and Control*

Assisted by BRAC, the executive restructuring of Army Reserve forces creates a more streamlined command, control, and support structure, develops future force units and reinvests non-deploying force structure into deploying units. The Army Reserve will disestablish the current 10 regional readiness commands (RRCs) that provide command and control, training, and readiness oversight to most of the Army Reserve units in the continental United States, and will reduce the number of general-officer commands.

Simultaneously, four regional readiness sustainment commands (RRSCs) will be established. These RRSCs, which will be fully operational by the end of fiscal year 2009, will provide base operations and administrative support to units and Army Reserve Soldiers within geographic regions. For the first time, all of the Army Reserve operational, deployable forces will be commanded by operational, deployable command headquarters.

Some of the future force brigade-level units will include support brigades (e.g., maneuver enhancement brigades, sustainment brigades, engineer, combat support, chemical and military police brigades).

Two functional, deployable commands were converted in 2005. The Army Reserve activated the Military Intelligence Readiness Command (MIRC) at Fort Belvoir, VA, and the Army Reserve Medical Command (AR–MEDCOM) at Pinellas Park, FL. The MIRC is integrated with the Army Intelligence and Security Command, and the AR–MEDCOM is integrated with the Army Medical Command. The AR–MEDCOM will eventually be further converted to a medical deployment support command and will be deployable. Aviation and military police commands are two additional functional commands being activated.

The result of the reshaping of the Army Reserve forces will be a more streamlined command and control structure and an increase in ready, deployable assets to support the Global War on Terrorism.

*Increasing Civil Affairs and Psychological Operations Assets*

The skills required today to assist civil governments gain their footing are not inherently military. It is in the ranks of the Army Reserve where city managers, bankers, public health directors and other such specialists vital to stability and support operations are found. For example, 96 percent of the Army's current civil affairs Soldiers are Army Reserve Soldiers; two of the three psychological operations groups—with their valued skills—are in the Army Reserve.

Over the next five years, the Army Reserve will add 904 Civil Affairs Soldiers and 1,228 Psychological Operations Soldiers to its inventory. The addition of these critical skills to the Army Reserve comes without additional Congressional funding; the positions will be transferred from the existing force.

Additionally, the Chief of Staff of the Army has approved the transfer of Army Reserve Civil Affairs and Psychological Operations forces from the U.S. Special Operations Command to the U.S. Army Reserve Command. This will fully integrate Army Reserve Civil Affairs and Psychological Operations elements into the conventional force, providing dedicated support to conventional operations.

*Improving Business Practices*

The Army Reserve is aggressively incorporating Lean Six Sigma concepts and practices into its business processes. Six Sigma is a problem-solving methodology that uses data and statistical analysis to create break-through performance within organizations.

The Army Reserve is embracing this program not only as an efficiency tool, but also as the very foundation for change. To demonstrate this commitment, the Army Reserve has stepped forward as a front-runner in Lean Six Sigma implementation within the Army. The Chief, Army Reserve has mandated Army Reserve leaders to constantly question and review current business processes within the Army Reserve to assess their value to readiness and to seek ways to improve responsiveness.

In conjunction with the Secretary of the Army's business transformation order, the Army Reserve began development of its deployment plan and completed classroom training of five Six Sigma "green belts" (coach-facilitators), who are currently working their first projects. In addition, 40 senior leaders received two-day executive level business transformation training.

The continuation of training is planned with a goal of institutionalizing the Army Reserve program fully by achieving the highest level Six Sigma certification within the Army staff. The organizational structure to support the program is being defined and established to ensure top-level support.

*Compelling Needs*

Continued support of Army Reserve Expeditionary Force and other programs associated with Army Force Generation.

Steady funding line for BRAC-generated changes to Army Reserve facilities.

PROVIDING TRAINED AND READY UNITS

*Accomplishments*

*Since 9/11:*

As of February 2006, the Army Reserve has mobilized more than 147,000 Soldiers' more than 25,000 of those Soldiers served on multiple deployments.

98 percent of Army Reserve units have provided support to current operations.

*Fiscal Year 2005 and beyond:*

Performed over 1,900 unit mobilizations in fiscal year 2005.

Provided a CH–47 Chinook aviation company to support Pakistan earthquake relief efforts, transporting victims, relocating refugees and delivering supplies.

Provided relief support in response to Indiana tornado damage, locating victims, draining lakes and retaining pond areas.

Supported Gulf Coast hurricane relief efforts by flying CH–47 Chinook helicopters and providing two truck companies to transport supplies, Soldiers and flood victims.

Scheduled Army Reserve units in 2006 and 2007 to align with the Army Reserve Training Strategy (ARTS) to produce a trained and ready force using a cyclic force readiness model.

Developed and implemented the Exercise WARRIOR to challenge units' collective responsiveness under stressful, contemporary operating environment conditions.

Refined existing functional exercises (targeted to a specific branch) to LEGACY exercises to train technical skills in a tactical environment.

*Operations*

In December of 2005, more than 40,000 Army Reserve Soldiers were serving on active duty in 18 countries around the world. This is a much changed world from the one the Army Reserve operated in less than a decade ago.

The Army Reserve is on the leading edge in training Iraqi forces. More than 750 Soldiers from the Army Reserve's 98th Division (Institutional Training), Rochester, NY, and other Army Reserve units returned from Iraq after spending a year training Iraqi military and security forces. Soldiers from the 80th Division (Institutional Training), Richmond, VA, replaced the 98th and continue this critical mission today. Their continuing efforts, in conjunction with other coalition forces, will enable the Iraqis to increasingly provide their own security, thus hastening the eventual maturing of Iraq's fledgling democracy. From supporting all military branches, running truck convoys of food, ammunition, fuel and various other items, to responding to ambushes and directly engaging the enemy, the Army Reserve has been an integral element of the U.S. military and coalition efforts in Iraq, Afghanistan and elsewhere throughout the CENTCOM area of responsibility.

*Civil Support*

In September 2005, the Army Reserve deployed emergency preparedness liaison officers, CH–47 heavy-lift helicopters, military history detachments and truck companies to assist in the federal disaster response to hurricanes Katrina and Rita.

During the mission, the Army Reserve made available three Army Reserve centers to house National Guard Soldiers responding from other states. Additionally, the centers provided operating space for the Federal Emergency Management Agency and first responder representatives.

The Army Reserve also provided desperately needed fuel for the American Red Cross in order to sustain refrigeration of perishable food for the evacuees.

As recent missions make clear, the Army Reserve has significant numbers of potentially critical capabilities that may be needed in future homeland defense and security missions. These capabilities include skilled medical professionals who can practice anywhere in the United States, hazardous materials reconnaissance, casualty extraction from inside a combat zone, mass casualty decontamination, critical medical care, engineering support and water purification.

As of September 2005, the Army Reserve, in conjunction with the Pennsylvania State Fire Academy, had trained and certified more than 350 Army Reserve chemical Soldiers to the federal standard, and trained more than 2,400 chemical and medical Soldiers to perform mass casualty decontamination.

Twenty-five Army Reserve chemical defense units are fielded with specialized weapons of mass destruction-response equipment for hazardous material and mass casualty decontamination operations. However, sustaining and upgrading these robust capabilities is not achievable under current funding levels.

*Army Reserve Training Strategy*

As the world and its threats have changed, so have the ways the Army Reserve approaches preparing and training its members to fight the nation's battles and protect its vital interests. The Army Reserve Training Strategy (ARTS) is the strategic training vision, establishing the fundamental concepts to implement the train-alert-deploy model for Army Reserve Soldiers. ARTS creates progressive training and readiness cycles, which provides priorities for resources, managed readiness levels and predictable training. Today's environment does not accommodate yesterday's "mobilize-train-deploy" model. Today's Army Reserve Soldiers must be trained and ready prior to mobilization as if they knew the day and hour they would be called. ARTS is a critical element of the Army Reserve Expeditionary Force, which supports the Army Force Generation (ARFORGEN) model. As units advance through a series

of cumulative and progressively complex training events, each training phase improves the level of unit readiness.

—During the reset/train phase of ARFORGEN, Army Reserve units begin reconstitution as Soldiers complete needed professional education and other skill-related training. The focus and priority is on individual training. The culminating event for the reset/train phase of ARFORGEN is the WARRIOR exercise; a multi-functional, multi-echelon, multi-component, joint and coalition event that improves unit proficiency at the company/platoon level.

—Units in the second year of the Reset/Train force pool will concentrate on perfecting their collective mission tasks by participating in functional exercises at the squad/crew level. The Army Reserve conducts a wide range of functional exercises throughout the United States providing skill specific training for Soldiers and units under field conditions. For example, the Quartermaster Liquid Logistics Exercise provides a challenging collective training venue for water purification, water production, and petroleum, oil and lubricants (POL) units. Other functional exercises are conducted for military police, transportation, maintenance and medical units.

The readiness and training goals for Army Reserve forces are the same as those for the Active component and in every instance the Army Reserve has provided trained and ready Soldiers. While the standards are the same, the conditions under which the Army Reserve prepares for its missions are significantly different. The limited training time for Army Reserve Soldiers competes with numerous civilian career priorities and must be used effectively and efficiently.

*Premier Training: Warrior Exercise (WAREX)*

Warrior exercises are combined arms "combat training center-like" exercises. These exercises include opposing forces, observer-controllers and structured after-action reviews. They provide branch/functional training for combat support/combat service support units in a field environment. Future warrior exercises will also serve as the capstone, externally evaluated, collective training event to move Army Reserve units from the Reset/Train Pool of AREF into the Ready Pool. The 90th Regional Readiness Command conducted the first Warrior Exercise in June 2005 at Fort Bliss, Texas, training more than 3,500 Soldiers.

*Experience-Based Training*

Capitalizing on recent experiences in the Global War on Terrorism and lessons learned, Army Reserve training continues to adapt to meet changing battlefield conditions and an agile, thinking enemy.

*Counter Improvised Explosive Device Train-the-Trainer (T3) Course*

Initially unsophisticated and relatively easy to detect as a roadside bomb, improvised explosive devices (IEDs) have become more complex in design and increasingly lethal over time. The purpose of the Counter Improvised Explosive Device (CIED) Train-the-Trainer (T3) Course is to train trainers in countering IED threats, with the first priority being those troops mobilizing and deploying to Iraq and Afghanistan. The goal is to close the tactical performance gap between unit pre-mobilization training tasks, conditions, standards, and the actual tactical environment and mission expectations in theater.

The 84th U.S. Army Reserve Readiness Training Command at Fort McCoy, WI, trained 360 Soldiers during several five-day CIED T3 courses in fiscal year 2005. These trainers have returned to their home stations to integrate CIED training into their training programs. CIED training provides graduates the knowledge, skills and ability to provide expert advice to their unit commanders as they develop a training strategy that incorporates CIED tactics into multi-echelon, pre-mobilization training.

*Convoy Training*

Convoys are now combat patrols. Recognizing the dangers of convoy operations, the Army Reserve has developed and implemented a convoy training program. In addition to counter attack methods, the training familiarizes Soldiers with the driving characteristics of armored vehicles. The program focuses on three specific areas:

—Counter Improvised Explosive Device train-the-trainer skills

—Integration of live fire into convoy operations training

—Development of a combat driver training program that will progressively develop individual driver skills and unit convoy capabilities as units migrate through the ARFORGEN/AREF cycle. An initial, individual skills development program employing High Mobility Multi-purpose Wheeled Vehicles (HMMWVs) with kits installed to replicate the driving characteristics of up-armored HMMWVs was initiated in 2005.

The priority of training is to units that are scheduled for deployment.

*Combat Support Training Centers*

The Army Reserve plans, after BRAC implementation, to establish two combat support training centers (CSTCs)—the CSTC at Fort Hunter Liggett, CA, and the Joint Mobilization Training Center at Fort Dix, NJ. These will provide much-needed training and maneuver space for technical and field training in austere environments, more rigorous and realistic weapons qualification, classroom training, and capability to conduct Army Reserve unit collective training as well as support the Warrior Exercise program described earlier. Both training centers will also support joint, multi-component, interagency, and convoy training; up to brigade level at Fort Hunter-Liggett, and up to battalion level at Fort Dix.

Units in the Army Reserve must experience a combat training center (CTC) or combat training center-like event to validate training and readiness levels prior to mobilization. The Army Reserve continues to partner with Forces Command to incorporate its combat support and combat service support in the combat training center rotations. Additionally, the Army Reserve will assist in the development of the concept for exportable CTC capability for reserve component units unable to access training at the National Training Center or Joint Readiness Training Center. CTC and/or exportable training are essential, not only for unit preparation for mobilization and deployment, but also for the longer term leader development impacts such training experiences provide.

*Center for Lessons Learned Mobile Training Team Seminar*

The Army Reserve collaborated with the Army's Center for Lessons Learned (CALL) in 2005, dispatching mobile training teams (MTTs) which conducted four regional seminars to unit leadership teams, with a specific focus on those units identified for mobilization in 2006. These CALL MTTs provided orientations on the Islamic and Iraqi culture, the most recent lessons-learned emerging from theater, highlights of unit after action reports, and the most effective combat tactics, techniques and procedures. The MTT discussion topics also include a current Operation Iraqi Freedom/Operation Enduring Freedom operations overview highlighting challenges units can expect during the mobilization and deployment process.

*The Army Reserve Leadership Development Campaign Plan*

The Army Reserve Leadership Development Campaign Plan, updated and operationalized in 2005, establishes requirements and integrates programs unique to the Army Reserve. Two of the more significant components are:

The Senior Leader Training Program focuses on general officer and colonel-level leaders with seminars focused on organizational change, Army transformation and ethics-based leadership. All major subordinate commands of the Army Reserve Command as well as the 7th Army Reserve Command (Europe), 9th Regional Readiness Command (Hawaii), and the Army Reserve Staff have undergone this training.

The Army Reserve Brigade and Battalion Pre-Command Course has been upgraded to better prepare 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 a new company team leader development course to better prepare unit command teams for the challenges of leadership at the crucial company level.

*Enhancing Mobilization*

In order to enhance the readiness of mobilizing units, the Army Reserve is successfully using a process called phased mobilization. The goal of phased mobilization is to minimize unit personnel reassignments, enhance Soldier medical and dental readiness and skill training, improve unit leadership, and enhance individual skill and unit collective training prior to unit deployments.

Under the phased mobilization concept, selected unit personnel mobilize in intervals prior to the entire unit's mobilization so that they may perform Soldier leader training, Soldier skill training and unit collective training. Phased mobilization allows selected Soldiers to receive individual training according to a planned and phased schedule that ensures they are fully trained and mission ready for timely mission execution. Additional funding will be required to support this crucial program.

*Compelling Needs*

Increase fiscal year 2007 Reserve Personnel, Army Reserve funding levels.

—To resource Army Force Generation-phased training requirements including new equipment training, improved collective training, Warrior Exercises, leader education and mission environment familiarization training.

Increase fiscal year 2007 Operations and Maintenance, Army Reserve funding levels.

—For increased emphasis and additional operating tempo for warrior task and drill training; skill reclassification training, convoy live fire training and additional support.

—Training equipment sets to support Army Reserve Training Centers.

—For dedicated equipment training sets at centralized locations and training equipment sets for schools and deployable units.

—To replace Army Reserve-owned Stay-Behind-Equipment left in Southwest Asia.

—For Modular Force equipment needed for unit level collective training in a field environment and to support designated individual and collective training locations.

Establishment of Combat Support Training Centers.

—To establish and resource combat support training centers at a minimum of two of the Army Reserve's four primary installations.

EQUIPPING THE FORCE

*Accomplishments*

*Since 9/11:*

Mobilized virtually entire Army Reserve deployable strength without a single unit being rejected for logistics readiness—more than 250,000 items (50,000 transactions) cross-leveled among Army Reserve units.

Developed and fielded a variety of logistics information management programs to improve situational awareness and support decision making.

Developed and implemented innovative, effective, and economical methods to improve logistics readiness—500 medium tactical trucks were withdrawn from prepositioned stocks; used depot maintenance to upgrade older medium tractors; rebuilt HMMWVs withdrawn from direct reporting maintenance organizations.

*Fiscal Year 2005:*

All Army Reserve units in Operation Iraqi Freedom rotation in fiscal year 2005 mobilized at deployment criteria.

Developed Army Reserve equipping strategy to make most effective and efficient use of available equipment.

Delivered more than 3,000 M4s and 1,000 Squad Automatic Weapons Replacing M16A1 rifles and M60 machine guns.

Reduced Army Reserve logistics reconstitution backlog from a daily average of nearly 15,000 items in fiscal year 2004 to just over 7,500 in fiscal year 2005.

*New Equipment Strategy—How it Works*

The Army Reserve has developed a new strategy to make the most effective and efficient use of its equipment. The strategy includes maintaining equipment at four main areas: home station, strategic deployment sites, individual training sites and collective training sites. The new strategy supports the Army Force Generation and the Army Reserve Expeditionary Force (AREF) management systems. It ensures the best available equipment is provided to Army Reserve Soldiers where and when they need it, as they move through the pre-mobilization training phase of the AREF cycle to mobilization and deployment.

While individual equipment, such as weapons and masks, will continue to be maintained at unit home stations, only enough of a unit's major items—trucks, forklifts, etc.—to allow for effective training and to support homeland defense requirements will also be there. The system allows remaining major items to be positioned at various other key training and positioning sites.

In the new model, units will be moved to the equipment located at the training sites, rather than moving equipment to the units. Creating centrally located equipment pools to support directed and focused training will enable the Army Reserve to harvest efficiencies in resourcing and maintaining its equipment.

*Individual Training Sites*

Some of the equipment will be consolidated in individual training sites. In a site established for individual training, Soldiers qualify on their individual skills—specified, job-related skills (e.g., nurses are tested in medication procedures; lawyers, in international law). This is the first phase of the training cycle, followed by training at unit home stations.

*Collective Training Sites*

Another pool of consolidated equipment will be kept at collective training sites. Following home station unit training, units progress to collective training. Successful participation in exercises at these sites validates units as ready to conduct their wartime mission.

*Strategic Deployment Sites*

Some of the major end items are consolidated at Strategic Deployment Sites (SDSs). After inspection and assembly into unit sets, major equipment items are placed in controlled humidity storage at the SDSs. After units are validated through individual and collective training cycles and called to deploy, equipment at these sites will be shipped directly to theater.

Progressing through individual training, home station training and then participating in larger exercise-driven collective training is the normal training cycle to prepare for a deployment. Pre-positioning equipment at these sites is a cost-efficient system of support.

*Compelling Needs*

*Procurement of equipment to support modularity*

Night vision systems.

Chemical/biological/radiological detection/alarm systems.

Medical equipment.

Light-medium trucks (75 percent do not support single-fleet policy, integral to training and operational efficiency).

Medium tractors (50 percent do not support single-fleet policy, integral to training and operational efficiency.

*Sustainment*

Sustainment of depot maintenance levels.

Recapitalization of tactical truck inventory.

Army Reserve tactical maintenance contract labor to reduce mobilization and training equipment backlogs.

MANNING THE FORCE

The Soldier has always been and remains the centerpiece of the Army. The Army Reserve is committed to making the best use of our most precious resource and is intent that those programs that affect Soldiers and families will be our top priority. First, Soldiers and their families need to know what to expect up front. The expectation of service in the Reserve is much changed from a decade ago. Army Reserve Soldiers and incoming recruits need to know that. Today's advertising and communications reflect the reality of the contemporary operating environment and the culture that surrounds this proud institution. The Army Reserve will not lower its standards, but will instead use a host of incentives and changed policies to access the best candidates for Army Reserve service.

Additionally, the Army Reserve will strive to ensure that the best quality of care for our Soldiers and their families is provided while constantly working to improve the quality of life for Soldiers, civilians and their families. Future personnel plans will assure we can maintain both personnel strength and readiness. The Army Reserve leadership will manage personnel through accession and assignment, reassignment, training and retraining or reclassification. Additionally, leadership will manage relocation in adherence to the AREF and its integration into the ARFORGEN model.

*Accomplishments*

*Since 9/11:*

As of February, 2006, 147,000 Army Reserve Soldiers had mobilized in support of GWOT, some more than once.

Developed and refined several information technology/management systems streamlining accountability and business processes.

Reduced attrition from 24.7 percent in 2001 to 22.5 percent in fiscal year 2005.

Established an Army Reserve casualty affairs program and office to care for Soldiers and their grieving families

*Fiscal Year 2005:*

Fully implemented the Trainees, Transients, Holdees and Students (TTHS) Account—a personnel accounting practice that enhances the readiness of Army Reserve units.

Initiated a family programs Web portal to provide information: www.arfp.org/cys.

Created and fully staffed 63 mobilization/deployment assistant positions in communities throughout the country.

Recognized Soldiers' sacrifices by presenting nearly 26,000 awards in the Welcome Home Warrior-Citizen Program.

Realigned and enhanced incentives and benefits for Army Reserve Soldiers and families.

Established an employer relations program that is building positive and enduring relationships with employers.

Revised several personnel policies under the Chief, Army Reserve, to better lead and manage Army Reserve assets.

*Culture Change*

A critical element to support profound change in the Army Reserve is the cultural shift now occurring. Continuous reinforcement of Army Values, the expectation of deployment, the ability to think innovatively and leader development are all part of that cultural shift. While past Army Reserve advertising messages focused on benefits, downplaying the effort required for service, "Honor is never off duty" is now our touchstone. The Soldiers Creed and the Warrior Ethos are the bedrock of our force.

ARMY RESERVE ACCESSIONS—FISCAL YEAR 2005

| | Amount |
|---|---|
| Mission | 28,485 |
| Actual | 23,859 |
| Delta | (4,626) |
| Mission percent | 83.8 |

*Recruiting*

While accessioning fell short by 16.2 percent of its goal in 2005, a variety of initiatives and improvements, such as those listed below, are underway to achieve our recruiting goals in 2006 to meet the needs of both personnel strength and readiness. Leaders can now access, assign or reassign, train, re-train or reclassify Soldiers into the Army Reserve more efficiently, responsively and effectively.

*Selected Reserve Incentive Program*

The Selected Reserve Incentive Program (SRIP) was crucial in 2005. It enhanced the recruiting of Soldiers in critical specialties to meet the Army Reserve readiness needs. Continued Congressional support listed below will be just as crucial in the upcoming years:

—Increased bonus incentives to Soldiers reenlisting and joining the Army Reserve.

—Expanding eligibility years for Reenlistment Bonuses.

—Officer Accession, Affiliation, and the Specialty Conversion bonuses added to the SRIP.

—Lump sum payment options for reenlistment bonuses with tax-free payments to Soldiers in the combat zone.

*Other initiatives*

Increased Enlisted Affiliation Bonuses.

Addition of the "High Grad" Bonus, used to attract those candidates with at least 30 or more semester hours of college credit.

Establishment of the Active Guard and Reserve Selective Reenlistment Bonus.

*Retention*

By taking care of Soldiers during the current pace of operations and war, retention goals in the Army Reserve were met. In fiscal year 2005, the Army Reserve achieved 101.5 percent of its annual reenlistment goal.

*Full Time Support*

The Army Reserve's highest priority continues to be dedicated support to our warfighting Soldiers. The Global War on Terrorism continues to place a high demand on the Army Reserve's war fighting formations and their ability to mobilize in a highly trained state. Among the most important resources that we have in ensuring mobilization readiness of the 21st Century Army Reserve are our Full Time Support (FTS) personnel: Active Guard and Reserve Soldiers (AGR), Department of the Army civilians and our military technicians (MilTechs). Congress has historically

recognized the paramount importance of adequate FTS levels for unit mobilization readiness.

The Army Reserve continues to maintain the maximum effective use of our FTS personnel to meet unit readiness requirements prior to arrival at the mobilization station.

Historically, the Army Reserve has had the lowest FTS percentage of any DOD Reserve component.

—In fiscal year 2005, DOD average FTS manning level was 21 percent of end strength, while the fiscal year 2005 total for the Army Reserve was 11.3 percent.

—The projected increase for Army Reserve FTS in fiscal year 2006 takes the level only to 11.6 percent.

—Congress and the Army continue to support the goal of 12 percent FTS by fiscal year 2010 in order for the Army Reserve to meet minimum essential readiness levels as proposed by Headquarters, Department of the Army, in fiscal year 2000.

In fiscal year 2005, the Army Reserve was tasked with FTS mission requirements above and beyond programmed requirements, including:

—Replacing 78 Active component training advisers to the Reserve components who will be reassigned to support Active component missions.

—Providing U.S. Army Recruiting Command 734 additional recruiters for fiscal years 2005 and 2006.

These un-programmed requirements placed an additional demand on our already burdened FTS resources.

*Quality of Life and Well Being of Soldiers and Family Members*

Quality of life issues continue to be high on the list of things that directly affect retention of Soldiers in the Army Reserve. The Secretary of the Army has stated:

"My top priority will be the well-being of Soldiers and their families. There is no more important aspect of our effort to win the Global War on Terrorism than taking care of our people."

The Army Reserve continues to improve its well-being efforts in the myriad of programs, policies and initiatives in its purview. Family programs remain a top priority.

*Welcome Home Warrior Citizen Award Program*

With congressional support, the Army Reserve was able to recognize nearly 26,000 Army Reserve Soldiers with the Army Reserve Welcome Home Warrior-Citizen Award in fiscal year 2005. The program ensures that returning Warrior-Citizens understand that their contributions to the mission and making our homeland more secure for all our citizens are recognized and appreciated by the Nation and the Army. The response to the program has been overwhelmingly positive in supporting efforts to retain Soldiers, thus increasing unit readiness. With continued congressional support, the Army Reserve will continue this program into the ongoing fiscal year and beyond.

*Well-Being Advisory Council*

This new and very dynamic structure supports all five Army Reserve constituent groups: Soldiers, families, civilians, retirees and veterans. The needs of each of these constituencies are growing; our programs continue to expand to meet these needs. The membership of the council will include a variety of individuals from the commands and organizations throughout the Army Reserve, including family member volunteers. The council will meet twice each year to consider and recommend disposition of well-being issues to the Chief, Army Reserve. The council is our integral link to the Army Family Action Plan.

*Army Reserve Child and Youth Services Program*

The Army Reserve now has a Child and Youth Services (CYS) Directorate staff to provide services that support the readiness and well being of families, including those families that are geographically dispersed. CYS programs and initiatives are designed to reduce the conflict between parental responsibilities and Soldier mission requirements. The Army Reserve CYS homepage is at www.arfp.org/cys.

*Educational Benefits*

The Army Reserve Voluntary Education Services Program is a priority of the Chief, Army Reserve. Continuance of these services is necessary as an essential incentive we provide the Soldiers of the Army Reserve. Army Reserve Voluntary Education Services is a DOD-mandated commanders program that promotes lifelong op-

portunities for Selected Reserve Soldiers through voluntary education services that enhance recruiting, retention and readiness of Army Reserve Soldiers.

The Army Reserve Voluntary Education Services have continuously provided an array of education programs since their inception. Recent changes have decentralized the execution of the tuition assistance program to allow for management decisions to be made closer to where the Soldiers live and work. This also allows for tighter fiscal controls and better coordination between Soldiers and colleges.

Other educational programs are listed below:

—Montgomery GI Bill;
—Defense Activity for Non-Traditional Education Support Testing Program (DANTES);
—Student Guide to Success;
—Credit for Military Experience;
—Army/American Council on Education Registry Transcript System (AARTS);
—Troops to Teachers Program; and
—Spouse to Teachers Program.

*Support to Wounded Soldiers*

The Army Reserve is dedicated to treating its Soldiers with the care and respect they have earned. Supporting Soldiers wounded in service to the country is one example of that commitment. The Disabled Soldier Support System was renamed the U.S. Army Wounded Warrior Program (Army W2) in November 2005. It continues to provide personal support, advocacy and follow-up for these heroes. The Army W2 facilitates assistance from initial casualty notification through the Soldier's assimilation into civilian communities' services (for up to five years after medical retirement). Assistance includes:

—Information about family travel to the Soldiers' bedsides;
—Invitational travel orders for family members of seriously ill patients;
—Pay issues;
—Options for continuing on active duty; and
—Assistance with Medical Evaluation and Physical Evaluation Board processes.

Soldiers with 30 percent or greater disability ratings and in a special category of injuries or illness—amputees, severe burns, head injuries or loss of eyesight—are assessed for enrollment in the program. Army W2 brings the wounded Soldiers and the organizations that stand ready to assist these Soldiers and families together. The Veterans' Administration and other similar veterans' service organizations participate in the program.

Some of these Soldiers 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, which allows selected reserve component Soldiers to return to their homes and receive medical care in their community.

*Base Operations Support*

The Army Reserve is committed to providing better quality of life services and critical support to Soldiers, their families and the civilian work force. The increase in base operations support for fiscal years 2006 and 2007 will greatly assist this effort, allowing for better engineering support, safety programs, law enforcement, and force protection, to name only a few areas.

*More Efficient Management of Officer Promotions*

Specific policy changes that were effected by the Chief, Army Reserve, improved our personnel management capability. By creating three separate reserve component competitive promotion categories, the Army Reserve can retain and better manage its officers. Another change enabled the Army Reserve to select officers based upon unique force structure requirements. That change will provide business efficiencies to better meet the manning requirements in all categories of the Selected Reserve, producing greater predictability and equity among all considered officers. The revised competitive categories meet the intent of Congress to match the number of officers selected for promotion by a mandatory promotion board to officers needed in the related categories.

*Enhanced Care for Professional Development*

Regional Personnel Service Centers (RPSCs), the Army Reserve military personnel management offices, will provide active personnel management for all Army Reserve Soldiers. Implementation of four RPSCs, in support of the Army Reserve Expeditionary Forces model, will provide standardized life-cycle management support to Army Reserve Soldiers regardless of where they may be in the command. This initiative relies on increased communication, interaction and involvement by commanders and their Soldiers to assure trained and ready Soldiers.

*Compelling Needs*

Continued funding for enlistment, accession, affiliation, conversion, and retention incentives and bonuses to meet readiness requirements.

Attain minimum essential full time support level of 12 percent of end strength by fiscal year 2010.

Strengthened medical and health services for Army Reserve Soldiers.

Continued funding for Army Reserve Soldier educational services and opportunities (e.g., tuition assistance and scholarships).

Continuance of the Army Reserve Welcome Home Warrior-Citizen Award Program.

THE WAY AHEAD

The changed conditions of warfare have greatly affected our armed services, including and especially, the reserve components. We are now engaged in a global war that will last a long time. We are on an asymmetrical rather than a linear battlefield. We are in a protracted war, not one with a defined beginning and end. The constant threat of attacks on our homeland, including the use of weapons of mass destruction, places a premium on readiness and responsiveness. Because of these changing conditions, the Army Reserve has implemented a host of initiatives that are creating deep, lasting and profound change.

Today, the deployment of our Army and Army Reserve, is no longer the exception, rather it is the rule. The Army Reserve is using the energy and urgency of Army transformation and the demands of the Global War on Terrorism to change. We are changing our organization in deep and profound ways, from a technically focused force-in-reserve to a learning organization that provides trained, ready "inactive duty" Citizen-Soldiers, poised and available for active service, now as ready as if they knew the hour and day they would be called.

To that end, the Army Reserve will require:

—Continued funding to support changes in personnel incentives;

—Adequate funding to support Army Reserve Expeditionary Force training, equipping and maintenance strategies; and

—Support for legislative and policy changes to support recruiting efforts, personnel management and mobilization.

Senator STEVENS. Admiral Cotton.

**STATEMENT OF VICE ADMIRAL JOHN G. COTTON, CHIEF, NAVAL RESERVE, DEPARTMENT OF THE NAVY**

Admiral COTTON. Good morning, Mr. Chairman, Senator Inouye. Thank you very much for listening here today.

The Navy Reserve continues its full integration with the Navy. In terms we have used this morning, we are in the huddle. We are full participants on every play. Over 23,000 Navy reservists are on orders at this moment, providing integrated support to the fleet and combatant commanders in the away game; 2,100 Navy reservists are ashore in central command, providing integrated combat service support.

PREPARED STATEMENT

I request that the statement is put in the record and, in the interest of time, like to move on. We are standing by to answer any questions you have, sir.

Senator STEVENS. Thank you for your courtesies.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL JOHN G. COTTON

INTRODUCTION

Chairman Stevens, Senator Inouye, distinguished members of the subcommittee, thank you for the opportunity to speak today about the Navy and its Navy Reserve.

Our Navy Reserve continues its transformation to better support combat and combat service support missions throughout the world. Navy Reservists are no longer

solely a strategic force waiting for the call to mobilize in a war between nation-states. They are operational and forward, fighting the Global War on Terror (GWOT) as Seabees in Iraq, civil affairs Sailors in Afghanistan, customs inspectors in Kuwait, logistical aircrew and Joint Task Force staff in the Horn of Africa, and as relief workers in disaster recovery operations in the United States and around the world.

Your support in this transformation from a strategic reserve to an operational reserve is greatly appreciated. Congress passed legislation in the 2006 National Defense Authorization Act that provided force-shaping tools allowing the Navy to best distribute Sailors within the Total Force. You authorized the flexibility to transfer funds from Reserve Annual Training (AT) accounts to Reserve Active Duty (AD) accounts. You supported adding an additional $10 million for the Non-Prior Service Boot Camp program (Full Accession Program). This additional funding allowed us to kick-start the program in fiscal year 2006. Navy is increasing funding for this program in fiscal year 2007.

Reserve Component (RC) Sailors are serving selflessly and are fully integrated throughout the Department of Defense, with our coalition partners and with every civil support agency. Our Sailors and their families continue to earn our respect and gratitude for their service and their many sacrifices. As part of the All Volunteer Force, they REserve again and again, freely giving of their skills and capabilities to enhance the Total Force team. On behalf of these brave men and women and their families, thank you for your continued support through legislation that improves benefits for their health and welfare.

*Single Manpower Resource Sponsor*.—Navy is taking a Total Force approach to delivering the workforce of the 21st century. The Total Navy consists of active and reserve military, civil service, and contractors. The Total Navy will deliver a more responsive workforce with new skills, improved integrated training and will be better prepared to meet the challenges of the Long War. As the Chief of Naval Personnel testified, the Navy is concentrating this effort in a single resource sponsor: the Manpower, Personnel, Training and Education (MPT&E) enterprise. Our Navy Reserve is an integral part of the MPT&E and is working closely with the Chief of Naval Personnel to best leverage all Navy resources to produce the greatest warfighting capabilities possible.

Our "One Navy" goal is to be better aligned to determine the future force (capabilities, number, size and mix) based on Department of Defense and Department of Navy strategic guidance and operational needs. Specifically, the new MPT&E domain will deliver:

—A Workforce Responsive to The Joint Mission: Derived from the needs of Joint Warfighters.

—A Total Force: Providing a flexible mix of manpower options to meet warfighting needs while managing risk.

—Cost Effectiveness: Delivering the best Navy workforce value within fiscal constraints and realities.

*Strategy for Our People*.—To accomplish the optimal distribution of trained Sailors throughout the Total Force, the MPT&E is developing a "Strategy for Our People." This strategy will provide the guidance to assess, train, distribute and develop our manpower to become a mission-focused Total Force that meets the warfighting requirements of the Navy.

Each Navy Reservist fills a crucial role in the Total Navy, providing skill sets and capabilities gained in both military service and civilian life. For example, a Sailor who learned to operate heavy equipment on active duty, and who is currently employed as a foreman in the construction industry, brings both military and civilian skill sets to his unit or individual augmentee assignment.

Additionally, RC Sailors can perform the same mission while training at home as they do when deployed. For instance, harbor patrol Sailors use the same core skill sets training in Portland, Boston, Charleston and Jacksonville harbors as they use in Ash Shuaybah, Kuwait. Sailors also use these skill sets when acting as first responders within the United States. While Hurricane Katrina was still crossing Louisiana and Mississippi, Navy Reserve Seabees were driving their personal vehicles in the eye of the hurricane to provide search and rescue capabilities followed by their traditional "can do" reconstruction efforts. After a tornado hit Evansville, Indiana, at night, the local Navy Operational Support Center served as a communications and emergency triage headquarters, and Sailors immediately responded with search and rescue teams, saving lives.

*Continuum of Service*.—Our Active Component (AC) and RC Sailors receive valuable experience and training throughout their careers, and our vision for the future is to create a "Continuum of Service" system that enables an easy transition between statuses. We are building a personnel system in which Sailors can move be-

tween AC and RC based on the needs of the service and availability of the member to support existing requirements. To make these transitions seamless, the Navy will develop smooth "on ramp" and "off ramp" opportunities. Sailors will serve on active duty for a period of time, then train and work in the Reserve Force and, with minimal administrative effort, return to active duty. The Navy will offer experienced Sailors the ability to transition between statuses when convenient, while incentivizing rate changes and service assignments at the right time and place, all in a "Continuum of Service" throughout their careers. All Reservists, Full Time Support (FTS), Selected Reserve (SELRES) and even our important Individual Ready Reserve (IRR) members, will benefit from increased opportunities to serve and REserve.

CHANGING DEMAND SIGNALS—NEW AND NON-TRADITIONAL MISSIONS

Navy Sailors continue to support the GWOT in Southwest Asia, around the world and at home. Over 5,000 RC Sailors are currently mobilized and serving in various capability areas such as Navy Coastal Warfare, Seabees, Intelligence, cargo airlift, cargo handlers, customs inspectors, civil affairs, port security, medical (including doctors, nurses and hospital corpsmen), and on the staff of every Combatant Commander (COCOM).

*Operational Support*.—Mobilization alone does not reflect the total contribution of the Navy's Reserve. On any given day, an additional 15,000 RC Sailors are providing support to the Fleet, serving in a variety of capabilities, from flight instructor duties to counter narcotics operations, from standing watch with the Chief of Naval Operations staff to relief support for Hurricane's Katrina, Rita and Wilma. Sailors have provided over 15,000 man-years of support to the Fleet during the past year. This operational support is the equivalent of 18 Naval Construction Battalions or two Carrier Strike Groups.

To define the Total Force requirements and maximize operational support, Commander, Fleet Forces Command (CFFC) commenced a continuous Reserve Zero-Based Review (RZBR) process in 2004. Navy and joint mission requirements were prioritized, followed by a thorough analysis of RC manpower available to meet those requirements. The ZBR continues to facilitate Active Reserve Integration (ARI), placing RC billets in various AC units where the requirement for surge capabilities and operational support is predictable and periodic. This capabilities-based review also enabled the Fleet to develop mission requirements that were inclusive and dependent upon skill sets and capabilities resident within its aligned RC.

The Navy supports 21 joint capability areas, built on the foundations of Sea Strike, Sea Shield, Sea Basing and FORCEnet, and the Navy RC is fully integrated in all enterprises. Excellent examples of ARI are highlighted in CENTCOM, where 50 percent of the Navy individual augmentee (IA) requirement is being met by RC Sailors. Operational Health Support Unit (OHSU) Dallas deployed with 460 medical and dental specialists for 11 months, during which the unit maintained health clinics in Iraq and hospitals in Kuwait. These Sailors relieved an Army unit, set up their medical capabilities in the Army Camp, and provided integrated joint health care to all services.

Navy's newly established Navy Expeditionary Combat Command (NECC) integrates the RC expeditionary and combat service support capabilities into one Total Force command. The Naval Construction Force has 139 units comprised of AC and RC Sailors, and Naval Coastal Warfare continues to rebalance active and reserve personnel to meet COCOM requirements.

Fleet Response Units (FRU) are directly integrated with AC aviation units. FRU Sailors maintain and operate the same equipment as Fleet personnel, supporting the Fleet Response Plan (FRP) by providing experienced personnel who are qualified and ready to rapidly surge to deployed Fleet units. This ARI initiative reduces training costs by having all Sailors maintain and operate the same equipment. No longer are the Active and Reserve Components using different configurations for different missions.

Another ARI initiative is the Squadron Augmentation Unit (SAU), which provides experienced maintenance personnel and qualified flight instructors to Fleet Replacement Squadrons (FRS) and Training Commands. Experienced RC technicians and aviators instruct both AC and RC Sailors to maintain and fly current Fleet aircraft at every FRS.

*The Reserve Order Process*.—One constraint to these initiatives is the reserve order processes. The current system has multiple types of Reserve orders: 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 funding process for these various types of orders can be equally complex. Navy is currently evaluating process options that will streamline the system and make support to the fleet more seamless. In fact, efforts such as the August 2005 conversion of Navy Reserve Order Writing System to ADSW order writing have already improved the situation for Sailors and the fleet by allowing the same order writing system to be used for both ADT/AT and ADSW. Additionally, the Navy Reserve is also addressing these issues by emphasizing and increasing ADSW usage, which is simply "work" funding for operational support to the Fleet, rather than the previous way of doing business with training orders for work. The baseline data call of required work was initiated in 2005 with an implementation goal of accurately funded ADSW accounting lines in fiscal year 2008. COCOMs continue to review operational support requirements and the appropriate level of funding for the GWOT and surge operations. Emphasizing ADSW will be a significant evolution in the Navy's effort to integrate its Reserve Force capabilities by aligning funding sources and accurately resourcing the accounts responsible for Navy Reserve operational support.

SIZE AND SHAPE OF THE FORCE

The total number of Navy Reservists, both SELRES and FTS, is requested to be 71,300 for fiscal year 2007. The ongoing ZBR and effective ARI continue to optimally integrate the capabilities of the Total Force, which optimizes the force mix of AC and RC Sailors needed to support the Fleet while still providing effective surge operational support.

*Common AC/RC Pay System.*—A common pay and personnel system that provides for a seamless transition from AC to RC is essential to the success of our "Continuum of Service" and "Sailor for Life" 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. The 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 the Department of Defense through a common system and standardized data structure.

The Defense Integrated Manpower and Human Resource System (DIMHRS) is expected to be that system. A Deputy Secretary of Defense assessment is currently underway to determine the best course of action for the Department. The assessment will conclude in early summer.

RECRUITING

*Accessions.*—Navy Reserve accessions are drawn from multiple sources, but we are increasingly focused on the trained and experienced Navy veteran. Our leadership is constantly emphasizing a "Continuum of Service" and "Sailor for Life" themes that enable Sailors to more easily transition between components. The entire Total Force chain of command is committed to changing the culture of service and REservice by continually educating AC Sailors about the benefits of continued service as members of any of the Reserve Components.

*National Call to Service*—A relatively new accession source is the National Call to Service (NCS), with contracts that include both AC and RC service as part of a recruit's initial military obligation. Congress first authorized this program in the NDAA 2003. The NCS program is enjoying considerable success, and is helping to mitigate some of the prior-service shortages in ratings that are critical to the prosecution of the GWOT. Under this program, a recruit enlists for an active duty commitment of 15 months after training. At the end of the commitment, the individual can either extend on active duty or commit to two years of drilling in the Selected Reserve. Navy has been particularly aggressive in recruiting Masters at Arms and Hospital Corpsmen for this program, and the first recruits are completing their AC service and will begin drilling in the Navy Reserve this year. Navy's success in attracting recruits for this program is steadily growing. We assessed 998 recruits in 13 ratings in fiscal year 2004, and 1,866 recruits in 23 ratings in fiscal year 2005. Navy has a goal of 2,340 NCS recruits in 44 different ratings this year, and will continue this successful program in fiscal year 2007.

*Attrition.*—Attrition and recruiting are a crucial part of maintaining the Total Force. Fortunately, the GWOT is not having an appreciable affect on attrition. Yearly Navy Reserve attrition is currently 27 percent and has remained at approximately the same level for the past five years.

*Enlisted Recruiting*.—Fiscal year 2006 Navy Reserve enlisted recruiting continues to be challenging, with 4,172 recruits attained out of a year-to-date goal of 4,891 as of March 31, 2006. In fiscal year 2005, although by the end of the year the Navy Recruiting Command focused on the RC mission, it only accessed 85 percent of the fiscal year 2005 RC enlisted goal, recruiting 9,788 against a target of 11,491. Navy attributes the recruiting shortfalls to several causes, including the continued strong retention of AC Sailors. The GWOT has caused an increase in the number of recruits needed by the Army and Marine Corps, with competitive bonuses offered by all services.

To address Navy Reserve recruiting challenges and to promote continued success in recruiting the active force, Navy is increasing the amount of enlistment bonuses for both prior service and non-prior service Reserve accessions. Congress combined the non-prior service enlistment and prior service affiliation bonus into a single accession authority payable as a lump sum with a maximum cap of $20,000. The Reserve re-enlistment of $15,000 has also been authorized as a lump sum payment. These programs will enhance the attractiveness of service in the Reserve for those currently in our targeted ratings.

—*Officer Recruiting*.—Reserve Officer recruiting continues to fall short. The primary market for RC officers is Navy veterans and, as in enlisted recruiting, high retention of AC officers reduces the pool of available candidates.

Other measures being taken to address the Reserve recruiting shortfall include implementation of expanded authorities provided by Congress in the fiscal year 2006 NDAA. These include: authority to pay Reserve Affiliation Bonuses in lump sum, enhanced high-priority unit assignment pay, and increases in the amount of the Reserve Montgomery G.I. Bill. Navy is also applying force-shaping tools to attract non-rated Reserve Sailors to undermanned ratings.

READINESS

In addition to having the right Sailor assigned to the right billet, all Sailors must be ready to answer the call to serve. They must be medically, physically, and administratively ready to deploy.

*Medical Readiness*.—Navy Reserve is a leader in medical readiness. In 2002, the Navy Reserve developed the Medical Readiness Reporting System (MRRS) as a comprehensive tracking system for Individual Medical Readiness (IMR). MRRS, a web-based application with a central aggregating database, links with existing authoritative data systems to reduce data input requirements and improve data accuracy. MRRS gives headquarters staffs and leadership a real-time view of force medical readiness, and received the 2005 DON CIO IM/IT Excellence Award for Innovation. It is being adopted throughout the Department of the Navy to give Commanders the web-based tool they need to more effectively and efficiently measure and predict IMR.

Navy Reserve continues to be a DOD leader in percent of personnel who are Fully Medically Ready (FMR). In October 2004, Navy Reserve reported 44 percent FMR personnel and, with an ongoing emphasis on MRRS utilization by all commands, showed a dramatic improvement in January 2006 to 73 percent FMR per DOD IMR standards.

*Physical Readiness*.—Navy Reserve is actively participating in Total Force solutions to address physical readiness. The CNO's "Fitness Board of Advisors" is exploring methodologies for changing the culture of fitness in the Navy to ensure a ready, fighting force. The Secretary of the Navy's "Health and Productivity Management" group is addressing the impact of a fit force on work productivity. Many participants are members of both groups in order to facilitate the exchange of good ideas. Further, Navy Reserve is working with BUPERS to revise the Physical Readiness Information Management System (PRIMS) to more accurately capture fitness testing data.

*Administrative Readiness*.—Navy Reserve tracks administrative readiness with the "Type Commander (TYCOM) Readiness Management System—Navy Reserve Readiness Module" (TRMS–NRRM), which provides a scalable view of readiness for the entire Force. This Navy Reserve developed system has served as the prototype for the "Defense Readiness Reporting System" (DRRS), and links to many DOD systems. Navy Reserve leaders have utilized accurate data for all categories and elements since the first data call in 2003, and can quickly determine readiness information for individuals, units, activities, regions, and any other desired capability breakouts.

TRANSFORMATION

Navy Reserve continues to lead DOD RC transformation. Through the Base Realignment and Closure (BRAC) process, Navy Reserve Centers (NRC) are consolidating into larger, more centralized Navy Operational Support Centers (NOSC) on military bases, while maintaining presence in all 50 states and reducing excess capacity by 99 percent. Consolidation of smaller facilities provides a better return on investment (ROI) of precious RPN and OM&NR funding, with better utilization of administration and staff support for SELRES, while aligning with Navy Regional Commanders instead of separate RC Regions. Whenever possible, our RC Sailors have indicated a strong desire to "flex drill" at their AC supported commands, which achieves a greater level of readiness and operational support, as well as Total Force integration.

SUMMARY

Navy Reserve is evolving from a dispersed strategic force of the Cold War to an adaptive and responsive operational force that will be required to meet the surge requirements for future asymmetric threats. Change of this magnitude is not easy and challenges both AC and RC leadership to rapidly become more integrated while thoroughly communicating the vision to the Total Force. We greatly appreciate the full support of Congress as we implement initiatives that will better align AC and RC personnel and equipment, providing additional resources to recapitalize the Navy of the future.

Our dedicated RC Sailors continue to volunteer to serve and REserve, and we are developing a "Continuum of Service" program to ensure that they can quickly support operational missions, with easy transitions on and off active duty. We are simplifying the order writing and funding processes, while allowing the customers, the Fleet and COCOMs, to control the resources through their Operational Support Officers. These initiatives will greatly reduce the administrative burden on both the ready Sailor and the chain of command, ensuring the right Sailor is in the right place at the right time with the right skill sets. Navy will continue to improve readiness tracking and reporting systems so that the Sailor will be ready to deploy when called, physically, medically and administratively.

The future success of our Navy and the Nation requires dominance of the maritime domain, and will be dependent upon a Reserve Force that is ready, relevant and fully integrated. Our Navy Reserve is busy transforming its processes, becoming more integrated with both Navy and joint forces, and is more ready than ever for any tasking. We are providing global operational support, and our RC Sailors have and will continue to answer the call to "be ready" to support the Combatant Commanders and prevail in the Long War.

Senator STEVENS. General Bergman.

**STATEMENT OF LIEUTENANT GENERAL JACK W. BERGMAN, COMMANDER, MARINE CORPS RESERVE, UNITED STATES MARINE CORPS, DEPARTMENT OF THE NAVY**

General BERGMAN. Good morning, sir, Mr. Chairman, Senator Inouye.

As a first-timer here, brevity I guess is very good on all of our parts because time is of the essence. As the Marine Corps, the Marine Corps Reserve, we are still focused on getting that individual marine ready to go, after that to fight the fight, focus on the family, and focus on the funding for allowing our participation in the long war.

Thank you for the opportunity to be here. I look forward to your questions.

Senator STEVENS. Thank you, sir.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK W. BERGMAN

INTRODUCTION

Chairman Stevens, Senator Inouye and distinguished Members of the subcommittee, it is my honor to report to you on the state of your Marine Corps Re-

serve as a partner in the Navy-Marine Corps team. Your Marine Corps Reserve remains firmly committed to warfighting excellence. The support of Congress and the American people has been indispensable in attaining that level of excellence and our success in the Global War on Terror. Your sustained commitment to care for and improve our Nation's armed forces in order to meet today's challenges, as well as those of tomorrow, is vital to our continued battlefield success. On behalf of all marines and their families, I would like to take this opportunity to thank Congress and this committee for your ongoing support.

YOUR MARINE CORPS RESERVE TODAY

The last 5 years have demonstrated the Marine Corps Reserve is truly a full partner in the Total Force Marine Corps. I assumed the responsibility as the commander of Marine Forces Reserve on the 10th of June 2005, and I can assure you the Marine Corps Reserve remains totally committed to continuing the rapid and efficient activation of combat-ready ground, air and logistics units, and individuals to augment and reinforce the active component in the Global War on Terror (GWOT). Marine Corps Reserve units, Individual Ready Reserve (IRR) Marines, Individual Mobilization Augmentees (IMAs), and retired marines fill critical requirements in our Nation's defense and are deployed worldwide in Iraq, Afghanistan, Georgian Republic, Djibouti, Kuwait, and the United States, supporting all aspects of the Global War on Terror. At home, our Reserve Marines are pre-positioned throughout the country, ready to defend the homeland or assist with civil-military missions such as the type of disaster relief conducted recently in the wake of Hurricanes Katrina and Rita.

Reserve Marines understand the price of protecting our constitutional rights to freedom, and even though some have paid the ultimate price in Operations Enduring Freedom and Iraqi Freedom, they continue to step forward and volunteer to serve their fellow Americans. The Marine Reserve Force remains strong and constant due to the committed marines in our ranks, our high retention and recruiting rates, and the ever-increasing benefits that Reserve Marines and their families enjoy.

As tactics and warfighting equipment continues to change and evolve, our level of readiness for future challenges must be maintained. Reserve ground combat units, aviation squadrons and combat service support elements are able to seamlessly integrate with their active component comrades in any Marine Air Ground Task Force (MAGTF) environment because they are held to identical training standards. A strong Inspector-Instructor (I&I) system and a demanding Mobilization and Operational Readiness Deployment Test (MORDT) program ensure Marine Corps Reserve units achieve a high level of pre-mobilization readiness. Marine Reserve units continue to train to challenging, improved readiness standards, reducing the need for post-mobilization certification. This ensures that these combat capable units undergo a seamless transition to the Gaining Force Commander.

As we progress into the 21st century, we have seen historic and tragic events that have impacted our country and Marine Forces Reserve in ways that will reverberate for years to come. When Hurricanes Katrina and Rita battered the Gulf Coast, Marine Forces Reserve was part of both the evacuation and the relief efforts in the area. Due to the storms, Marine Forces Reserve Headquarters, along with our subordinate headquarters, were forced to evacuate the New Orleans area and set up temporary commands in Texas and Georgia. It was from these locations that we managed the mobilization and deployment of units to the affected areas to support relief efforts. In some cases marines were serving in their own communities that were devastated by the storms.

As of this month, over 5,300 Reserve Marines are activated in support of Operation Enduring Freedom, Operation Iraqi Freedom, and Horn of Africa operations. Of these marines, approximately 4,000 are serving in combat-proven ground, aviation and service support units led by Reserve Marine officers and non-commissioned officers. The remaining 1,300+ Reserve Marines are serving as individual augments in support of Combatant Commanders, the Joint Staff and the Marine Corps. Since September 11, 2001, the Marine Corps has activated over 39,000 Reserve Marines, and more than 97 percent of all Marine Forces Reserve units.

Since the beginning of the Global War on Terror, it has become necessary for the Marine Corps Reserve to increase support required for operations against the backdrop of a rapidly changing world environment accented by asymmetrical warfare and continuing hostilities. As new warfighting requirements have emerged, we have adapted our capabilities by creating anti-terrorism battalions from existing units, as well as provisional civil affairs groups in support of our efforts in Iraq. We continue to refine our reserve capabilities. Through assessment, projection and careful plan-

ning, we shift valuable resources to enhance our ability to provide required war fighting, intelligence gathering, Homeland security, and civil affairs capabilities.

RETURN ON INVESTMENT

The Marine Corps is committed to the Total Force Concept as evidenced by the overwhelming success of Marine Reserve units serving in support of the Global War on Terror. Activated Marine Reserve units and individuals are seamlessly integrating into forward deployed Marine Expeditionary Forces and regularly demonstrate their combat effectiveness. Since March 2005, approximately 8,500 Reserve Marines have deployed in support of two troop rotations to Iraq. The combat effectiveness of all Reserve Marines deployed in support of Operation Iraqi Freedom is best illustrated by the following examples.

*Force Units*

Marine Forces Reserve has provided provisional civil affairs groups, air-naval gunfire liaison detachments and counter intelligence teams in support of Operation Iraqi Freedom.

The Marine Corps has two permanent civil affairs groups and, in 2005, formed two additional provisional civil affairs groups. The decision was made to expand the Corps' civil affairs capability for the Iraqi conflict by creating a provisional 5th and 6th Civil Affairs Group (CAG) of nearly 200 marines each. The 5th and 6th CAGs were created to ease the deployment cycles of the 3rd and 4th CAGs and to create additional civil affairs assets. Fourth Combat Engineer Battalion from Baltimore provided the nucleus for the 5th CAG, which was established in late 2004. The unit was rounded out by marines from across the country, to include two previously retired marines.

The 5th CAG began its tour of duty in Iraq at a transfer of authority ceremony with the 4th CAG at Camp Fallujah on March 10, 2005. Led by Col. Steve McKinley and Sgt. Maj. John Ellis, the 5th CAG assumed 4th CAG's area of responsibility and operated throughout Al-Anbar Province coordinating civil affairs projects with the goal of restoring critical infrastructure and facilitating the transition into a self-governing people. The 6th CAG, led by Col. Paul Brier and SgtMaj Ronnie McClung, relieved 5th CAG in September 2005. After a successful 7 month tour, they are redeploying to the United States this month.

In addition to the contribution of the civil affairs groups, Marine Forces Reserve has provided detachments from both 3d and 4th Air Naval Gunfire Liaison Company (ANGLICO)—based in Long Beach, California and West Palm Beach, Florida respectively—in support of Operation Iraqi Freedom. The last detachment returned mid-December 2005. During its tour, the unit supported the multinational division headed by the Polish Army and consisting of troops from 14 countries. The unit was involved in various missions in the three provinces south of Baghdad. Duties ranged from calling in fire support for the coalition partners to providing protection for convoys. The marines were credited with rounding up 390 insurgents and criminals, in addition to recovering 50,000 pounds of ordnance.

*Fourth Marine Division*

The 3rd Battalion, 25th Marines, led by LtCol Lionel B. Urquhart, a manager for Roadway Transportation Services, and his senior enlisted advisor SgtMaj Edward C. Wagner, supported Regimental Combat Team 2 (RCT–2) during Operation Iraqi Freedom 04–06.1. During this time, the battalion cleared the city of Hit, establishing two permanent firm bases there and introduced Iraqi armed forces into the city to begin the process of independent Iraqi control. Hit was the only city to be liberated from anti-Iraqi forces control by the 2d Marine Division. In all, the battalion acted as the regimental main effort in 15 named combat operations and provided support to five more named operations in an area covering 4,200 square kilometers. The scheme of maneuver for entry into the town of Kubaysah employed the first heliborne and mechanized combined assault in Area of Operation "Denver." The battalion's efforts resulted in 46 detainees being convicted to confinement at Abu Grahb Prison, 160 confirmed enemy killed in action, and 25 confirmed enemy wounded in action. This battalion, which coalesced from Reserve Marines spread across more than seven States, acted as a center of gravity for RCT–2 during Operation Iraqi Freedom 04–06.1, enabling the regiment to achieve its greatest successes.

Fifth Battalion, 14th Marines (-) Reinforced, commanded by John C. Hemmerling, an attorney for the City of San Diego, with Sergeant Major Jose Freire, a U.S. postal carrier, as his senior enlisted advisor, was assigned the mission as a provisional military police battalion in the Al Anbar Province of Iraq. The marines of 5/14 exemplified the total force concept as they transitioned from a reserve artillery battalion

into a composite battalion. The 1,000-strong battalion was comprised of 15 active and reserve units and detachments, and integrated active and Reserve Marines down to the fire team level. Furthermore, drawing from its ranks of reservists in civilian law enforcement and active duty military policemen at its core, the battalion was task organized to conduct military police missions including convoy security operations; law and order at forward operating bases; operate five regional detention facilities; provide force protection of Camp Fallujah; conduct criminal investigations; recruit Iraqi Security Forces through the Police Partnership Program; and control 57 military working dog teams. The battalion is credited with processing over 6,000 detainees consisting of suspected insurgents, terrorists and criminals—without incident; safely escorted over 300 convoys throughout the Multinational Force West area of operations; occupying and defending Camp Fallujah and approximately 100 square kilometers of battle space surrounding it; and recruiting over 1,000 Iraqi police candidates.

The 4th Marine Division also provided a significant presence during Hurricane Katrina relief efforts on the Gulf Coast. From the Commanding General, MajGen Douglas O'Dell—who was appointed to lead the entire Marine Corps relief effort—to a multitude of units from Alabama, Texas, Florida, Oklahoma, Tennessee, Virginia, Missouri and other States, elements of the 4th Marine Division converged on the beleaguered area to form the marine nucleus of support. Worthy of particular note are the marines of the 4th Assault Amphibian Battalion in Gulfport, Mississippi. Immediately after the storm passed, these intrepid marines began combing their community in their amtracs in search of victims, as well as rendering assistance to local authorities. The last of these Marine Reserve units returned to their home stations on October 1.

*Fourth Marine Logistics Group*

Fourth Marine Logistics Group (MLG) continued to provide the active duty component and combatant commanders tactical logistics support throughout the six functional areas of Combat Service Support (CSS) and the personnel necessary to sustain all elements of the operating force in multiple theaters and at various levels of war. Fourth MLG has a well-established reputation for providing professional, dedicated and highly skilled marines and sailors to augment and reinforce the active components in support of Operations Iraqi Freedom (OIF) and Enduring Freedom (OEF). During the past year's semi-annual relief of forces, 4th MLG deployed approximately 1,000 Reserve Marines and sailors to conduct tactical level logistics missions.

Additionally, 4th MLG provided the following support to the operating forces as requested by combatant commanders:

—During January of 2005, 4th MLG deployed approximately 130 marines and sailors to support Marine Forces Central Command's Logistics Command Element (LCE) located aboard Camp Lemonier, Djibouti. These marines and sailors from various 4th MLG battalions provided vital logistical and operational support to a mission focused on detecting, disrupting, and ultimately defeating transnational terrorist groups operating in the Horn of Africa region.

—In April 2005, on short notice, 4th MLG deployed 13 maintenance personnel in support of Marine Corps Systems Command (MARCORSYSCOM) to a forward operating base in Iraq to assist with the installation of armor kits on tactical vehicles. Their mission proved invaluable in mitigating the personnel and equipment loss attributed to an emergent IED threat.

—During May of 2005, 4th MLG provided health services support consisting of 20 sailors from 4th Medical Battalion to II Marine Expeditionary Force (II MEF) for detainee operations in Iraq that included medical services for personnel in temporary detainee facilities; maintenance of medical supplies and equipment; health and sanitation inspections, pre and post interrogation health assessments; and coordination of medical evacuations in accordance with the Geneva Convention.

—June 2005 saw 4th MLG provide the nucleus staff for the provisional 6th Civil Affairs Group.

*Fourth Marine Aircraft Wing*

Fourth Marine Aircraft Wing (MAW) units participated in a wide variety of operations in locations across the country and around the world in support of the Global War on Terror.

Operation Iraqi Freedom activations consisted of units in their entirety, detachments, as well as individual augments providing invaluable support to the active component in the conduct of these operations. Marine Fighter/Attack Squadron 142 deployed 12 F/A–18 A+ Hornet aircraft in support of OIF, where they accomplished

100 percent of their tasked sortie requirements. These assets were the first 4th MAW F/A–18s to deploy in support of OIF and the first Marine F/A–18 A+ to deploy the Advanced Targeting Pod (LITENING) in a combat environment. Marine Medium Helicopter Squadron (HMM) 764 and HMM 774 deployed to Iraq in support of OIF for their second tour. The deployment of these units required the transfer of 19 aircraft from east to west coast to facilitate training of the unit that was CONUS based while the other deployed. This monumental task was accomplished safely and efficiently. Marine Light Attack Squadron (HMLA) 775 returned from Iraq and immediately went to work accepting 16 AH–1W and 9 UH–1N aircraft from 3rd MAW. Immediately upon acceptance, they transferred six of the AH–1Ws and four of the UH–1Ns to HMLA–775 Detachment A, which then repositioned all aircraft to Johnstown, Pennsylvania. Additionally, Heavy Marine Helicopter Squadron (HMH) 772 was chosen to conduct the initial Night Vision Goggle (NVG) flight training evolution designed for Navy MH–53E aircrew, in preparation for their deployment in support of Operation Iraqi Freedom. This marked the first time Navy MH–53 pilots were trained on NVGs in a desert environment. Marine Air Control Group (MACG) 48 provided numerous detachments, including air traffic controllers, to support the OIF. Marine Wing Support Group (MWSG) 47 provided continual ground refueling support to OEF, and ongoing detachments of engineers, refuelers, and firefighters to OIF.

Hurricane Katrina made landfall on August 29, 2005 east of New Orleans. As a result of the ensuing devastation to the gulf coast region, HMH–772 was the first marine squadron to participate in rescue efforts in New Orleans on August 31, 2005. The unit deployed four aircraft, which transported 348,000 lbs of cargo, 1,053 passengers, and 720 evacuees. Marine Aerial Refueler Transport Squadrons (VMGR) 234 and 452 and their KC–130 aircraft provided direct support to Special Purpose Marine Air/Ground Task Force (SPMAGTF) Katrina in the form of troop, cargo lift and humanitarian assistance to the gulf coast region: 1,562 passengers and 1.5 million pounds of cargo were transported during 263 sorties totaling 535 hours. They also performed the same mission during the aftermath of Hurricanes Rita and Wilma. In addition to HMH–772, HMLA–773 provided direct support to SMAGTF Katrina in the form of civilian evacuation and humanitarian relief, operating out of Eglin AFB and NAS JRB New Orleans. MACG–48 and MWSG–47 brought their own specialized assistance in the form of aircraft controllers and logistical support. Fourth MAW continued to support Katrina relief efforts until October 2005.

ACTIVATION PHILOSOPHY

Reserve forces have been sustained consistent with Total Force Marine Corps planning guidance. This guidance continues to be based on a 12-month involuntary activation with a 7 month deployment, followed by a period of dwell time and, if required and approved, a second 12-month involuntary reactivation and subsequent 7 month deployment. This force management practice has provided well balanced and cohesive units within Marine Forces Reserve, ready for sustained employment and warfighting. This activation philosophy has proved to be an efficient and effective use of our Reserve Marines' 24-month cumulative activation time limit.

ACTIVATION IMPACT

As of December 2005, the Marine Corps Reserve began activating approximately 2,200 Selected Marine Corps Reserve (SMCR) Marines in support of the next Operation Iraqi Freedom rotation and 290 SMCR Marines in support of Operation Enduring Freedom. Even with judicious use of our assets and coordinated planning, the personnel tempo has increased. As the Members of this committee know, Reserve Marines are students or have civilian occupations that are also very demanding, and are their primary careers. In total, approximately 5,464 Reserve Marines have been activated more than once; about 1,875 of whom are currently activated. As of April 2006, approximately 61 percent of the current SMCR unit population and 72 percent of the current Individual Mobilization Augmentee (IMA) population have been activated at least once. About 2.8 percent of our current Individual Ready Reserve (IRR) population is deployed in support of OIF/OEF. If you include the number of marines who previously deployed in an active status who have since transferred to the IRR, the number reaches 57 percent. This is worth particular note as the IRR provides needed depth and capability. Volunteers from the IRR and from other Military Occupational Specialties, such as artillery, have been cross-trained to reinforce identified critical specialties such as civil affairs and linguists.

Although supporting the GWOT is the primary focus of the Marine Corps Reserve, other functions, such as pre-deployment preparation and maintenance, recruiting, training, facilities management and long term planning continue. The wise use of

the Active Duty Special Work (ADSW) program allows the Marine Corps to fill these short-term requirements with Reserve Marines. For example, as of this month almost 4,600 marines are on active duty under this program. Continued support and funding for this critical program will enhance flexibility, thereby ensuring our total force requirements are met.

MARINE CORPS RESERVE CAPABILITIES

The Marine Corps Reserve recognizes the fiscal and security environment of today and the future demands required to remain effective, relevant and capable in support of the Total Force and Combatant Commanders. To this end, we have been active participants in the 2004 Force Structure Review Group and presently, the Capabilities Assessment Group. Both initiatives, discussed in the ensuring paragraphs, will better posture Marine Forces Reserve with a lethal spectrum of capabilites to support irregular and traditional warfare.

*Force Structure Review Group 2004 (FSRG 04)*

FSRG 04 convened in April-May 2004 to rebalance Marine Corps total force capabilities for sustained support to OIF and OEF. The effort was end-strength and structure neutral—with proposed new capabilities offset by reductions in lower priority, underused capabilities. A key rationale for the effort included the necessity to build more sustainable capabilities in job skill areas experiencing high demand and high personnel tempo rates. In last year's testimony we reported the results of FSRG 04, which called for decreasing Reserve Component anti-aircraft, artillery, tank, and tactical aviation capability while increasing anti-terrorism, civil affairs, intelligence, light armored reconnaissance, and mortuary affairs capabilities within the reserve component over a 3 year period (fiscal year 2005–07). Executing these actions while simulaneously supporting OEF and OIF commitments is challenging, and involves close collaboration among force structure, manpower, training, operations, logistics, facility, and fiscal planners. fiscal year 2006 contains the preponderance of actions which are well underway and by the end of fiscal year 2007, will better posture the reserve component to sustain the Long War.

*Base Realignment And Closure 2005 (BRAC 05)*

BRAC 05 moves us toward our long-range strategic infrastructure goals through efficient joint ventures and increased training center utilization without jeopardizing our community presence. In cooperation with other reserve components, notably the Army Reserve and the Army National Guard, we developed Reserve basing solutions that further reduce restoration and modernization backlogs and AT/FP vulnerability. Twenty-three of the 25 BRAC recommendations affecting the Marine Corps Reserve result in joint basing of our units. Implementation of these recommendations will be a challenge across the Future Years Defense Program. Of the other two, the Federal City in New Orleans appears both promising and challenging and we look forward to working with the State and local governments in this unique venture. The final BRAC-recommended move is from a Navy-hosted facility in Encino, California, to a Marine Corps Reserve-owned facility in Pasadena, California.

EQUIPMENT

The Marine Corps Reserve, like the active component, faces two primary equipping challenges: supporting and sustaining our forward deployed forces in the GWOT while simultaneously resetting and modernizing the Force to prepare for future challenges. Our priorities in support of the first challenge are to provide every deploying Reserve Marine with the latest generation individual combat and protective equipment; second, to procure essential communications equipment; third, to procure simulation devices that provide our marines with essential training and enhance survivability in hostile environments; and fourth, to provide adequate funding to O&M accounts. Our priorities in support of resetting and modernizing the Force include the procurement and fielding of light armored vehicles to outfit two new Light Armored Reconnaissance Companies, filling our remaining communications equipment shortfalls, and adequately funding upgrades to our legacy aircraft.

*Training Allowance*

The total wartime equipment requirement for Marine Corps units is called the Table of Equipment (T/E). For Marine Forces Reserve, the T/E consists of two parts: a Training Allowance (T/A) and In-Stores assets. The T/A is the equipment our units maintain at their training sites. Our units have established training allowances that is, on average, approximately 80 percent of the established T/E. This equipment represents the minimum needed by the unit to maintain the training readiness nec-

essary to deploy, while at the same time is within their ability to maintain under routine conditions. The establishment of training allowances allows Marine Forces Reserve to better cross-level equipment to support CONUS training requirements of all units of the Force with a minimal overall equipment requirement. The amount of T/A each unit has is determined by training requirements, space limitations, and staffing levels at the unit training sites. This construct requires the support of the Service to ensure that the "delta" between a unit's T/A and T/E is available in the event of mobilization and deployment. The current Headquarters Marine Corps policy of retaining needed equipment in theater for use by deploying forces ensures that mobilized Marine Forces Reserve units will have the primary end items necessary to conduct their mission.

The types of equipment held by Reserve Training Centers are the same as those held within the active component. However, as a result of the aforementioned movement of equipment into theater as well as the Marine Corps' efforts to cross-level equipment inventories to support home station shortfalls (both active and reserve), Marine Forces Reserve will experience selected equipment shortfalls, particularly communications and electronic equipment. This shortfall will be approximately 10 percent across the Force in most areas, and somewhat greater for certain low density "big-box" type equipment sets. The shortfall will not preclude essential sustainment training within the Force. Shortfalls are being mitigated over time by equipment procured through the fiscal year 2005 Emergency Supplemental as well as fiscal year 2005 and fiscal year 2006 National Guard and Reserve Equipment Appropriations.

*Individual Marine Equipment*

As with all we do, our top focus is 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, Advanced Combat Optic Gunsight (ACOG) rifle scopes, lower body armor, and night vision goggles, to name a few. I am pleased to report that every member of Marine Forces Reserve deployed over the past year in support of the Global War on Terror, as well as those currently deployed in harm's way, were fully equipped with the most current individual combat clothing and equipment and individual protective equipment. Your continued support of current budget initiatives will ensure we are able to properly equip our most precious assets—our individual marines.

*Ground Equipment*

The ground equipment readiness (mission capable) rates of our deployed forces average above 95 percent. This has been accomplished by tapping into pre-positioned stocks in Norway and Maritime Prepositioned Shipping, through organic maintenance capabilities, contractor support, leveraging the Army ground depot capability, an established principal end item rotation plan, and the established pool of ground equipment (Forward In-Stores) which expedites the replacement of damaged major end items. The corresponding ground equipment readiness (mission capable) rates for non-deployed units average 85 percent, although we do have shortages in home station equipment available for training due to "cross-leveling" equipment in support of GWOT. Equipment that has been cross-leveled to OIF includes communications equipment, crew-served weapons, optics, and a reserve infantry battalion's equipment set.

The harsh operating environments found in Afghanistan and Iraq, coupled with the weight of added armor and unavoidable delays of scheduled maintenance due to combat, is degrading the Corps' equipment at an accelerated rate. With GWOT equipment usage rates ranging from four to nine times normal peacetime usage depending on the end item, hours/miles, and operational conditions, maintaining current readiness levels will require extensive maintenance efforts, particularly for any major end items returned to CONUS.

*Aviation Equipment*

The Marine Corps Reserve operates and maintains a diverse but aging inventory of aircraft including: AH–1W Cobras, CH–46E Sea Nights, CH–53E Super Stallions, F–5 Tiger Sharks, KC–130T Hercules, F/A–18A Hornets, UH–1N Hueys, and Operational Support Airlift aircraft consisting of UC–12 King Airs and UC–35 Citations. The average age of our tactical aircraft is: CH–46E: 38 years; UH–1N: 34 years; F–5: 29 years; F/A–18A: 21 years; KC–130T: 19 years; CH–53E: 17 years; AH–1W: 12 years.

The harsh operating environments in Afghanistan and Iraq—extreme temperatures, high altitudes, corrosive desert environment—have created maintenance challenges, negatively affected the normal expected service life of our rotary wing fleet, and accelerated the aging of the inventory. The CH–46, for example, has been uti-

lized in support of OIF at 200 percent of its peacetime usage rate. With no active production lines for our rotary wing aircraft, maintaining our inventory in a mission capable status has been accomplished through an ever increasing workload on our enlisted maintainers, yet despite difficult circumstances they continue to excel. The aviation equipment readiness (mission capable) rates of our deployed forces averaged 82 percent over the past 12 months. The corresponding rate of units remaining in garrison averaged 74 percent over the same period.

The President's budget request provides limited modernization dollars for Marine Corps Reserve (and Navy Reserve) aircraft: $2.6 million for Adversary Aircraft (F–5 & USN F–16), $7.1 million for H–53 series aircraft, and $30.3 million for cargo/transport aircraft (e.g., KC–130T, UC–12, UC–35). Selective aircraft modernization needs identified in the fiscal year 2007 National Guard and Reserve Equipment Report and elsewhere include: AH–1W critical cockpit upgrade, CH–46 crashworthy crew chief seats, KC–130T Defensive Electronic Countermeasures (DECM) and Night Vision Lighting (NVL) upgrade. With no new aircraft slated for delivery to the Marine Corps Reserve, it is essential that procurement funding continue for selective upgrade and modernization of legacy aircraft, as well as adequately funding the O&M account.

We have mitigated aircraft reset requirements as much as possible through specific aircraft modifications, proactive inspections and corrective maintenance; however, significant reset efforts exist. Additional requirements for depot level maintenance on airframes, engines, weapons, and support equipment will continue well after hostilities end and our aircraft have returned to their home stations. Assuming no top-line increase, the magnitude of the aviation reset requirement cannot be accomplished within the procurement account of the President's budget without having detrimental impacts elsewhere within the Marine Corps. We greatly appreciate the support of Congress in providing past supplemental appropriations.

Marine aviation is poised to undergo significant transformation over the next 10 years. The initial impact to the Marine Corps Reserve is slated to occur during fiscal year 2007 when one Reserve F/A–18A squadron is programmed to deactivate. Coupled with the fiscal year 2005 deactivation of another Reserve F/A–18A squadron stemming from the Department of the Navy's Tactical Aviation (TACAIR) integration initiative, two Reserve F/A–18A squadrons will remain after fiscal year 2007.

*National Guard And Reserve Equipment Appropriation (NGREA)*

NGREA continues to provide invaluable support in providing interoperable, state-of-the-art equipment to our Reserve Marines, the Total Force and the ultimate customer—the Combatant Commanders. In fiscal year 2005, NGREA provided $50 million ($40 million for Title III and $10 million under Title IX) which is presently being obligated to procure high priority aviation and ground needs such as: Aviation Survivability Equipment (ASE) for AH–1W aircraft, Helicopter Night Vision Systems (HNVS) for CH–53E aircraft, light weight troop seats for CH–46 aircraft, SATCOM radios for KC–130T aircraft; significant quantities of communication equipment including: Integrated Intra-Squad Radios (IISR); PRC–117s, PRC–148s, PRC–150s; simulation devices including: Indoor Simulated Marksmanship Trainer-Enhanced, Virtual Combat Convoy Trainer, MTVR Training Simulator; and other miscellaneous equipment including: Night Vision Systems, Laser Target Designators; Counterintelligence HUMINT Equipment Suite (CIHEP) and power distribution systems.

Fiscal year 2006 NGREA provided $30 million, which was released to the Marine Corps for obligation in March 2006. Again focused on supporting current warfighter needs, this funding will procure communications equipment including PRC–148s and Improved Intra-Squad Radios, multiple simulation devices including: Virtual Combat Convoy Trainers, LAV Combat Vehicle Training Simulators, a Medium Tactical Vehicle Replacement—Training System (MTVR–TS), and other miscellaneous equipment including: Ground Laser Target Designators, In-Transit Visibility Management Package/RFID Tags, Defense Advanced GPS Receivers, Marine Expeditious Power Distribution Systems, CIHEP and alternate power supplies.

Given the urgency of fielding this equipment to our mobilizing and deploying marines, we coordinate with Marine Corps Systems Command and other executing agencies to ensure NGREA is placed on contract and delivered as soon as possible.

RECRUITING AND RETENTION

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 the Corps. Recruiting and retention goals were met in fiscal year 2005, but the long-term impact of recent activations

is not yet known. Despite the high operational tempo, the morale and patriotic spirit of Reserve Marines, their families and employers remains extraordinarily high.

At the end of fiscal year 2005, the Marine Corps' Selected Reserve was over 39,600 strong. Part of this population is comprised of Active Reserve Marines, Individual Mobilization Augmentees, and Reserve Marines in the training pipeline. Additionally, nearly 60,000 marines serve as part of the Individual Ready Reserve, representing a significant pool of trained and experienced prior service manpower. Reserve Marines bring to the table not only their Marine Corps skills but also their civilian training and experience as well. The presence of police officers, engineers, lawyers, skilled craftsmen, business executives, and the college students who fill our Reserve ranks serves to enrich the Total Force. The Marine Corps appreciates the recognition given by Congress to employer relations, insurance benefits, and family support. Such programs should not be seen as "rewards" or "bonuses," but as investment tools that will sustain the Force in the years ahead.

Support to the GWOT has reached the point where 70 percent of the current Marine Corps Reserve officer leadership has deployed at least once. Nevertheless, the Marine Corps Reserve is currently achieving higher retention rates than the benchmark average from the prior 3 fiscal years. As of January 2006 the OSD attrition statistic for Marine Corps Selected Reserve officers is 8.4 percent compared to the current benchmark average of 11.7 percent. For the same time period, Reserve unit enlisted attrition is 6.2 percent compared to an 8.5 percent benchmark average.

In fiscal year 2005, the Marine Corps Reserve achieved 100 percent of its recruiting goal for non-prior service recruiting (5,921) and exceeded its goal for prior service recruiting (3,132). For our Reserve component, junior officer recruiting remains the most challenging area. 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 participation of company grade officers in the Selective Marine Corps Reserve. We are also developing some bold new changes in our junior officer accession programs and expect to incorporate some of the changes during fiscal year 2007 and plan to fill 90 percent of our company grade officer billets by fiscal year 2011. We thank Congress for the continued support of legislation to allow bonuses for officers in the Selective Marine Corps Reserve who fill a critical skill or shortage. We are aggressively implementing the Selected Reserve Officer Affiliation Bonus program and expect it to fill fifty vacant billets this year, with plans to expand the program in the coming years.

## QUALITY OF LIFE

Our future success will rely on the Marine Corps' most valuable asset—our marines and their families. We believe it is our obligation to arm our marines and their families with as much information as possible on the programs and resources available to them. Providing information on education benefits, available childcare programs, family readiness resources and health care benefits enhances their quality of life and readiness.

### *Education*

Last year, you heard testimony from my predecessor that there were no laws offering academic and financial protections for Reserve military members who are college students. I am glad to see that there is movement in Congress to protect our college students and offer greater incentives for all service members to attend colleges. I appreciate Congress's efforts in protecting a military member's college education investments and status when called to duty.

More than 1,300 Marine Forces Reserve Marines and sailors chose to use tuition assistance in fiscal year 2005 in order to help finance their education. This tuition assistance came to more than $3 million in fiscal year 2005 for more than 4,200 courses. Many of these marines were deployed to Afghanistan and Iraq and participated in their courses via distance learning. In this way, tuition assistance helped to mitigate the financial burden of education and facilitated progress in the marine's planned education goals. We support continued funding of tuition assistance as currently authorized for activated Reserves. I fully support initiatives that will increase G.I. Bill benefits for Reserve and National Guard service members, as they are key retention and recruiting tools and an important part of our commandant's guidance to enhance the education of all marines. The 2005 National Defense Authorization Act included a new education assistance program for certain Reserve and National Guard Service members. I heartily thank you for this initiative and its implementation by the Department of Veterans Affairs, as it has positively impacted the quality of life for Marine Reservists and other service members.

*Child Care Programs*

Marines and their families are often forced to make difficult choices in selecting childcare before, during and after a marine's deployment in support of the Global War on Terror. We are deeply grateful for "Operation Military Child Care," a joint initiative funded by the Department of Defense and operated through cooperative agreements with the Boys and Girls Clubs of America, and the National Association of Child Care Resource and Referral Agencies. Without the fiscal authorization provided by the Senate and House, these programs could not have been initiated or funded. These combined resources have immeasurably contributed to the quality of life of our marines' and their families. I thank you all for your support in the past and the future in providing sufficient funds for these key initiatives.

*Family Readiness*

Everyone in Marine Forces Reserve recognizes the strategic role our families have in our mission readiness, particularly in our mobilization preparedness. We help our families to prepare 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 Reunions, 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.). We also envision the creation of Regional Quality of Life Coordinators, similar to the Marine Corps Recruiting Command program, for our Reserve Marines and their families.

At each of our Reserve Training Centers, the KVN program serves as the link between the command and the family members, providing them with official communication, information and referrals. The key volunteers, many of whom are parents of young, un-married marines, provide a means of proactively educating families on the military lifestyle and benefits, provide answers for individual questions and areas of concerns and, perhaps most importantly, enhance the sense of community within the unit. The L.I.N.K.S. program is a spouse-to-spouse orientation service offered to family members to acquaint them with the military lifestyle and the Marine Corps, including the challenges brought about by deployments. Online and CD–ROM versions of L.I.N.K.S makes this valuable tool more readily accessible to families of Reserve Marines not located near Marine Corps installations.

Military One Source is another important tool that provides marines and their families with around-the-clock information and referral service for subjects such as parenting, childcare, education, finances, elder care, health, wellness, deployment, crisis support and relocation via toll-free telephone and Internet access.

The Peacetime/Wartime Support Team and the support structure within the Inspector and Instructor staff use all these tools to provide families of activated or 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. All of these programs depend on adequate funding of our manpower and O&M accounts.

*Managed Health Network*

Managed Health Network, through a contract with the Department of Defense, is providing specialized mental health support services to military personnel and their families. 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 & Reunion Briefs and further incorporating them in the unfortunate event of significant casualty situations. Follow-up services are further scheduled after marines return from combat at various intervals to facilitate on-site individual and group counseling.

*Tricare*

Since 9/11, Congress has gone to great lengths to improve TRICARE benefits available to the Guard and Reserve and we are very appreciative to Congress for all the recent changes to the program. Since April 2005, TRICARE Reserve Select has been providing eligible Guard and Reserve veterans with comprehensive health care. This new option, similar to TRICARE Standard, is designed specifically for Reserve members activated on or after September 11, 2001 who enter into an agreement to serve continuously in the Selected Reserve for a period of 1 or more years. Participation in the program has greatly benefited those Reserve Marines who have served and who continue to serve. This provides optional coverage for Selected Reserves after activation, at the rate of 1 year of coverage while in non-active duty status for every 90 days of consecutive active duty. The member must agree to re-

main in the Selected Reserve for 1 or more whole years. Also, a permanent earlier eligibility date for coverage due to activation has been established at up to 90 days before an active duty reporting date for members and their families.

The new legislation also waives certain deductibles for activated members' families. This reduces the potential double payment of health care deductibles by members' civilian coverage. Another provision allows the DOD to protect the beneficiary by paying providers for charges above the maximum allowable charge. Transitional health care benefits have been established, regulating the requirements and benefits for members separating. We are thankful for these permanent changes that extend healthcare benefits to family members and extend benefits up to 90 days prior to their activation date and up to 180 days after de-activation.

Reserve members are also eligible for dental care under the Tri-Service Dental Plan for a moderate monthly fee. In an effort to increase awareness of the new benefits, Reserve members are now receiving more information regarding the changes through an aggressive education and marketing plan. These initiatives will further improve the healthcare benefits for our Reserves and National Guard members and families.

*Casualty Assistance*

One of the most significant responsibilities of the site support staff is that of casualty assistance. Currently, Marine Forces Reserve conducts approximately 93 percent of all notifications and follow-on assistance for the families of our fallen Marine Corps brethren. In recognition of this greatest of sacrifices, there is no duty that we treat with more importance. However, the duties of our casualty assistance officers go well beyond notification. We ensure they are adequately trained, equipped, and supported by all levels of command. Once an officer or staff noncommissioned officer is designated as a casualty assistance officer, he or she assists the family members in every possible way, from planning the return and final rest of their marine, counseling them on benefits and entitlements, to providing a strong shoulder when needed. The casualty officer is the family's central point of contact, serving as a representative or liaison with the media, funeral home, government agencies or any other agency that may be involved. Every available asset is directed to our marine families to ensure they receive the utmost support. This support remains in place as long after the funeral and is maintained regardless of personnel turnover. The Marine Corps Reserve also provides support for military funerals for veterans of all services. The marines at our reserve sites performed more than 7,500 funerals in calendar year 2005.

*Marine For Life*

Our commitment to take care of our own includes a marine's transition from honorable military service back to civilian life. Initiated in fiscal year 2002, the Marine For Life program is available to provide support for the approximately 27,000 marines transitioning from active service back to civilian life each year. Built on the philosophy, "Once a Marine, Always a Marine," Reserve Marines in over 80 cities help transitioning marines and their families to get settled in their new communities. Sponsorship includes assistance with employment, education, housing, childcare, veterans' benefits and other support services needed to make a smooth transition. To provide this support, the Marine For Life program taps into a network of former marines and marine-friendly businesses, organizations, and individuals willing to lend a hand to a marine who has served honorably. Approximately 2,000 marines are logging onto the web-based electronic network for assistance each month, and more than 30,000 marines have been assisted since January 2004. Assistance from career retention specialists and transitional recruiters helps transitioning marines by getting the word out about the program.

*Employer Support*

Members of the Guard and Reserve who choose to make a career must expect to be subject to multiple activations. Employer support of this fact is essential to a successful activation and directly effects retention and recruiting. With continuous rotation of Reserve Marines, we recognize that the rapid deactivation process is a high priority to reintegrate marines back into their civilian lives quickly and properly in order to preserve the Reserve force for the future. To that end we enthusiastically support the efforts of the National Committee of the Employer Support of the Guard and Reserve (ESGR) and have joined with them in Operation Pinnacle Advance, which seeks to further develop personal relationships with our marines' employers.

CONCLUSION

As I have stated in the beginning of my testimony, your consistent and steadfast support of our marines and their families has directly contributed to our successes, both past and present, and I thank you for that support. As we push on into the future, your continued concern and efforts will play a vital role in the success of Marine Forces Reserve. Due to the dynamics of the era we live in, there is still much to be done.

The Marine Corps Reserve continues to be a vital part of the Marine Corps Total Force Concept. Supporting your Reserve Marines at the 185 sites throughout the United States, by ensuring they have the proper facilities, equipment and training areas, enables their selfless dedication to our country. Since 9/11, your Marine Corps Reserve has met every challenge and has fought side by side with our active counterparts. No one can tell the difference between the active and reserve—we are all marines.

The consistent support from Congress for upgrades to our warfighting equipment has directly affected the American lives saved on the battlefield. However, as I stated earlier, much of the same equipment throughout the force has deteriorated rapidly due to our current operational tempo.

As I have stated earlier, NGREA continues to be extremely vital to the health of the Marine Corps Reserve, assisting us in staying on par with our active component. We have seen how the NGREA directly improved our readiness in recent operations, and we look forward to your continued support of this key program.

My final concerns are for Reserve and Guard members, their families and employers who are sacrificing so much in support of our Nation. Despite strong morale and good planning, we understand that activations and deployments place great stress on these praiseworthy Americans. Your continued backing of "quality of life" initiatives will help sustain Reserve Marines in areas such as education benefits, medical care and family care.

My time thus far leading Marine Forces Reserve has been tremendously rewarding. Testifying 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.

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BIOGRAPHICAL SKETCH OF LIEUTENANT GENERAL JACK W. BERGMAN

Lieutenant General Bergman was commissioned a second lieutenant in the Marine Corps Reserve under the Platoon Leader School program after graduation from Gustavus Adolphus College in 1969. In addition to attaining an M.B.A. degree from the University of West Florida, his formal military education includes Naval Aviation Flight Training, Amphibious Warfare, Command and Staff, Landing Force Staff Planning (MEB & ACE), Reserve Component National Security, Naval War College Strategy & Policy, Syracuse University National Security Seminar, Combined Forces Air Component Command, LOGTECH, and CAPSTONE.

He flew CH–46 helicopters with HMM–261 at Marine Corps Air Station, New River, North Carolina, and with HMM–164 in Okinawa/Republic of Vietnam. Assigned as a flight instructor, he flew the T–28 with VT–6, NAS Whiting Field, Florida. He left active duty in 1975 and flew UH–1 helicopters with the Rhode Island National Guard, Quonset Point, Rhode Island. Following a 1978 civilian employment transfer to Chicago, Illinois, he served in several 4th Marine Aircraft Wing units at NAS Glenview, Illinois (HML–776, flying the UH–1; VMGR–234, flying the KC–130; and Mobilization Training Unit IL–1). He was selected to stand up the second KC–130 squadron in 4th MAW and, in 1988, became the first Commanding Officer, VMGR–452, Stewart ANGB, Newburgh, New York, 1992–1994 he commanded Mobilization Station, Chicago, Illinois, the largest of the 47 Marine Corps Mobilization Stations.

During 1995 he served as a Special Staff Officer at Marine Corps Reserve Support Command, Overland Park, Kansas. In 1996, he became Chief of Staff/Deputy Commander, I Marine Expeditionary Force Augmentation Command Element, Camp Pendleton, California. Late 1997, he transferred to 4th Marine Aircraft Wing Headquarters, New Orleans, Louisiana to serve as Assistant Chief of Staff/G–1. Promoted to Brigadier General, he became Deputy Commander, 4th Marine Aircraft Wing.

Transferred in June 1998 to Headquarters, Marine Forces Europe, Stuttgart, Germany he served as Deputy Commander. Recalled to active duty from April to July 1999, he was dual-hatted as EUCOM, Deputy J–3A. He then commanded II Marine Expeditionary Force Augmentation Command Element, Camp Lejeune, North Carolina until assuming command of 4th Marine Aircraft Wing, New Orleans, Louisiana

in August 2000. In September 2002 he assumed command of the 4th Force Service Support Group, New Orleans, Louisiana. He, also, served as Chairman, Secretary of the Navy' Marine Corps Reserve Policy Board, 2001–2003.

Returning to active duty in October 2003, he served as Director, Reserve Affairs, Quantico, Virginia. He assumed command of Marine Forces Reserve/Marine Forces North on June 10, 2005.

Lieutenant General Bergman's personal decorations include the Defense Meritorious Service Medal, Single Mission Air Medal with Combat "V" and Air Medal with numeral "1".

Senator STEVENS. General Bradley.

**STATEMENT OF LIEUTENANT GENERAL JOHN A. BRADLEY, CHIEF, AIR FORCE RESERVE, DEPARTMENT OF THE AIR FORCE**

General BRADLEY. Senator Stevens, it is a pleasure to be here with you today, sir. I am very proud of our Air Force Reserve airmen who are serving this Nation. Many have served, thousands have served in Iraq and Afghanistan. Hundreds of them helped with Hurricane Katrina relief saving over 1,000 lives.

Many have been responsible for what Senator Mikulski mentioned earlier about evacuating severely wounded soldiers and marines. In fact, most of the aeromedical evaculation capability of the United States Air Force is in the Air Force Reserve, and it was only in the last month that we lost the first soldier in flight. So for over 4 years we have kept all of those soldiers alive in flight, and that is a challenge, but the great medical progress we have made has allowed that, and it is the dedication of our wonderful aeromedical crews that has helped bring that about.

I want to thank you and Senator Inouye and the other members of the subcommittee for the great support that we get for our Air Force Reserve. The National Guard and Reserve equipment account has allowed us to bring great combat capability to the skies of Iraq and Afghanistan to support soldiers and marines on the ground with great systems that provide for close air support. I want to thank you for that great support. It has been key, as General Ickes said earlier, to modernizing and enhancing our aircraft to keep us relevant and useful to our Nation.

Thank you, sir.

Senator STEVENS. Thank you. I see you were deputy chief at Bergstrom. That is the last place I served in the continental limits before I went to China.

General BRADLEY. Yes, sir.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JOHN A. BRADLEY

Mr. Chairman, and distinguished Members of the committee, I appreciate the opportunity to appear before you today. I want to thank you for the support you have continued to show us these past few years and I am happy to report it's making a difference for our forces and our Nation. Recently, at a Reserve Chiefs' hearing, we were asked how Guard and Reserve members compare to active duty when they are mobilized. Because of your committee's continued legislative support, we unanimously replied that when a Guard or Reserve member is activated they are indistinguishable from the Regular Air Force.

We anticipate last year's provision to expand Selected Reserve member eligibility under TRICARE standard will increase medical readiness for mobilization. With so much attention on mobilization we appreciate the committee's interest in initiatives that encourage volunteerism because the Air Force Reserve relies heavily upon this means of support to meet contingency and operational requirements. In particular, eliminating Basic Allowance for Housing (BAH) rate difference for orders greater than 30 days addresses a long standing issue that Reserve members have identified

as a deterrent to volunteerism. Another barrier was eliminated with support of authorized absences of members for which lodging expenses at temporary duty location must be paid. This change applied the active duty standard to Guard and Reserve members when they are on active duty orders. In the coming year we will continue to seek ways to facilitate volunteerism as the primary means of providing the unrivaled support on which the Air Force has come to rely.

MISSION CONTRIBUTIONS 2005

Air Force Reserve accomplishments since September 11, 2001, and more specifically in the last fiscal year, clearly demonstrate that the Air Force Reserve is a critical component in the security of our Nation. The Air Force Reserve has made major contributions to the Global War on Terror (GWOT) with more than 80,000 sorties (360,000 flying hours) flown in support of Operations Noble Eagle, Enduring Freedom and Iraqi Freedom. The Air Force Reserve has flown almost 52,000 sorties in support of Operation Iraqi Freedom since 2003, with 14,658 of those (55,781 flying hours) in fiscal year 2005. Our Air Force Reserve members have flown more than 28,000 sorties in support of Operation Enduring Freedom since 2002, contributing 5,328 sorties (25,409 flying hours) in fiscal year 2005. Here at home, the Air Force Reserve has flown more than 10,000 sorties supporting the vital Noble Eagle mission since 2002; 150 sorties (906 flying hours) in fiscal year 2005. These contingency support missions include fighter support, Combat Search and Rescue, Special Operations, Aerial Refueling and Tactical and Strategic Airlift—mirroring and in conjunction with Total Force operations. This past year, C–130 and C–17 aircraft flew the majority of Air Force Reserve missions in the AOR. As you may know, 61 percent of the Air Force's C–130 aircraft are assigned to the Air Reserve Components. On a recent trip, Senator Lindsey Graham witnessed the preponderance of Reserve Component airlift first hand and mentioned it at the Guard and Reserve Commission hearing on March 8, 2006. Senator Graham stated of the 20 sorties he flew in the OEF and OIF area of responsibility, only one sortie was flown by an active duty crew!

HOMELAND CONTINGENCY SUPPORT

Our humanitarian efforts are equally as impressive as our wartime operations. The onslaught of hurricane strikes to the coastal United States in 2005 required a response unlike anything seen in our modern history. The Air Force Reserve was fully engaged in emergency efforts; from collecting weather intelligence on the storms, to search and rescue, and aeromedical and evacuation airlift. Hurricanes Katrina, Ophelia, Rita and Wilma drew heavily on the expert resources of our component to assist in relief efforts. Almost 1,500 Air Force Reserve personnel responded to these efforts within 24 hours, including members from the 926th Fighter Wing at NAS New Orleans, Louisiana and the 403rd Wing at Keesler Air Force Base, Mississippi who were struggling to protect their own unit's resources from storm damage.

Two units that stood especially tall amongst our Reservists were the 53rd Weather Reconnaissance Squadron, also known as the Hurricane Hunters, based at Keesler Air Force Base and the 920th Rescue Wing based at Patrick Air Force Base in Florida. The Hurricane Hunters flew 59 sorties with their new WC–130J aircraft into the eye of hurricanes and tropical storms to determine the strength and path of the weather systems even while their homes were being destroyed. Even after they had lost everything, they continued to perform their mission flawlessly from Dobbins Air Reserve Base, Georgia. The 920th Rescue Wing, the first unit on the scene, flew more than 100 sorties in their HH–60G helicopters, recovering 1,044 people who were threatened by the rising water.

At the same time, other Reserve airlift units from around the country were responding with medical and evacuation teams that assisted in the transfer of more than 5,414 passengers and patients within and from affected areas. In fact, the Air Force Reserve accounted for more than 80 percent of aeromedical evacuations. Combined rescue and airlift missions over the 60-day period of these storms surpassed 500 sorties and transported 3,321 tons of relief cargo. Additionally, to combat insect-borne illnesses such as malaria, West Nile virus and encephalitis that often gain footholds during natural disasters, our 910th Airlift Wing from Youngstown ARS, Ohio utilized their C–130's to spray 10,746 gallons of insecticide across 2.9 million acres. This equates to an area roughly the size of Connecticut and spanned locations from Texas to Florida. Interagency coordination with State and Federal organizations also resulted in the Air Force Reserve assisting in the areas of communications, civil engineering, security forces, food services, public affairs and chaplaincy support to aid in overall relief efforts.

OUR PEOPLE: MOBILIZATION VS. VOLUNTEERISM

As these tremendous efforts clearly demonstrate, the backbone of the Air Force Reserve is our people because they enable our mission accomplishment. These patriots, 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 combatant commanders' requirements since September 11, 2001 remains high, and is not expected to decline significantly in the near future. A key metric that reflects this reality is the number of days our Reserve aircrew members are performing military duty. In calendar year 2005, each of our aircrew members served an average of 91 days of military duty. This is a significant increase compared to an average 43 days of military duty per aircrew member in calendar year 2000, the last full calendar year before the start of the GWOT, and more than double the minimum number of participation days required.

Having maximized the use of the President's Partial Mobilization Authority, the Air Force Reserve has begun to rely more heavily on volunteerism versus significant additional mobilization to meet the continuing Air Force requirements since September 11, 2001. There are several critical operational units and military functional areas that must have volunteers to meet ongoing mission requirements because they are near the 24-month mobilization authority. These include C–130, MC–130, B–52, HH–60, HC–130, E–3 AWACS, and Security Forces. During CY2005, the Air Force Reserve had 6,453 members mobilized and another 3,296 volunteers who served in lieu of mobilization to support GWOT. As the 2005 calendar year closed, the Air Force Reserve had 2,770 volunteers serving full-time to meet GWOT requirements and 2,553 Reservists mobilized for contingency operations. We expect this mix to become increasingly volunteer-based as this "Long War" continues.

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 on-going initiatives to better match volunteers' desires and skill sets to the combatant commanders' mission requirements. For example, the Integrated Process Team we chartered to improve our volunteer process recently developed a prototype web-based tool. It gives the reservist the ability to see all the positions validated for combatant commanders and allows the Air Force Reserve to see all qualified volunteers for placement. We must have the core capability to always match the right person to the right job at the right time. We also expect volunteerism will be positively affected as a result of the National Defense Authorization Act of 2005. This act fosters more continuity in volunteerism because it adds flexibility to end-strength accounting rules and provides equal benefits for activated personnel. 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.

SHAPING THE RESERVE FORCE

As an equal partner in the Air Force Transformation Flight Plan (PBD720), the Air Force Reserve plans to realign resources to transform to a more lethal, more agile, streamlined force with an increased emphasis on the warfighter. In this process, we plan to eliminate redundancies and streamline organizations, which will create a more capable force of military, civilians, and contractors while freeing up resources for Total Force recapitalization. No personnel reductions exist as a result of the Air Force Transformation Flight Plan in fiscal year 2007. Our reductions begin in fiscal year 2008. Over the FYDP the Air Force Reserve is planning for a reduction from 74,900 authorized personnel in fiscal year 2006 to an end strength of 67,800 personnel at the end of fiscal year 2011.

RECRUITING AND RETENTION

The Air Force Reserve has experienced satisfactory retention, while simultaneously meeting our recruiting goals for a fifth consecutive year. I am proud of the fact that our Reservists contribute directly to the warfighting effort every day. When our Reserve Airmen are engaged 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 FYDP, coupled with the impact of BRAC initiatives, presents significant future recruiting

and retention challenges for the Air Force Reserve. With the personnel reductions beginning in fiscal year 2008 and the realignment and closure of Reserve installations due to BRAC, approximately 20 percent of our force will be directly impacted by the planned changes through new and emerging missions, and mission adjustments to satisfy Air Force requirements. 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, the focus will be on maintaining mission capability until the last day of operations, while also trying to retain 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 will provide our affected units with options to retain our highly trained personnel.

This contrasts greatly with the organizations gaining new missions and/or authorizations. It's important to remember that the Air Force Reserve is a local force and that growing units will face significant recruiting challenges 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 FYDP may prove beneficial to our recruiting efforts but will not be the complete answer since the Regular Air Force critical skills 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 that retaining highly trained individuals is paramount. 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 would provide a disincentive to Reserve Component affiliation. 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.

BASE REALIGNMENT AND CLOSURE

Recruiting and retention are particularly important when considering the significant impact of the 2005 BRAC recommendations. The Air Force Reserve had seven bases realigned and one, General Billy Mitchell Field in Milwaukee, Wisconsin closed. 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 remaining Expeditionary Combat Support was sent to Buckley AFB, Colorado. In another example, BRAC recommended the realignment of our wing at Selfridge ANGB, Michigan and directed the manpower be moved to MacDill AFB, Florida to associate with the Regular Air Force. New Orleans, Louisiana to Denver, Colorado and Selfridge, Michigan to Tampa, Florida are challenging commutes for even the most dedicated reservist. These are just a few examples of the impact base realignments have on our reservists. In the majority of realignments, ability to serve is hindered due to the distances they must travel to participate. In the post-BRAC environment, we continue to 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 that will encourage those who were impacted by BRAC decisions to continue to serve.

FAMILY SUPPORT

The military commitment that reservists make has a profound effect on their families. The stresses of the military lifestyle; the possibility of unexpected deployments, often into areas of unrest, can play havoc on a family unit. Family Readiness offers a variety of services to support military families during these stressful times. Family Readiness offices provide the following services for the families of deployed Reservists:

—Family readiness data card completed by member at deployment for special needs
—Video telephones available at deployed site and unit site
—FAMNET (Family Support Global Communication Network) available at 63 countries (Internet access not required)
—Joint inter-service family assistance services
—Crisis intervention assistance
—Volunteer opportunities
—Reunion activities

—Information and referral services to appropriate support agencies
—Assistance with financial questions and concerns
—Telephone tree roster for communication to the families from the unit
—Family support groups
—Morale calls
—Letter writing kits for children
—E-mail

Amazingly, there are only 21 full-time positions throughout the Air Force Reserve to handle all these responsibilities. Family Readiness offices support Reserve Component members during times of mobilization and also with operational missions. In May 2005, Dobbins Air Reserve Base, Georgia held a recognition event for family members and brought agencies from across the spectrum to answer questions. A few months later they found themselves playing host to displaced Reserve Component members and their families from Hurricane Katrina.

According to the Family Readiness Office at Headquarters Air Force Reserve Command (AFRC), family members are displaying the effects of mobilization and seeking assistance from readiness offices and organizations like One Source. In 2005 there was a 12 percent increase in usage of Air Force Reserve Family Readiness support. The top issues follow:

*AFRC Top Issues*

—Emotional well-being
—Stress from repeated deployments and length.

*One Source Top Issues*

—Emotional well-being
—Financial
—Personal and family readiness issues
—Parenting and everyday issues
—Education (suddenly being military).

The command has seen a 38 percent usage of face-to-face counseling service through free developmental counseling of 6 sessions offered per issue at no cost. A provider is found within 30 miles of residence rather than just at the closest military installation. In these sessions there is a focus on grief and loss, reintegrating couples in their relationship and achieving work/life balance.

Improving family readiness programs by strengthening connections with the family, helping them be better prepared, and having a proactive outreach program to ensure unit, individual and family readiness are a few of the necessary developments.

Just as Reserve Component members are participating at far greater rates, our Family Readiness is a 365-day a year program. Although we now have demobilization training, it is more difficult to institutionalize because members want to get home. When they finally recognize they need help, we are left scrambling to provide assistance. This is even more difficult at units like Peterson Air Force Base, Colorado and Maxwell Air Force Base, Alabama where Family Readiness is an additional duty. The command is working on how to best meet these growing requirements. One thing that hasn't changed is that families are proud of the military member's role in fighting the war on terror.

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 the devastation during the hurricane season, we are able to respond within 24 hours. We train to the same standards as the active duty for a reason. We are one Air Force in the same fight. With a single level of readiness, we are able to seamlessly operate side-by-side with the Regular Air Force and Air National Guard in the full spectrum of combat operations. As an equal partner in day-to-day combat operations, it is critical we remain ready, resourced and relevant.

*New Mission Areas*

The Air Force Reserve will continue 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. Bringing Air Force front line weapon systems to the Reserve allows force unification at both the strategic and tactical levels. Indeed, we are a unified, total force.

Sharing the tip of the 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.

*Transforming and Modernizing the AFR*

Equipment modernization is our lifeline to readiness. As the Air Force transitions to a capabilities-based force structure, the combination of aging and heavily used equipment requires across-the-board recapitalization. The United States military has become 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. While the Air Force recognizes this fact and has made significant improvement in modernizing and equipping the Reserve, the reality of fiscal constraints still results in shortfalls in our modernization and equipage Funding our modernization enhances availability, reliability, maintainability, and sustainability of aircraft weapon systems; strengthening our ability to ensure the success of our warfighting commanders and laying the foundation for tomorrow's readiness.

FISCAL YEAR 2006 NGREA

The National Guard and Reserve Equipment Account (NGREA) resolves some of these AFR equipment deficiencies. We appreciate the support provided in the 2006 NGREA. The money you provide is making a difference; increasing the capability and safety of our airmen, and the security of our Nation. The fact is AFR 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. In fiscal year 2006 the Air Force Reserve is spending $30 million on critical aircraft modernization and miscellaneous equipment to help fulfill our Nation's air, space, and cyberspace peacetime and wartime requirements. These items run the gamut from multi-function aircraft displays, security forces night vision devices, defensive systems, aircraft radar upgrades and enhanced strike capabilities.

The Air Force Reserve is spending $3.21 million on modernizing the A–10 aircraft Litening AT POD interface. Use of a Multi-Function Color Display (MFCD) provides additional capability, including data link integration, machine-to-machine image transfer, moving map, cursor-on-target and ARC–210 integration. We are also completing our buy of 23 additional Situational Awareness Data Link radios for the A–10 at a cost of $920,000. We are continuing our support for the radar test stand modification and the Joint Helmet Mounted Cueing System (JHMCS) with $1.3 million. We continue to purchase Litening AT Pods; this year we have added $9.688 million of NGREA to the conference line item appropriation of $12.4 million for a total of $22.088 million. This 15-pod procurement completes the current total validated command pod requirement. Additionally this procures spares, support equipment and required warranties.

Upgrading the C–130 fleet with all-weather color radar has been an Air Force Reserve priority for the last several years. This year we continue our dedication to the program by adding $4.75 million to the conference appropriated $7.5 million for a total of $12.25 million to purchase 14 radars. This means 60 percent of the Air Force Reserve C–130 fleet will have the APN–241 radar. We are also spending $1.8 million to begin installing the capability for both C–130 pilots to dispense chaff and flares to enhance survivability in a combat environment. Previously, aircrews had to rely on crew positions other than the pilots to react to threats. Adding this capability doubles the number of crewmembers who can effectively counter threats in a timely manner.

The Air Force Reserve also has a need for Defensive Systems testers, specifically, an end-to-end ground-based tester for the AAR–47 missile detection system and an ALE–47 IR countermeasures dispensing system. The desired capability will allow testing of the complete system while it is in normal operation mode by transmitting independent, external signals to the AAR–47, rather than using built in testing routines that are not comprehensive.

On our B–52's we are installing Smart Multi-Function Color Display and Digital/Analog Integrated Track Handle which will provide the most cost effective solution

to resolve a critical shortage with B–52 Targeting Pod controllers. Along those same lines we are also installing a Multi-Function Color Display to enhance our search and rescue capabilities on the HH–60 helicopter. The combat rescue mission requires increased computer processing capability and color displays to enhance target identification and moving map capability.

Night vision operations continue to be at the forefront in the Air Force Reserve. We rely on our Security Forces in all aspects of the battle and depend on our Pararescue personnel, PJs, for personnel recovery. To that end we are spending $330,000 to outfit our Security Forces personnel with night vision devices and laser sights. Since our PJs have long operated with outdated night vision goggles, $2.1 million is being spent this year to upgrade the PJs capabilities, both in the air and on the ground via acquisition of advanced night vision devices.

FISCAL YEAR 2007 FUNDING

The President's Budget as forwarded to Congress is vital to our relevance and participation in the long war. It is balanced and what we need to remain relevant in the future and fulfill the immediate needs of the Combatant Commander.

We support the President's Budget decision to retire our aging equipment. Divesting force structure is an essential piece in enabling the Air Force Reserve to recapitalize our fleet, modernize our force and increase associations. Depot maintenance costs affect us across the board—training, readiness and operations, sapping resources and preventing us from transforming to the force we need. We simply can't afford to defer these retirements any longer. In an age of competing priorities and scarce resources, accepting retirement of our oldest legacy aircraft will reduce depot maintenance costs and free resources to properly shape the force and increase combat capability to the warfighter.

RECONSTITUTION

With a much higher operations tempo over the past 4 years, our equipment is aging and wearing out at much higher than projected rates. Reconstitution is a planning process with the purpose of restoring "units back to their full combat capability in a short period of time." The Long War 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, the additional impacts are potential AFR equipment disconnects and decreased readiness. The number one contributing factor to poor readiness is equipment shortfalls. After September 11, 2001 and during Operations Iraqi Freedom and Enduring Freedom, units returning back to CONUS returned without the same level of equipment as when they deployed. While leaving equipment and vehicles in the AOR supports rotations and mission requirements, it has a negative impact on readiness for the Total Force.

To preclude mission degradation, reconstitution plays a vitally important role for the returning unit. Air Force Reserve Command, working with the Air Staff, has put together a Memorandum of Agreement to replace approximately $2.2 million of the $5.4 million in GWOT equipment that is unavailable due to being transferred, withdrawn, or diverted in support of OIF/OEF. Equipment left behind includes generators, test sets, fork lifts, cargo trucks, HMMWVs, M–16 rifles, 9MM pistols, night vision scopes, laptops, body armor, etc. Reconstituting our equipment is critical for our airmen to train, perform their mission and maintain readiness.

CLOSING

I would like to close by offering my sincere thanks to each Member of this committee for their continued support and interest in the men and women of your Air Force Reserve. Thank you for keeping the National Guard and Reserve Equipment Account (NGREA) alive and vibrant. Money contributed by your committee through NGREA, has been essential to keeping the Reserve relevant to the fight and at the leading edge of employed technology in the field. 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 Commander in the daily execution of the long war. Our vision is to provide the world's best mutual support to the Air Force and our joint partners. We gratefully appreciate your continued support in helping us defend this Nation in our role as an Unrivaled Wingman.

Senator STEVENS. Let me do this, and we do appreciate the brevity that you have all expressed. The time is a problem this morning because of the votes that are coming. But we do have real concerns about the Reserve. We have currently, as I understand it, 109,000 of the Guard and Reserve are on active duty now, I am informed. And the Guard and Reserve comprise more than 81 percent of the total of the mobilized Guard and reservists. There are more than 40,000 of your people on active duty now in the Army and 5,300 marines and the Navy has more than 500 soldiers as I understand, plus 1,500 Reserve sailors that provide support for the fleet, and the Air Force Reserve flew 20,000 sorties in the last fiscal year alone.

Now, that is an increasing tempo that we really have got to learn more about and what it means in terms of costs and the impact on your structure. This operational tempo really brings about the question of readiness. We would like to have you each describe what you are doing to change your processes so that it takes into account this readiness requirement now that is involved in the Reserve.

Ms. Ashworth tells me that we have people in uniform now in 146 different countries of the world. As you listen to the daily news, we all know this is a continuing struggle now against terrorism that is going to go on. Are we going to see any reformation in the Reserve structures in each one of your services now to take into account this? How are you going to prepare people for the fact that they are going to be the next to be called up in the Reserve, and how are we going to deal with them when they come out of the Reserve and go back into their daily lives?

Will there be a guarantee, as mentioned here by Senator Leahy, of how long before you can be recalled up, except for a real world calamity? I think we would like to have you tell us if there is anything we can do to help you in terms of these changes, or at least reviews that have to be made to see what changes should be made.

General Helmly.

General HELMLY. Senator, I will lead off and I will be brief to leave adequate time for my peers. First of all, I would point to this chart which you see in front of you, which is called and addresses the issue of readiness. Regardless of the size of the force, in the past, on the left—and I will point to it here—we have had a force structure——

Senator STEVENS. This is the Army alone, right?

General HELMLY. This is the Army Reserve, yes, sir.

We have had a force structure allowance above our end strength. That force structure allowance is the cumulative number of people that it would take to fill if we filled all of our units, regardless of where they are, to 100 percent. So we overstructured the force. That was an industrial age model for a strategic reserve that we planned to fill over time from the Individual Ready Reserve (IRR) or from new recruits.

What we are doing to address that, frankly, is very painful and what it in some people's minds is counterintuitive, because we are inactivating units in the midst of a war. But the units that we are inactivating are nondeploying formations, first. They are head-

quarters formations, they are garrison support units, they are units that were not structured or built to deploy.

So our intent, on the right, is to over the program objective management (POM) years lower our structure allowance to about 180,000 soldiers, using about 10 percent of our end strength to man a trainees, transient, holdies and student (TTHS) account. That is where we account for soldiers who are in the training base or who are otherwise unready for temporary periods of time, profiles, going through board actions, et cetera. Then we have already implemented a delayed entry program, a 21st century modern manpower tool used by the regular Army, that accounts for recruits who have not yet shipped to basic training.

So that is how we are addressing the readiness issue. The second point I will address is the rotational. I would avoid the word "certainty." Certainly I know you will agree there is no certainty in a very dangerous, uncertain world today. That is why this readiness challenge is so important, because none of us can predict when our forces will be required with certainty.

But we are now implementing in the Army, and I am proud to say we in the Army Reserve pioneered, an Army Reserve expeditionary force, which has now morphed into the Army force generation model. Frankly, we went to school on how Navy and marine forces, both Reserve and Active, had operated in the past and the Air Force, Air Reserve air expeditionary force model. In fact, we visited Air Force Reserve Command headquarters, General Bradley's headquarters, and asked their staff—they were very cooperative—to explain to us how they managed that in the Air Force Reserve.

So we are implementing that in rotational force pools, not to provide certainty, but to provide greater predictability over a 5-year pool period when my force is more apt to be called, when I am expected to be in a higher state of readiness, if you will.

I would add one last thing. These measures are in my professional judgment very necessary. We must change ourselves from within to meet the demands of this century. But similarly, it is my judgment that the policies, practices, and procedures by which we are governed, that relate to personnel management, recruiting, retention, training, mobilization, and in fact funding, are in similar need of deep change.

Thank you very much for your time.

Senator STEVENS. Senator Inouye, do you have any comments along that line?

Senator INOUYE. According to the most recent QDR, a policy decision was made that the Pacific area may be the area of concern, much greater than the Atlantic area. As such, for example, they are going to have five carriers in the Pacific and five in the Atlantic. It used to be six in the Atlantic and four in the Pacific.

With that in mind, why did the Quadrennial Defense Review come out and transform your Army Reserve 9th Regional Readiness Command to the 9th Regional Support Group, downgraded it, reduced the strength? Do you not think it would have an impact upon command and control in the Pacific area?

General HELMLY. Senator, we do not intend to reduce our Army Reserve strength numbers in the Pacific region. We will change the

headquarters of the 9th Regional Readiness Command, that is accurate, to a Regional Support Group. We will retain there a brigadier general. We are moving the 311th Signal Command, Network Operations Command, a two-star command, over time from CONUS to Hawaii. It will be the daily, 24/7/365 network operations for Army and joint forces in the Pacific, the combatant commander.

In addition, as the Army establishes a regular Army-commanded 8th Theater Sustainment Command headquartered in Hawaii to provide logistics support throughout the region, the deputy commander of that organization will be an Army Reserve brigadier general.

Our forces in the Pacific have sustained us very well, valiantly. The most recent example is the 1442d "Go for Broke" Battalion, but throughout that region from Hawaii and the territories in the Pacific we have recruited very well. The soldiers and their families are courageous, strong. We have no intention of reducing whatsoever our strength. We are simply restructuring to make the headquarters of the 9th Reserve Readiness Command (RRC) a deployable formation.

Senator INOUYE. Thank you very much. It is reassuring.

EQUIPMENT

General Bergman, there is a tremendous amount of wear and tear, we have been told, on Army equipment, and I presume it must be the same with yours. How do you feel that this will impact upon readiness of your units?

General BERGMAN. Well, sir, the increased use of the equipment is by no means a secret to anyone. The cyclic rate is in some cases 5 to 10 times what it was programmed for original usage. Across the total force Marine Corps, we have cross-leveled through a strategic ground equipment working group all of those equipment pieces that are in, whether they be in the prepositioned force, the caves, Albany storage, wherever it happens to be, and actually over the last year increased the supply readiness by about 5 percent.

However, at the same time, because of that increased cyclic rate usage, we see that we will continue to need more equipment just in the Reserve component to maintain the 80 percent training allowance that we use.

RECRUITING AND RETENTION

Senator INOUYE. I have been told that the Marine Reserves have longer deployment to the Middle East than other units. If that is so, how does it affect recruiting and retention?

General BERGMAN. Well, sir, if you will, the Marine Corps business model for rotations, whether it is Active or Reserve, is basically a 6- to 7-month rotation, whether it be deployed as part of a marine expeditionary unit or deployed to Iraq or Afghanistan. With that model applied across the total force, it has allowed us to plan for activation, let us say, of battalions, reserve battalions, that within a 1-year business activation, 1-year business model activation, ample predeployment training, 7-month deployment, and ample time for demobilization.

Retention is above normal about 3 percent. So I guess what that says in the long term is that the people are voting with their feet

and they are staying. So it is a good news story. Recruiting, we are right on track to make our 39,600 for this year, sir.

Senator INOUYE. General Bradley, many of your units were realigned by BRAC and as a result many of your personnel would have to make up their minds, do they travel long distances or quit. How are you addressing this problem?

General BRADLEY. Sir, what we are doing is we are working very hard to try to place every single person who wants to stay with us in a new unit. That will not work for everyone. Not everyone can pick up and move their families. As you know, we are not allowed to pay for moves of reservists or guardsmen when their base or unit is closed.

There is a huge amount of realignment going on. We are affecting about 13,000 people. We have a lot of innovative programs that we are using to assist them in finding jobs. We want to keep them in the Air Force Reserve if we can. If we can assist them in getting in the Air National Guard or the Marine Corps Reserve or the Army Reserve, we will do that as well, because we want them to continue serving our Nation if possible.

We also, though, would ask for and have been working on Capitol Hill to try to get authorities that we had in the 1990s during the base closure rounds for Reserve transition assistance programs for those people who have served our Nation for 15 years or more, to allow them to have some reduced type of retirement. And they would receive that retirement pay at age 60, but it would be reduced from what someone who had a 20- or 25-year retirement would be. The Reserve transition assistance program has been pretty well received by the members with whom we have talked.

We are trying hard to keep those people in our units. We are getting more efficient through this base closure process. It up-ends lives, but ultimately we will save a lot of money by having the right numbers of airplanes on our bases and the right numbers of bases.

RECRUITING

Senator INOUYE. Admiral Cotton, I gather that the Navy, like all other components, must rely on bonuses and incentives to address recruiting challenges. How have you carried out this program? Because I have been told that you are a little different from the rest of them.

Admiral COTTON. Yes, sir, we are. Two and one-half years ago we integrated Navy and Navy Reserve recruiting. We have changed expectations of a sailor so that we no longer leave the Navy, end an obligation, quit the Navy. You transition to the Reserve component once you complete your initial obligation, either full-time selected reservist or Individual Ready Reserve. So everyone will go to the Reserve component. We will keep track of you.

So this is a continuum of service, a culture of a sailor for life, and then transitions or on-ramps and off-ramps throughout service back to active duty, according to skill sets and capabilities. Age does not really matter right now, particularly in a global war on terror, with the skill sets that we are sending ashore in Central Command in particular.

One thing I would like to ask your consideration for is I personally think the Army Guard has got it. If you look at their numbers increasing right now, they have a finder's fee. They pay $1,000 for someone to recommend a friend to join and another $1,000 when they complete training, and this has proven to be extremely effective for the title 32 guardsmen.

I think we should look at the authority for us to do the same thing, where every sailor, every soldier, every airman, every marine is also a recruiter. This would give us an ability to go out into the community and recruit our friends. I also think you can pay for it in the top line by reducing full-time recruiters, because every single person in uniform who has ever served could turn into a recruiter.

RECRUITING AND RETENTION

Senator INOUYE. I know that recruiting and retention go up and down, but one thing seems certain, that the present situation in the world is not going to be changing drastically in the next 10 years. We will be at war, at least for the next decade. What are the best methods of recruiting and retaining? Are we doing the right thing?

General HELMLY. Senator, in my own judgment, I believe Admiral Cotton's point to the National Guard's success in the way that it has been done. The Army received an authorization to use $1,000 bonus in the 2006 authorization act, but the language which went with it reduces our flexibility. It is my judgment we are proposing that we be allowed to expand the pool so that retirees could also, by virtue of referring someone—that is a tremendous tool of very talented, rich people out there—and then similarly when you referred someone you would get the $1,000 bonus, similar to the National Guard, for the referral, not the way we have tied it today, which is to my completion of initial military training.

The second part I will note is that I agree completely with the Navy's move toward a continuum of service. I have proposed to the Army that we abolish the word "discharge," that we do away with that, that one is not discharged until one has completed their mandatory service obligation.

Third, I place a premium on retention. In our case, in business terms, it costs us an average of $117,000 burden of cost to recruit an 18- to 22-year-old man or woman off the street, and out of that certainly there is an attrition rate that accrues as you go through physicals and initial military training.

The retained soldier is experienced, they are mature. That is the kind of skill set we need in today's armed forces, a more mature, a more language, culturally aware soldier, a more technically competent soldier. Thus I believe that we should look harder at retention bonuses for longer periods of time.

Last, that is why I have favored in the past for Reserve component members and continue to favor an age 55 receipt of nonregular retired pay, but tying that to the completion of 30 years service, not 20 years service. It is my judgment that if we costed that out we would see in fact a possible savings, rather than what everyone expects, which is a huge bill. That is because I favor tying it to the completion of 30 years service, to keep people longer, and

then draw retired pay at age 55, as opposed to encourage them to leave at 20 and then wait until age 60 to draw it.

That is my answer.

Admiral COTTON. Senator, I would agree with you, we are increasingly challenged to recruit, particularly because we are resistant to change the way we do it. We still go to the 18- and 19-year-old high school graduate. If you look at a major publication last week, the cover of the magazine talked about 30 percent dropouts in our high schools. We have done research to determine that 70 percent of our Nation's youth today is ineligible for military service. So we are all going after the same 30 percent segment, trying to bring them in the front door, and I think ignoring at our own peril those that have served before, particularly individual ready reserve.

If we went after them, bonused their behavior, treasured them for a whole career, with an on-ramp back to service, I think we could go after the skill sets in a better way than we are doing right now.

Senator INOUYE. General Bergman.

General BERGMAN. Sir, up until about 4 years ago the average number of hours that a marine recruiter spent with a potential new marine was about 4 hours. Over the past 4 years, that has increased to about 12 hours of recruiting time, largely due to the expanded hours spent with the influencers—parents, coaches, uncles, aunts, et cetera.

The best thing that we can do when we look these young men and women in the eye or their influencers in the eye is to be honest about what it really means to go into the military, the challenges that await them, but back that honesty up with the absolute best training and preparation possible to prepare them to succeed, because deep down we all want to succeed and can be successful somewhere. We just need to have the confidence that our institution provides that preparation.

Senator INOUYE. General.

General BRADLEY. Senator, I agree with what all of my colleagues have said. I will tell you, the people that we are recruiting today are better than those that we recruited when I joined the Air Force many, many years ago. I have seen a great qualitative improvement in our force, and I think one of the reasons is in our Air Force we have given our Air Force reservists and our Air National guardsmen real day to day operational missions. The morale is better, our retention is better than it used to be in the 1970s and 1980s. It is a great improvement.

Now, we are using our people at a great rate. We are going to keep doing that because, as you say, this war will go on for a long time. But our retention is better than it has ever been, and I am proud of that. What our people tell us is they are proud to be part of our units, they like doing real work for America, and they believe it is very important work.

The incentives and bonuses and authorities that the Congress has provided us over the last few years has helped us immensely. But I think, as General Bergman says, we have to look every one of these new people we are recruiting in the eye and tell them exactly what they are getting into.

They are continuing to join us. We are not having any trouble in the Air Force Reserve recruiting people, and I would not equate our recruiting challenges with the Army or the Marine Corps. I think they have a tougher job. But we are working hard at it. We get good recruits because we have good programs to incentivize people to join. But once they get in, they are proud to be part of it and they think they are contributing something important and they are. I think that keeps them.

Thank you, sir.

Senator INOUYE. Thank you, gentlemen.

Thank you, Mr. Chairman.

EQUIPMENT SHORTFALLS

Senator STEVENS. Gentlemen, we provided $30 million to each of you to address ongoing equipment shortfalls. Could each of you tell us, have you gotten that money and have you used it well? General Helmly.

General HELMLY. Senator, we have.

Senator STEVENS. It has been released to you, right?

General HELMLY. Yes, sir, that is correct.

Senator STEVENS. Do you see a need for further money now?

General HELMLY. Senator, certainly there is a need for money. I sort of echo the comments of my colleague General Blum on the first panel that the Army's equipping challenges are deep. Army equipment is purchased by Army dollars and we input to that. The Army POM addresses that. I would urge this subcommittee and its colleagues in the other subcommittee to sustain the requested level of funding in the Army POM and equipping. The Army equipping—and we have addressed that for the Army and its colleagues in the Marine Corps. We are wearing that heart.

Senator STEVENS. Well, we specifically gave you, General Helmly, the $100 million for title 9 in the 2006 act. Did you receive that money?

General HELMLY. Yes, sir, we did.

Senator STEVENS. And is it committed?

General HELMLY. Sir, I cannot say that we have committed it in financial management terms today. I owe you an answer on that. There is a "committed" and an "obligation" terms that have a formal definition.

[The information follows:]

The Army Reserve has obligated or committed the $150.3 million of Title IX funding received from Congress.

The Army Reserve received $138.8 million in Title IX for the Reserve Personnel, Army appropriation. As of April 26, we have obligated $68.8 million, and we have also committed $33.5 million. These funds are being used to recruit, retain and train soldiers in support of the global war on terror. The remaining funds will be used for pre-mobilization training for units deploying in the third and fourth quarter.

The Army Reserve received $48.2 million in Title IX for the Operation and Maintenance, Army Reserve appropriation. As of April 26, we have committed and obligated over $48 million in support of the global war on terror. This funding was used for family support, recruiting and advertising, and medical readiness.

The Army Reserve greatly appreciates the support of Congress, and we are using these resources in the most efficient manner to execute GWOT.

Senator STEVENS. Admiral Cotton.

Admiral COTTON. Yes, sir, we received the $30 million. It was most appreciated. Thank you for your support, and we are taking

the taxpayer dollar and giving it straight to where it can do the most good for the global war on terror and that is to the units. We are using most in theater combat service support. So we are using the money very well.

I can also say that the Navy Reserve is a full participant in all Navy supplementals. So throughout the year our needs are looked at by the Navy for funding.

Senator STEVENS. General Bergman, did you get your money?

General BERGMAN. Yes, sir, we did get our money, and we have put it right where the rubber meets the road, with those marines and the equipment, especially in the personal protective equipment. When you think about people as we look at manning, literally dressing a marine for combat, we think about kevlar, we think about small arms protective inserts (SAPI) plates. Now we are adding everything from Nomex gloves to Wiley-X glasses to balaclavas to combat those challenges that we have with the explosive fire nature, if you will, of the improvised explosive devices. So the need is changing.

Senator STEVENS. General Bradley.

General BRADLEY. Yes, sir, we received our $30 million. I want to thank you very much. It was much needed. The funds have been released and we have spent the funds. We have bought targeting pods for our fighter planes and our bombers, A–10's, F–16's, and B–52's, so that we can drop laser-guided bombs to do close air support for marines and soldiers on the ground in Iraq and Afghanistan. We have bought multifunction displays for cockpits to improve the capabilities of pilots in those airplanes to know what they are looking at for targets, where the friendlies are, and where the enemy is. We have bought datalink systems for the fighters with this funding this year, to improve our A–10's close air support capability, so that they can talk without using voice radios, datalink information between a forward air controller on the ground and a fighter pilot in a cockpit. These datalink systems are critical to providing quick close air support in that very important environment.

So all of the funding that you have given us has gone to combat capability for our airplanes, mostly to support those soldiers and marines on the ground. Thank you very much for the continued support, sir.

Senator STEVENS. Thank you.

We have got the supplemental on the floor now and it has a sizable amount for defense. Some of it is allocated to each of your organizations, I believe. We will be going into the regular bill for 2007 and we hope you will let us know if there are any special needs that you have, because I think we are in a period of transition. There is no question about this. This current war on terror is an ongoing war, a global war. I think soon they will call it the world war on terror. I hope people understand it is a world war.

But we have got to react to your needs and make certain that you have the capability to bring your people into these engagements and have them be well equipped. It particularly is the equipment need that we tried to address last year, and we would like to work with you to make sure we address this year.

General BRADLEY. Thank you, sir, for that offer. I will tell you, we have provided Ms. Farrell with our list of things that we could use equipment wise for the coming year. So thank you for your offer.

Senator STEVENS. Senator Inouye, do you have any further comment?

Senator INOUYE. I want to thank you all for your service.

Senator STEVENS. Yes. We are particularly concerned that on our watch this transition is taking place and we do not want it to lag. We want to be sure that we stay with you and we are able to assist you to make the transition as smooth as possible.

Senator INOUYE. As you can note, our support is bipartisan.

## ADDITIONAL COMMITTEE QUESTIONS

Senator STEVENS. One or the other of us has been chairman now since 1981 and I cannot remember a partisan word between us.

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

### QUESTION SUBMITTED TO GENERAL JACK W. BERGMAN

### QUESTION SUBMITTED BY SENATOR THAD COCHRAN

#### ACTIVATION TIME LIMITS

*Question.* General Bergman, as I understand it, you have efficiently managed the Reserve Marines' activation time limit in the face of growing demands in support of the Global War on Terrorism. Can you please explain how you've minimized the impact of increased activations and your thoughts on the way ahead.

Answer. Post 9/11, Marine Forces Reserve planned to minimize the impact of increased activations by activating units for 12 months (seven months actual "boots on the ground" and five months for mobilization, advanced training and demobilization) followed by a set period of dwell time, followed by a second 12 month activation cycle if required. This plan provided our Marines and Sailors with a predictable activation cycle for which they could plan with less time away from their civilian jobs for any given activation cycle while still maximizing the 24 months of cumulative activation time available under the current mobilization authority. This plan was instituted assuming every available Marine or unit could be activated a full 24 cumulative months in support of the Global War on Terrorism.

Because current policy does not allow us to involuntarily activate Marines for the second 12 month cycle described above, Marine Forces Reserve has had to meet requirements in support of the Global War on Terrorism through the one-time activation of Selected Marine Corps Reservists and the Individual Ready Reserve pool of Marines. As our units continue to be replenished with first-term junior Marines who are ready, willing, and able to support the Global War on Terrorism, we have been able to use that new pool of first time activation personnel and cross level seasoned Marine volunteers from one unit to another to meet mobilization demands. Ideally, we would like to be able to involuntarily activate our Marines for the second 12 month cycle as was originally planned which would reduce our dependency on cross leveling from one unit to another and thereby enhance unit cohesion. This would also address the leadership issue we currently face. The inability to involuntarily re-activate previously activated Marines or extend Individual Ready Reservists on Active duty under 10 U.S.C. 12302 and utilize the full 24 cumulative months of activation authority as granted, has created somewhat of a deployable leadership vacuum in Marine Forces Reserve. Marine Forces Reserve does not currently have a large cadre of leaders who have not been activated at least once. As a result Marine Forces Reserve has aggressively implemented sourcing solutions that require the solicitation of volunteers from throughout Marine Forces Reserve. In addition, we have gone to the active component (to staff Company Grade Officer billets) to staff deploying units to 90 percent of their Table of Organization. The fact that the Active Component continues to come to Marine Forces Reserve to provide sourcing solutions for their shortfalls should be a compelling argument in itself for reconsidering

the current policy. Without the ability to extend Ready Reservists on Active Duty under 10 U.S.C. 12302, or involuntarily activate them for a second 12 month cycle, Marine Forces Reserve will continue to face the challenge of sourcing deploying units through first-time activation and voluntary re-activation. This policy increases our dependence on cross leveling between units. We feel that the current policy provides a short term solution to sourcing the next force rotation but does not allow Marine Forces Reserve to set the conditions to reconstitute the Force for the long war in support of GWOT.

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QUESTION SUBMITTED TO LIEUTENANT GENERAL JOHN A. BRADLEY

QUESTION SUBMITTED BY SENATOR RICHARD C. SHELBY

PERSONNEL REDUCTIONS

*Question.* General Bradley, the Air Force Chief of Staff recently announced that the Air Force Reserve and Air Guard should consider force reductions. Specifically, he cited the elimination of some layers of command and staffing similar to what the Active Air Force is doing. Taking into account that the cost to run an Air Force Reserve or Air Guard unit is one-half to one-third of the cost to run an Active Duty unit, do you believe that the Reserves need to take this type of personnel reduction? And if so, how large of a personnel cut do you foresee?

Answer. As our part in the recapitalization and modernization of the Air Force, the Air Force Reserve has already planned to take the manpower reduction you refer to in your question. Our Citizen Airmen do indeed offer cost-effective combat power to the American taxpayer through the use of our predominantly part-time force. Perhaps more important than cutting and becoming more cost effective, we have worked with the Active Component to divest a significant number of legacy mission areas and re-role those manpower authorizations to the current priority missions that will help us remain relevant as both an operational and strategic reserve as we fight the Global War on Terrorism. While there will be some elimination of layers of command as General Moseley stated, our overall reduction plan is even more comprehensive.

For example, in shifting strategy we will invest less in Individual Mobilization Augmentees (IMAs) as a strategic reserve and devote more resource to the operational reserve or traditional reservists. This means we will re-role many IMAs to the Individual Ready Reserve. Additionally, our Air Force Reserve Component Surgeon General is coordinating with the Air Force Surgeon General to refocus the Air Force Reserve on our core specialty of Aeromedical Evacuation as opposed to expeditionary medical support, leaving this mission to the Active Component. This will then allow the Air Force Reserve to take reductions across units that would provide the expeditionary medical mission.

We will continue to work in concert with the Regular Air Force to exploit process and organizational efficiencies through Air Force Smart Operations 21. This will also allow us to restructure headquarters organizations, which have a larger proportion of full-time personnel than operational units. We will provide deployable support to the combatant commanders while still handling their "organize, train and equip" roles. This is an important step in designing a smaller, more capable Air Force.

Acting as partners with the Active Component in this effort will allow our command structures to seamlessly work together, in both peace and war, and ensure the resources of the Total Force are utilized to preserve critically needed skills. The size of the cut we are taking as an Air Force Reserve is 7,744 positions or about 10.5 percent of today's end-strength.

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QUESTION SUBMITTED TO LIEUTENANT GENERAL JAMES R. HELMLY

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

MODULAR SUPPORT BRIGADES

*Question.* Can you explain to the committee how the Reserves will transform to modular support brigades?

Answer. At the completion of the Army's transformation in 2009, the Army Reserve will have 58 deployable combat support and combat service support brigades. This restructuring will transition the Army Reserve to a Joint and federal modular force capable of providing increased combat power to complement the active compo-

nent with skill rich units and Soldiers. The Army Reserve, with its unique Title 10 mission, has the maximum of flexibility, agility, and adaptability to meet transformational requirements.

For the first time, all of the Army Reserve operational, deployable forces will be commanded by an operational, deployable command headquarters. The transformation enhances the ability of the Army Reserve to provide the capabilities and units that demand technical skills more easily maintained at acceptable cost in the Army Reserve than in active military service.

Some of the modular support brigades are currently within the Army Reserve. The Army Reserve will transform other existing commands to the modular support brigades according to the schedule outlined below:

—Expeditionary Sustainment Commands—September 2007
—Combat Support Brigades (Maneuver Enhancement)—September 2008
—Sustainment Brigades—September 2008
—Military Police Command—September 2007
—Regional Readiness Sustainment Commands—September 2008
—Aviation Command—September 2008

The result of the reshaping of the Army Reserve forces will be a more streamlined command and control structure and will provide an increase in ready, deployable assets to support the Global War on Terror. The goal for this larger pool of available forces is to enable the Army to generate forces in a rotational manner.

SUBCOMMITTEE RECESS

Senator STEVENS. We thank you for your testimony today and we look forward to another hearing on May 3, when we will hear testimony on military health programs. Until then, we will stand in recess. Thank you very much, gentlemen.

[Whereupon, at 12:08 p.m., Wednesday, April 26, the subcommittee was recessed, to reconvene at 10 a.m., Wednesday, May 3.]