

**DEPARTMENT OF DEFENSE APPROPRIATIONS
FOR FISCAL YEAR 2012**

WEDNESDAY, MAY 11, 2011

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

The subcommittee met at 10:04 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Daniel K. Inouye (chairman) presiding.

Present: Senators Inouye, Leahy, Murray, Cochran, Graham, and Coats.

DEPARTMENT OF DEFENSE

NATIONAL GUARD

**STATEMENT OF GENERAL CRAIG R. MCKINLEY, CHIEF, NATIONAL
GUARD BUREAU**

OPENING STATEMENT OF CHAIRMAN DANIEL K. INOUYE

Chairman INOUYE. Before proceeding with the hearing, I would like to make an announcement of some good news.

Last evening, the National Lupus Foundation presented their highest award to the senior Senator from Mississippi, Senator Thad Cochran, the vice chair of this committee. It was an award for his tireless leadership in providing funds for biomedical research to find a cure for lupus.

And at the same time, the Food and Drug Administration announced the approval of the first drug that can be used for the cure of lupus. So I would like to publicly congratulate my colleague.

Senator COCHRAN. Mr. Chairman, thank you very much for those very generous comments. But without your leadership, I don't think it would have been possible for us to get the funding that is necessary to do what is being done in the research and treatment field of this very troubling, dangerous disease.

So thank you for your continued support for all of those efforts.

Chairman INOUYE. This morning, the subcommittee meets to receive testimony on the fiscal year 2012 budget of the National Guard and Reserve components.

From the National Guard, we are pleased to have the Chief of the National Guard Bureau, General Craig McKinley; and the Director the Army National Guard, General Raymond Carpenter; and the Director of the Air National Guard, General Harry Wyatt.

And from the Reserve, we will welcome the Chief of the Army Reserve, General Jack Stultz; the Chief of the Naval Reserve, Admiral Dirk Debbink; the Acting Commander, Marine Forces Reserve, General Darrell Moore, who is appearing before this subcommittee for the first time; and the Chief of the Air Force Reserve, General Charles Stenner.

And I thank all of you for joining us this morning as the subcommittee reviews the fiscal year 2012 budget for the Reserve components.

Over the last several years, the Guard and Reserve have made important changes as they transition from a strategic to an operational reserve. This shift requires them to have deployment-ready units available at all times.

The Department has improved this resourcing with the Guard and Reserve, and the services have made significant strides in integrating the Reserve components in an effort to create one total force. The subcommittee is interested in hearing your views on how best to utilize this new operational reserve as we draw down our military involvement in Iraq and Afghanistan.

The Guard and Reserve have also recovered from the recruiting and retention difficulty they confronted over the last several years. Although retaining personnel in certain high-demand career fields remains a challenge, the significant personnel shortages seen a few years ago have been eliminated, and the Reserve components now have the opportunity to focus on refining their personnel mix to get the right person in the right position.

However, many challenges remain. The Guard and Reserves must continue to improve reintegration and family support programs. Reservists and their families lack the support network provided at active duty installations. So it is essential that we do everything we can to support Reserve families during deployment and as reservists transition back to civilian life.

The Yellow Ribbon program is a step in the right direction, but I encourage you to continue improving the program to better fit the needs of service members. So I look forward to hearing today what each component is doing to improve support to our reservists and their families.

The Guard and Reserves still face significant equipment shortfalls. For this reason, last year Congress provided \$850 million for the National Guard and Reserve equipment account to allow the Reserve components to purchase additional equipment they need for pre-deployment training and operation at home and abroad.

Congress has provided additional equipment funding for the Guard and Reserve in each of the last 31 years because, year after year, the President's budget fails to sufficiently fund the Reserve components. Some critics decry the additional funds by this subcommittee as unnecessary earmarks. But I am certain that the witnesses here today agree that without this additional funding, our Reserve components would be woefully underequipped.

We owe it to the men and women of the Guard and Reserve who are called on, just like their active duty counterparts, to deploy in harm's way to make certain they are adequately trained and equipped.

As citizen warriors, members of the Guard and Reserve rely heavily on the support of their civilian employers. The commitment, dependability, and discipline that they learn and exhibit in their military capacity are all valuable skills that they can contribute to the civilian workforce. We must continue to promote this concept to ensure that we maintain the support of the business community in hiring and supporting reservists.

So I look forward to hearing your perspective on these issues and working with you this year in support of our guardsmen and reservists. And I thank all of you for your testimony this morning. And may I assure you that your full statements will be included in the record.

And we will begin this hearing with the panel from the National Guard, but first, I would like to turn to the vice chairman, Senator Cochran, for his remarks.

STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. Mr. Chairman, I am pleased to join you in welcoming the leaders of the National Guard and Reserve components to today's hearing.

I have a prepared statement, which I will ask unanimous consent be printed at this point in the record.

Chairman INOUE. Without objection.

[The statement follows:]

PREPARED STATEMENT OF SENATOR THAD COCHRAN

Mr. Chairman, I am pleased to join you in welcoming the leaders of the National Guard and Reserve Components to today's hearing.

The Guard and Reserve components are an essential element to the success of our military forces. They contribute at home as citizens and serve our Nation in uniform to help protect our freedom and liberty. They must always be ready, trained and equipped to help defend our homeland, and be ready to deploy overseas in support of our national security interests. Our successes overseas and in response to natural disasters would not be possible without these dedicated men and women.

We appreciate the efforts and unselfish service of those who are keeping this Reserve force ready to protect our national security interests.

Chairman INOUE. And now may I call upon General McKinley.

General MCKINLEY. Chairman Inouye, Vice Chairman Cochran, Senator Coats, Senator Murray, thank you very much for the opportunity to be here today.

I am obviously joined by my colleagues in the National Guard, Bud Wyatt, former Adjutant General of Oklahoma; Ray Carpenter, South Dakota guardsman. I have also got Randy Manner in the room with me, who is our Director of our Joint Staff, a significant new contribution that the National Guard has made to homeland security.

Today, we have about 460,000 members of the Army and the Air National Guard on duty, serving here at home and abroad. Our strength, as you said, Mr. Chairman, is good, and our retention is even better. As the United States Armed Forces continue to conduct operations in Iraq, Afghanistan, and elsewhere around the world, the National Guard participates as a full partner with our United States Army and our United States Air Force.

As a member of the total force, the National Guard has successfully transformed into an operational force. This transformation

would not be possible without the significant investments this subcommittee has made in the National Guard and Reserve, and we thank you all very much for that support.

We must continue to be utilized as a part of the operational force, so that this significant investment is not squandered. We are in the midst of a transition, bordering on transformation, and must maintain readiness and continue to be part of the national security framework.

I would say that during the past 10 years, the Department of Defense has initiated a series of fundamental changes in both culture and operational capability in order to better protect the United States homeland from catastrophic events, natural and man-made.

The citizen soldiers and airmen of the National Guard are a great value for America, as are our colleagues in the Reserve. The citizen soldiers who work side-by-side with our active duty do bring that unique blend of civilian skills, Senator, enabling them to conduct smart power missions with exceptional effectiveness.

We have demonstrated that unique capability through a number of National Guard specific missions, including our support to the combatant commanders around the world through the State Partnership Program, which I know you all are very familiar with; the agribusiness development teams in Afghanistan; and as a critical partner in the Department of Defense CBRNE Enterprise.

None of these missions would succeed without the dedication of our National Guard men and women. Today's men and women volunteer to join or stay in the National Guard fully expecting to be deployed. This shift in expectation is a central aspect of the National Guard shift from strategic reserve to operational force.

Overall, we can say that the budget request for fiscal year 2012 meets the critical needs of the Army and the Air National Guard. In this era of persistent conflict overseas and dealing with the ongoing threats to American lives and property here in the homeland, of particular importance to us is continued funding to sustain the National Guard as an operational force.

As the fiscal year 2012 budget was developed, we worked closely with the Office of the Secretary of Defense to ensure adequate funding for the entire CBRNE Enterprise, including standing up the remaining eight new Homeland Response Forces. I am especially proud of Ohio and Washington State, who have taken on this very daunting challenge to be the first two States to stand up our Homeland Response Force units.

The transformation to an operational force has increased stress on families, as you stated, Chairman. And that is why it is critical that family programs within the fiscal year 2012 request are fully funded.

All of us in the National Guard are highly mindful and deeply grateful for the strong support this subcommittee has shown to us in the past. We are particularly grateful for the additional funds which this subcommittee has provided to the National Guard and Reserve equipment account.

We have used those funds to fill critical shortages in the Army National Guard and to provide technological modernization and enhancements in our Air National Guard capabilities.

We are proud to have increased our obligation rates and our efficient use of those funds, and we are working closely with the services to improve these obligation rates. And we will continue to work with the subcommittee to ensure we are good stewards of the funds and to make your National Guard stronger than ever.

A top priority during my tenure as Chief is to ensure the organization of the National Guard Bureau supports our new role as an operational force and fosters the development and mentorship for future general officers to serve in my current position. I will continue to work within the Pentagon to validate and fund the necessary general officer positions required to support the National Guard Bureau.

In order to move quickly to your questions, Senators, I would like to ask the two Directors to make brief statements.

[The statement follows:]

PREPARED STATEMENT OF GENERAL CRAIG R. MCKINLEY

OPENING REMARKS

Chairman Inouye, Ranking Member Cochran, distinguished members of the subcommittee; I am honored to appear before you today, representing 465,000 Citizen-Soldiers and Airmen in the Army and Air National Guard, an organization that is historically part of the foundation of our great democracy.

America's National Guard remains ready, reliable, and accessible. As members of an operational force, regularly used by the President and State Governors, the Soldiers and Airmen of the National Guard contribute daily to our Nation's overseas and domestic security objectives.

NATIONAL GUARD OVERVIEW

The National Guard is at a crossroads. As we approach fiscal year 2012, a national debate is addressing the most cost-effective way to run the Nation, the Federal Government, and the Department of Defense. One of the main issues concerning our military forces involves determining the appropriate mix of active duty and reserve forces. To that end, we need to ascertain the correct balance of utilization rates—somewhere between the current National Guard operations tempo and what is sustainable over the long term.

On average, 63,000 National Guard members are either deployed or mobilized at any given time for Federal missions and about 5,800 are activated for domestic missions. I believe that this utilization rate of National Guard personnel is appropriate and that we can sustain this level of activation providing the deployments are programmed as far in advance as reasonably possible.

In the coming months, the Department of Defense, the administration, and Congress will analyze the current status of the National Guard. I am confident they will conclude that our organization is as strong as it has ever been. The investment made in the National Guard over the past decade must be capitalized upon and leveraged for the future.

The National Guard has effectively used its appropriated funds over the past year, and we as an organization, intend to continue being good stewards of the taxpayers' dollars entrusted to us in fiscal year 2012. As we embark upon this new fiscal year, we plan to make the National Guard stronger, more capable, and more ready.

The National Guard Bureau's Army, Air, and Joint Directorates each work with the Adjutants General of the 50 States, three territories, and the District of Columbia to execute the strategies set forth by National and State leaders. This synergistic effort is at the heart of our success. The National Guard fosters and nurtures a deep-rooted connection to the more than 3,300 communities across our country that allows the men and women of the National Guard to be an accessible, strong, and capable asset—one that is always ready, always there.

The Army National Guard and Air National Guard are full partners with their respective services in providing combat resources and enabling units for the overseas fight. However, the National Guard also makes ground and air forces available to the Governors when needed. The National Guard Bureau team works closely with the Army and Air staffs to:

- Maintain endstrength at or above 358,200 for the Army National Guard (ARNG) and 106,700 for the Air National Guard (ANG), with a primary focus on caring for the Guard members and their Families.
- Modernize and re-capitalize the ARNG and ANG equipment. This means equip the ARNG to no less than 80 percent of its equipment requirements, ensuring that the ARNG always has the level of equipment needed to meet domestic operational requirements regardless of a unit's status.
- Ensure the ANG is equipped concurrently and in balance with the Total Air Force.
- Stabilize the force to build readiness and train forces to the ARFORGEN level of proficiency and to support the Air Expeditionary Force.

Since the National Guard Bureau's official designation as a joint activity of the Department of Defense (DOD), we have been forging ahead to develop our dual-mission capabilities, both domestic and overseas. We have focused on developing strategic relationships within DOD and other Federal agencies to implement efficient and effective response capabilities. The goal is to ensure the American people have ready access to the essential capabilities of homeland response. To support our domestic response priorities, the National Guard Bureau is:

- Enhancing Chemical, Biological, Radiological, Nuclear, and high-yield Explosive (CBRNE) Enterprise response capability at the State level;
- Establishing a Homeland Response Force (HRF) in each FEMA region; and
- Documenting the State Joint Force Headquarters requirements to further improve command and control capacity during the response.

The tremendous value that the National Guard provides can be effectively described through our four broad mission areas—our core competencies: Overseas defense mission; support to global engagements; domestic response mission; and Soldier, Airman, and Family support programs.

OVERSEAS DEFENSE MISSION

Overseas, the National Guard will continue its full engagement in current operations. As of September 30, 2010, the National Guard have mobilized nearly 650,000 Soldiers and Airmen in support of Overseas Contingency Operations since the attacks of September 11, 2001. In many cases, these men and women have mobilized for combat multiple times. Most Americans know that the Army and Air National Guard provide many of the forces in Afghanistan and Iraq, but few are aware that the vast majority of the forces in Bosnia, Kosovo, the Sinai, and Guantanamo Bay, Cuba are National Guard members. These missions are critical to our National security and garner significant international support in keeping peace across the globe.

SUPPORT TO GLOBAL ENGAGEMENTS

Global engagement is another National Guard core competency. Since the end of the cold war the National Guard, through its State Partnership Program (SPP), has established enduring and mutually beneficial relationships between American States and more than 60 foreign nations. Working with the Department of State, military commands, and other agencies, the State Partnership Program is an integral component of the Defense Department's global security cooperation strategy, the geographic Combatant Commanders' theater engagement programs, and the U.S. Ambassadors' Mission Strategic Resource Plans. These partnerships work to advance regional security, stability, and prosperity. By fostering relationships with other countries, we develop more understanding and familiarity with each other, thereby creating a foundation of trust, appreciation, and burgeoning global security.

Furthermore, as the demand for Overseas Contingency Operations forces declines, there is opportunity to preserve operational National Guard capability by expanding the experience gained through the SPP. Using contingency forces in its 1 year of rotational availability permits it to prepare for 5 years with personnel costs that are a small fraction of the active component. National Guard units that are used for these purposes can offer the Combatant Commander the predictability and stability inherent in the operational RC, which in turn provides the benefit of continuity in sourcing and building long-term relationships.

The National Guard is ideally suited for providing support to Combatant Commanders. Soldiers with valuable civilian skills and expertise from professional, technical, and managerial fields in the private sector make up the National Guard. Moreover, retaining specific skill sets within particular units is possible because National Guard Soldiers characteristically spend their entire career in the same unit. Skill sets not only apply to those that are civilian acquired, but also military investments made in language training and cultural awareness. The National Guard's

proven track record in recruiting and retaining prior service personnel preserves the training expense already invested while on active duty.

The Afghanistan Agribusiness Development Program is a unique engagement program of the National Guard. The Agribusiness Development Teams provide training and advice to Afghan agricultural universities, provincial ministries, and local farmers, leading to increased stability and improved opportunities for Afghanistan's re-emerging agribusiness realm. Thanks to the National Guard, Afghanistan reports declines in poppy production and increases in harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

DOMESTIC RESPONSE MISSION

Domestically, the National Guard is ready to respond on a moment's notice to any emergency, manmade or natural. The National Guard will have 10 Homeland Response Force units that are either dedicated to or dual-hatted for this critical homeland mission. These units will complement and enhance the existing civil-support structure in National Guard units across the Nation.

SOLDIERS, AIRMEN, AND FAMILY SUPPORT PROGRAMS

The National Guard seeks to provide exemplary support to our Soldiers, Airmen, and their Families. Programs, such as the Army's Warrior Transition Units (WTUs) and Community-Based Warrior Transition Units (CBWTUs), focus on caring for wounded warriors from across the Army. The Army National Guard supports the Army's WTUs and CBWTUs at all levels of the organization from squad leader to battalion commander.

The Yellow Ribbon Reintegration Program provides information, services, referrals, and proactive outreach to Soldiers, spouses, employers, and youth throughout the different stages of mobilization: pre-alert, alert, pre-deployment, deployment, post-deployment, and reintegration.

Our Citizen-Soldiers, who in their civilian lives are in positions of influence across the spectrum of business, education, and Government, make up the backbone of the National Guard Youth ChalleNGe Program (NGYCP). This award-winning, community-based program leads, trains, and mentors high school dropouts to become productive citizens in America's future. ChalleNGe has 32 sites in 28 States and Puerto Rico, offering a 5-month "military style" residential phase and a 1-year post-residential mentoring phase for unemployed youth ages 16–18. ChalleNGe saves States approximately \$175 million annually in juvenile corrections costs, while keeping youths off Federal assistance.

A GREAT VALUE FOR AMERICA

Investment in the National Guard is a great value for America. These brief examples display only a fraction of what we currently accomplish and I am confident that we can provide more in the years to come.

We must sustain the National Guard as a ready and accessible force. We must find a sustainable balance between operational utilization and overuse of these dedicated Citizen-Soldiers and Citizen-Airmen. The National Guard currently provides 35–40 percent of the Army and Air Force operational force for less than 7 percent of the base defense budget—precisely the type of efficiency the Department of Defense is seeking. With the proper disbursement of scarce defense dollars, the National Guard is an investment with a very high return.

Today and in the future, the National Guard will continue to simultaneously defend the Nation's interests overseas, support the homeland, and serve as an indispensable, cost-effective military option for the United States. For 375 years, our National Guard has proven itself a great value for America. With a deliberate decision to support the Reserve Component as an operational force, and the discovery of the critical balance between funding and use, the National Guard will be successful in fiscal year 2012, and emerge as an even greater value in the future.

CLOSING REMARKS

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

Chairman INOUE. Bud. General Wyatt.

STATEMENT OF LIEUTENANT GENERAL HARRY M. WYATT III, DIRECTOR, AIR NATIONAL GUARD

General WYATT. Chairman Inouye and Vice Chairman Cochran, Senator Murray, Senator Coats, I also want to thank the sub-

committee for its support for the extraordinary men and women who serve in America's Air National Guard, some 106,700 strong.

I am privileged to have with me today the Command Chief Master Sergeant of the Air National Guard, my senior enlisted adviser, Chris Muncy from Ohio, who is seated behind me in the audience.

Before I get into the future of the Air National Guard, I would like to open with a brief review of 2010 before looking to the future of the Air National Guard.

Your Air Guard airmen continue to make a significant contribution to the Nation's defense, both here at home and around the globe. Last year, Guard airmen filled 52,372 requests for manpower. Eighty-nine percent of these requests were filled by volunteers. Forty-eight thousand five hundred thirty-eight served in Federal or title X status primarily overseas, with the bulk of those serving in Iraq and Afghanistan and surrounding areas.

But Air Guard members also served in Central and South America, Asia, Europe, Africa, and Antarctica. The Air National Guard is currently providing nine remotely piloted aircraft combat air patrols over Afghanistan and has been asked to do a 10th, which we will accept and take on.

And the Air Guard airmen serving in harm's way are not just flying airplanes. In fact, some of the skills in greatest demand are not in flight operations, but rather security forces, intelligence, computer support, and vehicle maintenance.

Domestically, your Guard airmen are helping with Southwest border security, the counterdrug program, and guarding the skies above our Nation in the Air Sovereignty Alert Mission. In addition, Guard airmen almost daily are in our communities protecting property and saving lives.

Guard combat search and rescue personnel in Alaska, California, and New York are frequently called upon to help search for lost hikers or rescue stranded climbers. The Air National Guard modular air firefighting units have supported the Forest Service in numerous missions and, in fact, have just returned from missions in western Texas.

Guard airmen also made significant contributions to earthquake relief in Haiti, the oil clean-up in the gulf, floods and tornadoes in the Midwest, and recently, the Hawaii Air Guard airmen even helped with the State flu vaccination program in public schools.

Every day, somewhere in America, there are Air Guard members supporting civil authorities and protecting our citizens. Congress' investment has created the greatest Air National Guard in the organization's history, but continued investment in the Air National Guard is critical for national security, and the Air National Guard continues to be a great value to America.

As we prepare for the future, the Air National Guard wants to build upon the lessons of the past. Today's Air National Guard integrates seamlessly into Air Force global operations because we have the same equipment with similar capabilities. And our Air Guard airmen maintain the same standards of training and education.

Our goal is to continue to be an equal partner through the Air Force's recapitalization and modernization process. Since 9/11, the Air National Guard has increased its role in domestic operations,

including participation in joint domestic response teams such as the new Homeland Response Forces that General McKinley referenced.

With continued support from Congress, we will continue to improve and enhance our ability to support civil authorities through prudent investment in dual-use capabilities.

Mr. Chairman, thank you and the members of the subcommittee. I am grateful for the opportunity to be here, look forward to your questions.

Thank you, sir.

Chairman INOUE. Thank you, General Wyatt.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL HARRY M. WYATT III

OPENING REMARKS

Chairman Inouye, Ranking Member Cochran, and distinguished members of the subcommittee; I am honored to appear before you today on behalf of the outstanding men and women serving in our Nation's Air National Guard. I would like to begin by expressing my sincere appreciation to the Committee for its tremendous support to the Air National Guard. Your work ensures America continues to have a ready, reliable, and accessible Air National Guard, responsive to our domestic needs as well as providing operational capabilities critical to the success of our Total Force. As we face increasingly limited resources and tight or declining defense budgets, we must accentuate the strength of the Air National Guard—our cost effectiveness.

AIR NATIONAL GUARD IN NATIONAL DEFENSE

Facing a need to reduce the Defense budget in response to domestic priorities and the need to sustain defense capabilities in light of growing foreign challenges, Secretary of Defense Melvin B. Laird put his faith in the Reserve Components. Secretary Laird wrote, "Within the Department of Defense . . . economics will require reductions in overall strengths and capabilities of the active forces, and increased reliance on the combat and the combat support units of the Guard and Reserves."¹ He understood that by increasing the readiness of the Guard and Reserves and then relying upon them "to be the initial and primary source for augmentation of the active forces in any future emergency"² the Nation would maintain its defense capability and capacity while decreasing the overall costs.

The U.S. Air Force leadership recognized that as the Nation's first military responder, increased reliance on the Reserve Components meant the Air Force Reserve and Air National Guard must be able to respond quickly and integrate seamlessly into any operation; they would require equipment and training comparable to the regular, active duty Air Force. The ANG, with significant help from Congress, began trading in its obsolete Korean War vintage equipment for newer, and in some cases brand new aircraft. The ANG also received additional funds for training, including modern flight simulators, and full-time Guard Airmen (Active Guard and Reserve (AGR) and Technicians) to oversee the increased training regimen.

Improved operational readiness brought with it a rejuvenated desire by Guard Airmen to do more than just train—to demonstrate their capabilities. ANG units began volunteering to augment the Regular Air Force by participating in ongoing operational missions around the world. To the customer, the Air National Guard became indistinguishable from the Regular Air Force. This was done within the fundamental framework of a part-time professional force.

Today's National Guard Airmen have been fighting alongside our regular, active duty and Air Force Reserve brothers and sisters since Operation Desert Shield in 1991, and they have proven to be equal partners in our Nation's defense. Last year (CY2010), Guard Airmen filled 48,538 manpower requests, and 89 percent of these Guard Airmen responded to the call voluntarily, without the need for "involuntary mobilization." They have served honorably in Iraq and Afghanistan, but also in Bosnia, throughout Africa, South America, Europe (including countries of the former

¹Melvin B. Laird, Memorandum to the Secretaries of the Military Departments, Subj: Support for Guard and Reserve Forces, August 21, 1970.

²Ibid.

Soviet Union), Korea, and, under Operation Deep Freeze, New Zealand and Antarctica.

The world is a very different place today than when Secretary Laird established the Total Force, but the underlying principle of the Total Force remains true: the Nation can maintain defense capabilities at less total cost through careful balance of Active Component and Reserve Component forces.

Secretary Gates has charged the Department “to generate efficiency savings by reducing overhead costs, improving business practices, or culling excess or troubled programs.”³ While our leadership is making tough decisions, we know the Air National Guard is well situated as a cost-effective answer in both our defense and domestic response roles.

The Air Guard provides a trained, disciplined, and ready force for a fraction of the cost. The Air National Guard savings are due to our part-time business model. Approximately 70 percent of our Guard Airman are traditional part-time professionals, meaning that they are only paid when serving or on active duty for training. Also, the Air National Guard seldom pays subsistence or housing allowances, or for permanent change of station moves for the members and their families.

Another key factor to our cost effectiveness is the infrastructure savings inherent in the Air National Guard basing model that not only allows us to operate efficiently, but also allows us to be a part of, and contribute to, communities across the country. With some of our leases costing as little as \$1 annually, the Air Guard is able to realize even more cost savings through its supporting infrastructure. In fact, for less than \$4 million annually through Joint Use Agreements, the Air National Guard provides stewardship to approximately \$12 billion in infrastructure.

DOMESTIC OPERATIONS

This year the Air National Guard began a process to better define and prepare for its role in domestic operations. In CY2010, 3,739 National Guard Airmen performed domestic missions under Title 32 including U.S. air defense, border security, counterdrug operations, and search and rescue. Many other Guard Airmen were called to State Active Duty by their governors to augment local police forces and help with disaster relief.

Many are unaware of the contributions and skills our Guard Airmen provide to domestic support. The Air National Guard has particular core capabilities for which we are uniquely trained and equipped. Many have been used in the past year alone, to include: Air Defense (Air Sovereignty Alert); Air Traffic Control; Airlift (transportation, supply, and evacuation); Civil engineering; Specialized medical care; Law enforcement; Aerial firefighting; Mortuary affairs; Urban search and rescue; and Communications.

The Air National Guard’s support to civil authorities is based upon the concept of “dual use,” i.e., equipment purchased by the Air Force for the Air National Guard’s Federal, combat mission, can be adapted and used domestically when not needed overseas. For example, an Air National Guard F-16 wing contains not only F-16 fighter aircraft but fire trucks, forklifts, portable light carts, emergency medical equipment including ambulances, air traffic control equipment, explosives ordinance equipment, etc., as well as well trained experts—all extremely valuable in response to civil emergencies. If the F-16 wing converts to a non-flying mission or even a Remotely Piloted Aircraft mission, much of this equipment may leave with the F-16 aircraft. As the Air Force proceeds with its recapitalization and modernization plans, we need to ensure our citizens are not left without essential disaster response capabilities.

Looking to the future, the Air National Guard recognizes the growing importance of its domestic response capabilities and the many threats to domestic peace. Our Airmen are working closely with the National Guard Bureau, USNORTHCOM, the Department of Homeland Security, as well as other local, State, and Federal agencies to help identify and fill capability gaps in the U.S. regional response framework.

CLOSING REMARKS

Our National Guard Airmen have proven themselves to be ready, reliable, and accessible in recent actions here at home and overseas. Every dollar spent on the Air National Guard provides our Nation an unmatched return on investment. Given adequate equipment and training, the Air National Guard will continue to fulfill its Total Force obligations and seamlessly integrate into the Joint theater operations and respond to domestic emergencies.

³ Robert M. Gates, Statement on Department Budget and Efficiencies, January 6, 2011.

We need your help to ensure that the Air National Guard of tomorrow is as a ready, reliable, accessible, and cost effective as it is today.

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

Chairman INOUE. General Carpenter.

STATEMENT OF MAJOR GENERAL RAYMOND W. CARPENTER, DIRECTOR, ARMY NATIONAL GUARD

General CARPENTER. Chairman Inouye, Vice Chairman Cochran, Senator Murray, Senator Coats, it is my privilege and honor to be here today to represent 360,000 plus soldiers in the Army National Guard. Of those soldiers, nearly 34,700 are currently mobilized, and more than half have had combat experience.

The sacrifice of these soldiers, their families, and employers is something we not only acknowledge, but deeply appreciate. Today, I wish to thank you for the opportunity to share relevant information about the Army National Guard and also thank you for your continued support.

I am accompanied today by Command Sergeant Major Burch, the senior enlisted soldier in the Army National Guard and Nebraska guardsman, and Command Chief Warrant Officer Nisker, the Senior Command Chief Warrant for the Army National Guard.

The last decade has seen the Army National Guard transform to an operational force. The congressional initiatives and investments in the Army National Guard have contributed to our transformation and enhanced readiness as we continue to deploy in service to our Nation.

Recent initiatives include soldier and support programs that allow us to recruit and retain the best and brightest. You have supported the resourcing for equipment modernization for our brigade combat teams, including One Stryker Brigade and our Combat Aviation Brigades, among other forces inside the Army National Guard.

Through the support of this subcommittee, our Nation has invested billions of dollars in equipment for the Army National Guard in the past 6 years. The delivery of that equipment has nearly doubled our equipment on-hand rates for the critical dual-use equipment over the last 5 years.

I would be remiss if I did not point out how important NGREA and, again, the work of this subcommittee have been in modernizing and equipping the Guard. This year, we have achieved a critical dual-use equipment. That is equipment that has utility both in the war fight and homeland. The fill rate is 89 percent, 76 percent on-hand in the units available to the Governors should they need it tonight.

The Army National Guard Aviation Program is a great example. Both fixed- and rotary-wing aircraft have provided huge benefits in support of domestic and overseas operations since 9/11. Army Guard aircraft regularly respond by transporting emergency supplies and personnel during floods, wildfires, during the *Deepwater Horizon* oil spill, and most recently, the tornadoes across the South and flooding we are now experiencing from Minnesota to Louisiana.

Army Guard aviation provides a critical dual-use capability, whether in the mountains of Afghanistan or the Mississippi Delta. Through your efforts, we have come a long way in moving to modernize our aircraft from the venerable Huey to the LUH-72, UH-

60 Lima and Mike models, CH-47 Delta Chinooks, and the AH-64 Delta Apaches. Again, we are well on our way in the modernization effort, but there remains work to do.

Turning to our human dimension, we have learned a lot about support to our soldiers, their families, and employers over the past decade. It is critical that we work to ensure our force is employed, that they are physically and mentally fit, and that we understand the stresses that we ask them to endure, whether deployed or at home.

It is vital that we continue to fund soldier and family outreach programs. In calendar year 2010, the number of reported Army Guard suicides nearly doubled—62 in calendar year 2009, compared to 113 in calendar year 2010. Within the Army Guard, we have set a goal to cut that number by one-half to 60 in 2011, knowing full well 1 suicide is too many.

Most States have developed comprehensive social support and mental health initiatives. These programs emerged out of a need to strengthen soldier resilience. Several of our States, including Michigan, Nevada, Nebraska, California, Wisconsin, Kansas, Hawaii, Vermont, and Illinois, have innovative resiliency programs. Across the Nation, the adjutant generals are committed and actively engaged in this effort. I credit them with the current downward trend we are experiencing in reported suicides.

The Nation will benefit from the past investment and experience of the Army National Guard in the future. In a budget-constrained environment, the operational Army National Guard is a cost-effective solution.

Again, I would like to acknowledge the critical role this subcommittee has played in building and sustaining the best National Guard I have seen in my career of nearly four decades. I look forward to your questions and comments.

Chairman INOUE. Thank you very much, General.

[The statement follows:]

PREPARED STATEMENT OF MAJOR GENERAL RAYMOND W. CARPENTER

OPENING REMARKS

Chairman Inouye, Ranking Member Cochran, distinguished members of the subcommittee; I am honored to appear before you today, representing 360,000 plus Citizen-Soldiers in the Army National Guard, an organization that is historically part of the foundation of our great democracy.

CITIZEN SOLDIERS AS PART OF THE OPERATIONAL FORCE

Our Army National Guard (ARNG) is approaching a decade of war with an all-volunteer force. Our Army National Guard Mobilizations in Support of Overseas Contingency Operations in fiscal year 2010, including Soldiers who have mobilized multiple times, were 41,744 for Operation Enduring Freedom (Afghanistan) and Operations Iraqi Freedom and New Dawn, and another 3,054 mobilizations to the Balkans, Sinai, and elsewhere around the world. A staggering 477,323 Soldiers have been activated since 9/11, and 34,700 Soldiers are currently mobilized as of March 5, 2011.

We are an operational force in a transition mode within the ARFORGEN rotational cycle. To the credit of our Soldiers and their leaders, we are experiencing huge successes in our homeland defense and overseas missions. We continue to see young and not-so-young people who want to join and serve in the ARNG. Just as impressive are the retention rates of our current serving force; most are combat veterans who make the decision to continue to serve at historic rates; they clearly understand we are at war. Our reenlistment rate as of EOM February 2011 for enlisted Soldiers is 72.4 percent of our total force and 73.8 percent of our Soldiers with

Mobilization experience. These retention numbers are especially impressive when we consider that at the end of fiscal year 2010 the average dwell time for our Soldiers with mobilization experience was 2.4 years. As a first step, the Army goal is to achieve 4 years dwell by 2014, but balancing the force will not happen overnight.

The experience we have gained since 9/11, the modern equipment fielded, the training delivered to our Soldiers, and the frequency of deployments, have resulted in a highly seasoned, well-equipped combat force. As of end of month December 2010, 53 percent of ARNG Soldiers are combat veterans; more than half of our force—and we hope to retain that level of experience. Our force has truly become an operational force. At the end of fiscal year 2010, 84.45 percent of ARNG forces were Duty Military Occupational Specialty (MOS) Qualified—an escalating increase from 73.27 percent at the end of fiscal year 2008 and 83.06 percent in fiscal year 2009. The experience of our Army National Guard in recent years has strengthened our Soldiers and units to the benefit of our Nation like no other time in recent history. Several high-level research studies have been commissioned to guide the future of our Army National Guard operational force including an OSD-RA study and the General Reimer study. Ultimately, these studies agree that for a relatively modest investment, an Operational Army National Guard can be sustained. In return, the Nation will benefit from the past investment and experience of the ARNG. In a budget-constrained environment, the Army National Guard is an extremely cost-effective, substantially paid-for option that the Nation needs to sustain. It is important that we maintain our key force structure elements of 8 Divisions, 8 Combat Aviation Brigades, and 28 Brigade Combat Teams (BCTs).

EQUIPMENT AND CRITICAL DUAL USE

Our Nation has invested over \$37 billion in equipment for the Army National Guard in the past 6 years. That investment was made in both Critical Dual Use (CDU) and other required equipment, used for both domestic homeland crisis response missions and overseas contingency operations. Overseas contingency operations have spurred improvements in the capacity of the ARNG to support the war effort, to respond to natural and man-made disasters, to provide critical assistance during State and national emergencies, and to be prepared to respond to potential terrorist attacks in defense of the homeland. Our homeland response enterprise includes 10 Homeland Response Forces (HRFs)—2 validated in fiscal year 2011 and 8 in fiscal year 2012, 17 Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs), and 57 Civil Support Teams (CSTs).

CDU equipment includes tactical radios, rotary aircraft, ground transportation vehicles, and digital command and control enablers. The Army has made significant efforts to improve the ARNG CDU equipment posture and remains committed to ensuring the ARNG has the CDU equipment required to support Homeland Defense/Homeland Security (HLD/HLS) and Defense Support to Civil Authorities (DSCA) operations. To highlight this level of commitment, ARNG equipment-on-hand rates for Critical Dual Use equipment are projected to increase to 94 percent by October 2012. That's an increase of 19 percent over the 4 years since the ARNG began monitoring CDU rates.

During fiscal year 2010, the ARNG received over 154,000 pieces of new equipment valued at \$9.8 billion. With this influx of new equipment, the on-hand percentage for all equipment is currently at 92 percent and continues to be maintained at levels greater than 90 percent. The Army continues to improve the equipment on hand and modernization levels for the Army National Guard. The Army views this as critical for the ARNG to be employed as an operational force. The Army Equipping Strategy established equipping aim points for units as they progress through the Army Force Generation (ARFORGEN) process which will help build unit readiness and maintain unit parity in terms of both modernization and interoperability.

QUALITY FACILITIES

The Army National Guard is a community based force. As such, our facilities are often the foundation for community support of an all-volunteer force. The ARNG has made some great progress with several LEED (Leadership in Environmental and Energy Design) Silver certified facilities meeting the qualifying requirements for recycled material usage, natural lighting, and energy conservation. We have further opened the call for volunteer installations to take part in Army IMCOM's Net Zero initiative. The ARNG, however, still has much work to do to provide quality facilities to perform our dual mission across the 54 States and Territories. Quality facilities link directly with Soldier readiness, family, youth, and morale programs such as Yellow Ribbon and Youth Challenge. The ARFORGEN model requires increased

usage of ARNG facilities. Forty percent of ARNG readiness centers are more than 50 years old and require substantial modernization or total replacement to meet the needs of an operational force. To achieve quality in facilities, we have thus far executed 99 percent of Milcon funds in fiscal year 2010 and estimate we will need \$774 million in Milcon dollars for fiscal year 2012.

AVIATION SUPPORT

The Army National Guard (ARNG) aviation program, both fixed and rotary wing aircraft, provided huge benefits in supporting Domestic Operations this past year. Every year offers ARNG aviation a new set of challenges. Last year, fixed-wing aircraft transported emergency supplies and personnel during floods, wildfires, and other emergencies across the Nation and throughout the gulf coast during the aftermath of the Deepwater Horizon oil spill. During the oil spill recovery effort, ARNG aviation crews logged 3,722 hours and moved over 16 million pounds of cargo. The Operational Support Airlift Agency provided critical combat support by transporting blood donations and Wounded Warriors across the United States. Fixed-wing aircraft also transported much-needed supplies and personnel to Haiti after the January 2010 earthquake. At home and abroad, these aircraft flew 53,029 hours, completed 11,312 missions, transported over 3.5 million pounds of cargo, and carried more than 70,000 passengers.

Rotary wing units and aircraft in fiscal year 2010 flew approximately 50,000 hours in civil support. These missions included support of disasters and declared emergencies in which Guard aviation displayed versatility and flexibility such as responding to the largest oil spill to affect the United States, the Deepwater Horizon spill. ARNG rotary wing crews flew missions such as sand bag emplacement, personnel evacuation, engineer damage assessment, and law enforcement agency support. In Haiti the Puerto Rico National Guard flew two UH-60s based out of the Dominican Republic in support of the American Embassy in Port-au-Prince giving an early signal that help was on the way to support the restoration of health services. ARNG Security and Support aircraft and crews continue to provide planned support to counterdrug operations nation-wide and notably along the Southwest border. Our aviation forces responded to floods in Arizona, North Dakota, Louisiana, and West Virginia; provided wildfire support in Minnesota; and flew search and rescue missions in California, Colorado, New Mexico, Nevada, and Oregon. ARNG rotary wing missions crossed the full spectrum of domestic support.

ARNG fixed wing and rotary wing capabilities have been and continue to be a critical dual use asset that the Army and Adjutants General rely heavily upon. The operational tempo of our ARNG aviation units continues to be elevated as overseas commitments and domestic support requirements remain steady.

Army National Guard aviation not only supports Domestic Operations such as responses to hurricanes, oil spills, search and rescue operations, forest fires, floods, and weather emergencies, in addition, we continue to support overseas deployments such as Operation Enduring Freedom, Operation New Dawn, and Kosovo. We do so with an aging aircraft fleet. Since 2001, the ARNG has retired over 600 legacy aircraft and fielded 300 modernized aircraft. The ARNG is simultaneously modernizing aircraft to reduce sustainment costs, increase readiness, and support interoperability for the deploying force. ARNG aviation also includes Unmanned Aircraft Systems and related Ground Support Equipment. Aviation and related support systems remain persistent items of interest on modernization priority lists.

The Army needs to continue its modernization plan if the ARNG is to meet current and future demands in the Homeland and on missions abroad. The ARNG fleet currently has shortfalls in CH-47 Chinook and AH-64D Apache airframes.

The Assistant Secretary of the Army (Acquisitions, Logistics and Technology) recently directed the Program Executive Office—Aviation to divest the C-23 Sherpa aircraft not later than December 31, 2014. In accordance with Army guidance, the ARNG developed a plan to retire the 42 existing C-23 aircraft in 2011-2015. The 2010 Vice Chief of Staff, Army capability portfolio review directed a requirements-based assessment on the need for Army utility fixed wing aircraft. The ARNG expects more fidelity from HQDA in the coming months on the number of utility fixed wing aircraft the ARNG will continue to retain and operate to meet Army fixed wing requirements.

NATIONAL GUARD AND RESERVE EQUIPMENT APPROPRIATION

The National Guard and Reserve Equipment Appropriation (NGREA) is a special Defense Appropriation that complements each Service's base appropriation. NGREA is intended to procure critical modernization items of equipment that the base appropriation is not able to fund.

The Army's goal is to ensure that ARNG units are equipped properly with Critical Dual Use (CDU) capabilities to execute Homeland Defense and Defense Support to Civil Authorities (HLD/DSCA) missions effectively. These missions include Federal such as overseas deployments and state such as disaster relief in support of the governors. Our specific ARNG goal is to equip the ARNG with over 80 percent of the CDU requirement. The Army has committed to keeping CDU equipment levels above 80 percent on hand. According to the National Guard and Reserve Equipment Report (NGRER) 2010 report, the ARNG has the following key equipping challenges: Achieving full transparency for procurement and distribution; equipping units for pre-mobilization training and deployment; equipping units for their Homeland Missions; modernizing our helicopter fleet; and modernizing our Tactical Wheeled Vehicle (TWV) fleet.

The above challenges involve obtaining a full complement of "heavy tactical vehicles, small arms, communications systems, field artillery systems, and combat systems" (NGRER, 2010, p. 1-8)

MILITARY CONSTRUCTION (MILCON)

Currently, 40 percent of our Readiness Centers are over 50 years old. Not only do many of these facilities fail to meet the needs of a 21st century operational force, many fall short of DOD, Federal, or State building standards and requirements to include: anti-terrorism/force protection, energy efficiencies, and Americans with Disabilities Act (ACT) requirements. The Army National Guard fiscal year 2012 military construction request for \$774 million is focused on improving this situation and making additional Milcon improvements in the categories of Grow the Army, Modernization, Transformation, Training Support, and Planning and Design and Unspecified Minor Military Construction. Under the Grow the Army category, we are submitting a request of \$101 million for 11 Readiness Centers. These new Readiness Centers will be implementing the energy efficiencies. For Modernization, our budget request includes \$197.7 million for 11 projects including readiness centers and aviation support centers in support of our modern missions. For Transformation, we are requesting \$197.9 million for 10 projects which include 3 Tactical Unmanned Aircraft System Facilities (TUAS), 5 Readiness Centers, 1 Army Aviation Support Facility, and 1 Field Maintenance Shop. For Training Support: In fiscal year 2012, the Army National Guard is requesting \$245 million for 16 projects which will support the training of our operational force. These funds will provide the facilities our Soldiers require as they train, mobilize, and deploy. Included are five Operations Readiness and Training Complexes (ORTC), seven range projects, one Maneuver Area Training and Equipment Site (MATES), one railhead expansion and container facility, and two deployment processing facilities. For Other Support Programs, our fiscal year 2012 Army National Guard budget contains \$20 million for planning and design of future projects and \$12 million for unspecified minor military construction to address unforeseen critical needs or emergent mission requirements.

Lack of a fully funded Milcon request creates a significant backlog for construction projects. Deficiencies primarily exist in four main areas within ARNG facilities: readiness centers, training facilities, maintenance facilities, and infrastructure. The funding backlog for readiness centers is \$30.3 billion; the majority of these facilities cannot meet anti-terrorism/force protection (AT/FP) requirements.

ARNG RESILIENCE

People are our most precious resource. The quality of the Citizen-Soldiers of the Army National Guard is unprecedented. However, we are experiencing a troubling increase in the incidence of suicides. In calendar year 2010, the ARNG suicide rate nearly doubled; the number of ARNG suicides for calendar year 2009 and calendar year 2010 were 62 and 112, respectively. Ninety-one percent of the ARNG Soldiers who committed suicide were Traditional Drilling Guardsmen vs. full-time Army National Guard and are not eligible for many of the support services available to the AC or our Title 32 Active Guard and Reserve Soldiers. Some had deployed in support of Army operations and over half had not deployed or were still in the process of being indoctrinated into the ARNG. While we do not know what triggers their decisions, we do know that the stressors that may affect their outlook such as employment, relationship issues and previous behavioral health issues must be identified and mitigated to promote their welfare and well-being. Subsequently, the ARNG is teaming with DOD and the Army to incorporate Traditional Drilling Guardsmen into future studies such as the Study to Access Risk and Resilience in Our Service Members (STARRS).

The ARNG has made the promotion of Resilience and Risk Reduction with a corresponding decrease in suicidal behavior our top priority. The ARNG has developed

a holistic approach to enhance the resilience and coping skills of our Soldiers, Families, and Civilians by promoting risk reduction through leadership awareness, training and intervention programs. The ARNG Resilience, Risk Reduction and Suicide Prevention Campaign Plan was developed to promote an integrated program of prevention, intervention and mitigation at all levels. This document nested all other collaborative efforts within DOD, Army and NGB to promote unity of effort and synchronize our objectives. The plan was also distributed to State Leadership to shape and focus their efforts on improving the mental, physical, and spiritual health of their Soldiers and Families throughout our formations.

Since our Citizen-Soldiers are reflective of society as a whole, it comes as no surprise that in-depth analysis indicates the increased ARNG suicide rate may correspond to an increasing national trend in at-risk and suicidal ideations and attempts. In addition to our efforts to promote Soldier resilience, the ARNG leadership also recognizes the role of ARNG Families, Peers, and Employers as providing the foundation of each Soldier's support network. These groups are present in the Soldier's life between their traditional drill periods and have the ability to identify and address negative behaviors before they lead to functional impairment or at-risk behaviors. The ARNG provided the States with training programs for both family members and employers to assist in identifying those that should be referred to unit leadership for assistance and the applicable support services available in their community. States have capitalized on community based resources and solutions to provide services beyond the installation.

The ARNG resourced 54 Suicide Prevention Program Managers in the States in fiscal year 2010 and trained over 200 Master Resiliency Trainers assigned to brigades and battalions. We are striving to help each of our Soldiers become ready and resilient. For instance, the ARNG Leader's Guide to Soldier Resilience was developed to provide "battle drills" for common Soldier issues; this publication complements the ARNG CSM's Soldier to Soldier Peer Support program promoting "Buddy Aid" including basic intervention skills and trigger points for referrals or emergent care. The ARNG CSM has emphasized the roles and responsibilities of leadership during his two national CSM conferences this past year. Our Soldiers and families are encouraged to take the Global Assessment Tool, which identifies individual resilience levels and uses the self developmental modules to increase self awareness and resilience. Additionally, we increased collaboration with the Army Center for Substance Abuse in order to address substance abuse prevention, outreach and treatment for Soldiers, as well as Leaders and Families, so they understand their roles. Our efforts to increase assets available to Commanders to improve Soldier resilience include partnerships with national and community organizations such as the American Red Cross, Substance Abuse and Mental Health Services Agency, counselors and clergy, and use of the Army's Comprehensive Soldier Fitness Program.

Within the Army National Guard, we have set an ultimate goal of zero suicides. Our current count is 12 suicides so far this calendar year versus 22 this time last year. At this time it is too early to determine State level trends but we will continue to monitor them. Several States have developed comprehensive social support and mental health initiatives. These programs emerged out of a need to promote Soldier and family resilience and reduce potential stressors including employment and financial issues, domestic strife and promoting reintegration following deployment. Several of our States including Michigan, Nevada, Nebraska, California, Wisconsin, Kansas, and Illinois have innovative resilience programs and the National Guard Bureau is encouraging the exchange and expansion of best practices. The Army National Guard, in conjunction with the Active Army, the Department of Defense, the Department of Veterans Affairs, and each of the States, territories, and District of Columbia has made turning this trend around a priority. Many more efforts too numerous to cover here are ongoing and I am confident that, as a team we will turn this trend around. In the end, I believe the Soldiers and Families of the Army National Guard will be more resilient and ready in the service to the communities, States and the Nation.

While the ARNG is making great strides within States to integrate suicide prevention, intervention, and risk mitigation at all levels, more work needs to be done in this area. Desired ARNG capabilities, in terms of resilience, risk reduction, and suicide prevention, include emergent care and treatment for ARNG Soldiers regardless of status; behavioral health and substance abuse treatment for Soldiers, regardless of status; resources to train and support State Resilience and Crisis Intervention personnel; and embedded behavioral health capability at the brigade level to promote healthy lifestyles and provide early identification of the potential at-risk Soldiers. After a nearly decade-long era of "persistent engagement," ARNG families have been truly remarkable and their health and well-being are absolutely critical

to the security of the Nation. The services are vital to sustain our role as an operational force as well as promoting the continuum of care for those AC Soldiers who will transition to the RC during the upcoming reduction in the Army's end strength.

Acknowledging unemployment as a stressful challenge affecting our Soldiers and Families, the Army National Guard implemented employment outreach as a necessary step in building resilience. The Job Connection Education Program is an employment initiative designed to help improve quality of life for unemployed or under-employed Soldiers. This program focuses on how Soldiers seek, obtain, and retain civilian employment.

In 2009, the Army Reserve and the Army National Guard became partners in a collaborative effort to build relationships with employers. In 2010, the employment program was renamed to the Employer Partnership Office (EPO). The goal of the EPO program is to create employment opportunities for Soldiers by establishing a good working relationship with the private sector. The program, in 2011, is known as the Employer Partnership of the Armed Forces. Members from all the Reserve components, their Families, and Veterans have access to the tools and benefits of this program.

Of most importance is the effort to build resilience in our Soldiers. We are training "Master Resilience Trainers" and "Resilience Training Assistants" both of whom are Soldiers with acquired resources and insights. They will be assigned to every Company-size unit and will be responsible for teaching Soldiers coping skills. There are many more efforts too numerous to cover here that are ongoing and I am confident that, as a team we will turn this trend around. In the end, I believe the Soldiers and Families of the Army National Guard will not just be physically strong, but will be an emotionally and spiritually stronger force in service to our States, territories, District and Nation.

MEDICAL READINESS

Medical readiness of the Army National Guard is one of our highest priorities and as such we have provided the States with additional resources in support of the medical readiness mission. A national Case Manager/Care Coordinator contract has been in place since 2006 to assist in supporting the management of Soldiers identified with medical conditions that prevent deployment. Currently 100 Nurse Case Managers and 328 Care Coordinators are supporting all medical issues to ensure Soldiers have the best opportunity to regain medical deployability status.

In the past 2 years we have added full-time Medical Readiness NCOs (Non-Commissioned Officers) located in Battalion and above organizations. Medical Readiness NCOs are responsible for the identification of medical conditions which may require some action by the case management team and serve as the medical readiness advisor to the commander.

Medical care has always been in place to support any Soldier in the ARNG with an injury or illness proven to be in the Line of Duty (LOD). The care is coordinated with the Military Medical Support Office through our Joint Force Headquarter Health Systems Specialist (HSS). Medical care provided based on a LOD is limited to the condition that occurred while in a duty status.

Additional efforts have been made administratively to provide assistance to those Soldiers identified that have certain medical conditions. The ARNG Medical Management Processing System was introduced this past December and provides a framework to manage Soldiers identified with medical conditions through the complexities of our healthcare systems. Effective use of this framework can assist in the return of Soldiers into our formations or into the Physical Disability Evaluation System (PDES).

In an effort to assist reserve component Soldiers who were having difficulty in negotiating through the Army PDES, the Army established the Reserve Component Soldier Medical Support Center. The purpose of the RC SMSC is to expedite and assist Soldiers with PDES processing and ensure packets going through this system are complete, validated and tracked through the Electronic Medical Board system (eMEB). We are currently validating our numbers, however, it appears up to 12,000 Soldiers in the ARNG may require processing through the Medical Evaluation board/Physical Evaluation Board (MEB/PEB).

When preparing our Soldiers for mobilization much time and effort is taken to ensure all Soldiers meet the medical standards as outlined by the theater of operation. Today, units arrive at mobilization stations with over 90 percent of all Soldiers in the ARNG arriving at the mobilization station ready for deployment. The other 10 percent have minimal medical actions required in order to clear them for deployment. With that said less than 1 percent of the ARNG Soldiers sent to mobilize

come back to the State with an identified medical concern that prevents them from deploying into their theater of operation.

Since September 2001, 640 ARNG Soldiers have paid the ultimate sacrifice in combat operations while 5,152 were wounded in action. As of March 7, 2011 the ARNG has 1,795 Soldiers assigned to the Warrior Transition Unit (WTU), 1,481 assigned to the Community Based Warrior Transition Unit (CBWTU) with a combined population of 3,276 Soldiers currently assigned. The cumulative numbers of Soldiers assigned since September 2001 is 29,007. Additionally, 5,164 Soldiers have been wounded in action and 10,702 suffered from disease or non-battle injuries while deployed in support of contingency operations.

Soldiers who have deployed in support of a contingency operation have additional medical resources to call upon when the need arises. All Soldiers who deploy are eligible for TRICARE Early Eligibility 180 days prior to mobilization and 180 days post mobilization through the Transitional Assistance Management Program (TAMP). Eligible family members are also able to participate in TRICARE during the Soldiers mobilization. Soldiers can also enroll in the Department of Veterans Affairs (VA) healthcare system during demobilization. Recently discharged combat Veterans are eligible to take advantage of an enhanced healthcare enrollment opportunity for 5 years after discharge. After the 5 year period, these Veterans will still be able to apply for health benefits with VA, but will have their status for receiving VA healthcare determined under normal VA procedures that base healthcare priority status on the severity of a service-connected disability or other eligibility factors. This would mean some Veterans could face income or asset-based restrictions, as well as delays in establishing their VA healthcare eligibility while their disability status is determined.

Providing care for our Soldiers who have never deployed has improved since Congress passed legislation in 2008 to support participation in the TRICARE network via TRICARE Reserve Select (TRS). TRS is a premium based health plan available for members of the Ready Reserve and their family members. Current premiums are \$53.16 per month for member only coverage and \$197.76 a month for member and family coverage. Although that might not seem like a lot of money, for a junior enlisted Soldier that could mean his or her entire monthly drill check going to pay for healthcare premiums. As of January 2011, 15,769 Soldiers are currently enrolled in TRS in the Army National Guard. The ARNG is focusing on reducing the number of medically non-deployable Soldiers within our formations, but without a full-time healthcare benefit medical readiness remains a challenge.

CLOSING REMARKS

I appreciate the opportunity to be here today and invite your questions and comments.

Chairman INOUE. And now, may we begin the questioning?

General McKinley, as we noted, the equipment levels of the Army and Air Guard have improved significantly, and I think it is due partly to the funding provided by Congress. The Army Guard now is 77 percent of the equipment requirements, up from 40.

Now, I have two questions, General. Have these increases improved readiness? And second, what additional equipment challenges remain?

General MCKINLEY. Chairman Inouye, I agree explicitly with your comment. We have really had a marvelous turnaround in our equipment fill rates. And I say that because your adjutants general tell me that. And my predecessors, our predecessors, working with your subcommittee, you know, put a line in the sand and said we need your help.

And through the National Guard and Reserve equipment account, we have been able to fill out most of our critical needs. For us, the dual-use critical needs that can be used overseas and here at home to protect lives and property.

I can assure you that it has improved readiness, and I will turn to my two colleagues to give you specific examples. But we cannot rest on our laurels. And that is the key for this operational force.

This operational force did not just happen. It came on the backs of the taxpayers in this great country and by the fact that this subcommittee watched out for its National Guard and Reserve so carefully.

After every major conflict that our country has faced and finished, the Guard and Reserve have been put back on a shelf to allow to deteriorate and go back to a state of unreadiness. And I think that my colleagues here at this table would ask that we not squander those gains because it has come at a great price. And we do have a magnificent National Guard today that all of you have seen, as you have gone home to visit.

Ray, can you comment on the specific readiness improvements?

General CARPENTER. Senator, I would tell you, in the Army National Guard over the last 6 years what we have witnessed is fill rates inside of the organization that we never experienced before. We were short when we started into this global war on terrorism about 10,000 Humvees. We have all those Humvees now.

The task now is modernization of equipment. We have nearly 60 percent of our UH-60 Alpha model fleet that needs to be modernized over the next 7 years, and we have a plan, along with the Army, to make sure that that happens.

We are still in the business of modernization in terms of our wheeled vehicle fleet, both in terms of medium trucks and heavy trucks. We have got shortfalls in communications equipment, night vision goggles, and some of the weapons systems. So even though we have the fill of the equipment, much of it is legacy, and the work left to do is modernization in the Army National Guard.

General WYATT. The Air National Guard has been fortunate in the past, oh, 10, 15 years in that the Air Force has relied upon us to be that operational force and has funded us adequately to do that. The issues today, however, are twofold for the Air National Guard, very similar to the issues that the United States Air Force faces, and that is we have a lot of old equipment.

We have a recapitalization plan that we are working with the United States Air Force. We, to remain an operational force, need to be recapitalized concurrently at the same time as our active brothers and sisters and in a balanced fashion across all three of the components.

To the extent that we must continue to rely upon legacy equipment—and we will continue to do that—modernization becomes the key. And this is where the NGREA account and the support that we have gotten from Congress has been significant and will be critical in the out-years. Because we know we are going to have to rely upon some of these legacy aircraft, some of these legacy systems, to remain that operational force that the country needs and that the Air Force needs.

Right now, our equipment on hand is around 88 percent. Historically, it has been a little bit higher than that. With the current funding in the out-years, unfortunately we see that percentage dropping 1 to 2 percent per year through the next 4 or 5 years without any additional support.

So that is where the key support from Congress that we rely upon is to make sure that we use those monies smartly to make sure that our legacy systems are modernized for not only the over-

seas fight, but for the domestic protection of our citizens here at home.

Chairman INOUE. Gentlemen, it has been suggested that in order to maintain effectiveness and readiness, family support services are absolutely essential. We have heard a lot about Yellow Ribbon. Can you tell us the present status of it?

General MCKINLEY. I think from my perspective, Senator Inouye, these last 10 years have been a challenge for the National Guard that they have met, in that our force was never designed in the 20th century for what it has been asked to do in the 21st century. A huge burden of that redesign has come on the backs of our employers and our families.

Our traditional strategic force very rarely took employees in large numbers out of our local businesses, industry, police forces, firemen. That has changed dramatically. Our employers deserve a great deal of credit for that.

Most importantly, and to your question, Yellow Ribbon. How do we bring our returning airmen and soldiers home, reintegrate them with their families, give them the care, and the necessary outreach that brings them back here, to treat their medical issues, to treat the issues that they experienced while they were deployed, and then to have those families come back together as a unit?

I think Yellow Ribbon, and through the support of this subcommittee, has done a great deal to bring us back together as a family and a team. Our communities have done a great job. Our Governors in our States, territories, and the District have done exceedingly well. But we are still on the leading edge of this, and we will have decades to go to make sure we do not leave any guardsman or woman behind.

Ray, would you like to comment on Yellow Ribbon?

General CARPENTER. Yes, sir.

Senator, as you well know, the structure of the Reserve component is a geographically dispersed force that we only see in most cases once a month. And so, the challenge is how do we provide the same kind of service that our soldiers or the soldiers in the active component get from their installations? And Yellow Ribbon has been critical in that effort.

In fiscal year 2011, we have conducted over 500 events. We have touched over 34,000 soldiers and families in that process. And it has been critical for us not only to maintain contact with those families and with those soldiers, but to provide the support and care that is necessary for them to sustain themselves and to make sure that we can maintain the Army National Guard that I described in my opening statement.

General WYATT. The Yellow Ribbon has been critical, I think, for the support of our airmen, both pre-deployment, during deployment, and post deployment. I have gone out to the States on several occasions and helped to present some of those programs to our airmen in the field.

And the thing I want to do is take my hat off to the adjutants general because I think they have done a marvelous job of leveraging the resources provided through the Yellow Ribbon program with volunteers within their States, with some of the re-

sources provided by some of the State agencies to take care of our airmen.

I can give you a practical example of how we in the Air National Guard have specifically relied upon the Yellow Ribbon program to address the suicide issue that General Carpenter mentioned on the Army National Guard side of the house. We have the same issues in the Air National Guard side of the house, and we feel the strength of our organization is at the wing level.

We have 89 wings in all 50 States, Guam, Puerto Rico, Virgin Islands, and the District of Columbia. And we made a decision this last year when funding was not available for embedded mental health professionals in each of the wings to use some of the Yellow Ribbon program to access the mental health professionals and place them at the wing locations. Had it not been for the Yellow Ribbon program, we would probably have not been able to do that.

We are seeing significant improvements this year versus last year. We had 19 suicides in the Air National Guard last year, an all-time high. At this point in time last year, we had seven. So far this year, we have two. Some of the credit to that I am sure belongs to the Yellow Ribbon program and the health professionals that we have at each of the wings.

Thank you.

General MCKINLEY. Senator, I am a little concerned—if I could just put something on the table for discussion—that most of the funds for our family programs are in overseas contingency operations (OCO) funding, supplemental funding. And had it not been for this subcommittee to provide monies that the Army and the Air National Guard could redirect to Yellow Ribbon and other things, we would not have that money in the budgets.

And our Army and our Air Force realize that, and they are working hard with us to try to build these family programs into the base budget. But as you know, that will be a challenge in the future. So we continually depend on your help to make sure that the National Guard doesn't get left behind in the critical programs that I said will take decades to overcome. And we thank you.

Chairman INOUE. I can assure you that this subcommittee, if we are to send men and women into harm's way, make certain they are properly equipped and properly trained. That is our promise.

I have many other questions relating to suicides and the Southwest border mission and equipment shortfalls, but I will submit them to you, if I may?

And now may I call upon the vice chairman?

Senator COCHRAN. Mr. Chairman, thank you.

I am curious to know what the status is between the panel we have here and the assessment of the need to cooperate with State and local governments when they are confronted with natural disaster challenges, such as the Lower Mississippi River Valley flooding situation right now.

Is there a protocol or a regime for communication? Have you been called on to provide any additional resources to the States in that general area because of the Mississippi River flooding? Would that be something that you are authorized or required to respond to under the current state.

General MCKINLEY. Senator Cochran, by statute, the National Guard Bureau, the colleagues that are here in front of you today, are the channel of communications between the Department of Defense and the States, territories.

I have talked to General Freeman, your adjutant general in Mississippi, on numerous occasions as the flood waters have increased. I have offered the services of our directorates here in Washington. He and Governor Barbour have asked for additional resources. They have sent those requests for additional funds to the Secretary of Defense, and the Secretary of Defense is working those on a case-by-case basis.

But as you know, we are dealing with a crisis, multiple States, multiple jurisdictions. And it is our role to make sure that the adjutants general in those States communicate directly with us so that we can convey their issues and concerns to Secretary Gates through Secretary Paul Stockton, Secretary for Homeland Defense.

Senator COCHRAN. Well, I think the good news is, from what I understand the facts to be, that the protection system of levees and preparation that have been undertaken over the last several years have worked to protect against flooding from the main stem, the Mississippi River itself, into those States that I mentioned.

But what we are seeing develop is a backing up of waters outside the main levee system in the lower reaches of the river and backing up against the levees from the outside in and thereby causing a lot of farm land and other lands to be flooded at a very serious and dangerous level right now.

That is one concern that I have. And I wonder if that is being discussed or your team is assessing all aspects of the situation there?

General MCKINLEY. Our team is more involved in the resourcing, providing resources to the National Guard in support of the Governor. The Army Corp of Engineers is doing a great job looking at those structural issues which you talk about. This is a centuries-long process. This flood is going to cause issues for months, maybe a year ahead of time.

And I know it starts up in Indiana. I visited Marty Umbarger here last week. All the way down the Mississippi River basin, we are seeing the effects of this. So it is going to challenge all the Governors, all the States. It is going to require the National Guard to be there to support. And I pledge my firm commitment to you, Senator, to all of the States along the Mississippi River, our full support.

Senator COCHRAN. We thank you very much for that commitment.

Thank you, Mr. Chairman.

Chairman INOUE. Senator Coats.

Senator COATS. Thank you, Mr. Chairman.

And thank you, gentlemen, for your service to the country. I appreciate that, as we all do.

General McKinley, you just mentioned our Adjutant General Umbarger. It is my understanding you will be in Indiana next week. I wish I could be with you because we have a little treasure down there in central-southern Indiana that has turned into a pretty remarkable training site for any number of functions.

You know, one minute you are—you would swear you are in the middle of an Iraqi war zone city. Next moment you are in a place where our uniformed personnel are interrogating an Afghan tribal leader. The flexibility and the capability of that facility down there at Muscatatuck is something that you can only appreciate when you see it.

So I really thank you for taking the time to go down and look at that. I think it is somewhat unique. And it is adaptable to just any number of situations. You can crawl through tunnels. You can storm buildings. You can, as I say, do interrogations and be in the simulated war zones, all on the same piece of property. So thank you for doing that. Trust you have a successful trip.

General Wyatt, I would like to just ask you a question about the 122nd Fighter Wing in Fort Wayne, Indiana. There has been a successful conversion from F-16s to A-10s. I don't know what your future plans are relative to the A-10 mission, but I don't want to put you on the spot here.

But I would be happy to work with you in terms of whatever issues that you might have as we go forward to ultimately, hopefully, a transition to the F-35s. But that has been a unit up there that has been part of base relocations, and it is a facility that I think meets the needs. And again, I would like to continue to work with you on that.

I have been asking this question of just about everybody that comes before the Appropriations Committee. So I will ask it to you. Each group that comes forward expresses legitimate needs, and yet we are facing a serious deficit, debt problem. And it looks as if in order to address it we might have to have some shared sacrifice on a number of things and swallow hard on some decisions.

And so, I have been urging anyone on the receiving end of appropriations going forward to in a sense have at least some thoughts about a plan B on the shelf. If the numbers don't come in where we would like them to come in, how do we prioritize the essential—I mean, the absolute essential from the “like to have but not absolutely essential,” from the, you know, “if we were king and could have everything” categories?

So I just encourage you to be thinking along those lines because we face some hard realities in terms of the numbers, which is going to force all of us, I think, to think smarter, work harder, try to do more with less.

And in that regard, I don't know if any of you want to comment on that. I know that you think about this all the time. I know that you have been going through these exercises. But is this something that is a priority, recognizing the reality of our budget situation?

General MCKINLEY. Senator Coats, let me just start, and then I will let my colleagues jump in from their perspectives from the Air Force and the Army. First of all, thanks for your acknowledgment of the National Level Exercise 11 (NLE 11) that will take place along the Mississippi River. It is a New Madrid Fault scenario that the Federal Emergency Management Agency (FEMA) has put in place for next week.

They didn't expect to be dealing with real-world operations, but we are going to continue with NLE 11. And a major part of that will be conducted in Indiana at the Camp Atterbury training site

and at Muscatatuck. It is hard to learn to say that name, but we have finally got it down.

Senator COATS. It is. It took me a while also.

General MCKINLEY. Yes, sir. But it is a world-class training facility, one of several that the Army National Guard and the Air National Guard have around the Nation. And we thank you for your support. It is one of a kind.

Facing hard realities. Obviously, being in the Department of Defense, Secretary Gates has set the bar very high for all of us to find efficiencies, to drill down and make sure everything we do comports with what we believe will be a declining budget.

I am here to say, and I am sure my Reserve colleague chiefs will say, that the Reserve and the Guard provide a great value to America. About 7 cents of the dollar funds the National Guard, the Army and the Air. And our budgets are relatively spartan compared to some other budgets that we see.

But that does not mean we should be immune from any of the discussions, the decisions, and the efficiency drills that are going on out there. And I can pledge to you that we are doing exactly that.

Bud.

General WYATT. On the Air National Guard side of the house, you know, the point that you bring to the forefront, Senator, when we take a look at whether we will be able to fully recapitalize the United States Air Force I think remains to be seen.

And you talked about the fighter wing at Fort Wayne. I had the privilege of visiting Fort Wayne in the first year that I was in the seat. They were just in that transition period from the F-16 to the A-10. And you are correct. They have made that transition very smoothly and are combat ready as we speak. That unit is a good example of what we are faced with, and I will talk about the fighter force in general.

We have some of the oldest airplanes in the United States Air Force. And our challenge is to make sure that they remain combat capable, that our people are trained at the operational standards that they currently are at, as we take a look to see what the final recapitalization decisions will be.

I don't think that we have the luxury of assuming that the recapitalization, as envisioned by the Air Force, will take place on time, on schedule, on budget. I think we have to be realistic to recognize that some of our legacy platforms are going to be around for a while. And the sooner we start—and we have started on all of our fighter aircraft and large airplanes also to make investments in the modernization of those aircraft.

For example, in the C-130 fleet, we are making investments in the AMP program, which Congress has supported, to make sure that those aircraft can continue to fly while we wait for C-130J recapitalization, if and when that might come.

In the fighter fleet, we are investing in structural enhancements through service life extension programs. In the Block 30 F-16 fleet, we have done the same thing. In the A-10 fleet, trying to modernize situational awareness, a fusion of intel and sensors across all the platforms. And we will continue to do that.

I think the key, though, is we have a tendency to focus on the equipment. But I think our real focus should be on our people. Because we have the most experienced, the most mature air crew maintenance crews in the Air National Guard that we have ever had. And if we don't focus on our people, we will find out one of these days that we have allowed our capabilities to atrophy.

We have got to take a look at prioritization and maybe take a look at some of the lesser important jobs and capabilities, not doing that any more, to make sure that our front-line military capability remains what it is. Those are the tough decisions that you have talked about.

As most of the members of the subcommittee know, the Quadrennial Defense Review (QDR) requirements for the fighter force set forth certain numbers of total aircraft inventory and primary aircraft inventory, and that plan is at a moderate risk assumption. And we are at that point right now. So we have got to be very judicious as we go out in the future, whether it is acquisition of new airplanes or modernizing our old ones.

Senator COATS. Yes, thank you.

General CARPENTER. Senator, I am a veteran of being dragged through the tunnels of Muscatatuck by General Umbarger also. But it is a great training site, and it provides value not just to DOD, but also for the other Government agencies.

With regard to your comment about looking forward to the budget challenges, the reference point for us is we are still at two wars. And the Army and the ground forces and marines are fully engaged in that.

Between General Stultz, my Army Reserve partner, we are working with the Army to ensure that we make the right decisions about where we make reductions and to sustain this operational force. Because, frankly, the huge investment that has been made in terms of equipment, training, and manpower, if we don't take advantage of the Guard and Reserve in that particular perspective, we will be poorer, and we will have slighted the taxpayer.

Senator COATS. Thank you.

Mr. Chairman, thank you.

Chairman INOUE. Thank you.

Senator MURRAY.

Senator MURRAY. Thank you very much, Mr. Chairman, and thank you to all of you.

General McKinley, it is really disheartening to hear the stories from our National Guard members who are coming home from deployment into a poor economy and joblessness, no health insurance, financial hardship. And after all they have done for us, we want them to come home and be able to have good jobs and not feel like the ground is shifting underneath them.

We have to, I believe, work really hard to help them assimilate back into the civilian world and be productive members in our workforce. It is my understanding that the demobilization process has to be done rapidly because the service members' deployment orders are cut for a specific length of time, and I wanted to ask you what recommendations you have to better maximize that transition assistance during that very abbreviated process.

General MCKINLEY. Thanks, Senator Murray.

Obviously, General Lowenberg in Washington State has done some very creative things in working with Chambers of Commerce and other organizations to help alleviate some of the unemployment problems that we are seeing with some of our returning Army Guardsmen.

That cannot stop. We have to continue and redouble our efforts in that area. And I, like you, am concerned about assimilation and will continue to focus on it.

I would like to turn to Ray and talk about the mobilization process because it affects mostly the Army National Guard and some of my colleagues who will be on the next panel.

General CARPENTER. Senator, I think you are well aware of the discussions inside the Army in support of the 41st Brigade as they came through Joint Base Lewis-McChord. And the Army took that on as a challenge, and what we have done now is extended the timeframe that these soldiers spend at the demobilization site, as well as their entry into warrior transition units, if necessary.

I think that, you know, your personal experience in the State of Washington with the 81st Brigade here almost 1½ years ago, where that brigade came back with almost 33 percent unemployment, over 800 soldiers unemployed. And through the Joint Services Support program initiated in the State of Washington, we now see that number around 250, if my statistics are correct.

But by and large, I just came from Iraq and Afghanistan in the last couple of months. And as I talked to the commanders in theater, they have already identified the people who are unemployed. And they are working with the States and with their communities to ensure that when they come back that they will have a job or they will be entered into the program to ensure that we take action to support them.

And inside of those discussions, we have one State that has recently held a job fair, where 100 employers showed up. Nine hundred jobs were found for Guardsmen in that particular effort.

And so, we are being innovative. We are arranging for soldiers to go to school there. The new GI bill, which has been supported by this subcommittee, is paying huge dividends in terms of retraining our soldiers for a job that they could access or one that they can get when they get back home.

But the behavioral health piece is a big deal for us. And what we have told soldiers is you need to take the time when you go through the demobilization site. There are behavioral health specialists. They will counsel every soldier that goes through that site.

It is going to cause them to be at those demob sites longer, but it is better to get the service at that point, rather than trying to go back and get it later. And we agree with you, the soldiers need to get the service equal to the service that they have provided to this country.

Senator MURRAY. Okay. You have touched on a lot of issues. Obviously, the mental health issues, the California model of embedding, has been working very well. We are looking at trying to make that broader.

But it is also getting to know what jobs and skills are available in the community that you are going back to, not just where you go back to your demob site. Are we trying to do a better job of actu-

ally helping our guardsmen really know what jobs are back in their own communities, and not just where they are demobilized?

General CARPENTER. Yes, Senator. We have taken that on. The 53d Brigade that came back to Florida went through Fort Stewart in Georgia here about 4 months ago.

And in conjunction with the employer partnership initiative that we have partnered with General Stultz and the Army Reserve, we had employers present at Fort Stewart. And in conjunction with that, we also had vans there where soldiers could get online and look and see what jobs were available in their communities through the employment offices there, as well as the initiatives for job fairs.

This is a problem for us. And frankly, some of it is a reflection of the unemployment rates in the local populations. But we are doing the most innovative things we can to ensure that we employ our soldiers because, frankly, if they don't have a job, they are not going to stay in the National Guard because they won't be able to.

Senator MURRAY. Right. And I am introducing legislation actually right now, focused on this whole issue of employment for all of our service members. And one of the things we are going to be looking at is mandating the TAP program for all service members, including the Guard, to make sure that our unemployed guardsmen are actually able to continue accessing some of the resources.

So that is a critical part of our legislation. I hope to share that with all of you because you are right, General Carpenter. We have to keep people in the Guard and Reserves. And if they go home and can't find a job, they are going to abandon us.

We have spent a lot of money on educating and giving training and skills to these service members. We don't want to lose that. So you will be hearing more about that.

General McKinley, I would love for you to look at in-depth some of the excellent transition programs that are out there and identify some of the elements that have been particularly successful so we can consider incorporating them into the entire DOD effort.

General MCKINLEY. Thanks, Senator Murray.

I will be meeting with the adjutants general in Indianapolis first week of June. If I could work with you and your staff and we could put out some best practices to all of our States, territories, and the District, I think that would be very helpful for all of us.

Senator MURRAY. Great. Look forward to working with all of you on that. Thank you very much.

Thank you, Mr. Chairman.

Chairman INOUE. Thank you.

Senator Graham.

Senator GRAHAM. Thank you, Mr. Chairman.

Thank you all for your service. And like you say, the Guard and Reserve is a great bang for the buck when it comes to the American taxpayer and defending the Nation.

In recruiting and retention terms, do you have the flexibility, in terms of bonuses, focusing on key areas, where there is a lot of pressure in terms of OPTEMPO?

Anything we could do here to give you more flexibility to recruit and retain key specialty areas in the Army or the Air Force?

General MCKINLEY. Senator Graham, I will let my colleagues talk from their specific service vantages. But I will tell you that the

Army and the Air Force generally have been very supportive during these last 8 years to target bonuses to those critical skills that we are losing.

Obviously, in high cost-of-living areas around the country, we have to target certain critical skills so that we can keep those guardsmen and women located in those areas.

I will let General Carpenter start, because the Army has a wide range of activities. I think, to your question, can we do better? Will we need to be more efficient?

Senator GRAHAM. I guess my question is, is there anything lacking that comes to mind that you would like to have?

General MCKINLEY. Ray.

General CARPENTER. Senator, at this point, we have got a lot of flexibility. The only limitation is the budget, for the most part.

Beyond that, we are experiencing, you know, some difficult economic times, which, frankly, has yielded some increases in recruiting production and also, you know, an increased retention rate that we didn't experience 4 or 5 years ago.

But when we see the economy turn around, we are going to be back probably looking at the bonuses programs and see where we go with that. And so, I would say the limiting factor in the out-years will be, as you might suspect, the budget.

Senator GRAHAM. General Wyatt, what percentage of the refueling fleet, at any given time, is manned by Guard and reservists?

General WYATT. Together, we comprise about 45 percent of the total air refueling capability across the United States Air Force, sir.

Senator LEAHY. What percentage?

General WYATT. Forty-five percent, sir.

Senator GRAHAM. Is there anything you would like to have on the Air Force side for critical skills that you don't have, in terms of flexibility?

General WYATT. Sir, you hit the nail on the head. Our actual end strength is right on par with our authorized end strength.

But the issues that we have are getting the right people with the right skills in the right place. For example, even though our end strength is okay, we are short 1,300 officers.

Senator GRAHAM. Right.

General WYATT. And this comes at a time when the Air Force has an abundance of officers and, in fact, has some voluntary separation programs to help them leave active duty.

I would like to see an easier transition from active duty to the Guard. We have some policies that we need to address inside the United States Air Force that I think would ease that transition.

But some of the hurdles that we have to overcome, I think, were appropriately designed for a different time and a different era. We need to be able to move people through a continuum of service and make it easier for them, for example, if they want to come off active duty and serve a period in the Guard or the Reserve, to be able to do that. And then if there are life opportunities presented and they can go back on active duty, that would be great, too.

We have a tendency to once a person separates, they are separated. And I would like to address it more in a transition mode, as opposed to separation mode.

But from a dollar standpoint, the Air Force has been very helpful, giving us the flexibility we need to target recruit, which is what we are doing right now.

Senator GRAHAM. And I may not be here for the next panel, but I will have the same question, if you could give us any ideas about more flexibility? Two quick questions, and I will let you go.

Any recommended changes in the mobilization statutes to make life easier for those mobilized and more flexibility for the commander to be able to shape the force? And the other question is on the budget side, how do we deal with the escalating cost of healthcare within DOD's budget? It affects you in the sense it absorbs dollars.

We are talking about 16 percent of the budget in the next 20 years being spent on DOD healthcare. We haven't had a premium increase in TRICARE since 1989. Is that sustainable, and what would be your recommendation to the subcommittee as to how to address that issue?

General MCKINLEY. I will let General Carpenter talk on the mobilization process question because I think the Army National Guard and, obviously, the Army Reserve will have the most comments on that.

On healthcare costs, obviously, Secretary Gates has told us all to think about new ways of doing business better. It is a huge chunk of our appropriation, and we don't see a lot of guardsmen, young guardsmen taking the TRICARE program. They must feel like they don't need it. They may not be expected to do it.

But over time, we are going to need to work the healthcare budget for Guard equally as hard as the active component, sir. So I will work with Secretary Gates and his team to make sure that is on our high-priority list.

But if I could ask Ray to talk about the mobilization issues?

General CARPENTER. Senator, very quickly, I think probably the best thing that happened to us in mobilization was the 1-year mobilization for the Reserve component. Because we had seen some units go down range, do 1 year boots on the ground, extend it for 3 months, end up with 15 months, and by the time you put the 6 months in front of that that they had at mobilization station, it was almost 2 years away from home. And you can't sustain a reserve component with that. And so, the 1-year mob was terrific for us.

The other side issue is, is when we get done with what we are doing in Iraq and Afghanistan, we think that the Guard and Reserve should be engaged in theater cooperation and security-building in terms of other combatant commands around the world. And inside of the Department, we are looking at some provisions for involuntary mobilization for doing those kinds of things on a lot shorter basis, maybe 60 days or 90 days or something like that.

So we can continue to use, again, the investment we have made in the Reserve component to do preventive things out there, so we don't end up where we are at right now in the current world environment.

Chairman INOUE. I thank you very much.

Senator Leahy.

Senator LEAHY. Thank you, Mr. Chairman.

I want to compliment Senator Murray on her legislation, which she is introducing today. I will cosponsor and support it again.

And General McKinley, of course, always a pleasure to see you, and I want you to know that Senator Graham and I are determined to keep empowering the Guard, as Senator Bond and I did in the past as the co-chairmen of the National Guard Caucus.

I know you have been without a deputy at the National Guard Bureau for some time, and I believe I can speak for both of us that we believe it would help you further if your staff director was replaced by a vice chief position at the three-star level. Now what do you think of that proposal?

General MCKINLEY. That is a rhetorical question, I am sure, Senator. But quite frankly, I think for us in the National Guard to function as a full-spectrum bureau—because we are not a headquarters. We uniquely serve the States. So we are a bureau. Without that position filled, we can't represent the States and the territories at the critical meetings and the junctures that we have to attend.

And as you know, in our building, if you are not wearing the proper grade or rank, you are not going to be offered a seat at that table. So we fully support that. We know it is in an era of diminished resources and our rank structure is coming down, but we appreciate all the support we can get.

Senator LEAHY. Well, both Senator Graham and I have had discussions at the highest levels on this, and it will happen, I think, at some point. Just like your own position was one that Senator Bond and I pushed hard for with the support of each of the Senators who are here.

Now, for a long time earlier, I worked with Senator Bond to include funds for the National Guard and Reserve equipment account, and we want to continue to do this. We pursued a separate funding for the Guard and Reserve components because I was concerned they never seemed to get a concurrent and proportional amount of equipment.

And I am just wondering, do you face these kind of shortages, and have they been exacerbated by the needs of the Guard and Reserve in Iraq and Afghanistan?

General MCKINLEY. I think it is a very relevant question because, as you know, the funding does come through to us through the Army and the Air Force, and we do diligence with their staffs to obtain the proper amounts of funding. I don't think any program gets the full amount, but we have been adequately financed by our services over time.

What concerns me, Senator Leahy, is the fact that the domestic operation, the taking care of the homeland, the equipping of our units to handle large-scale natural disaster, man-made disaster, we have got to make sure, as National Guard Bureau staff, that the States get their fair share of that.

And as we have talked about with Senator Cochran, this historic flooding along the Mississippi River, multiple States, the States are going to need some resources. FEMA is doing a great job. Administrator Fugate doing that exceedingly well, but we want to make sure the National Guard is able to do their job, too.

Senator LEAHY. Well, let me talk about that because when you watch the news—certainly Senator Cochran knows this far better than I because he has talked to his constituents along there—but just looking at the horrific news and what is happening, we know the Guard has got to be called out.

And I always worry when we have these natural disasters, the Pentagon has to shift money around instead of having money prepared for it. In my own State, we have had unprecedented water this spring from snow runoff. Lake Champlain is at the historic high of 102 or 103 feet above sea level.

I flew up there Friday, and just looking out the windows as I flew up, I could see areas that normally have small rivers, small streams are now flooding fields, farm land, roads, bridges.

Governor Shumlin has called out the Guard to respond. Of course, the Guard responds immediately, as they do, whether it is in Vermont or Mississippi or Hawaii, or anywhere else. And shouldn't we have special funding for such domestic disasters? We would like to think there never will be any, but every year there is something.

General MCKINLEY. It is really my role, and I have tried to assume this mantle of working with FEMA, Department of Homeland Security, Department of Defense through Secretary Stockton in homeland defense and DOD, we feel the adequate funds are there, but they are difficult to get.

The Governors have got to meet certain criteria for what we call 502(f) funding sourcing through the department. It is cumbersome, and my job has been to try to make this more seamless, more easily accessible, and get the funding to the States and the Governors when they need it in a timely manner.

We are not there yet, in my opinion. We have got to continue to do a much better job.

Senator LEAHY. Well, let us work on that because the key is responding in a timely manner. When the Mississippi is flooding or when there is an ice storm, which happened a few years ago in the province of Quebec, and it knocks out power to a large portion of my State, if it had not been for the Guard, it would have been a total disaster. And they were the only ones able to move in immediately before commercial entities could go in.

And General Carpenter, I will work with Senator Murray on the issues that she talked about, and I appreciate what you said.

Last, General Wyatt, I don't have to tell you that many of the Air Guard wings are already experiencing a drawdown of their fighter aircraft. You and I have talked about this before. In Vermont, the 158th Fighter Wing is going to have three F-16s shifted into back-up inventory, and we assume that is just the beginning.

This was the fighter wing that flew air cover for a long period of time over New York City after 9/11. Now some Air Guard wings will eventually receive replacement F-35s, but the overall number suggests some Air Guard wings don't have any planned replacements.

So what is the Air Force telling you about the future of these air wings? There are those back—I don't want to seem too parochial,

but there are those back home who have some interest in your answer.

General WYATT. I imagine so, sir. No, I think you see in Vermont the issue that faces not just Vermont, but a lot of our fighter force and lift force, too, when you take a look at the age of our C-130 fleets. And we have only two units with C-130J models and one other unit that has some.

The issue in the fighter fleet is that we are already at that number, that QDR number for national security on the numbers of total jets, combat fleet in the entire United States Air Force, and a lot of those reside in the Air National Guard. There are six States, including Vermont, who face what you just mentioned with a reduction of 3 of the 18 jets that they have on the ramp from primary aircraft inventory to back-up aircraft status.

The good news is that there is weapons system sustainment for those monies. The bad news is that there are no flying hours for those airplanes that come along. So I am concerned about their readiness and the ability to train the pilots and the air crews in those particular units.

Because the Air Force, I think, intends to rely upon the capabilities in the Air National Guard for a significant portion of the combat fleet. We fly about 33 percent of all the combat Air Force sorties. We are currently working with the Air Force. We have a few more processes inside the United States Air Force to accomplish, but we are working a plan that, if successful and depending upon budgets and everything else that we are faced with, trying to get those three aircraft back up on PAA status at all six of the units.

Air Combat Command has been particularly helpful in helping us through that process and very supportive. And we should know here in the next few months whether we are successful or not. But the idea is that we cannot afford as a country to lose that capability, and we need to preserve the life of those airplanes as long as we can with the capabilities that our Air guardsmen provide until that point in time when recapitalization does, in fact, take place.

Senator LEAHY. Well, please keep me posted.

Mr. Chairman, I was impressed—if I could just brag a little bit? After 9/11, I got a call from our adjutant general that we were flying air cover over New York City around the clock with our F-16s. And I said, “Well, where are you basing them?” He said, “We are doing it right here in Burlington, Vermont,” which is about 250 miles away.

He did point out—Senator Graham, you will appreciate this—that it took them a lot less time to get to New York City than I do flying down commercially. But the thing is we had our mechanics, our air crews, everybody, a number of whom were heading off on vacation when they heard this.

One senior crew chief did a U-turn on the interstate, headed back, got out of the car. At the gate told his wife, “Send some clean clothes, you are not going to see me for a while.” And he slept in the hangar and just kept working. He recalibrated all the weapons, all the things in a rather aging fleet and kept the planes flying. There wasn't any single mission that wasn't fulfilled during that time, around the clock.

My last story, and I think General McKinley has heard this, my wife and I went to visit with the Air Guard after 2 or 3 weeks of this to thank them. And I told the story about somebody who had written a letter to my office in August, complaining about the noise of F-16s and then called the office in early September and asked if I had gotten that letter.

My staff said, "Well, yes, but he has been a little bit busy. What is going on? He hasn't answered?" My constituent said, "No, no. Please tear up the letter. I think the planes sound wonderful."

Thank you.

General MCKINLEY. Thank you, Senator Leahy.

And to Senator Graham, you will be pleased to know that the McEntire Swamp Fox just assumed alert in South Carolina. They joined our fleet of air sovereignty alert aircraft, and we thank you for that support.

Chairman INOUE. General McKinley, General Wyatt, General Carpenter, the subcommittee thanks you for your testimony this morning. And we would like to indicate our appreciation and gratitude for your service to our country.

Thank you very much.

RESERVES

STATEMENT OF LIEUTENANT GENERAL JACK STULTZ, CHIEF, ARMY RESERVE

Chairman INOUE. And now, may I call upon General Stultz, Admiral Debbink, General Moore, and General Stenner to come forward?

Gentleman, welcome to the subcommittee. And may I now call upon General Stultz for his testimony?

General STULTZ. Mr. Chairman, Mr. Vice Chairman, it is an honor to be here today on behalf of 206,000 Army Reserve soldiers, men and women serving this Nation in uniform around the world.

And I have submitted my statement for the record. So I will try to keep this brief in respect of the time we have got.

But I would just make one comment. You, in your opening comment, sir, said you are interested in seeing the Reserve of the future. I am here to report to you today I have seen that Reserve of the future.

Because in the past year, I have traveled around the world to 17 different countries, and I have visited Army Reserve soldiers in Ethiopia, Uganda, Kenya. Army Reserve soldiers just returning from Vietnam and Cambodia on their way to Jakarta. Army Reserve soldiers in El Salvador, Guatemala, Costa Rica. Army Reserve soldiers in Japan, Italy, Germany, Kosovo, as well as, we all know, Iraq and Afghanistan.

And these Army Reserve soldiers are on-point for our Nation, standing side-by-side with Army Guard and active Army soldiers, and you can't tell the difference. In some cases, you can. In some cases, our Army Reserve and Army Guard soldiers are actually higher skill level than their active component, only because they have the civilian skill sets that create a force multiplier for them.

And I have seen them in the combat role that we need them to be prepared and ready to go, and my formation is mostly in the combat support and service support formations. But I have also seen them in the humanitarian role—in theater engagement, security cooperation, providing medical, engineering, foreign army training, logistics, and other support to those nations that we aren't in conflict with. We are actually preventing those nations and helping them establish democracies and winning the hearts and minds of their people.

And as we move forward as a Nation, confronted with the budget issues we are going to have, confronted with how do we reduce the deficits, confronted with the where do we get the biggest bang for our buck, biggest return on investment, what I can report to you and the others today is your Reserve component—and I speak for all my colleagues here, as well as our Guard colleagues—are a great return on investment. They have proven themselves.

And as we are making decisions about what the structure of the military for the future needs to look like, my urging to you and others is your Reserve components are key, and we need to be resourced as such with the equipment. We need to be resourced as such with the funds needed to train, and we need to be resourced as such to take care of our families.

And we give you a heck of a return on the investment. We have proven ourselves.

And I think the other thing we have proven, as we have gone through the transition from a strategic to an operational, is we have got great men and women, a really national treasure that raise their hand, volunteer to serve their Nation, leave their civilian jobs, leave their families, leave that American dream that they are living, knowing that they may be called upon to make an ultimate sacrifice on the battlefield. And they are doing that in record numbers.

Our recruiting, our retention is at all-time highs. So we know we have got a force there that is there for us. They love their country, and they know their country loves them.

What we cannot afford to do is go back. We cannot afford to go back to that strategic model, that one weekend a month, 2 weeks in the summer, that is all we are going to use you for, because we will lose that national treasure. Because they joined our force since 9/11, and they joined our force to be utilized.

And as Ray already mentioned, it doesn't have to be for 12 months. It can be for 3 months in El Salvador and come back home and feel good about what you have done, feel good that you have been utilized, but make a positive contribution for this Nation.

So on behalf of that 206,000, sir, I appreciate all the support you have given us and all the support you will continue to give us. And I look forward to your questions.

Thank you, sir.

Chairman INOUE. Thank you very much.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK STULTZ

INTRODUCTION

Chairman Inouye, Senator Cochran, distinguished members of the subcommittee; thank you for the invitation to appear before you today to discuss the state of your Army Reserve. It is an honor to testify before you on behalf of more than 205,000 Army Reserve Soldiers.

After nearly 10 years supporting the warfight in Afghanistan and Iraq, the Army Reserve is a battle-tested, seasoned, and a trusted part of the total force.

Our formations routinely meet the demand for military capabilities that support domestic and expeditionary operations.

As an operational force, we offer strategic agility and depth as a cost-effective solution in a resource-constrained environment.

I strongly contend it is our obligation to the Nation, and to future generations of Army Reserve Soldiers, that we remain operational.

ROAD MAP FOR THE NEXT DECADE

2020 Vision and Strategy

Details my vision for the Army Reserve as an enduring operational force and serves as a broad blueprint for achieving it.

Establishes the foundations for the operational concepts and strategies; organized, modernized, postured, and resourced to provide support to the Total Army.

INITIAL STEPS TAKEN TO DATE

The Army Reserve Enterprise—new management culture where leaders function for good of the enterprise.

Realignment of Army Reserve Headquarters, Legacy and Command and Control structure.

Expanded Outreach to all Service Members and Families through three Virtual Installation pilot sites.

Cultivating positive Soldier-Employer relationships—a must for an operational force of the future.

PRIORITIES FOR THE NEXT YEAR

Expand Virtual Installation to five pilot sites using fiscal year 2012 Milcon appropriations.

Strengthen Total Wellness Programs—improved medical and dental care, behavioral health support, and spiritual care.

Develop a Program Objective Memorandum (POM) 13–17 strategy that reflects the resource requirements of an operational force in the Base Budget.

AN OPERATIONAL FORCE BENEFITS THE NATION

Helps the Army mitigate current capability shortfalls and allows for a greater role in the Nation's defense with: Combatant Commander Security activities; domestic disasters; Security Cooperation Operations; Contingency Operations; and Theater Security Cooperation Programs.

The Army Reserve is a “best value”—the Nation pays the full cost for a reserve component Soldier only when he/she is mobilized.

CONCLUSION

We have built an Army that is dependent on having access to the reserve when it needs us.

Choices made now will determine the Army force mix and capability for the future.

Do we turn back the clock and revert to a strategic reserve, with limited readiness capabilities as the current conflicts resolve or do we ensure the defense of the Nation with an enduring operational force with the readiness levels that provide operational capabilities across the full spectrum of conflict.

Thank you once again for inviting me today to speak before this committee and for supporting our Citizen-Warriors.

I am ready to address your questions.

UNITED STATES ARMY RESERVE 2011 POSTURE STATEMENT

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2011 Army Reserve Posture Statement also addresses the support required by the Army Reserve to continue its transition to an operational force during fiscal year 2012.

Unless otherwise noted, all statistics and facts are current through March 2011.

This document is available on the Army Reserve website at: www.usar.army.mil.

MARCH 2011.

AN ENDURING OPERATIONAL FORCE

For more than 100 years, the United States Army Reserve has served as the Nation's Federal strategic force in reserve, supporting the war and peacetime needs of the Regular Army. Since our Nation's involvement in Afghanistan and Iraq, combatant commanders have urgently called for many of the enabling capabilities resident within the Army Reserve, including logistics, engineering, security, medical and civil affairs support.

The steady, consistent, and recurring demand for Army Reserve capabilities during this decade has posed significant challenges for a force organized and resourced as a strategic reserve. In response, the Army Reserve recast itself from the part-time strategic reserve role to a fully integrated and critical part of an operational, expeditionary Army that supports the Nation's evolving and challenging wartime requirements.

In today's national economic and political climate at home and around the world, it makes good business sense to sustain the enabling capability provided by the Army Reserve. Compared to the cost of expanding the full-time Army force, a rel-

atively smaller investment in the Army Reserve provides security at home and supports the fight against terrorism abroad. The Army Reserve responds to domestic disasters, when authorized by the President of the United States, and also participates in security cooperation operations while protecting national interests around the world. In support of contingency operations, the Army Reserve responds to life-threatening situations and fosters stability in underdeveloped nations where conditions are ripe for terrorists to gain a foothold. The Army Reserve is a “best value” in that the Nation pays the full cost for a reserve component Soldier only when he/she is mobilized.

Many companies in private industry use a similar strategy. Firms that specialize in tax preparation, for example, hire certified accounts/tax preparers to handle the heavier customer demand that occurs from the beginning of a new year to the filing deadline of April 15. They too cannot afford, nor would it make good business sense, to maintain a full-time accountant force during off-peak seasons. The relatively low cost of hiring seasonal workers adds to their bottom line.

The Army Reserve conducted an analysis that shows over a 15-year period, an enduring operational Army Reserve provides key capabilities for the Army at significant cost savings. We measure the savings by comparing the active component and reserve component costs of building readiness, deploying and employing forces.

The Army Reserve prepares for service by employing the Army Force Generation (ARFORGEN) model—a 5 year structured progression of increased unit readiness over time resulting in periods of available trained, ready, and cohesive units prepared for operational deployment.

Under the current ARFORGEN process, an active component Army Soldier spends 2 years in a non-deployed status at a cost of \$140,000 per year—compared to his/her Army Reserve counterpart who spends 4 years in a non-mobilized/non-deployed status costing \$47,000 per year—that’s about one-third the cost of an active component Soldier for train-up. This cost savings is achieved by providing cyclical capabilities to the Army and predictability for Soldiers and their Families.

During a 15-year period, an active component Soldier spends 5 years deployed with an overall average cost of \$143,000 per year compared to the Army Reserve Soldier who spends 3 years mobilized/deployed with an overall average cost of \$68,000—that’s about half the cost of an active component Soldier.

An operational Army Reserve not only saves money, it helps the Army mitigate current capability shortfalls. For example, the Commander of Africa Command, General William E. “Kip” Ward, and the Commander of European Command, Admiral James G. Stavridis related in testimony before the Senate Armed Services Committee on March 9, 2010, that employing an operational Army Reserve to support combatant commander security activities would provide significantly more capability for the mission while maintaining invaluable operational experience, hard-won from current operations. Using the Army Reserve in security cooperation missions also reduces the demand for active Army capabilities, allows the active component to maximize time at home between deployments, and provides the Army Reserve with the opportunity to employ and refine its multifunctional skills.

An operational Army Reserve can be key to developing cooperative security arrangements (collaboration with regional nations, interagency and non-governmental organizations, and regional institutions to respond to the broad range of regional contingencies) while building Partnership Capacity by strengthening and expanding relationships with allies and partners. The Army Reserve could also mitigate the costs that an active component unit would require in Korea (family housing, child-care, medical, etc.) by providing trained and validated units for 1-year tours.

It makes good business sense to sustain the enabling capability provided by the Army Reserve for now and into the future. Army Chief of Staff, General George W. Casey, Jr., has said there is no viable alternative to having a fully operational Army Reserve to sustain today’s combat support needs and those of the future. As the Army evaluates the resource requirements to sustain and improve Reserve “operational capabilities,” decisions on full-time staff, funded training days, and sequencing of training (pre-mobilization/post-mobilization) drive the cost.

Operationalizing the Army Reserve has thus created a requirement for an enduring level of readiness support that cannot be sustained with current supplemental funding. The Army Reserve must have predictable funding in the base budget to ensure Soldiers are well trained, well prepared, and well equipped at all times to respond to the Nation’s needs. An enduring operational force cannot be fully effective if it has to borrow personnel and equipment from one unit to shore up another to meet mission requirements. Lending creates turbulence within units and diminishes gained efficiencies.

For now and into the foreseeable future, the Army Reserve will function as an operational force. The required institutional, policy, and systemic resource processes

and procedures are being transformed to ensure a sustainable and ready force capable of operating across the full spectrum of conflict.

The Army Reserve is a positive investment for the Nation. We provide necessary combat support and combat service support to combatant commanders where and when needed, thereby saving limited resources. We train Soldiers who accomplish daunting tasks and provide critical support on the battlefield. We give back to the Nation highly trained, mature and refined Soldiers, who also provide civilian employers the kind of talent needed to sustain the local economy.

America can make no better investment than sustaining an enduring, operational Army Reserve.

LIEUTENANT GENERAL JACK C. STULTZ,
Chief, United States Army Reserve.

COMMAND SERGEANT MAJOR MICHAEL D. SCHULTZ,
Command Sergeant Major, United States Army Reserve.

As America remains a Nation at war, the Army Reserve continues to be a cost-effective force as evidenced by what we accomplished with the fiscal year 2011 budget Congress appropriated to us. The \$7.9 billion Army Reserve appropriation represented only 4 percent of the total Army budget; yet in 2010, we achieved the following results within the four core elements (Human Capital, Materiel, Readiness, and Services and Infrastructure) of the Army Reserve Enterprise as outlined below.

Human Capital

Human Resources.—In fiscal year 2010, the Army Reserve conducted 525 Yellow Ribbon Reintegration Program events, serving 26,000 Soldiers and 28,000 Family members.

Chaplain.—Army Reserve chaplains conducted over 300 Strong Bonds events throughout the country and territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family members participated in these events and received this training.

Behavioral Health.—Licensed clinicians are following up on the urgent referrals generated by the Periodic Health Assessment and Post Deployment Health Reassessments. Working on an “Assess and Refer” model, clinicians conduct bio-psycho-social assessments of each individual who is referred and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified that are Post Traumatic Stress, Major Depression and Substance Abuse.

Medical and Dental.—Army Reserve medical readiness improved from 23 percent on October 1, 2008 to 60 percent as of September 23, 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have been highly successful. Dental readiness, which is currently at 74 percent, has improved 21 percent over the last 2 years, and is one of the key elements improving medical readiness. We converted 168,829 Soldiers’ paper records to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. The Army Reserve successfully conducted suicide prevention training throughout the force. As a result, we have seen an improvement in communication with at-risk Soldiers and proactive involvement on the part of our subordinate commands.

Family Programs.—The Army Reserve Virtual Installation Program served some 5,501 military members and their families, from all branches of the armed services during fiscal year 2010—bringing the resources of active military installations to geographically dispersed military Families. Three pilot sites at Army Strong Community Centers offer information and assistance on many issues, such as concerns with TRICARE, legal matters, retirement, GI Bill, and child and youth services.

Materiel

The Army Reserve established new Equipment Fielding facilities to increase throughput of new equipment issues to units. This has allowed the Army Reserve to execute the largest distribution of new equipment in recent history. Over 23,000 pieces of equipment were provided to Army Reserve units, enhancing their readiness. Using near real time databases in “bridging” logistics information and management systems led to an automated process to define manpower requirements in equipment maintenance support structure. The Army Reserve is on track to successfully implement the Army’s initiative for managing organizational clothing and individual equipment.

Readiness

Operations.—Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711

Army Reserve soldiers have mobilized in support of Operation Iraqi Freedom/New Dawn (OIF/OND) and Operation Enduring Freedom (OEF) since September 11, 2001. Today, more than 15,584 Warrior Citizens are serving in Iraq, Afghanistan and 22 other countries around the globe. Army Reserve Aviation continues to lead the way in Air Traffic Simulation. Thanks to funds approved by Congress, the Army Reserve fielded more than 630 Laser Marksmanship Training Systems to 346 Army Reserve locations during the past year, while having the means to develop and field “bridging” logistics management and information systems.

Services and Infrastructure

Facilities Management.—The Army Reserve successfully awarded over \$432 million in Military Construction (Milcon) projects in 2010. Several new Army Reserve Centers will achieve net-zero energy usage (self-sufficient without drawing additional power from the electrical grid). The Army Reserve has developed innovative passive building design techniques to achieve low-technology, low-cost energy efficiency. We are installing solar collection fields, wind turbines, and geothermal plants at several new facilities. The Army Reserve has started a retrofit program, replacing lights, windows, roofs, and other components with new energy-efficient technology, resulting in substantial savings in utility costs.

The Army Reserve also realized monetary benefits totaling approximately \$232 million during the last year through the Office of Internal Review, which provides Army Reserve leadership timely, independent and professional review/audit, evaluation, and consulting services.

ARMY RESERVE PRIORITIES

Continue to transform to an enduring operational force.

Continue to provide the best trained, best led, best equipped Soldiers and units to combatant commanders to achieve U.S. objectives and ensure national security.

Recruit, retain, and reintegrate through a Continuum of Service the best and brightest Citizen-Soldiers to sustain a robust and capable operational Army Reserve.

Provide Citizen-Soldiers and their Families with the training, support, and recognition to sustain a cohesive, effective fighting force.

Build and maintain a partnership with industry to facilitate Citizen-Soldier contributions to both a prosperous economy and a skilled, experienced, and capable Army.

To advance these priorities the Army Reserve must: Obtain from Congress full support and necessary authorities, in accordance with the Army Reserve fiscal year 2012 budget request

THE PRESIDENT’S BUDGET

The President’s budget will allow the Army Reserve to:

- Continue Army Reserve internal transformation to an Enduring Operational Force.
- Shape Army Reserve End-strength by recruiting, retaining, and reintegrating, through a Continuum of Service, the best and brightest Citizen-Soldiers.
- Equip units and Soldiers to train and fight to achieve U.S. objectives and ensure national security.
- Provide quality medical and dental services and support to Soldiers and their Families.
- Sustain Army Reserve installations and facilities.

THE POSTURE OF THE ARMY RESERVE: WHERE WE STAND TODAY

Today’s Army Reserve is uniquely positioned and structured to provide operational support in complex security environments. We can meet Army requirements for combat support or combat service support roles. Many civil affairs, psychological operations, medical, transportation, engineer, and information operations capabilities reside exclusively, or predominately, within the Army Reserve. Our ability to mobilize quickly and responsively makes the Army Reserve ideally suited to meet our Nation’s future requirements. Army Reserve Soldiers will remain a vital part of the Total Army Force facing the national security challenges of the next decade and beyond.

During the Cold War era, the Army Reserve principally operated as a force in reserve. The first Gulf War, in 1990–1991, served as a catalyst for thinking about using the Army Reserve in a more operational capacity when large numbers of Reserve forces were engaged. Since the Gulf War, the Nation has employed the Army Reserve in many different ways and at unprecedented levels, most significantly

after September 11, 2001. The demands of persistent conflicts over the past 9 years were—and continue to be—beyond the ability of the Active component to meet alone. As a result, the Nation has relied heavily on the Army Reserve to fill operational requirements, fundamentally changing the role of the Army Reserve from a strategic to an operational force.

Today, with the drawdown of forces in Iraq nearing completion and the proposed drawdown in Afghanistan, we can expect to see declining Department of Defense budgets for the near-to-mid term, as well as potential end-strength reductions, while still preparing for future operations in a volatile, uncertain, complex, and ambiguous security environment. A Total Force, maximized for strategic agility at reduced cost, provides the necessary capabilities to the combatant commander.

The Nation and the Department of Defense are now at a strategic juncture with respect to the Army Reserve. Choices made now will determine the Army force mix and capability for the future. The choice can be to return to a strategic Reserve with limited readiness capabilities as the current conflicts resolve, or become an enduring operational force with the readiness levels that provide operational capabilities to meet the Nation's defense requirements across the full spectrum of conflict.

Between 2001 and 2010 the Nation invested ~\$52.7 billion to man, equip, train, and employ an operational force. The Department can choose to forgo the \$52 billion investment, and over the next decade, the Army Reserve will revert to a strategic Reserve. This change would occur slowly over the first few years and then accelerate, by default, as the hard-won operational experience of our Soldiers atrophies and further resource constraints are implemented. Alternatively, for an estimated annual investment of ~\$652 million, the Army can retain and sustain an operational Army Reserve. This will provide the Army necessary capability on time and at best value.

Nine years of mobilization and employment for current contingencies has produced the most experienced, ready Army Reserve in history. Currently the Army Reserve is used as an operational force resourced only through Overseas Contingency Operations funding. With minimal recapitalization of readiness funded in the base budget and through annual employment of Army Reserve forces for operational missions such as Theater Security Cooperation, we can maintain these unprecedented readiness levels and support the National Security Strategy. This is the most efficient and cost-effective answer to the Nation's national security requirements.

The Army Reserve culture has changed since 2001. Many Soldiers of the legacy strategic reserve left service in significant numbers between 2004 and 2006. Today, the Army Reserve is fully manned to its Congressionally authorized end-strength with Army Reserve Soldiers who have joined or re-enlisted to be part of an operational force. Reverting to a strategic Reserve would entail a similar significant loss of our most operationally experienced force and greatest asset—today's Army Reserve Soldier.

Today, we are exploring the Army's Continuum of Service initiatives as a way of making the Army Reserve more attractive for Soldiers, Families, and Employers. When these initiatives become a program of record, they will facilitate a Soldier transfer from one Army component (for example from the Army Reserve to active duty) to another in a seamless, efficient manner that meets the needs of the Soldier as well as the readiness requirements for the Total Force. There is no degradation in personnel management, career opportunities or benefits for a reserve component Soldier's military and civilian career. Continuum of Service will provide choices for Soldiers, their Family members and Employers, which is essential in family and career planning.

The Army Reserve Posture Statement lays out our accomplishments, our plans, and our continuing challenges in the Era of Persistent Conflict and it continues to illustrate through its capabilities and affordability that it is a good investment for the Nation. An enduring operational Reserve will provide the Army necessary capabilities at best value. This is the Army Reserve of today and the future.

DOCUMENT MAP

The 2011 Army Reserve Posture Statement (ARPS) is the Army Reserve's Annual Report to Congress of the current posture of the Army Reserve to fulfill its Title 10 responsibilities. The Posture Statement also serves to educate and inform Congress of Army Reserve resourcing priorities in the fiscal year 2012 budget request that will enable the Army Reserve to continue its transition in support of an operational force. This document is organized to help advise Senate and House Committee appropriators in Committee Hearings addressing Personnel, Readiness and Equipping of the needs of an operational force.

Programs Addressed in the President's Budget Request

Personnel.—Shaping the Force, Building Resiliency, Health Promotion/Risk Prevention, Yellow Ribbon Reintegration Program, Spiritual Care, Behavioral Health, Healthcare, Family Programs, Full Time Support, Employer Partnerships of the Armed Forces.

Readiness.—An Operational Force, Homeland Operations, Training, Training Equipment, Physical Security, Anti-Terrorism, Aviation, Army Reserve Command, Control, Communication, Computers/Information Technology (C⁴/IT), Training Facilities.

Equipping.—Army Reserve Materiel, Equipment Maintenance, Logistics Contract Support.

THE FISCAL YEAR 2012 BUDGET REQUEST: WHERE WE ARE GOING

PERSONNEL

CRITICAL PERSONNEL NEEDS OF AN OPERATIONAL RESERVE

Appropriate resources for Recruitment and Retention of the right people and skill sets to sustain the force.

Provide robust Suicide Prevention support and resources for trained caregivers, and training for Applied Suicide Prevention Skills.

Continue support for the Yellow Ribbon Reintegration Program events and Family Member training.

Resource Army Guard Reserve Family Life chaplain authorizations.

Align and balance Family Programs capabilities/workforce to serve a geographically dispersed population.

Ensure continuity of support to Army Reserve Soldiers and Families in the community where they live through Virtual Installations/Army Strong Community Centers.

Deliver responsive and relevant Family Assistance and Support services to mobilized and non-mobilized Soldiers, Civilians, and their Families during military operations, emergency activities, and natural disasters.

Improve and Sustain Medical, Dental and Behavioral Health Readiness.

Maintain support levels for Full Time Support.

Shaping the Force

The Army Reserve has undergone its largest ever transformation from a strategic reserve to an operational force. Additionally, the Army Reserve has exceeded its end-strength objective of 205,000—but has an imbalance in skills, in particular at the mid-grade ranks. As a result, we have shifted our focus to shaping the force to meet the needs of an Operational Army Reserve that actively supports current operations via the Army Force Generation model, also known as ARFORGEN.

Our strategy will focus on proper balance and sustainment of the force rather than increasing end-strength. The Human Capital Enterprise will manage the accumulated end-strength to build and shape a force that best meets the Nation's near- and long-term demands. The Army Reserve will recruit, retain and transition the best and brightest and position them in the right place, in the right job, and at the right time.

As part of shaping the force we requested and received Army approval to reimplement several boards that were previously suspended. These boards provide management tools that facilitate better management of senior grade positions, allow quali-

fied Soldiers to progress at proper intervals in their careers, provide career incentives, and allow Soldiers to advance to higher grades at the peak years of their effectiveness. These boards include the Active Guard and Reserve (AGR) Release from Active Duty (REFRAD) Board (convened in April 2010) and the Army Reserve Troop Program Unit (TPU) Enlisted Qualitative Retention Board (scheduled to convene in 3rd Qtr fiscal year 2011).

Building Resiliency

The Army Reserve is continuing to build resiliency in our Soldiers, Families and Civilians—all of whom have been affected by the cumulative effects of 9 years at war. We have developed a comprehensive approach that puts mental fitness on the same level as physical fitness to build a resilient force for the future. No one individual program builds resiliency; rather, it results from combining the benefits of health promotion-risk deduction education, Yellow Ribbon Reintegration Program events, spiritual care, behavioral health programs, medical and dental readiness, and family program services.

Health Promotion—Risk Reduction

The Department of the Army and the Army Reserve have been in the forefront of health promotion—risk reduction efforts by using the Applied Suicide Intervention Skills Training (ASIST) program. Training materials ensure the education of first line supervisors, Army Reserve leadership, Army Civilians, and suicide prevention programs managers (DAC and other full-time support personnel). The key to suicide prevention is trained caregivers. The key requirement to success is to ensure that an appropriate number of individuals receive ASIST for Trainers across the Army Reserve, as well as having these ASIST Trainers conduct the required training to personnel throughout the fiscal year. The 2-day ASIST workshop conducted by ASIST Trainers is by far the most widely used, acclaimed and researched suicide intervention skills training for our Soldiers. The ASIST Training done by qualified ASIST Trainers is the best way to increase the number of Gatekeepers trained to recognize Soldiers who are at risk and know how to intervene to prevent the risk of suicidal thoughts becoming suicidal behaviors. Since history has shown that Soldiers are better able to help other Soldiers at risk when they receive ASIST Suicide prevention training, the Army Reserve is committed to early identification of at-risk Soldiers before a serious incident occurs or a Soldier seriously contemplates suicide.

Yellow Ribbon Reintegration Program (YRRP)

The mission for Yellow Ribbon Reintegration Program (YRRP) simply stated is to support Army Reserve Families and their Soldiers with sufficient information, resources and services, referral, and proactive outreach opportunities throughout the entire deployment cycle. The goal is to build self-sufficient and resilient Families and Soldiers. We accomplish this by developing skills in each Family member and Soldier to assure they are prepared and able to cope with the difficulties of extended separation and deployment. We help Families network together, and connect with each other, and their unit/command and Family Programs' Office. We also attend to both the Family members' and Soldiers' physical, behavioral and mental health needs. This requires trained professional speakers to come to units and regional venues to educate and assist attendees with knowledge, skills and practical hands-on participation.

In fiscal year 2010, the Army Reserve conducted 525 YRRP events, serving 26,000 Soldiers and more than 28,000 Family members. These events proved successful because of direct support from a caring command staff, involvement by a myriad of community agencies, and the commitment of volunteers. Providing these services and support to Army Reserve Families and Soldiers on par with those for the Active component is a challenge since most of our Families do not live near a fort, camp, post or station where services are readily available. The geographic dispersion and numbers of Army Reserve Soldiers and Families, combined with the challenges that may exist with a civilian employer or educational pursuits, is unparalleled by any other military service or service component.

Spiritual Care

While resiliency is the operative word in today's Army concerning Soldier and Family well-being, it has always been the end state of a chaplain's ministry. Spiritual fitness is vital to maintaining a healthy and vibrant force. While chaplains are helpful agents during times of crisis, their greater value lies in their ability to enable Soldiers and Families to endure and successfully overcome a crisis when it does occur.

As an operational force, it is important that we are properly structured and manned. In 2007, the Director of Force Management approved and directed the ad-

dition of Unit Ministry Team (UMT) force structure across all Army components. In order to support enduring requirements of an operational Reserve, this additional structure would enable the Army Reserve to place the Army Chaplaincy's Family Life function into its inventory. Family Life chaplains would oversee our successful Strong Bonds' program while also supplementing the Army Reserve's religious support capabilities in Family ministries and UMT training.

We appreciate the resources Congress has approved for the Army Reserve Strong Bonds program. During fiscal year 2010, over 300 Strong Bonds events were conducted throughout the United States and its territories, enhancing Soldier and Family communication and relationship skills. Some 12,500 Soldiers and Family members participated in these events and received this training. Our goal is to provide Strong Bonds Relationship training to the maximum number of Army Reserve Soldiers and Families.

When Families are supported, Soldier problems are lessened and Soldier retention increases. The Army Reserve is committed to providing its Soldiers and Families a level of benefits and quality of life that is commensurate with their service to the Nation.

Behavioral Health

The Department of Defense Mental Health Task Force of 2006 recognized that the existing systems for psychological health were insufficient for current and future needs. Task Force recommendation 5.4.1.16 stated that "Each Reserve Component should appoint a full time director of Psychological Health to the staff of the Reserve Component Surgeon." It went on to specify that "Where Reservists are organized by region, a full time Regional Psychological Health Director should be appointed." The Army Reserve has acted on these recommendations and has developed a limited Behavioral Health program. There is a Deputy Surgeon for Behavioral Health at the Surgeon's office, whose responsibilities center on program development. Three of the four Regional Support Commands have Directors of Psychological Health. The licensed clinicians are responsible for following up on the urgent referrals generated by the Periodic Health Assessment and Post Deployment Health Reassessments. Working on an "Assess and Refer" model, they conduct bio-psycho-social assessments of each referred individual and determine the appropriate level of follow-up. They do not provide treatment. The major illnesses being identified, Post Traumatic Stress, Major Depression and Substance Abuse are treatable, but require a long-term commitment to care. Even as the current conflicts wind down, the psychological injuries sustained will require treatment far into the future. Four clinicians cannot adequately address the case management and monitoring needs that will be required by the growing numbers of Soldiers in the Army Reserve who struggle with these difficulties, especially considering the geographical dispersion of our units.

A critical step for the future development of Behavioral Health programming within the Army Reserve is for all those who have a stake in the emotional well-being of Soldiers to share resources and develop multidisciplinary teams in order to most efficiently deal with the often complex and multidimensional needs of our Troops. The Army Reserve will be working with the other military Service reserve components and Congress to continue developing improvements to our infrastructure and processes to ensure our Soldiers receive appropriate care.

Health Care

The Army Reserve has served the Nation well while transforming from a strategic to an operational force. Soldiers not medically and dentally ready impair our ability to ensure predictability and reliance for the combatant commander. Army Reserve medical readiness improved from 23 percent on October 1, 2008 to 60 percent as of September 23, 2010. Programs such as the Army Select Reserve Dental Readiness System (ASDRS) have been highly successful. Dental readiness, currently at 74 percent has improved 21 percent over the last 2 years, and is one of the key elements improving medical readiness. Influenza compliance within the Army Reserve reached its highest compliance rate ever at 77 percent, with H1N1 compliance at 79 percent.

In 2010, we converted the paper records of 168,829 Soldiers to an electronic Health Readiness Record, allowing us to take full advantage of efficiencies in time, cost, and services over the continued use of paper treatment records. To improve data sharing, we obtained view capability of medical records stored in the Armed Forces Health Longitudinal Application, the active component medical database. We

implemented the Medical Reserve Ready Response unit program, which enables our Army Reserve Physicians to review medical profiles and approvals from their home, capitalizing on the unique clinical skills found in the Army Reserve.

Caring for our Wounded Warriors and assessing post deployment health issues are part of the Army's efforts to protect the health and well-being of Soldiers who have redeployed from combat. The Army Reserve tracks completion of the Post Deployment Health Reassessments to capture data and monitor the medical and behavioral needs of redeployed Soldiers. Soldiers complete these health assessments within 3 to 6 months after returning from theater. As of September 15, 2010, 84,419 Army Reserve Soldiers have been screened for post deployment health issues—a 95 percent compliance rate.

As medical screening has improved, so has the identification of Soldiers who are not medically ready, and much work remains. There are approximately 15,500 Medically Non-deployable (MNDs) Soldiers who require a medical board and we are moving out aggressively to improve the boarding process.

Family Support Programs

Transformation from a strategic reserve to an operational force resulted in the need for standardizing programs and services to ensure Soldier and Family needs are met with the right resources, at the right time. Baseline services and outreach capability that sustain the quality of life of our Soldiers and Families are being integrated into the cycles of the ARFORGEN model. We employ metrics and administer surveys to gauge the quality and integrity of family program services for effectiveness and their value to our customers. This allows for the investment in high return services and the retirement of those that do not meet the needs of an operational force.

An example of a promising high return service is the Army Reserve Virtual Installation Program. Operating at three pilot sites within three Army Strong Community Centers around the country, Virtual Installation brings the services and resources only found on active military installations to geographically dispersed military Families—of all branches of the armed services. These centers provide hands-on problem resolution and follow-up for a myriad of concerns ranging from military benefits and entitlements to community resources. The Fort Family Support & Outreach Center at Fort McPherson, Georgia is the nerve center of the Army Reserve Virtual Installation where the Outreach Center staff use cutting-edge technology, mapping programs, and resource databases as well as live, personal contact with highly skilled subject matter experts to serve and build community-based capacity for each pilot site.

Full-Time Support (FTS)

In July 2010, the Secretary of the Army directed the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)) to personally lead a study to determine the correct level of full-time support required for the Reserve Components. A memorandum and a term of reference will be sent to the reserve component leadership advising of the M&RA effort and task. There is also an initiative to have the reserve component re-validate the models that will identify/inform manpower requirements. These efforts will help the Army to determine the appropriate size of the FTS program for managing the reserve component as an operational force.

The Army Reserve is currently funded at 75 percent of its requirements. This funding level is based on the requirements of a strategic reserve and in accordance with the Headquarters, Department of the Army "HIGH RISK" funding methodology. Funding must be maintained at this level.

Civilian personnel programs (Military Technician and Army Civilians) are currently fully funded (based on 75 percent of FTS authorizations against validated requirements) and must remain so in order to provide required Army Reserve full-time support. The National Defense Authorization Act, Subtitle B—Reserve Forces, requires the Army Reserve to meet a Military Technician end-strength floor by September 30 each fiscal year. The ability to support an operational Army Reserve depends on being able to meet, or exceed within established standards, the authorized floor.

The Army Guard and Reserve (AGR) program must also remain fully funded (based on 75 percent of FTS authorizations against validated requirements) in order to provide the required Army Reserve full-time support. Currently authorized 16,261 Soldiers, this program provides the bulk of full-time support at the unit level. They provide day-to-day operational support needed to ensure Army Reserve units are trained and ready to mobilize within the ARFORGEN model. The AGR

program is absolutely vital to the successful transition to, and sustainment of, an operational force.

The Employer Partnership of the Armed Forces has more than 1,300 employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly; and they value the skills, experiences and work ethic of those who serve.

Employer Partnership of the Armed Forces

The Army Reserve's Employer Partnership Initiative has expanded far beyond serving only Army Reserve Soldiers. Today the Employer Partnership provides career continuum resources for the entire Service "Family." It serves the civilian employment and career advancement needs of members of all seven Reserve Components, their Family members, Wounded Warriors and the Nation's veterans. With this fully encompassing focus the program is now the Employer Partnership of the Armed Forces.

The Employer Partnership of the Armed Forces has more than 1,300 participating employers and the list is growing. These Employer Partners represent 95 of the 2010 Forbes Fortune 500 companies; they are military-friendly; and they value the skills, experiences and work ethic of those who serve.

Army Reserve leadership feels the Employer Partnership is realizing success, and that the program supports its Human Capital Strategy. Accordingly the Chief of the Army Reserve will spend as much as \$5 million during fiscal year 2011 for the program. This funds operations which include program support personnel dispersed across the United States, and other resources that help connect seekers to jobs.

Last fall the Employer Partnership launched a state-of-the-art job search resource at the portal: www.EmployerPartnership.org. Through strategic partnerships the portal accesses approximately 600,000 jobs at any given time. In addition to robust search capabilities, seekers can use the résumé builder and keep a detailed résumé readily available within the portal. Employers may then reach in and conduct candidate searches based on seeker skills/experiences. This in effect allows "jobs" to actually "find" our seekers. The portal's user-friendly functionality makes it an efficient tool for both seekers and employers.

The partnerships forged with civilian employers build operational capacity for the Army Reserve and the Reserve components; they fortify the resilience of our Families; they serve those who have served; and they strengthen our Employer Partners. The Army Reserve's underwriting of Employer Partnership of the Armed Forces program represents a positive investment for America.

THE EMPLOYER PARTNERSHIP PROMOTES SKILLS AND OPPORTUNITY SHARING WITH THE HOME FRONT

PROGRAM PROVIDES ADVANTAGE TO LOCAL COMMUNITIES AND THE MILITARY

Employers realize that it makes sense to hire personnel already trained and experienced. Reserve Service members and Veterans fit this bill. They are skilled in a wide variety of disciplines including healthcare, transportation, logistics, supply chain management, law enforcement, public safety, construction, engineering, finance, information technology and telecommunications. By providing access to talented Service members, the Employer Partnership of the Armed Forces saves local employers time and money.

The military also benefits. Best practices from industry, and experience with cutting edge technology and medical procedures flows into our Armed Forces through Reserve service. And, as the Employer Partnership (EP) helps Service members progress in their civilian career fields, increased expertise is brought to military assignments.

Perhaps most important to the home front are the career opportunities the EP brings to Service members, their Families and our Veterans. The Employer Partnership program truly exemplifies a positive investment in America, and our commitment to taking care of our entire Military "Family."

CAREER OPPORTUNITIES ACROSS AMERICA

The EP program has written agreements with more than 1,300 Employer Partners; with jobs in every U.S. State and territory.

STRENGTHENS LOCAL ECONOMIES

Efficient access to trained and qualified work force saves time. Hiring costs also lowered by reducing need for duplicate drug and aptitude screening.

INSIDE TRACK TO OPPORTUNITY

Provides Service members with an inside track to employers who are committed to hiring Reservists and Veterans.

A CONCRETE WAY TO SUPPORT TROOPS

The EP program gives employers a tangible way to support our troops while also strengthening America's economy.

THE ARMY RESERVE'S CORE COMPETENCIES: BATTLE TESTED, SKILL RICH ARMY RESERVE SOLDIERS IN AN OPERATIONAL FORCE PROVIDE STRENGTH FOR AMERICA AND IT'S ECONOMY

LOGISTICS

Logistics is one of the most important capabilities of the Army Reserve. From supply-chain management to land, water, and air operations, the Nation's defense depends on the efficiency of our Expeditionary Sustainment Commands; Transportation, Petroleum, Quartermaster and Supply units. Army Reserve Soldiers are skilled and experienced in delivering the right product at the right time to our customers world-wide.

HEALTHCARE

Breakthroughs in trauma techniques and procedures often originate from battlefield medicine. The majority of the U.S. Military's medical capability resides in the Reserve components. As a result of their military service, Army Reserve doctors, nurses, technologists and other medical service practitioners are able to bring extraordinary practical experience to local care providing institutions across the United States.

INFORMATION/COMMUNICATIONS

Information is critical to successful operations on the modern battlefield. Satellite, microwave, cell and fiber-optic are among the many means; code-division multiplexing, time division and frequency division multiple access are among the technical methods which enable this. Data collection, analysis and reporting activities form the information and intelligence that is communicated. The Reserve has operators, enablers and trainers in all of these disciplines. Army Reserve Communicators are information age proficient.

MANAGEMENT

The development of leadership and management skills begins early in every service member's career. Military training stresses leadership principles, sound decisionmaking and overcoming challenges. This is important because Soldiers are responsible for major equipment systems, and above all, are responsible for the well-being of those they lead. Army Reserve Soldiers are responsible and capable leaders.

READINESS

CRITICAL READINESS NEEDS OF AN OPERATIONAL RESERVE

Adequate resources to respond to Homeland Defense missions.
 Additional mandays in the last 3 years of the ARFORGEN cycle.
 Provide Simulations and Simulators to enable operationally relevant, full spectrum training for Soldiers anytime/anywhere.
 Ensure Home station training capabilities to support critical home station pre-deployment training.
 Sustain the availability of training equipment.
 Support for programs to Protect the Force.
 Continue support for a fully integrated operational Aviation force.
 Provide a strong Army Reserve Network Defense.
 Funding for essential and mandatory secure communications.
 Creation of a standardized computing environment.
 Construction and upgrade of Army Reserve Centers, and Training Facilities.
 Support for programs to reduce energy usage, conserve natural resources, and develop alternate renewable energy.
 Continue the work of Army Reserve Virtual Installation Program.

*Operations**An Operational Force*

The Army Reserve continues to provide vital capabilities to combatant commanders in support of overseas contingency operations. More than 196,711 Army Reserve Soldiers have mobilized in support of Operation Iraqi Freedom/New Dawn and Operation Enduring Freedom since September 11, 2001. Today, more than 15,584 Warrior Citizens are serving in Iraq, Afghanistan and 22 other countries around the globe.

We execute a pre-mobilization readiness strategy that provides the Army ready formations and soldiers on an annual, predictable cycle. Through the Army Force Generation (ARFORGEN) model, the Army Reserve synchronizes the plans and resources necessary to meet the readiness goals for units entering their available year. This maximizes "boots on the ground" time, builds cohesive teams and provides predictability for our Soldiers and Families.

Homeland Operations (HLO)

Homeland Operations, which includes Homeland Defense, Homeland Security and Defense Support of Civil Authorities, has become an increasingly important mission for the Army Reserve and its applicable capabilities. The Army Reserve currently provides 37 units in support of the Chemical Biological Radiological Nuclear Response Enterprise. Properly managing this Army Reserve commitment will necessitate growth of full-time manning and Troop Program Unit positions within the Homeland Defense Division.

The Army Reserve has relevant and capable units that we leverage in a Defense Support of Civil Authorities environment. This includes, but is not limited to, the following types of units: medical aviation, transportation, engineering, communications, and Civil Affairs. These capabilities can be packaged with the appropriate command and staff structure to facilitate assistance to civil authorities. This packaging can also provide necessary command and control of Title 10 Department of Defense resources in a defined joint environment. When combined with legislative efforts to amend existing mobilization authorities, the U.S. Army Reserve can provide significant resources to support civil authorities in domestic disasters and emergencies.

Theater Security Cooperation Programs (TSCP)

As requirements for Deployed Expeditionary Forces decrease as the result of planned force drawdowns in Operations New Dawn and Enduring Freedom, the Army Reserve is exploring other missions in an effort to sustain experience and readiness levels. Combatant commander TSCP programs require a wide range of forces, such as military police, for missions of varying duration. In many cases, Army Reserve formations are ideally suited to conduct these missions. The use of Army Reserve units: reduces stress on the active component, preserves the readiness gains made in the reserve component over the last decade, and spreads the burden of defending American interests across a larger portion of the citizenry.

Training

Mandays to support an Operational Reserve

Using a progressive training strategy, the Army Reserve is committed to providing trained companies and battle staffs to combatant commands upon mobilization. With adequate resources that support reoccurring operational employments, we can effectively fulfill our mission. A sufficient number of training mandays, during the last 3 years of the ARFORGEN cycle, is imperative to meet established readiness aim points, which reduces post-mobilization training time and increases Boots on the Ground time for theater operations.

Simulations and Simulators

The Army Reserve continues to engage the Army's Training Support System Enterprise that provides networked, integrated and interoperable training support capabilities that enable operationally relevant, full spectrum training for Soldiers anytime/anywhere. The use of simulations and simulators minimizes turbulence for Soldiers and their Families caused by training demands during the first 2 years of the ARFORGEN process by enabling individuals and units to train at their home station and during exercises in a safe environment without the increased wear and tear on equipment. An example of the simulators used to train Soldiers is the fielding of more than 630 Laser Marksmanship Training Systems to 346 Army Reserve locations over the past year.

Home Station Training Capabilities

The Army Reserve remains dedicated to providing suitable platforms to support critical home station training for its units. Home station for the Army Reserve includes Reserve Centers, Local Training Areas, Regional Training Sites, and installations. Home stations must adequately portray the operational environment in training venues, facilities, and ranges with a mix of Live, Virtual (Simulators), and Constructive (Simulations), including gaming technologies. Modernizing our facility infrastructure through additional Military Construction and the retrofitting of existing facilities with state of the art classrooms and simulator/simulation rooms enhances our ability to conduct individual and collective training, such as the inclusion of the weapons simulator rooms in our new Army Reserve Centers. Upgrading our existing Local Training Areas, and Regional Training Sites with ranges and training facilities provides units the capability to master critical tasks while training close to home.

Army Reserve Comprehensive Soldier Fitness

Comprehensive Soldier Fitness marks a new era for the Army Reserve by comprehensively equipping and training our Soldiers, Family members and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations. We are committed to Comprehensive Soldier Fitness that will enhance resilience and coping skills enabling the Force to grow and thrive in today's Army Reserve.

This year, the Army Reserve trained over 100 Non-Commissioned and Commissioned Officers at the Department of the Army's Master Resiliency Trainer's Course. These trained leaders form the core of our resiliency effort and are currently conducting Resiliency Training at Army Reserve units globally. Initial feedback from Soldiers and Civilians that have attended this training, has been overwhelmingly positive.

Training Equipment

The Army Reserve has been able to meet both the logistics readiness requirements for mobilizing its units as an Operational Reserve force and the enduring standards outlined in regulations and directives. These results have been delivered through effective and intensive management, innovative programs, and strict adherence to priorities and effective enablers such as contracted maintenance and support to our units. We have developed and fielded "bridging" logistics management and information systems to augment those fielded and programmed by the Army. These systems have created a near "real time" data warehouse and responsive tools for our managers to quickly identify and resolve issues, especially in maintenance, property accountability and equipment distribution. We continue to find innovative ways to accomplish our missions with the resources provided as we move towards full implementation of our position as an Operational Reserve within the Army Force Generation Model.

Security

The Office of the Provost Marshall (OPM) manages the Force Protection of Army Reserve facilities and personnel. OPM's core functions are Antiterrorism, Police Operations, Physical Security and Law Enforcement. The Army Reserve has identified three mission priorities that OPM is responsible for managing which require funding:

Installation Access Control

Army Reserve facilities are distinctive because they are stand-alone facilities in remote parts of the country. Maintaining positive control of access to these facilities is paramount to ensuring that the Soldiers and equities inside these facilities remain ready and available to combatant commanders. Funding to modernize access to Reserve facilities supports the Army Reserve objective of Protecting the Force.

Intrusion Detection System (IDS) Maintenance and Monitoring

IDS systems monitor arms rooms at Army Reserve facilities 24-hours a day. Should an arms room at a remote facility be breached, creating the possibility that military weapons could fall into the hands of criminals or terrorists, the monitoring program ensures that authorities will be notified immediately.

Antiterrorism Program Management

Antiterrorism (AT) Assessment Specialists are the key component of the Antiterrorism Program. AT Specialists conduct inspections of Army Reserve facilities across the Nation to ensure facilities are in accordance with Department of Defense and Army standards. The Army Reserve spans over 1,100 stand-alone facilities across the continental United States. With appropriate funding the Army Reserve can protect Soldiers and equipment vulnerable to criminal and domestic terrorist threats.

Aviation

Army Reserve Aviation is a fully integrated, operational force with a fleet of more than 198 rotary wing and fixed wing aircraft. The diverse fleet provides speed, mobility, flexibility, agility, and versatility to the Army in support of full spectrum operations. Army Reserve Aviation has recently activated two new MEDEVAC companies. The MEDEVAC companies are located in Texas, Colorado, Pennsylvania, and Kentucky. Additionally, the Army Reserve aviation fixed wing units will accept delivery of six new C12V1 aircraft in 2011. These aircraft will fill a critical capability gap to meet Continental United States (CONUS) based training requirements in preparation for Overseas Contingency Operations. The Army Reserve continues to seek funds for the procurement four additional C12V1 aircraft. Lastly, Army Reserve Aviation continues to lead the way in Air Traffic Simulation. The first unit level Air Traffic Control simulator, located in the Marrayman Simulation Complex, Fort Rucker, Alabama became operational this year. The system meets all Federal Aviation Administration requirements for certification. The simulator provides qualification and proficiency training for all Army controllers. This simulator is also used in aviation training exercises to validate controller skills prior to deployment.

Base Realignment and Closure

The Army Reserve is in its final year of the 6-year execution of the BRAC 2005 mandated execution—which officially ends on September 15, 2011. Upon the conclusion of this BRAC window, the Army Reserve will have made significant changes shaping the force for relevant contributions well into the future. The year's execution will mark the culmination of the largest transformation of the Army Reserve since World War II by realigning the command and control structure into an operational configuration; realigning six major headquarters including Office of the Chief, Army Reserve and United States Army Reserve Command to new locations; disestablishing 12 Regional Readiness Commands; establishing four Regional Support Commands; activating five Sustainment Commands and eight Sustainment Brigades; constructing 125 Armed Forces Reserve Centers; and closing 190 facilities or activities.

BRAC provides an opportunity for the Army Reserve to power down to our major commands some of the functions that are typically managed at the Army Reserve Headquarters. We are implementing the Army's enterprise approach within our staff, which includes managing things like personnel issues and logistics issues at the lowest possible level of organization. When we power down some of these management issues to our regional and operational/functional commands during our BRAC move, it may make sense for those commands to retain management of some of those issues.

Completing the construction of 61 Armed Forces Reserve Centers and relocating units into these new facilities remains the largest priority of execution for fiscal year 2011 as all actions must be completed by September 15, 2011. The relocation of units into these new facilities will facilitate the closure and disposal of the remaining 143 of 176 Army Reserve Centers identified by BRAC for closure.

Over the next year the Army Reserve will execute and complete the remainder of all Army Reserve BRAC actions. These remaining actions will mark the end of the largest transformation efforts the Army Reserve has seen in its storied history.

Communication (Information Technology)

Army Reserve Network

The Army Reserve Network (ARNET) provides the Command and Control (C²) enablement in operationalizing the Army Reserve. The ARNET provides Army Reserve Leaders and Soldiers the ability to make timely informed decisions in the execution of overall C² for all Army Reserve units throughout the contiguous United States and Puerto Rico. Over the past 2 years, the Army Reserve has worked closely with the Army in implementing the Global Network Enterprise Construct (GNEC) strategy as the way to grow and improve LandWarNet to an Enterprise activity. The ideal end-state is to provide Soldiers a universal email address, file storage, telephone number and a standardized collaboration tool set.

The Army Reserve's contributions to GNEC began in 2002 with an Army Business Initiative Council approved project. Elements of the project re-structured the legacy ARNET into a portion of the LandWarNet and developed a consolidated Data Center providing centralized core services (i.e., Active Directory, email, collaboration, file storage and centralized application hosting) for the entire Army Reserve. With approximately 85 percent of the consolidation completed, continued funding of the ARNET is integral in maintaining a global warfighting C² capability. The Army Reserve's accomplishments and experiences have been applicable to the Army as we continue to participate in GNEC planning forums in aligning Army initiatives and timelines while ensuring Army Reserve Title 10 operational capabilities are met.

CYBER OPERATIONS

Army Reserve Soldiers offer current skill-sets and leap-ahead capabilities in the cyber environment. Warrior-Citizens employed in leading-edge technology companies have critical skills and experience in fielding the latest information technology systems, networks, and cyber security protocols.

Secure Communication

Secure communications is essential and mandatory, particularly with C² and mobilization (i.e., deployment dates, passing mobilization orders, and C² theater assets). Secure Internet Protocol Router Network (SIPR) and Secure Video Teleconference (SVTC) for all Battalion and above units are vital in meeting all pre-mobilization training/readiness gates, mobilization training actions and day-to-day secure operational planning. The security of the Global Information Grid (GIG) is a constant challenge and reflected in DOD's standup of Cyber Command and the associated service elements. The same is true in the overall security posture of the ARNET in ensuring the uninterrupted flow of information to all ARNET authorized users. Continued investment in the Army Reserve secure communications and defense of the ARNET supplies Army Reserve Leaders, Soldiers and Civilians the capability of attacking and exploiting network threats.

Army Reserve Facilities

Reserve Centers, Training Support and Maintenance facilities are designed to meet the unique requirements of our community-based force. Our Soldiers, Families, and Civilians are strategically located across the country in over 1,100 stand-alone facilities—Army Reserve Centers or Armed Forces Reserve Centers (which house other Department of Defense components along with Army Reserve). However, the needs of the Army Reserve are evolving. The Military Construction Army Reserve priorities for the fiscal year 2012–2017 Program Objective Memorandum are Army Reserve Centers, training support facilities, and maintenance facilities. The Army Reserve Centers are essential to training Reserve Soldiers for the full spectrum of operations and the operations of the Army Reserve. Training Support Facilities are critical to conducting Army Reserve and active-component unit and collective training tasks in support of the Army Force Generation Model requirements. These facili-

ties also provide the training platform to support The Army School System, which is composed of the reserve component, the active component Military Occupational Skill reclassification, and Officer and Non-Commissioned Officer Professional Military Education. Maintenance Facilities are the third priority to the facility strategy required as the logistics support to Army Reserve Equipment.

Base Realignment and Closure and emerging Army requirements for modular unit design, force protection, and energy efficiency continue to require new facilities or renovations to our existing facilities. Quality facilities are critical to the Army Reserve's ability to handle the increased training, mobilization, and Family and Soldier care activities that today's Army Reserve demands.

Energy Conservation

The Army Reserve is especially proud that our facilities are at the forefront of energy sustainability. In 2010, several new Reserve Centers will achieve net-zero energy usage (self-sufficient without drawing additional power from the electrical grid). We have established a solar energy farm at Fort Hunter Liggett, California, and are installing wind turbines and geothermal plants at several new facilities. The Army Reserve has started a retrofit program, replacing lights, windows, roofs, and other components with new energy-efficient technology, resulting in substantial savings in utility costs. The Army Reserve was the first Defense component to commission partnerships with local utility providers and to solicit third-party energy investors. In 5 years every State and U.S. territory will have Army Reserve facilities that are energy self-sufficient (net-zero), with many providing renewable energy back to the electrical grid. To continue this progress, the Army Reserve must conduct a sustainability evaluation of each facility. This will establish a sustainability baseline, which will in turn enable us to create a sustainability strategy that addresses the unique characteristics of each site. Continuing to invest in sustainable facilities will enable the Army Reserve to meet or exceed the Department of Defense requirement for a completely net-zero footprint by 2025. More importantly, the Army Reserve will save American tax dollars, return a valuable energy resource to the community, and assure reliable energy for Army Reserve Soldiers and Families.

Until energy independence is realized, it is imperative that the Army Reserve have fully funded utilities. In previous years utility costs have risen substantially, requiring the Army Reserve to re-program funds and accept risk in other areas. The Army's increasing emphasis on home-station training, ongoing deployments, and the needs of Army families in the community means that the Army Reserve needs constant, reliable access to energy in our Reserve Centers and training facilities now more than ever.

The Army Reserve was the first Defense component to commission partnerships with local utility providers and to solicit third-party energy investors.

EQUIPPING

CRITICAL EQUIPPING NEEDS OF AN OPERATIONAL RESERVE

Resource Modernized equipment for the Army Reserve to improve Army Reserve readiness and capabilities within the ARFORGEN Model.

Maintain Army Reserve equipment at or beyond the Army standard of 90 percent Fully Mission Capable.

Provide Contracted Support for logistics operations and information systems to sustain logistics readiness.

Funding for state-of-the-art maintenance facilities.

Army Reserve Materiel

The Army Reserve, thanks to the support of Congress, is at an aggregate total of nearly 90 percent of its required equipment on-hand. Sixty-five percent of our on-hand equipment is classified as "modernized." However, we remain short in several areas of critical equipment. Around 35 percent of our required equipment lines are at less than 65 percent on hand. These shortages include tactical communications networks (satellite and terrestrial), command and control items and night vision systems. We have been able to sustain the pace of operations and training as an Operational Reserve by the continuous cross-leveling of available equipment among

units. This does create an unsustainable level of friction, where a critical amount of equipment is not immediately available as the equipment is in transit (geographical dispersion of our units across the country), undergoing maintenance or awaiting deployment. In addition, some of our equipment is already deployed. The Army continues to work with us on identifying and filling shortages to improve readiness and capability to act as an Operational Reserve force under the Army Forces Generation Model.

Equipment Maintenance

The Army Reserve maintains its equipment at or beyond the Army standard of 90 percent Fully Mission Capable. This ensures the availability of equipment for training and mobilization to support the operational force within the Army Force Generation Model. Units cannot train or mobilize without equipment that is ready to perform. Field level maintenance keeps the equipment ready for use. Funding for tools, consumables, military technician mechanics and contracted support sustains our field level maintenance activities. Good maintenance reduces the amount of “friction” (equipment in shop, in transit, etc.) that removes equipment from use. Depot maintenance is important in keeping older equipment operable, relevant and safe to employ. Recapitalization of equipment provides a source of modernized and more capable items when new procurement is insufficient to meet shortfalls or inventory losses. Funding for military construction provides new, modernized or expanded facilities to perform maintenance and staging of equipment.

Logistics Contract Support

It is prudent to fund the Army Reserve for contract support for logistics operations and information systems to sustain logistics readiness. Contract support allows the Army Reserve to execute a vigorous assistance program in managing inventory and identifying and disposing of excess; providing field level repair and services during “surge” periods when units draw equipment for training or mobilization and in sustaining our critical logistics information and management systems. Contract support also strengthens our ability to meet operational demands and serve as an operational force within the Army Force Generation Model, while meeting Homeland Defense and Defense Support to Civil Authorities missions.

However, we remain short in several areas of critical equipment. Around 35 percent of our required equipment lines are at less than 65 percent on hand. These shortages include tactical communications network (satellite and terrestrial), command and control items and night vision systems.

Leveraging contracted support, especially during periods of “surge” in mobilizing units, has supplemented our organizational capabilities. This enabler assists us in maintaining and preparing our equipment for training, mobilization and deployment, in operating and sustaining our logistics management and information systems in support of logistics operations and in managing the distribution of our equipment and identification and disposal of excess. We continue to find innovative ways to accomplish our missions with the resources provided as we move towards full implementation of our position as an operational force within the Army Force Generation Model.

Equipment Facilities Management

State-of-the-art maintenance facilities are the cornerstone of the Army Reserve’s ability to sustain large equipment. The Army Reserve uses state-of-the-art environmental control features in maintenance facility designs that meet or exceed Federal design standards. Data ports at vehicle work bays, fluid distribution systems that eliminate spillage, and oil/water separators are examples of proven design features. These features improve efficiency and enhance collection of fossil fuel waste, further safeguarding surrounding communities’ land and waterways from contamination and pollution. Fire suppression systems and eye wash stations are standard safety design elements. The Army Reserve will continue to upgrade our older maintenance facilities, because the condition of maintenance facilities is directly related to our ability to maintain equipment in acceptable condition. Continued deployments and heavy training have taken a toll on both equipment and facilities. Facility sustainment is critical—in fact, it is a cost-saving measure realized over the life-cycle of the facilities, if done properly. Facility deficiencies, if left unchecked, tend to worsen exponentially over time. The ongoing investment in the facilities we build will ultimately reduce repair, renovation, and replacement costs in the future.

CONCLUSION: THE FORCE IS IN GOOD HANDS

As we travel around the United States and the world and witness what our Soldiers are doing for their country, it's just inspiring to see the quality, the dedication and the professionalism of our Soldiers serving in the Army Reserve. These are top-notch individuals that have put their civilian careers on hold. They are well educated and have very bright futures ahead of them—but they joined our ranks to serve their country.

With more than 170,000 Army Reservists mobilized since the September 11, 2001 terrorist attacks on the United States, the force is more experienced than ever before and the Troops feel good about what they've accomplished and proven about the Army Reserve.

Today's environment of multiple deployments is telling us, however, the Army Reserve will need to keep giving these quality Soldiers fulfilling training and missions, a fair benefits package and more balance in their lives to keep them on our team. We cannot continue to expect them to keep up with a rapid operational pace without more time at home with their families and civilian employers between deployments, and they need predictability about when they will deploy. Toward that end, the Army Reserve is working to give its Citizen-Soldiers a bit more time to be "Citizens."

Today's Army Reserve recruits are attracted to an operational force because it enables them to serve their country in a meaningful way while allowing them to pursue a civilian career. When considering the future posture of the Army Reserve, we are convinced that after playing key roles in an operational force, they'll never be satisfied reverting to their long-abandoned "weekend warrior" status. We have transitioned our personnel and our mentality to an operational force and have created an environment and culture our Soldiers want to be part of—and that they feel good about. We have told the Army leadership and others there's no turning back. We cannot go back to a strategic reserve—one, because the Nation needs us; but two, because our Soldiers have proven themselves capable of supporting this role.

Equally compelling, we as a military have come to the realization that we can't fight an extended conflict without the reserve. We have built an Army that is dependent on having access to the reserve when it needs us; and with the expectation that it is going to be trained and ready—a predictable capability that is not possible in a strategic posture.

One thing is certain about the future—while looking for ways to cut costs and reap a "peace dividend" once the troops draw down in Iraq and Afghanistan, there will be the temptation to turn back the clock and reinstitute a strategic reserve. Such a plan would deprive the United States of an important, battle-tested and cost-effective resource.

Operations Enduring Freedom, Iraqi Freedom and now New Dawn have demonstrated the capabilities the reserve components bring to the military. Particularly important are the "enabling capabilities" resident in the Army Reserve: logistical, engineer, military police, medical and civil affairs support.

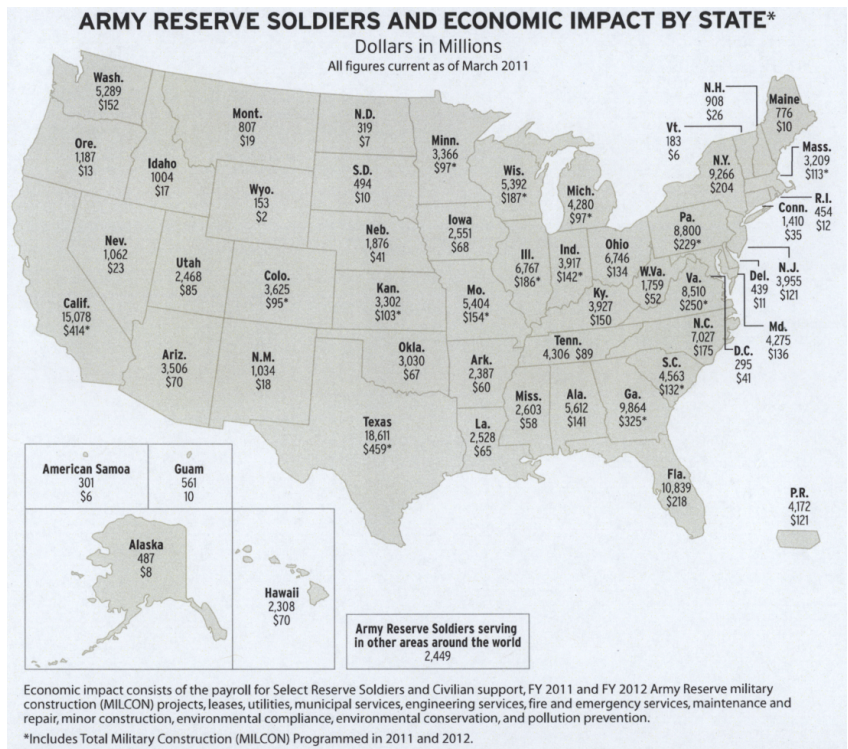
We are now at a point where current and projected demands for Army forces will require continued access to the Army's reserve components, making real what has been in policy for some time. This means that mobilization and operational use of reserve component Soldiers and units will have to continue for the foreseeable future. The Army of the 21st century will require a versatile mix of tailorable and adaptable organizations—both active component and reserve component—inter-dependently operating on a rotational cycle.

Transforming the Army's reserve components into an enduring operational force provides a historic opportunity for the Army to achieve the most cost-effective use of its Total Force through investing in and relying on the Army's reserve components to take on a greater role in our Nation's defense.

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

YOUR ARMY RESERVE

The United States Army Reserve provides trained units and qualified Soldiers 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. Throughout the United States, the Army Reserve has four Regional Support Commands that provide base support functions, and 13 Operational and Functional Commands available to respond to homeland emergencies and expeditionary missions worldwide.



ARMY RESERVE SNAPSHOT

Mission.—The Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements across the full spectrum of operations.

Vision.—As an enduring operational force, the Army Reserve is the premier force provider of America’s Citizen-Soldiers for planned and emerging missions at home and abroad. Enhanced by civilian skills that serve as a force multiplier, we deliver vital military capabilities essential to the Total Force.

Key Leaders

Secretary of the Army: The Honorable John McHugh
 Army Chief of Staff: General George W. Casey, Jr.
 Chief, Army Reserve and Commanding General, U.S. Army Reserve Command: Lieutenant General Jack C. Stultz
 Assistant Chief, Army Reserve: Mr. James Snyder
 Deputy Commanding General, U.S. Army Reserve Command: Major General Jon J. Miller
 Deputy Chief Army Reserve, Individual Mobilization Augmentee: Major General Keith L. Thurgood
 Deputy Chief Army Reserve/Human Capital Enterprise: Brigadier General Leslie A. Purser
 U.S. Army Reserve Command Chief of Staff: Brigadier General William J. Gothard
 Director for Resource Management/Materiel Enterprise: Mr. Stephen Austin
 Deputy Chief of Staff, G-3/5/7/Force Programs Division/Readiness Enterprise: Colonel (P) Brian J. McKiernan
 Chief Executive Officer/Director, Services and Infrastructure Enterprise: Mr. Addison D. Davis
 Command Chief Warrant Officer: Chief Warrant Officer 5 James E. Thompson
 Command Sergeant Major: Command Sergeant Major Michael D. Schultz

Army Reserve Basics

Established: April 23, 1908
 Designated Direct Reporting Unit to Army: October 1, 2007
 2010 Authorized End Strength: 205,000
 Selective Reserve Strength: 205,281
 Accessions for fiscal year 2009: 23,684 (105 percent of actual goal)
 Reenlistments for fiscal year 2009: 12,227 (105 percent of annual goal)
 Accessions Goal for fiscal year 2010: 20,000
 Soldiers Deployed Around the World: 15,584
 Soldiers Mobilized Since September 11, 2001: 196,711
 Number of Army Reserve Centers: 1,100

Distinctive Capabilities

The Army Reserve contributes to the Army’s Total Force by providing 100 percent of the:

- Theater Engineer Commands
- Civil Affairs Commands
- Training Divisions
- Biological Detection Companies
- Railway Units
- Replacement Companies
- . . . more than two-thirds of the Army’s:
- Medical Brigades
- Civil Affairs Brigades
- PSYOPS Groups
- Expeditionary Sustainment Commands
- Dental Companies
- Combat Support Hospitals
- Army Water Craft
- Petroleum Units
- Mortuary Affairs Units
- . . . and nearly half of the Army’s:
- Military Police Commands
- Information Operations Groups
- Medical Units
- Supply Units

Army Reserve Demographics

Ethnicity (in percent):	
Caucasian	58.9
Black	21.8

Hispanic	12.8
Asian	3.7
Pacific Isl	1.0
Native Amer	0.7
Other	1.1
Average Age	32.1
Officers	40.7
Enlisted	30.3
Warrant	43.1
Married (in percent)	45.3
Officers	66.9
Enlisted	40.8
Warrant	72.2
Gender (in percent):	
Male:	76.6
Female	23.4

Army Reserve Budget Figures

	Total fiscal year 2011 budgeted: \$8.1 billion	Total fiscal year 2012 programmed: \$8.8 billion
Operations and maintenance	\$3.2 billion	\$3.1 billion
Military Personnel	4.7 billion	5.3 billion
Military Construction	318 million	318,175 million

Army Reserve Installations

Fort Buchanan, Puerto Rico
Fort McCoy, Wisconsin
Devens, Massachusetts
Fort Hunter Liggett, California
Fort Dix, New Jersey
Camp Parks, California

Chairman INOUE. Admiral Debbink.

STATEMENT OF VICE ADMIRAL DIRK DEBBINK, CHIEF, NAVY RESERVE

Admiral DEBBINK. Chairman Inouye, Vice Chairman Cochran, thank you for the opportunity to appear before you today.

I have the great appreciation for your support of our 64,426 sailors and their families of our Navy Reserve. I would like to make a special mention of one of those sailors today, and that is our senior enlisted adviser, Force Master Chief, Ronney Wright, who is with me today. He will be retiring next month after 31 years in our Navy and 3 years as my senior enlisted adviser.

I wanted to publicly wish both he and his wife, Donna, all the best in the future. Stand up?

As I testify today, Navy Reserve sailors are operating globally. Approximately 30 percent of the Navy Reserve is providing support to Department of Defense operations, including more than 5,500 selected Reserve sailors either mobilized in support of overseas contingency operations or in training for their upcoming mobilization.

While fully engaged in these operations, your Navy Reserve has answered the call to assist with major global crisis events during the last several months, including Operations Odyssey Dawn and Tomodachi. As our motto and our sailors proudly claim, the Navy Reserve, indeed, is ready now—anytime, anywhere.

We have the ability and the flexibility to meet emergent mission requirements such as these, due in large part to this subcommittee's continued support. The \$70 million in National Guard and Re-

serve equipment appropriations this subcommittee provided in fiscal year 2011 will be put to very good and timely use by the Navy Reserve.

I also thank you for your demonstrated support of our Navy Reserve fleet, logistic aircraft, including the additional C-40A aircraft in the fiscal year 2011 budget.

Our 2012 budget request will enable your Navy Reserve to continue supporting current operations, while optimizing the strategic value of the Navy Reserve as a relevant force, valued for its readiness, its innovation, its agility, and its accessibility.

Along with the other Guard and Reserve components, we played a critical role in the discussion and outcome of the recent comprehensive review of the future roles of the Reserve components by OSD. One of the products of this review was a legislative proposal before this Congress that allows for future routine deployments of the Reserve components as a resource to meet overseas requirements.

This proposal signifies a fundamental shift in the use of the Reserves, recognizing both the high level of expertise, as General Stultz talked about in these forces, as well as a desire of today's Reserve sailors to continue performing real and meaningful work within the Navy's total force.

Our Navy Reserve budget request also addresses the health and well-being of our sailors and their families. As written in the President's report, entitled "Strengthening Our Military Families," stronger military families strengthen the fabric of America. Our budget request includes funding for vital programs in support of the physical, psychological, and financial well-being of Navy Reserve sailors and their families.

It is a privilege to serve during this important and meaningful time in our Nation's defense, especially as a Navy Reserve sailor. I thank you for your continued support and demonstrated commitment to both the Navy and the Navy Reserve, and I look forward to your questions.

Thank you, sir.

Chairman INOUE. I thank you very much, Admiral.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL DIRK J. DEBBINK

INTRODUCTION

Chairman Inouye, Senator Cochran, and distinguished members of the Senate Defense Appropriations Subcommittee, as I enter my third year as the Chief of Navy Reserve, I thank you for the opportunity to speak with you today about the capabilities, capacity, and readiness of the 64,568 dedicated men and women who serve in our Navy's Reserve Component. I offer my heartfelt thanks for all of the support you have provided these great Sailors.

The U.S. Navy is globally deployed, persistently forward, and actively engaged. America's Navy, year after year, in peace and war, carries out the core capabilities of forward presence, deterrence, sea control, power projection, maritime security, and humanitarian assistance and disaster response articulated in our maritime strategy A Cooperative Strategy for 21st Century Seapower (CS-21). This Nation's Navy derives its strength from the active and reserve Sailors and Navy civilians who comprise our Total Force. The Navy's Total Force is not just a concept; it is an operational and organizational reality. Operational Navy missions are executed by the Active Component (AC), the Reserve Component (RC), or a combination of both. AC and RC Sailors also provide strategic depth for maritime missions to en-

sure your Navy is always ready to respond globally to crisis situations while maintaining fiscal efficiency across the spectrum of operations.

Our maritime strategy establishes naval power as an enduring concept and recognizes the Navy must constantly evolve and innovate to face emerging and future challenges. These two concepts—the enduring mission of our Navy and the reliance we place upon both components of Navy’s Total Force to accomplish our objectives—inform our efforts as we review where we have been and consider our future.

The Navy Reserve Strategic Plan charts our continued progress toward providing valued capabilities as part of Navy’s Total Force. On October 1, 2010, we released the fiscal year 2011 update to *Ready Now: The Navy Reserve Strategic Plan*. Launched in early 2009, this Strategic Plan defines our mission, articulates our vision, and establishes strategic focus areas to organize our change efforts. In its third year of execution, this plan serves as the blueprint for shaping the Navy Reserve so it can effectively and efficiently carry out those Navy missions for which the Navy Reserve is well-suited. This year’s update identifies 12 new initiatives focused on a wide range of improvements which include: making it more efficient for our Sailors to attain training and medical readiness; improving customer service; and determining the proper force mix of active and reserve contributions for current and future Navy capabilities across the mission spectrum.

The foundation of all of our initiatives is to provide the necessary support to our Sailors and their families as one of my top priorities. This country owes a great debt to the men and women who have gone in harm’s way to support contingency operations globally. It is our obligation to provide our Sailors every opportunity to succeed at home station and while deployed, and to provide the means to reintegrate once they return from overseas.

Our Navy Total Force Vision for the 21st Century (NTF 21) clearly articulates Navy’s vision for a Total Force and emphasizes our active Sailors, reserve Sailors, and Navy civilians as Navy’s most important resource and a critical component to meeting the demands of CS-21. NTF 21 guides our Navy’s personnel policy and strategy and articulates our Total Force mission to attract, recruit, develop, assign, and retain a highly skilled workforce for the Navy. I discuss our various personnel policies in greater detail in Section III below.

2010: FULLY ENGAGED—FROM PEACE TO WAR

Operationally, the Navy Reserve is fully engaged across the spectrum of Navy, Marine Corps, and joint operations, from peace to war. Right now, approximately 5,800 mobilized or deployed Navy Reserve Sailors are providing around half of the Navy’s ground forces serving in the U.S. Central Command Area of Operations and in other critical roles worldwide.

While executing these mobilizations, we are also providing valued capabilities for urgent requirements and ongoing operational support missions. In the immediate aftermath of the devastating earthquake in Haiti, the Navy Reserve was an important part of “Operation Unified Response” and Joint Task Force Haiti. Within hours, Navy Reserve Fleet Logistics Support Wing (VR) aircraft provided on-demand airlift, delivering urgently needed food, water, and medical supplies to the Haitian population. Navy Reserve doctors, nurses, and hospital corpsmen left their homes and families to serve ashore and on the hospital ship USNS *Comfort*. From medical professionals and Seabees to ground crews, logisticians and communicators, providing “on-demand expertise” is what makes the Navy Reserve a highly valued partner in Navy’s Total Force.

More recently, a VR C-40A Clipper was tasked to support the Department of State’s (DOS) and Department of Defense’s (DOD) Egypt contingency. The crew launched from Bahrain at 0400L and transported 33 Marines from the theater’s Fleet Anti-terrorism Security Team (FAST) and 7 Country Surveillance Assessment Team (CSAT) members from the Combined Forces Special Operations Component Command (CFSOCC) to Cairo International Airport. The FAST and CSAT members were tasked by DOS and DOD leadership to execute the Non-Combatant Evacuation Operation (NEO) for American citizens from the U.S. Embassy.

Also, Navy Reserve assets played a critical role in Operation Tomodachi, the Department of Defense’s assistance operation to Japan providing disaster relief following the 2011 Tōhoku earthquake and tsunami. Over 5,000 man-days were used by Reserve Sailors participating in the relief effort. Such vital expertise as a 30-member Nuclear Emergency Response Team (from Norfolk, Virginia) and a 18-member Radiological Control Team (from Pearl Harbor) were transported to Japan on VR aircraft. These two teams were the primary teams to mitigate the contamination of U.S. aircrew and aircraft prior to returning to USS *Ronald Reagan* and other U.S. Navy ships on station.

Every day Navy Reserve Sailors provide important operational support to this Nation with approximately one-quarter of our Sailors on full-time active duty, while many others provide their expertise on a “part time” basis. Some examples include the skilled engineers and technicians executing shipyard projects in the Naval Sea Systems Command’s Surge Maintenance program; Full-Time Support (FTS) and Selected Reserve (SELRES) aviators serving as instructors for 20 percent of the training sorties flown in Navy’s aviation training pipeline; and our Intelligence community providing key global intelligence support. Ideally suited to take on periodic and predictable work, our ready and accessible force of skilled Sailors provides valued capabilities on an ongoing basis. In the case of SELRES Sailors, when their work is completed they leave Navy’s payroll and return to their civilian employers.

Navy Reserve Sailors are highly skilled professionals. More than 70 percent of our Force are Navy Veterans—Sailors who still use the skills they were taught during their service in the AC. RC Sailors may also have industry-honed civilian skills that they bring to the Navy during periods of active service. These Sailors bring a wealth of experience, including expertise in high-end technology fields, knowledge of world-class business practices and an entrepreneurial mindset. This diverse work experience brings a unique and valued contribution to the Total Force.

Navy Reserve Sailors are not only highly skilled; they are an efficient and effective workforce. In fiscal year 2010, the Navy Reserve provided 17 percent of the total Navy Uniform end strength, utilizing 7 percent of total Navy personnel costs, while accounting for more than 913,000 days of support. Your Navy Reserve is fully engaged and prepared to do the work of our Nation—from peace to war.

PERSONNEL POLICIES

The success of the Navy Reserve Force is due first and foremost to the professionalism of the Sailors who volunteer to serve in a wide array of environments. Since the start of the military engagements in Afghanistan and Iraq, every member of today’s Reserve has enlisted or re-enlisted, and I am continually awestruck at the patriotism of these young Sailors. Navy Reserve leadership continually reviews policies and laws, ensuring our Sailors are afforded the greatest opportunity to participate in Navy’s Total Force and ensure each Sailor’s family and employer are appropriately recognized for their sacrifices on behalf of the service member. The fiscal year 2012 budget request of \$2.005 billion (including Overseas Contingency Operations (OCO) funding) for Reserve Personnel, Navy (RPN) will continue to support the Manpower needs and policies of the Navy Reserve.

One of the Navy Reserve’s strategic focus areas is to enable the Continuum of Service (CoS). CoS is not just a Reserve imperative, but a strategic imperative for the Department of Defense (DOD) and the Department of the Navy (DoN). CoS initiatives provide for seamless movement between the AC, RC, and civilian service, while delivering operational flexibility and strategic depth at the best value for the Navy. Enabling the CoS philosophy by fully incorporating opportunities unique to the reserve, we recruit Sailors once and retain them for life through variable and flexible service options that provide a career continuum of meaningful and valued work.

Building on our CoS efforts is one of my top priorities for fiscal year 2011. In the upcoming year, we will investigate a variable service option, in which volunteer members in the Individual Ready Reserve active status pool with desired critical skill sets (e.g., medical professions, SEALs, field Corpsmen, etc.) are identified and ready to fill contingency operations requirements if they desire. We will also seek to implement a Career Intermission Program with a SELRES Option that allows program participants to continue community training and qualifications during an intermission from active duty. This initiative provides AC Sailors an alternative to permanent separation as they pursue personal or professional goals such as caring for an elderly family member, continuing education, or starting a family. This exciting new lane change option builds on a successful Career Intermission Pilot Program initiated in 2009. Further, we are currently implementing a process to establish an Intermediate Stop (I-Stop) in support of a Sailor’s transition from AC to their gaining Navy Operational Support Center (NOSC). This initiative will allow Sailors to receive orders to their NOSC where the Sailors AC separation and RC gain transactions are completed.

All Sailors returning from overseas mobilizations are encouraged to attend a Returning Warrior Workshop (RWW), Navy’s “signature event” within the DOD’s Yellow Ribbon Reintegration Program (YRRP). The RWW is a dedicated weekend designed to facilitate reintegration of Sailors returning from combat zones with their spouses, significant others, employment, and communities. Staged at a high-quality location at no cost to the participants, the RWW employs trained facilitators to lead

warriors and their families/guests through a series of presentations and tailored break-out group discussions to address post-combat stress and the challenges of transitioning back to civilian life. As of December 31, 2010, a total of 66 RWWs have been completed, attended by 4,630 military personnel and 3,687 guests/family members. The fiscal year 2011–2012 budget supports 44 events, including four for the Marine Corps Reserve. Pioneered by the Navy Reserve, these workshops are available for all Navy Individual Augmentees. RWWs are a true success story in honoring our Sailors and their families. It is important to ensure this program continues to have both the full support of Navy leadership and the widest possible participation by all returning Sailors.

RWWs serve as a key component of the Navy Reserve Psychological Health Outreach Program (PHOP). The PHOP employs dedicated teams of mental health professionals to provide psychological health assessments, outreach, and education, including Operational Stress Control (OSC) and Suicide Prevention training for the Navy and Marine Corps Reserve Communities. Regularly scheduled encounters are used to screen service members prior to and after deployment. The program is designed to identify potential stress disorders, facilitate early intervention, and provide access to psychological health support resources. The availability, quality, and effectiveness of psychological services utilized by Navy/Marine Corps Reservists and their families is closely monitored. In fiscal year 2010, PHOP teams conducted mental health assessments for more than 1,600 Reservists, provided outreach calls to more than 2,400 returning Reserve Sailors, followed up on more than 1,100 cases referred from Reserve commands or family members, and provided 300 visits to NOSCs conducting OSC briefs to more than 23,000 Sailors. In fiscal year 2011, the PHOP will deploy a user-friendly website providing both Sailors and their family members an easy-to-access database of PHOP work products and points of contact.

The policies focused on enhancing the quality of life for Navy Reserve Sailors have paid dividends with regards to the end strength of the Force. Fiscal year 2010 marked a third consecutive year of notable Navy Reserve enlisted and officer recruiting achievements. Reserve enlisted recruiting met goal, and the measured educational achievement of our recruits was at the highest level ever. Since the active and reserve recruiting commands consolidated in 2004, more reserve officers were accessed in 2010 than in any year. Overall SELRES retention numbers were strong; however, increased pressure on members to prove their value to civilian employers, combined with a higher operational tempo, has resulted in higher attrition levels for members with critical skills sought both in and out of the military. Successful recruiting and retention strategies continue to play a critical role in attracting the right skill sets and talent to support the Fleet and Combatant Commands. Numerous initiatives are underway to get SELRES officer communities “healthy” by 2014, including targeted officer affiliation and future retention bonuses, the increase of accession goals, refinements in the Career Transition Office (CTO) process, and development of retention measurements and benchmarks. Incentives that target high-demand communities are essential in retaining members critical to mission accomplishment, and your support toward these efforts is very much appreciated.

As we enter fiscal year 2011, the Navy Reserve expects high retention and low attrition rates to continue (similar to active duty trends), due to our “Stay Navy” campaign, the ability to provide real and meaningful work, as well as the effects of the current economy. Our close management of planned accessions and losses, coupled with current force-shaping and personnel policies, will ensure we retain the most qualified/capable Sailors while working toward the fiscal year 2012 budgeted end-strength of 66,200 SELRES.

Navy is actively preparing for repeal of “Don’t Ask, Don’t Tell.” Sailors and leaders at all levels of the Total Force, including all Navy Reserve Sailors, are completing the required training in a face-to-face environment whenever possible. The central message of this training emphasizes the principles of leadership, professionalism, discipline, and respect.

Our fiscal year 2012 budget request supports an emphasis on sexual assault prevention while continuing compassionate support for victims. This prevention emphasis includes 12 SAPR workshops in fleet concentration areas worldwide, execution of a pilot prevention program focusing on young Sailors, our most at-risk demographic, and most importantly, a clear and consistent message from leadership at all levels that sexual assault will not be tolerated in the United States Navy.

There is no question the success of our Navy Reserve is due to the dedication, sacrifices and service of our Sailors, and the support they receive from their families and employers. I believe our policies reflect that same level of commitment, and I thank you for your support of our many programs, several of which have been described herein.

DEFINING OUR FUTURE

Numerous formal and informal studies examining the future role of the Reserve Components and the National Guard are in various stages of completion within and outside DOD. These studies are designed to assess the projected security environment of the world after the conclusion of the current Overseas Contingency Operations, as well as provide guidance on the capabilities that will be needed for our Nation's future security and continued prosperity. We are an active participant in these studies where appropriate. At the same time, we remain focused on the primary driving force defining our future: our integral role as an important component of Navy's Total Force.

Navy's maritime strategy is founded upon the truth that the United States of America is a maritime nation. Some facts will not change: 70 percent of the globe is covered by water; 80 percent of our population lives on or near the coast; and 90 percent of our commerce travels via the oceans. The oil that provides the energy for our modern world flows in tankers via a few strategic sea routes—routes that must be kept open. Our digital planet is linked by submerged fiber optic lines that transmit money and ideas across the planet 24/7. The enduring mission of our Navy to protect the global commons and maintain the stability necessary for prosperity will remain whether we are at peace or war.

Bottom line: Demand for Navy capabilities will remain the same or increase in the future. The Navy Reserve will play a vital role in Navy's Total Force that will deliver these capabilities. As stated in the 2010 Quadrennial Defense Review (QDR) Report, "prevailing in today's wars requires a Reserve Component that can serve in an operational capacity—available, trained, and equipped for predictable routine deployment. Preventing and deterring conflict will likely necessitate the continued use of some elements of the RC—especially those that possess high-demand skill sets—in an operational capacity well into the future." We thank Congress for their demonstrated interest in ensuring DOD has appropriate authority to access the RC in order to provide a more complete Total Force response to the requirements of the future.

Today's Navy Reserve provides both strategic depth and operational capabilities. Depending on the mission, we mirror or complement the AC. We mirror the AC and provide rotational forces for those missions where it makes operational and fiscal sense. We complement the AC by providing unique capabilities in other areas, such as in the Intra-Theater Fleet Logistics Support, Counter-Narcotics Surveillance, and Navy Special Warfare Helicopter Support missions. The correct AC/RC mix varies with each of Navy's wide variety of missions and required capabilities. As new missions emerge and current missions evolve, AC/RC mix solutions are carefully and continually examined. As stated in the QDR, "as the operational environment allows, DOD will seek ways to rebalance its reliance on the RC to ensure the long-term viability of a force that has both strategic and operational capabilities." The Navy Reserve's fiscal year 2012 Operations and Maintenance budget request of \$1.397 billion (including OCO funding) will continue to provide the Joint Force with readiness, innovation, and the agility to respond to any situation.

While we have become more operational, we have also become a smaller and more cost-effective force. Throughout the post-9/11 era, the Navy Reserve has pursued efficiencies while increasing our capabilities. We have eliminated staff and organizational redundancies wherever possible, leveraging the Navy's schools, bases, organizations and information technology infrastructure. We have honed our staff overhead to approximately 3,000 Sailors who serve and enable the remaining 62,000 Sailors of our Navy Reserve to contribute directly to active Navy commands.

The Navy's RC is a force for innovation across all spectrums, but it is especially evident in the realm of Information Technology (IT). IT is critical to everything we do as a Navy, and the Navy Reserve is in the forefront on several IT initiatives, such as retiring our legacy networks and contributing to Navy Cyber Forces. The Navy Reserve is the only Navy echelon to have completely retired all legacy networks and operate exclusively within Navy Marine Corps Intranet (NMCI). As we progress from the NMCI contract to the Next Generation Enterprise Network, Navy Reserve is leading the effort to move to thin client computing and other efficiencies to provide our Sailors with the most secure, robust access available anytime, anywhere.

In 2011, we are exploring new network access methodologies with further testing of the Secure Remote Access Pilot designed to empower the workforce to quickly and securely access their digital resources from any location, using any asset, at any time. The Navy Reserve will also deploy Wi-Fi access to all Navy Reserve facilities, generating cost savings and improving Sailor satisfaction. Also, by the end of fiscal year 2011, all Reserve travel arrangements and reimbursement claims will be han-

dled through the Defense Travel System (DTS). Navy Reserve is the lead reserve and guard activity to migrate to DTS. This migration will eliminate the manual processing of 125,000 travel claims per year, freeing manpower for other customer service requirements and speeding pay to the reserve traveler from an average of 45 days to an average of 5 days.

Navy is developing a data system—tentatively called the Integrated Pay and Personnel System—Navy (IPPS-N)—which will improve pay and service record support to both AC and RC Sailors. Historically, Reserve Readiness Commands, Personnel Support Detachments, and NOSC's have been unable to attain an accurate picture of manpower and personnel data despite exhaustive efforts to reconcile the information found in multiple “authoritative” sources and Reserve Headquarters Support databases. IPPS-N would allow for real-time service record documentation, end strength reporting, and pay-accounting across both the AC and RC. This is not just the design and building of an IT system but rather a complete review of all business processes. The Authoritative Data Environment, a key piece of the IPPS-N that the Navy Reserve is promoting, will be the single source for Sailor manpower and personnel records and provide the base for the complete solution. The end-state of this initiative is improved personnel management across the CoS and better support for service members and leadership.

Ensuring our Reserve Force has the proper equipment to bring our military acumen to bear is one of my ongoing priorities. I thank Congress for the support they provide the Navy Reserve in the many appropriations for the Force. In particular, the Navy and the Joint Forces benefit greatly from Congress' support for recapitalizing Fleet Logistics aircraft by procuring C-40A airframes. The C-40A “Clipper” is a Navy Unique Fleet Essential Airlift (NUFEA) aircraft that provides flexible, time-critical inter- and intra-theater air logistics support to Navy Fleet and Component Commanders as well as providing logistical support for the Navy Fleet Response Plan. The C-40A is a medium lift cargo aircraft, equipped with a cargo door and capable of transporting up to 36,000 pounds of cargo, 121 passengers, or a combination of each. The C-40A is the designated replacement for the Navy Reserve's legacy C-9B and C-20G aircraft. Aircraft recapitalization of the C-9B and C-20G is necessary due to increasing operating and depot costs, decreasing availability, inability to meet future avionics/engine mandates required to operate worldwide, and continued long-term use of the C-20G in the harsh desert environment. The C-40A has significantly increased range, payload, and days of availability compared to the C-9B and C-20G, and has the unique capability of carrying hazardous cargo and passengers simultaneously. Navy C-40A detachments are forward-deployed 12 months per year to provide around-the-clock support to the U.S. Pacific Command, U.S. Central Command, and U.S. European Command Areas of Responsibility. Additionally, these cargo airplanes are an integral first-responder in emerging Humanitarian Assistance/Disaster Relief core mission sets. Currently, 11 C-40A cargo aircraft are operational and one is on contract for an early fiscal year 2012 delivery. Five aircraft are required to complete the minimum, risk-adjusted C-40A procurement plan of 17 aircraft which will complete the divestiture of the C-9Bs and C-20Gs. Congressional support for the Navy Reserve C-40A program has placed the VR fleet closer to realizing a more capable and cost-efficient NUFEA capability.

Also, the National Guard and Reserve Equipment Appropriation (NGREA) funds equipment for the Navy Reserve. NGREA has allowed us to purchase expeditionary warfighting equipment for the Naval Expeditionary Combat Enterprise in support of operations in Iraq and Afghanistan, and essential training upgrades to the adversary mission. In the past, NGREA Funding has also allowed for the procurement of C-40A cargo aircraft to replace an aging fleet of C-9s, C-12s, and C-20s. The Navy Reserve has a solid record of executing NGREA funding, demonstrating our stewardship of these important taxpayer dollars. I thank you for all the support you have provided to the Navy Reserve through this appropriation in the past.

CONCLUSION

As stated in the 2010 QDR, “the challenges facing the United States today and in the future will require us to employ the National Guard and Reserve force as an operational reserve to fulfill requirements for which they are well suited.” Our Navy Reserve Vision calls for us to be valued for three very important hallmarks of our Force: our “readiness, innovation, and agility to respond to any situation.” This applies operationally and strategically as Navy continuously evaluates and adjusts the AC/RC mix in any given naval capability. Through Navy's adaptable, dynamic, and requirements-driven process, the Navy Reserve has proven it has much to offer “America's Navy—A Global Force for Good.”

On a more personal level, as Chief of Navy Reserve I take to heart each Sailor has sworn to support and defend the Constitution of the United States. My covenant to them is to make each day in the Navy Reserve a day filled with real and meaningful work. My obligation to the Navy and our Nation is to ensure that your Navy Reserve has the right force structure today and in the future. Using our strategic plan as our blueprint for the future, we intend to live up to the promise of our Force Motto: Ready Now. Anytime, Anywhere.

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

Chairman INOUE. General Moore.

STATEMENT OF MAJOR GENERAL DARRELL L. MOORE, ACTING COMMANDER, MARINE FORCES RESERVE, UNITED STATES MARINE CORPS

General MOORE. Good morning, sir. Thank you very much for this opportunity to be here.

It was a real pleasure for me last week to meet the chairman and vice chairman in their offices, and I enjoyed that time with you.

This morning, sir, thousands of Marine Reserves are on the ground in Afghanistan, serving side-by-side in combat operations along with active component marine units. Our Reserve units are being incorporated into the active deployment rotation cycle for the foreseeable future.

Your Reserve marines work hard to stay ready, and we train vigorously for this fight during our annual training. We truly do serve in every clime and place. For example, besides this summer engaging in training operations in the Pacific and here in the United States at Twenty-Nine Palms and the Mountain Warfare Training Center, I will have marines engaged in theater security cooperation exercises in Morocco, Surinam, Ukraine, Georgia, South Africa, Uganda, Burundi, Senegal, Mauritania, and Belize.

Marine Forces Reserve stands ready to deploy anywhere in the world as we are needed. We are an essential partner to keeping the United States Marine Corps as the Nation's force in readiness.

I look forward to this opportunity to address any questions you or Senator Cochran may have.

Thank you.

Chairman INOUE. Thank you very much, General.

[The statement follows:]

PREPARED STATEMENT OF MAJOR GENERAL DARRELL L. MOORE

INTRODUCTION

Chairman Inouye, Ranking Member Cochran, and distinguished Members of the Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve and our Marine Reservists, who truly epitomize the Marine Corps' values of honor, courage and commitment. I would also like to take this opportunity to discuss what the operational Reserve means for the defense of our Nation, support to its combatant commanders and commitment to our international partners.

First and foremost, Marine Forces Reserve continues to be an integral element of the Total Force Marine Corps. We share the culture of deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and thinking since our beginning more than two centuries ago. All Marines stand eternally ready to answer this Nation's call to arms. Accordingly, the U.S. Marine Corps Reserve is organized, equipped and trained in the same manner as the Active Component Marine Corps, and consequently, is interchangeable and forever leaning forward to deploy in any clime or place.

Commandant of the Marine Corps Gen. James F. Amos recently stated in his planning guidance that “the Marine Corps is America’s Expeditionary Force in Readiness.” General Amos’ March 1, 2011, report to the House Armed Services Committee on the posture of the United States Marine Corps specifically addressed the Marine Corps Reserve’s operational orientation within the Expeditionary Force in Readiness construct: “The transition in utilization of the Marine Corps Reserve from a strategic to operational Reserve, as affirmed by the Marine Corps’ recent force structure review, expands the Corps’ ability to perform as America’s Expeditionary Force in Readiness.

The Marines themselves, most of whom came to our Nation’s colors after 9/11 and have deployed deep into harms way, prefer this model and do not desire to assume lives as so called “weekend warriors.” This high level of flexibility, responsiveness and élan is only possible by the ever deepening bench of combat tested and uniquely qualified citizen “Soldiers of the Sea.”

I continue to be humbled on a daily basis in my interactions with these magnificent young Americans. Like their active-duty brothers and sisters, they sacrifice so much of their time—and so much of themselves—to protect and serve this great Nation. The way they balance their family responsibilities, civilian lives, and occupations—and still stay Marine—continues to amaze me. They do it with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation.

AN OPERATIONAL RESERVE

In the previous decade, this great Nation required its Marine Corps Reserve to be continuously engaged in combat operations in Iraq and Afghanistan as well as in regional security cooperation and crisis prevention activities in support of the various geographical combatant commanders. This operational tempo has built a momentum among our warfighters and a depth of experience throughout the ranks that is unprecedented in generations of Marine Corps Reservists.

In addition to our service in and around combat zones, your Marine Corps Reserve’s response to our Nation’s needs echoes the February 2010 Quadrennial Defense Review, which called for a Reserve Component that can serve in an operational capacity for predictable routine deployment. Accordingly, today’s Marine Corps Reserve fully embodies the operational Reserve concept and has shaped itself to continue in this operational manner for the foreseeable future.

Understanding that we are fighting a transnational enemy and that partner nations will continue to seek our training and mentoring capabilities, I expect our Marine Reservists to be in great demand during the coming years in a sustained manner. I am pleased to report that we are prepared to provide that persistent capacity. The nature of the fight in Afghanistan, for instance, is particularly suited to our Marine Reservists. It is a thinking man’s fight that requires solutions at the grass-roots level where our Marines operate best, which is among the population as evidenced by our combat prowess and “Small Wars” mindset. To be sure, our recent successes in Iraq were hastened by the types and quality of individuals we have in our ranks, who often utilized civilian skills in ways not necessarily anticipated, but ultimately proving pivotal to the success in Al Anbar Province. I expect no difference with our Marine Reservists in Afghanistan. That maturity, creativity and confidence is what an operational Reserve brings to the fight. In fact, your Marine Corps Reserve is more highly trained, capable, and battle-tested than at any time since the Korean War. Without reservation, your Marine Corps Reserve continues to be an integral part of the Total Force Marine Corps, and its strength lies in the fact that Marine Corps Reservists blend seamlessly into the gaining force regardless of whether they deploy as individual augmentments, members of detachments, or operational units.

As of January 31, 2011, more than 58,000 Reserve Marines have mobilized in support of Overseas Contingency Operations, previously the Global War on Terrorism, since September 11, 2001. The vast majority of these Marines deployed to the U.S. Central Command’s area of responsibility, which includes Iraq, Afghanistan, and previously, the Horn of Africa. One-hundred percent of Marine Corps Reserve units at the battalion and squadron level have either been activated in their entirety or activated task-organized detachments. Thousands of other Marine Reservists deployed in support of combatant commanders’ Theater Security Cooperation initiatives to South America, Eastern Europe, Asia, Africa, Australia, and various Pacific island nations. This year will be no different as Marine Reservists are scheduled to support planned exercises in Norway, Peru, Belize, Uganda, Estonia and Morocco, and again in various nations in Asia and the Pacific islands.

Our Force Generation Model is one of the important planning mechanisms for an operational Reserve. The Model, which was developed and implemented during October 2006, continues to provide long-term and essential predictability of future activations and deployments for our Reservists. The Model provides my Marines, their families, and their employers, the capability to plan their lives 5 or more years out. It empowers them to strike the critical balance between family, civilian career, and service to the Nation, while allowing employers the time to manage the temporary loss of valued employees. The Force Generation Model also assists Service and joint force planners in maintaining a consistent and predictable flow of fully capable Marine Corps Reserve units. Internal to the Marine Corps, this flow of fully trained and capable Reserve units has proven essential in enabling Active Component combat units to start realizing an approximate 1:2 deployment-to-dwell, which was established by the Secretary of Defense.

The Force Generation Model is a relatively simple management tool based on 1-year activations, to 4-plus years in a non-activated status, which makes continued programmed utilization of the Marine Corps Reserve sustainable at 1:5 deployment-to-dwell over the long term. In fact, the Marine Corps Reserve can potentially source 3,000 Marines per rotation and 6,000 Marines annually at a 1:5 deployment-to-dwell as programmed in the Force Generation Model. Furthermore, projecting predictable activation dates, mission assignments and geographical destination years in advance enables my units to orient training on core mission requirements early in the dwell period, then transition the training focus to specific mission tasks as soon as the unit is 12–18 months from activation.

Marine Forces Reserve operations continued on a high operational tempo as we supported all of the geographical combatant commanders across the globe. Our Force units and major subordinate commands—the 4th Marine Division, 4th Marine Aircraft Wing, and 4th Marine Logistics Group—were called upon to provide 1,920 Marines to support Operation Enduring Freedom and are in the final stages of preparing another 3,147 Marines to deploy this fiscal year. Marine Forces Reserve also deployed Marines to a plethora of theater specific exercises and cooperative security efforts, which were designed to increase interoperability with our Partnership For Peace NATO allies as well as for developing Theater Security Cooperatives in countries such as Morocco, Mozambique, Romania, Georgia, the Black Sea region and partners throughout the Pacific Rim.

Marine Forces Reserve's operational focus will continue to directly support the geographical combatant commanders this fiscal year in various roles that includes multiple bi-lateral exercises, such as Western Accord in Senegal, Sea Breeze in the Ukraine, African Lion in Morocco, and Agile Spirit, which is an ongoing effort with the Georgian Army in and around Tbilisi. The way ahead for Marine Forces Reserve includes building partner capacity in the Black Sea region on behalf of the geographical combatant commander by providing Marine Reservists to conduct operations of various sizes and complexities throughout the region to assure stability and sustainability in this high priority geopolitical region.

For the third year in a row, Marine Forces Reserve will sponsor exercise Javelin Thrust stateside this July, which will focus on Marine Air-Ground Task Force core competency training. Javelin Thrust 2011 will be conducted aboard installations throughout the Western United States with both virtual and real world aspects to the exercise. The scenario of this year's event is tailored to the current operating environment. A criterion for participating units was based on their future deployment schedule according to the Force Generation Model. Javelin Thrust will provide all elements of the Marine Air-Ground Task Force with the opportunity to complete some of the training necessary to expeditiously forward-deploy competently in any operational environment. Additionally, individuals serving on the exercise's Marine Air-Ground Task Force staffs will receive training that will enable them to competently perform as individual augmentments on a Marine Air-Ground Task Force staff or joint staff overseas. In addition to involving all of Marine Forces Reserve's Force units and three major subordinate commands, this year's exercise will include an integrated Active Component and Reserve Component headquarters. This aspect of the exercise is aimed at validating the Total Force approach with an emphasis on interoperability of Active Component and Reserve Component Marine forces.

In addition to operational requirements, Marine Forces Reserve personnel and units conduct community relations events nationwide. Due to the command's unique geographical dispersion, Marine Forces Reserve personnel and units are advantageously positioned to interact with the American public, telling the Marine Corps story to our fellow citizens who typically have little or no contact with the Marine Corps.

During the previous year, Marine Forces Reserve supported more than 10 significant community relations events, which included among others: Marine Week Bos-

ton, Armed Forces Bowl in the Dallas/Fort Worth area, New York City Fleet Week, Baltimore Fleet Week, Public Service Recognition Week and Joint Service Open House in the District of Columbia area, and the commissioning of the USS *New York*. Marine Forces Reserve also supported more than 50 community relations events of a lesser scale that included various air shows, memorials and assorted flyovers across the Nation. Additionally, more than 200 community events of a routine nature were supported across the Nation, such as color guard details, vehicle and weapon static displays, and guest speakers.

The significant community relations events required a footprint of Marine Forces Reserve assets that mirrored an operational Marine Air-Ground Task Force in structure. Of note is the Marine Week concept, which was held in Boston during fiscal year 2010. The Marine Week concept is a strategic communication initiative created to articulate to the American public what the U.S. Marine Corps stands for, what we do, who we are and what the Corps aspires to accomplish in the future. This successful week-long event encompassed a series of more than 60 smaller events, which included formal ceremonies, various static displays of aircraft, vehicles and weapons, and other outreach events such as sports demonstrations and concerts. Marine Forces Reserve was the lead element for Marine Week Boston, with the 24th Marine Regiment sourcing the Marine Air-Ground Task Force command element and the subordinate units. Marine Forces Reserve will take the lead once again for Marine Week St. Louis this June and is likely to form the command element on behalf of the Marine Corps for all Marine Weeks hereafter due to our national footprint, deep connection with local communities, and integration of Active and Reserve Component personnel at our Reserve sites across this great Nation.

PERSONNEL

Marine Forces Reserve consists of the Selected Marine Corps Reserve and the Individual Ready Reserve, which form the Ready Reserve. The Selected Marine Corps Reserve is comprised of Marines in Reserve units, those in the Active Reserve program, Individual Mobilization Augmentees, and those in initial training. These categories of Marines form the inventory of the Selected Marine Corps Reserve's authorized end strength of 39,600.

We continue to enjoy strong accessions and an increase in retention over the historical norm, which greatly enhanced our ability to improve our end strength during fiscal year 2010. Our bonus and incentive programs for Reserves were essential tools in achieving more than 99 percent of our authorized end strength. Continued use of these programs will remain critical to both meeting our overall end strength this fiscal year and to continue shaping our Force. Our authorized end strength of 39,600 is appropriate for providing us with the Marines we require to support the Total Force while achieving the Commandant's goal of a 1:5 deployment-to-dwell for Selected Marine Corps Reserve units.

I am pleased to report that the Marine Corps/Navy Reserve Team is as strong as ever. In the past year the Navy made sure that Marine Forces Reserve units were fully manned and supported with Program 9—U.S. Navy personnel in support of Marine Forces—and Health Service Augmentation Program personnel during all deployment phases. Five hundred thirty-six U.S. Navy personnel were sourced to staff Marine Forces Reserve units that deployed to Iraq and Afghanistan, as well as numerous joint and/or combined exercises. These individuals focused almost entirely on providing medical, dental and religious services. The Navy Mobilization Office works with my headquarters, as well as with my major subordinate commands, to source 100 percent of all requirements.

Manning to authorized end strength requires an institutional approach. The Marine Corps is unique in that all recruiting efforts fall under the direction of the commanding general, Marine Corps Recruiting Command. This approach provides tremendous flexibility and unity of command in annually achieving Total Force recruiting objectives. Like the Active Component Marine Corps, Marine Corps Reserve units rely primarily upon a first-term enlisted force. Marine Corps Recruiting Command achieved 100 percent of its recruiting goal for non-prior service recruiting (5,868) and prior service recruiting (4,209) for fiscal year 2010. As of February 28, 2011, 2,576 non-prior service and 1,340 enlisted prior service Marines have been accessed, reflecting 45.86 percent of the annual enlisted recruiting mission for the Selected Marine Corps Reserve. We fully expect to meet our Selected Marine Corps Reserve recruiting goals again this year.

Officer recruiting remains our most challenging area. Historically, the Active Component Marine Corps has been the exclusive source of senior lieutenants and captains for the Marine Corps Reserve, and it remains a source of strength in meeting our company grade requirements. Through our transition assistance and edu-

cational outreach programs, we continue to ensure that each transitioning Active Component Marine is educated on continued service opportunities in the Marine Corps Reserve. To compliment the Active-to-Reserve Component company grade accessions, we continue to offer three recently implemented Reserve commissioning initiatives that focus exclusively on the most crucial challenge of manning the Marine Corps Reserve with quality company grade officers. These Reserve commissioning initiatives are the Reserve Enlisted Commissioning Program (RECP), which was expanded to qualified active duty enlisted Marines in addition to qualified Reserve enlisted Marines; Meritorious Commissioning Program—Reserve (MCP—R), which is open to individuals of the Active and Reserve Components who have earned an Associate's Degree or equivalent in semester hours; and Officer Candidate Course—Reserve (OCC—R). Since 2004, these three programs have produced a total of 330 lieutenants for the Marine Corps Reserve. The OCC—R program has been the most successful of the three Reserve commissioning initiatives, producing 296 officers. It focuses on ground billets with an emphasis on ground combat and combat service support within specific Reserve units that are scheduled for mobilization. The priority to man units with these officers is once again tied to the Force Generation Model. All together, these programs, combined with our prior service recruiting efforts, are projected to provide at least 90 percent manning of critical combat arms and engineer company grade officer billets by September 30, 2015.

Regarding retention, all commanders and senior enlisted leaders across Marine Forces Reserve are tasked to retain quality Marines through example, mentoring, and information and retention programs. This takes place across the Marine experience, not just in the final days of a Marine's contract. Those approaching the end of their current contracts—Active or Reserve Component—receive more focused counseling on the tangible and intangible aspects of remaining associated with, or joining, the Selected Marine Corps Reserve.

Your continued support regarding enlistment, affiliation, and re-enlistment bonuses along with other initiatives greatly influences my ability to gain and retain the very best. I greatly appreciate the continuance of all of the many programs that help us recruit and retain the best young men and women this nation produces.

EQUIPMENT

Established by the Commandant in his planning guidance, the Marine Corps' number one focus is to provide the best trained and best equipped Marine units to Afghanistan. Accordingly, Marine Forces Reserve has two primary equipping priorities—equipping individuals who are preparing to deploy and sufficiently equipping units to conduct home station training. I directed my staff to dedicate its efforts to ensure that every member of Marine Forces Reserve deploys fully equipped with the most current authorized Individual Combat Equipment and Personal Protective Equipment. Accordingly, we continue to equip individuals and units during their dwell periods with the best available equipment tailored specifically to their next mission in accordance with the Force Generation Model.

Whereas individuals receive 100 percent of the necessary warfighting equipment, Marine Forces Reserve units are equipped to a level identified as a Training Allowance. The Training Allowance is the amount of equipment required by each unit to most effectively conduct home station training. My guidance to my commanders is to establish their Training Allowance to enable them to maintain the highest training readiness as defined by their mission requirements. As a contributing component of the Total Force Marine Corps, Marine Corps Reserve units are equipped with the same equipment that is utilized by the Active Component Marine Corps, but in quantities tailored to fit Reserve Training Center capabilities. To be sure, it is imperative that our units train with the same equipment they will utilize while deployed. I am pleased to report that as a whole, we are adequately equipped to effectively conduct home station and Force-level training.

Although we have been engaged in combat operations for almost a decade, our equipment readiness rates remain above 97 percent. To maintain this level of readiness, we have relied heavily on supplemental funding in the Overseas Contingency Operational funding. Your continued support in this category has been critical in maintaining our current level of equipment readiness for combat operations and resultant contribution to Marine Corps combat capability.

Several resources and programs combine to form the basis to the Marine Corps Reserve approach to maintenance. Routine preventive and corrective maintenance are performed locally by operator and organic maintenance personnel. This traditional approach to ground equipment maintenance was expanded to include an increasing reliance on highly effective contracted services and depot-level capabilities, which were provided by the Marine Corps Logistics Command. Over the past year,

we experienced significant success with the Marine Corps Logistics Command's "Mobile Maintenance Teams" that have provided preventive and corrective maintenance support to all 183 Marine Corps Reserve sites across the United States. This maintenance augmentation effort has directly improved our equipment readiness as well as provided valuable "hands on" training to our organic equipment maintainers. Additionally, the Marine Corps Logistics Command's "Enterprise Lifecycle Maintenance Program" provides for the rebuilding and modifying of an array of principal end items, such as the Light Armored Vehicle, the Amphibious Assault Vehicle and our entire motor transport fleet. Finally, we continue to reap significant benefits from the Marine Corps Corrosion Prevention and Control Program. Dollar for dollar, this program has proven highly effective in the abatement and prevention of corrosion throughout the Force. Collectively, these initiatives and the hard work and dedication of our Marines and civilian Marines across Marine Forces Reserve sustain our ground equipment readiness rates at or above 97 percent.

National Guard and Reserve Equipment Appropriations have been an important element of the Total Force Marine Corps ability to modernize the Reserve Component and have ensured that there is maximum compatibility between the Reserve and Active Components. During fiscal years 2008, 2009 and 2010, Marine Forces Reserve received \$45 million, \$65 million, and \$45 million respectively through National Guard and Reserve Equipment Appropriations. We used these funds to augment regular procurement dollars and accelerate the fielding of various programs that touch every element of the Marine Air-Ground Task Force.

With the fiscal year 2008 National Guard and Reserve Equipment Appropriation, we applied funding toward upgrades of aircraft which included the KC-130T, the F/A-18 and the UH-1. These upgrades enabled us to maintain compatibility with airframes being employed by the Active Component Marine Corps. We also purchased an operation support airlift UC-12 aircraft for our VMR Detachment at Naval Air Station Joint Reserve Base New Orleans. Funds were also used for Tactical Remote Sensor Suites and the Rover III Forward Air Control communications capability. Both of the previous items added to our ability to enhance command and control. Last, we invested in four modeling and simulation programs that increased the effectiveness of our Reserve training while reducing our training costs. These included two mobile HMMWV Egress Assistance Trainers, seven Medium Tactical Vehicle Replacement Operator Trainers, one Virtual Combat Convoy Training System, and 135 Digital-Virtual Training Environment suites.

During fiscal year 2009, the Congress initially appropriated \$40 million in National Guard and Reserve Equipment Appropriations. An additional \$25 million was subsequently provided in that year's supplemental. These funds provided Marine Forces Reserve with additional aircraft upgrades for the UH-1 and improved survivability of our UC-35 aircraft, additional command and control items with purchases of additional Tactical Remote Sensor Suites, Digital Terrain Analysis Mapping Systems, a Counter Intelligent/Human Intelligence Equipment Package, and various tactical laptop computers; supporting arms upgrades for our Digital-Virtual Training Environment program; 43 Logistics Vehicle System Replacements; and 22 upgraded Light Armored Vehicles, which are a critical component to the Marine Air-Ground Task Force's combat power and mobility.

With the \$45 million in fiscal year 2010 National Guard and Reserve Equipment Appropriation, we increased our investment in Light Armored Vehicle purchases by ordering nine additional 25mm canon variants and five command and control variants. We also purchased an Air Traffic Control simulation package, which will greatly improve the training capability for our Air Traffic Control Marines.

In our fiscal year 2012 National Guard and Reserve Equipment Report published in February, we identified four modernization priorities that could be funded with the fiscal year 2011 National Guard and Reserve Equipment Appropriations you have already provided. The first priority is to procure the remaining Light Armored Vehicles for our 4th Light Armored Reconnaissance Battalion. At the time the report was published, we had 42 vehicles which still needed to be procured at a total cost of \$109 million. Since that report was published, the Marine Corps has taken advantage of its repair depots' ability to convert recently returned A1 variant Light Armored Vehicles into A2 variants. This reduces our anticipated gap to 27 vehicles at an estimated cost of \$68 million. Using a portion of the \$70 million provided in the 2011 Department of Defense and Full-Year and Continuing Appropriations Act, we intend to procure 10 additional Light Armored Vehicle Logistics variants, which will further close out our Light Armored Vehicles gap.

In the fiscal year 2012 National Guard and Reserve Equipment Report, we also discussed our priority to accelerate fielding of our KC-130J fleet. The KC-130J has already been fielded to the Active Component Marine Corps while the KC-130T will remain in service in the Reserve Component from now until beyond the year 2020.

The first Reserve Component KC-130J is not scheduled for delivery until 2014. These two aircraft are very different airframes, each requiring completely different logistical, maintenance, and aircrew requirements. The longer we maintain both airframes, the longer we have to invest in twice the logistics, twice the maintenance training, and twice the aircrew training. The total cost to purchase all 28 Reserve Component KC130J aircraft is more than \$2 billion. Currently, only 9 of the 28 airframes are funded within the Future Years Defense Plan.

The third priority outlined in the fiscal year 2012 National Guard and Reserve Equipment Report is the procurement of a KC-130J Weapons System Trainer for the Reserve Component at a cost of approximately \$25 million. As we transition models, there will be a need for this simulator in order to maintain combat qualifications. Without one in the Reserve Component, our aircrews will be competing for time in active component simulators, which are already over-scheduled.

The fourth priority outlined in the fiscal year 2012 National Guard and Reserve Equipment Report is the modernization of our aging Logistics Vehicle System fleet. In addition to the 43 Logistics Vehicle System replacements purchased with the fiscal year 2009 National Guard and Reserve Equipment Appropriation, we requested to purchase an additional 108 vehicles using a significant portion of the \$70 million provided in this year's appropriation Act. This not only provides for an additional 58 cargo variants, but also provides 37 tractor variants and 13 wrecker variants. The tractor and wrecker variants are just reaching full rate production and this investment continues to enhance our compatibility with the Active Component.

TRAINING

Language and culture training is available to all Marine Reservists and is delivered via a variety of techniques, from live instruction to portable media to web-based tutorials and applications. Our Afghanistan culture training leverages academia, utilizes Afghan-American expertise, and includes web-host detailed and tailored courses of instruction. These courses can be accessed by any computer and have the added functionality of being iPod-compatible to download for transportability and accessibility by our Marines. We are also beta-testing our first Pashtu language course for our next infantry battalion deploying to South Asia. This is an 18-week course that is a webinar-linked program, which allows geographically separated Marines and instructors to "meet" in a virtual classroom that consists of using course-provided computing systems. It's synonymous with the program Special Operations Command has been running for a number of years. This course is directed to provide Pashtu language capability down to the squad level with participants at the rank of lieutenant, sergeant, corporal and below. Additionally, my Marines also participate in introductory Pashtu immersion training, which is conducted in 5-week blocks of instruction and is supported by the Partner Language Training Center Europe (PLTCE) Garmisch, Germany. Last, given that our Marines deploy throughout the globe, we access a variety of other sources of language and cultural training such as the Marine Corps' Center for Advanced Operational Culture and Language, the Defense Language Institute and Regional Language Centers. Your continued support for these enhanced language and culture learning opportunities is crucial to our competence in the current fight in Afghanistan.

One of the most exciting areas where we continue to transform the depth and scope of our training remains the cutting-edge arena of Training Simulation. Marine Forces Reserve continues to field several immersive complex digital video-based training systems, complete with the sights, sounds and chaos of today's battlefield environments. These systems are particularly important, considering the limited training time and facilities available to our commanders. Last year, we completed the fielding and upgrading of the Indoor Simulated Marksmanship Trainer-XP. These simulators make it possible for the Marines to "employ" a variety of infantry weapons—pistol through heavy machinegun—in rifle squad scenarios.

Another simulator, the Virtual Combat Convoy Trainer-Reconfigurable Vehicle System, provides invaluable pre-deployment training for the drivers of all makes and models of tactical vehicles. This trainer provides various conditions of terrain, road, weather, visibility and vehicle condition as well as various combat scenarios, which includes routine movement, ambush, and IED, among others. The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System is a mobile, trailer-configured platform that utilizes a HMMWV mock-up, small arms, crew-served weapons, 360-degree visual display with after-action review/instant replay capability. We are now preparing to accept the fourth generation of this system and have doubled student throughput.

Another training simulation technology that has been fielded is the Deployable Virtual Training Environment, which provides small-unit echelons with the oppor-

tunity to continuously review and rehearse command and control procedures and battlefield concepts in a virtual environment. The Deployable Virtual Training Environment provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features of the Deployable Virtual Training Environment include supporting arms upgrades for virtual combined arms indirect fire and forward air control training, combat engineer training, small-unit tactics training, tactical foreign language training and event-driven, ethics-based, decisionmaking training.

Finally, The HMMWV Egress Assistance Trainer and the Mine-Resistant Armor Protected (MRAP) Egress Trainer are mechanical simulation trainers that familiarize Marines with the techniques and procedures to egress a HMMWV or a MRAP vehicle that has overturned. Both Trainers are training tools that provide Marines with the opportunity to experience vehicle roll-over conditions to enable them to rehearse actions and physically execute the steps necessary to survive a vehicle roll-over. These systems support the U.S. Central Command requirement for all Marines to complete vehicle roll-over training prior to deploying to designated combat zones.

It is important to recognize the key role Congress has played in the fielding of these advanced training systems, all of which have been rapidly acquired and fielded with supplemental and National Guard and Reserve Equipment Appropriations funding.

FACILITIES

Marine Forces Reserve is comprised of 183 sites in 48 States, the District of Columbia, and Puerto Rico. These facilities consist of 32 owned sites, 151 tenant locations, three family housing sites, and a Marine barracks. Most of our Reserve sites are openly located within civilian communities, which require close partnering with State and local entities nationwide. Additionally, the condition and appearance of our facilities informs the American people's perception of the Marine Corps as well as the Armed Forces.

Department of Defense policy and the use of standardized models for Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) dollars have greatly improved funding profiles for our Reserve facilities over the last several years. We are experiencing some of the best levels of facility readiness due to increased funding in the last 3 years, which was complemented by an additional \$39.9 million in stimulus dollars from the American Recovery and Reinvestment Act (ARRA) of 2009. The ARRA funding was applied to 25 projects currently underway across 11 States that are providing much needed repairs, renovations or enhancing energy efficiency. Other projects funded by ARRA dollars include upgrades to meet antiterrorism force protection standards and compliance with American with Disability Act access.

The Base Realignment and Closure 2005 and our normal Military Construction Naval Reserve (MCNR) Program enabled us to repair and upgrade sites across the country with projects continuing to completion in 2011, including replacement of more than 28 of our 183 Reserve centers in the next 2 years. This represents the largest movement and upgrade in memory for the Marine Corps Reserve.

Marine Forces Reserve's research and investment for the last 2 years in energy efficiency, sustainability, and renewable energy is coming to fruition this fiscal year. Every new FSRM renovation project or Military construction (Milcon) is targeted for energy efficiency and sustainability aspects in accordance with policy and Leadership in Energy and Environmental Design (LEED) guidelines. We recently commissioned our first LEED Silver building at Camp Lejeune—the first in the Marine Corps—and are anticipating award this year of our first LEED Silver rehabilitation project in Baltimore, Maryland, which is a potential first for the Marine Corps as well. All of our MCNR projects since fiscal year 2009 are on track to comply with directives to achieve LEED silver or higher as funding profiles permit.

We are presently conducting energy assessments of all our 32-owned sites along with preparation of smart metering technology for each to enhance conservation and management. The Marine Forces Reserve approach combines efficiency, conservation, and renewable aspects to achieve optimal return on investment. We completed six solar energy and lighting projects at Reserve centers in California and have one solar project slated for completion in Louisiana as well. Our six wind turbine projects continue to proceed with suitability and environmental evaluations. Initial findings indicate that some projects may come on line during fiscal year 2012 with an anticipated payback of as little as 8 years. Our investment and implementation of these technologies provides energy security, efficiency, and cost avoidance for our geographically dispersed sites.

Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) program funding levels continue to address immediate maintenance requirements and longer-term improvements to our older facilities. Sustainment funding has allowed us to maintain our current level of facility readiness without further facility degradation. Your continued support for both the MCNR program and a strong FSRM program are essential to addressing the aging infrastructure of the Marine Corps Reserve.

The MCNR program for exclusive Marine Corps Reserve construction has been effectively prioritized by the Marine Corps within the FYDP to optimize our efforts in addressing the estimated \$132 million in needed construction projects for our aging infrastructure. Increases in our baseline funding over the last 6 years have helped Marine Forces Reserve improve our overall facility readiness. More than 27 percent of the Reserve centers our Marines train in are more than 30 years old and of these, 55 percent are more than 50 years old. Past authorizations have improved the status of facilities in the 30 to 50 year range and continued investment will allow for further modernization. The \$35 million in additional MCNR funding in fiscal year 2010 enabled Marine Forces Reserve to commence several additional projects that further improved our readiness in both training and improvement of facilities infrastructure at greater rates than normal.

The Base Realignment and Closure 2005 continues to move forward and the Marine Corps Reserve will relocate units to 10 consolidated Reserve centers this fiscal year. Marine Forces Reserve is executing 25 of the Marines Corps' 47 Base Realignment and Closure-directed actions. Of these 25 Base Realignment and Closure actions, 21 are linked to Army and Navy military construction projects. Our Base Realignment and Closure plans are tightly linked to those of other Services and government agencies as we develop cooperative agreements to share Reserve centers and coexist in emergent joint bases. All remaining Marine Corps Reserve Base Realignment and Closure closures are on track for successful completion within the directed timelines.

Of special note is the movement of my Headquarters—Marine Forces Reserve—and consolidation of our major subordinate commands in New Orleans, Louisiana. This unique Base Realignment and Closure project, which integrated State, local and Federal efforts, is now well underway for the new headquarters compound and is tracking for an early completion. The State of Louisiana is providing construction dollars for the new headquarters facility, which saves the Federal Government more than \$130 million. The Department of the Navy is providing the interior finishings, information technology, and security infrastructure in accordance with the lease agreement. This building will incorporate multiple energy and environmentally friendly processes to meet Leadership in Energy and Environmental Design certifiable standards. We were assisted by the Department of Energy's Federal Energy Management Program to identify future projects, which will further maximize the sustainability and energy efficiencies of the buildings and compound. Upon completion and certification, this building and its surrounding acreage will become the newest Marine Corps Installation: Marine Corps Support Facility, New Orleans.

HEALTH SERVICES AND BEHAVIORAL HEALTH

Our Marines, Sailors and their families remain our highest priority. Therefore, we remain keenly attentive to their health and resiliency. Taking care of them is a sacred trust and a continuous process. During dwell, our health services priority is to attain and maintain the Department of Defense goal of 75 percent Fully Medically Ready. In fiscal year 2010, Marine Forces Reserve individual medical and dental readiness rates were 70 percent and 78 percent respectively. This reflects a continued improvement trend in overall individual medical readiness for the Force.

Healthcare for the Reserve Component integrates many diverse programs across the spectrum of the deployment cycle—pre-mobilization, deployment and post-deployment—and is categorized into two areas: unit medical readiness and behavioral health. Unit medical readiness programs include the Reserve Health Readiness Program and TRICARE Reserve Select. Behavioral health programs include the Post Deployment Health Reassessment and the Psychological Health Outreach Program.

The Reserve Health Readiness Program is the cornerstone for individual medical and dental readiness. This program funds contracted medical and dental specialists to provide healthcare services to units not supported by a military treatment facility. During fiscal year 2010, the Reserve Health Readiness Program performed 10,947 Periodic Health Assessments; 2,803 Post-Deployment Health Reassessments; and 7,821 Dental Procedures. TRICARE Reserve Select, a premium-based healthcare plan, is also available to our Marines, Sailors and their families.

Behavioral health has increasingly become an integral part of medical readiness over the past few years. Navy medicine continues to address this complex issue through various independent contracted programs, such as the Post Deployment Health Reassessment and the Psychological Health Outreach Program. The Post Deployment Health Reassessment identifies health issues with specific emphasis on mental health concerns, which may have emerged since returning from deployment. The Psychological Health Outreach Program addresses post-deployment behavioral health concerns through a referral and tracking process. The above programs have proven effective in the overall management of identifying those Marines needing behavioral health assistance and have provided an avenue to those Marines seeking behavioral health assistance.

The Commandant has also directed that we more fully integrate behavioral health services to help reduce redundancies and ultimately improve the overall quality and access to care. The Marine Corps is taking action to develop an integrated service delivery that provides innovative, evidence-based practices to commanders, Marines, and their families. This service delivery will be woven into the larger support network of our command structures and health and human services across the Marine Corps to better build resilience and strengthen Marines and families. This efficiency initiative successfully integrates our Combat and Operational Stress Control, Suicide Prevention, Sexual Assault Prevention and response, Substance Abuse Prevention and Family Advocacy Programs and will be instrumental in synchronizing our prevention efforts.

Combat and Operational Stress Control training for leaders is being incorporated throughout Marine Forces Reserve at all levels. All units deploying more than 90 days receive pre-deployment training for Marines, Sailors, leaders, and families.

Currently, we are implementing the Operational Stress Control and Readiness (OSCAR) training. This training provides knowledge, skills, attitudes, and tools required to assist commanders to prevent, identify, and manage combat and operational stress problems as early as possible. Your continued support enables us to continue to take care of our Marines, Sailors and their families.

QUALITY OF LIFE

My commitment to our Marines and Sailors in harm's way extends to their families at home. As part of Marine Corps reforms to enhance family support, we continue to place full-time Family Readiness Officer (FROs), which will be staffed entirely by civilians, at the battalion/squadron level and above to support the Commandant's family readiness mission. As you might imagine, an organization that is spread across the Nation and overseas has unique challenges, but communication technologies, improved procedures, and processes have effectively integrated our efforts to more effectively inform and empower family members—spouses, children and parents—who often have little routine contact with the Marine Corps and live far from large military support facilities. The installation of FROs at the battalions and squadrons bridges many gaps and overcomes many challenges that are unique to the Reserve Component. To be sure, the placement of Family Readiness Officers is a low cost solution that provides a significant return on investment.

We fully recognize the strategic role our families have in personal and operational readiness, particularly with mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle by providing education at unit family days, pre-deployment briefs, return and reunion briefs, and post-deployment briefs. To better prepare our Marines and their families for activation, Marine Forces Reserve has fully implemented the Yellow Ribbon Reintegration Program, much of which we've had in place for quite some time. We are particularly supportive of Military OneSource, which provides our Reservists and their families with an around-the-clock information and referral service via toll-free telephone and Internet access on subjects such as parenting, childcare, education, finances, legal issues, deployment, crisis support, and relocation.

The Marine Forces Reserve Lifelong Learning Program continues to provide educational information to service members, families, retirees, and civilian employees. More than 1,400 Marine Forces Reserve personnel (Active and Reserve) enjoyed the benefit of Tuition Assistance, utilizing more than \$3.6 million that funded more than 4,600 courses during fiscal year 2010. The Marine Corps' partnership with the Boys and Girls Clubs of America and the National Association for Child Care Resources and Referral Agencies continues to provide a great resource for service members and their families in accessing affordable child care before, during, and after a deployment in support of overseas contingency operations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand serv-

ices for family members of our Reservists who reside in isolated and geographically separated areas.

The Chaplain Corps—Active and Reserve Component chaplains—is fully engaged to support my commitment to ensure care is provided for our Marines, Sailors, and their families. Working alongside FROs, they conduct informational briefs and provide counsel during all phases of the deployment cycle. One Religious Ministries Team works with the FRO through video-teleconferencing to provide pre-deployment, deployment and post deployment briefs for the entire Individual Ready Reserve population. The chaplains have also worked directly with the Casualty Assistance Calls Officers, providing them with immediate support, counsel and assistance during the time of deep emotional crisis.

SUPPORTING OUR WOUNDED, ILL, AND INJURED MARINES AND THEIR FAMILIES

The non-medical needs of our wounded, ill, and injured (WII) Marines and their families can be extensive and vary in type and intensity during the phases of recovery. There is not an “one size fits all” approach to WII care. The Marine Corps’ Wounded Warrior Regiment (WWR) makes a concerted effort to ensure that WII Marine Reservists receive exemplary support as they transition through the recovery process. The WWR holds high levels of subject matter expertise with regard to the unique challenges faced by Marine Reservists and has set up component of care accordingly. For example, the WWR has dedicated staff—the Reserve Medical Entitlements Determinations Section—to specifically maintain oversight of all cases of Reservists who require medical care beyond their contract period for service-connected ailments. Additionally, the WWR has Reserve-specific recovery care Coordinators who provide one-on-one transition support and resource identification required to support WII Reservists and families who are often living in remote and isolated locations away from the support resident on bases and stations. Another significant support component of the WWR that makes a positive difference in the lives of our WII Reservists is the Sergeant Merlin German Wounded Warrior Call Center. This 24/7 Call Center provides support on numerous issues to include: referral for psychological health matters; pay and entitlement questions; financial assistance resources; awards; and information on benevolent organizations. The WWR also uses its Call Center to conduct important outreach calls to various populations to check on their well-being and update them on changes in benefits and entitlements.

CASUALTY ASSISTANCE AND MILITARY FUNERAL HONORS

Casualty assistance remains a significant responsibility of Active Component Marines who are assigned to our Inspector—Instructor and Reserve Site Support staffs. Continued operational efforts in Afghanistan and Iraq have required that these Marines remain ready at all times to support the families of our fallen Marines in combat abroad, or in unforeseen circumstances at home. By virtue of our geographic dispersion, Marine Forces Reserve personnel are best positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide assistance to the families. Historically, my personnel have been involved in approximately 76 percent of all Marine Corps casualty notifications and follow-on assistance calls to the next of kin. There is no duty to our families that we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers continue well beyond notification. We ensure that our Casualty Assistance Calls Officers are adequately trained, equipped, and supported by all levels of command. Once a Casualty Assistance Calls Officer is designated, he or she assists the family members from planning the return of remains and the final rest of their Marine to advice and counsel regarding benefits and entitlements. In many cases, our Casualty Assistance Calls Officers provide a permanent bridge between the Marine Corps and the family while providing assistance during the grieving process. The Casualty Assistance Calls Officer is the family’s central point of contact and support, and he or she serves as a representative or liaison to the funeral home, Government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The active duty Reserve Site Support staff, with augmentation from their Reserve Marines, performed more than 14,550 military funeral honors during calendar year 2010, which was 90 percent of the Marine Corps total. We anticipate providing funeral honors to more than 17,500 Marine veterans in calendar year 2011. Specific authorizations to fund Reserve Marines in the performance of military funeral honors have greatly assisted us at sites such as Bridgeton, Missouri, where more than 10 funerals are consistently sup-

ported each week. As with Casualty Assistance, we place enormous emphasis on providing timely and professionally executed military funeral honors support.

CONCLUSION

Your Marine Corps Reserve continues to be operational in mindset and action and is fully committed to train and execute the Commandant's vision for the Total Force Marine Corps. The momentum gained over the last decade in Iraq, Afghanistan, and in support of theater engagements around the globe, remains sustainable through coordinated focus, processes and planning. To be sure, this momentum bears witness to the operational nature of your Marine Corps Reserve.

In everything we do, we remain focused on the individual Marine and Sailor in combat. Supporting that individual requires realistic training, proper equipment, the full range of support services and professional opportunities for education, advancement and retention. Your continued unwavering support of the Marine Corps Reserve and associated programs enables my Reservists to competently perform as an operational Reserve and is greatly appreciated. *Semper Fidelis*.

Chairman INOUE. Now, may I call upon General Stenner.

STATEMENT OF LIEUTENANT GENERAL CHARLES E. STENNER, JR., CHIEF, AIR FORCE RESERVE

General STENNER. Thank you, Chairman Inouye and Vice Chairman Cochran.

I appreciate the opportunity to be here today to discuss Reserve component funding priorities for fiscal year 2012 and the other important issues that are also affecting the 72,000-plus citizen airmen making up our Air Force Reserve.

But I would like to first take the opportunity to introduce Chief Master Sergeant Dwight Badgett. He is the command chief for the Air Force Reserve Command. And I will report he is not retiring, unless I don't know something.

And he is going to assist me in the years to come managing this vital force called the enlisted members. It is the backbone of what we take. And Chief, if you would give a standup for a second? Thanks.

AIR FORCE RESERVE PRIORITIES

My written testimony outlines our priorities. But briefly, I would like to mention the fact that our reservists continue to play an increasing role in ongoing global operations, no matter what service. They support our Nation's needs, providing operational capabilities around the world.

As we speak, Air Force reservists are serving in every combatant command area of responsibility. There are approximately 4,300 Air Force reservists currently activated to support those missions. That number includes our force's contributions to the Japanese relief effort and direct support to coalition operations in Libya.

Despite an increasing operations tempo, aging aircraft, and increases in depot scheduled downtime, we have improved fleet aircraft availability and mission-capable rates. The Air Force Reserve is postured to do its part to meet the operational and strategic demands of our Nation's defense, but that mandate is not without its share of challenges.

Our continued ability to maintain a sustainable force with sufficient operational capability is predicated on having sufficient manpower and resources. And the work of this subcommittee is key to ensuring Reserve component readiness, and the National Guard and Reserve equipment account (NGREA) is our means for pre-

servicing that combat capability. That account guarantees that our equipment is relevant and allows for upgrades to be fielded in a timely manner.

NGREA AND SUPPLEMENTAL FUNDING

Current levels of NGREA and supplemental funding have allowed the Air Force Reserve to make significant strides in meeting urgent warfighter requirements. Since 1997, the Air Force Reserve has obligated and executed 99.7 percent of our NGREA dollars, and we continue to work with the Air National Guard and regular Air Force communities to improve our process to obligate NGREA faster and in line with the OSD standards.

Air Force NGREA funding of at least \$100 million per year will provide parity and greatly enhance readiness, because, as we all know, our Nation relies on our capabilities, more today than ever before. Properly equipping the Reserve components will ensure the Nation continues to have a force in reserve to meet existing and future challenges.

Equally as important as readiness is support to our airmen and their families. Our efforts in this area go toward resiliency training, suicide prevention, the Yellow Ribbon reintegration, and Employer Support of the Guard and Reserve (ESGR) and other programs that help support the all-important Reserve triad. That is the family, the reservists, and their employer, all a part of the fabric of this Nation's defense.

In a time of constrained budgets and higher costs, in-depth analysis is required to effectively prioritize our service needs, for we must all appreciate the vital role the Reserve components play in supporting our Nation's defense and concentrate our resources in areas that will give us the most return on the investment.

Thank you for asking me here today and discussing the important issues that are affecting us all. And I do look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL CHARLES E. STENNER, JR.

INTRODUCTION

The 21st century security environment requires military services that are flexible—capable of surging, refocusing, and continuously engaging without exhausting their resources and people. The United States Air Force continues to present capabilities in support of joint operations, and the Reserve Component has evolved to the point that we are critical to those operations. In an increasingly limited fiscal environment, Reservists remain efficient and cost-effective solutions to our Nation's challenges.

In this dynamic environment, the Air Force Reserve (AFR) excels. Reserve Airmen support our Nation's needs; providing operational capabilities around the globe. Today, Air Force Reservists are serving in every Area of Responsibility (AOR), and there are approximately 4,300 Air Force Reservists activated to support operational missions. Despite increased operations tempo, aging aircraft and increases in depot-scheduled down time, we have improved fleet aircraft availability and mission capable rates. We have sustained our operational capabilities for nearly 20 years—at a high operations tempo for the past 10. We accomplish this while continuing to provide a cost-effective and combat ready force available for strategic surge or ongoing operations.

This year brings continued opportunities. Air Force Reserve Airmen are integrated into a wider variety of missions across the full spectrum of not only inherently Air Force operations, but joint operations as well. The Department of Defense (DOD) continues to seek innovative ways in which to gain greater access to, and

leverage the unique experiences and skills of Reservists. This effort recognizes our Citizen Airmen have talents that have been developed in the Air Force Reserve, but are strengthened in employment with civilian employers.

While we remain focused on the Air Force's five priorities¹, we are also guided by the following Reserve Component-unique focus areas that could be applied to the Total Force and will serve as the basis for this testimony: Force Readiness, Force Rebalance and Force Support.

OVERVIEW

The Air Force Reserve is helping to lead the way in improving Air Force capability for fiscal year 2012 and beyond. The fiscal year 2012 President's budget request would fund Air Force Reserve requirements of approximately \$5 billion. It provides for the operation and training of 34 wings, funds 117,769 flying hours, maintains 344 aircraft, and provides for the readiness of 71,400 Reservists and 4,157 civilian employees. Our budget request is about 4 percent of the total Air Force budget, and includes \$2.27 billion for operations and maintenance for air operations, service support and civilian pay; \$1.7 billion for military personnel; and \$34 million for military construction.

Not only does our fiscal year 2012 budget request ensure Air Force Reservists are trained and prepared to support Air Force and Combatant Command requirements, but it also demonstrates our commitment to the DOD's focus on efficiencies. Through better business practices, by leveraging new technology, and by streamlining our force management efforts, we identified \$195 million in efficiencies for fiscal year 2012 alone. With your continued support and assistance in the coming year, we will be focused on rebalancing our force, recapitalizing our equipment and infrastructure, and supporting our Reservists and the balance between their civilian and military lives.

FORCE READINESS

Reservists continue to play an increasing role in ongoing global operations. This reliance can be seen during surges such as those in Iraq and Afghanistan. Properly equipping the Reserve Components will ensure the Nation continues to have a "Force in Reserve" to meet existing and future challenges.

Air Force Reserve Modernization

A number of trends continue to influence dependence on Air Force Reserve forces to meet the operational and strategic demands of our Nation's defense: sustaining operations on five continents and the resulting wear and tear on our aging equipment; increasing competition for defense budget resources; and increasing integration of the three Air Force components. The Air Force leverages the value of its Reserve Components through association constructs in which units of the three components share equipment and facilities around a common mission. Increasing integration of all three Air Force components requires us to take holistic approach. To ensure our integrated units achieve maximum capability, the precision attack and defensive equipment the Air Force Reserve employs must be interoperable not only with the Guard and Active Component, but the Joint and Coalition force as well.

The National Guard Reserve Equipment Account (NGREA) appropriation has resulted in an increase in readiness and combat capability for both the Reserve and the Guard. For example, using fiscal year 2009 NGREA, fiscal year 2009 OCO and fiscal year 2010 NGREA funds, the Air Force Reserve responded to a Combatant Commander Urgent Operation Need (UON) related to the capabilities of our A-10 and F-16 fleet. Through acquisition of the Helmet Mounted Integrated Targeting (HMIT) system we were able to enhance our pilots' capability to cue aircraft sensors and weapons well outside the Heads-Up Display (HUD) field of view of their aircraft. This commercial-off-the-shelf (COTS) system is a common solution for both the A-10 and F-16 aircraft. Additionally, HMIT incorporates color displays in its system and is compatible with current night vision goggle systems to enhance night time flying capabilities. These capabilities have the potential to increase the situational awareness of our A-10 and F-16 pilots by 400 percent and to decrease incidents of fratricide caused when pilots move their heads away from their controls to

¹The Air Force Priorities are: (1) Continue to strengthen the nuclear enterprise; (2) Partner with the Joint and Coalition team to win today's fight; (3) Develop and care for our Airmen and their families; (4) Modernize our air, space, and cyberspace inventories, organizations, and training; and (5) Recapture acquisition excellence.

see targets on the ground. Actual purchases are expected to start at the end of fiscal year 2011 with delivery in fiscal year 2012.²

Since the start of combat operations in Afghanistan and Iraq, the majority of our equipment requirements have been aircraft upgrades. These upgrades provide our aircraft with better targeting, self protection and communication capabilities. As legacy aircraft are called upon to support operational missions, the equipment is stressed at a greater rate. As new equipment is identified that will satisfy our capability shortfalls, we begin procurement, normally buying enough assets with “first year” dollars to equip a single unit of aircraft. With subsequent year funding we continue purchasing until our requirements are met. This method of procurement allows the expedient fielding of capabilities to our deploying units, but equipment levels, especially in the first few years of a program’s execution, are not at sufficient levels to meet our overall requirements.

In fiscal year 2008, we modified our requirements process to align with the Air Force Reserve corporate process. This alignment provides total visibility and support for our modernization needs from identification of a requirement until it is fully mission capable. The process also incorporates input from our units received through Combat Planning Councils (CPCs). Our unfunded requirements, after being vetted through our corporate process, reside on our Modernization List. Each year we review the list to determine where the best use of the allotted amount of NGREA will make the most impact. Additional supplemental funding has helped in procuring our needed equipment.

Historically, the Air Force Reserve has been a prudent steward of NGREA funding with an average obligation rate of 99.7 percent prior to funding expiration.³ We are currently involved in a cooperative effort with the Air National Guard and the Active Component’s acquisition communities to review our obligation processes and develop improvements to bring our obligation rates more in line with the Department’s standards of 80 percent and 90 percent in the first and second years of execution.

Military Construction (Milcon) and Infrastructure Modernization

Along with challenges in modernizing our equipment, we face challenges modernizing our infrastructure. During the fiscal year 2011 budget formulation, both the Active Component and the Air Force Reserve continued to take risk in military construction and facilities maintenance in order to fund higher priorities. Over time, this assumption of additional risk has resulted in a backlog exceeding \$1 billion for the Air Force Reserve.

The Air Force Reserve budget request of \$34 million in fiscal year 2012 Milcon funding will fund the construction of an airfield control tower at March Air Reserve Base, California, and a RED HORSE⁴ readiness and training facility at Charleston Air Force Base, South Carolina. As we continue to work within fiscal constraints, we will optimize space allocation with increased facility consolidation and demolition. We will continue to mitigate risk where possible to ensure our facilities are modernized and provide a safe and adequate working environment.

Air Force Reserve Manpower

To meet the current needs of the Air Force, the Air Force Reserve will grow to programmed end strength of 71,200 this year. In the fiscal year 2012 President’s budget, we have requested an end strength of 71,400. These manpower increases are placing a premium on recruiting highly qualified and motivated Airmen and providing them with the necessary training. The Air Force Reserve recruiting goal for fiscal year 2011 is 10,480. While we exceeded our highest goal ever of 10,500

²In past years, the Air Force Reserve purchased HC-130 8.33 radios to upgrade 5 AFR HC-130 aircraft. This upgrade allows these aircraft to comply with Certified Navigation System—Air Traffic Management (CNS-ATM), world-wide air traffic rules and requirements. The 8.33 radios also provided a situational awareness data link that allows crews to better identify “friends” versus “foes” and prevent “friendly fire” incidents. Without this upgrade, the movements of AFR’s HC-130s were limited and in some cases prevented in certain restricted airspace around the globe.

³From fiscal year 1997 to fiscal year 2008, Congress provided the Air Force Reserve the following amounts in NGREA funding (associated obligation rates): 1997—\$39,552,000 (99.05 percent); 1998—\$49,168,000 (99.99 percent); 1999—\$20,000,000 (100 percent); 2000—\$19,845,000 (99.75 percent); 2001—\$4,954,000 (99.98 percent); 2002—\$75,224,000 (99.88 percent); 2003—\$9,800,000 (99.84 percent); 2004—\$44,666,000 (99.96 percent); 2005—\$39,815,000 (100 percent); 2006—\$29,597,000 (99.75 percent); 2007—\$34,859,000 (98.67 percent); and 2008—\$44,695,000 (99.60 percent).

⁴Rapid Engineer Deployable Heavy Operational Repair Squadrons (RED HORSE) provide the Air Force with a highly mobile civil engineering response force to support contingency and special operations worldwide.

new Airmen for fiscal year 2010, with tightening budgets and cuts in advertising, our forecast models indicate we may continue to face challenges in some aspects of the recruiting process.

To provide a single point of entry for accessing Air Force Reserve forces, we recently established a Force Generation Center (FGC). This organization modernizes our force management practices to provide a unified picture of our combat capability, our total support to the Air Force and Combatant Commanders, and provides our customers with a single point of entry with a consistent set of business rules. We now have visibility and accountability of reserve forces in categories where we previously had limited or no real time information. Additionally, the Force Generation Center allows the Air Force Reserve to be more responsive to the needs of individual Reservists, providing them greater predictability while making participation levels more certain. This ultimately provides Combatant Commanders with more operational capability. Collectively, these actions will contribute to the overall health of the Air Force by improving the sustainability and operational capability of the Air Force Reserve required today and tomorrow.

A recent survey highlighted the fact that one-in-three Air Force Reservists has volunteered to deploy. Since 9/11, more than 60,500 Air Force Reservists, which equates to 76 percent of our current force, have answered our Nation's call and deployed to combat or supported combat operations on active duty orders. We cannot take this high-level of commitment for granted, and must do our best to ensure their continued service is used appropriately and efficiently. Accordingly, these enterprise-wide actions will make Air Force Reservists more accessible and should provide Reservists with a greater sense of satisfaction about their service.

FORCE REBALANCE

Total Force Initiatives are not just a priority for the Air Force Reserve and Air National Guard, but the Air Force as a whole. All three components are committed to aggressively examining Air Force core functions for integration and force rebalancing opportunities. This is critical in an environment focused on efficiencies. As weapons systems become increasingly more capable but expensive, their numbers necessarily decrease. Aging platforms are being retired and are not replaced on a one-for-one basis. As a result, the Air Force is required to maintain the same combat capability with a smaller inventory. To this end, we are integrating wherever practical, exploring associations across the Total Force. We have established a wide variety of associate units throughout the Air Force, combining the assets and manpower of all three components to establish units that capitalize on the strengths of each component. There are currently more than 90 Associations across all Air Force mission areas.

The Air Force uses three types of associations to leverage the combined resources and experience levels of all three components: "Classic Associations," "Active Associations," and "Air Reserve Component Associations." Under the "Classic" model a Regular Air Force unit is the host unit and retains primary responsibility for the weapon system, while a Reserve or Guard unit is the tenant. This model has flourished in the strategic and tactical airlift communities for over 40 years. We are also using this model in the Combat Air Forces (CAF). Our first fighter aircraft "Classic" association at Hill Air Force Base, Utah, attained Initial Operational Capability in June 2008. This association combined the Regular Air Force's 388th Fighter Wing, the Air Force's largest F-16 fleet, with the Air Force Reserve's 419th Fighter Wing, becoming the benchmark and lens through which the Air Force will look at every new mission. The 477th Fighter Group, an F-22 unit at Joint Base Elmendorf, Alaska, continues to mature as the first Air Force Reserve F-22A associate unit. This unit also achieved Initial Operating Capability in 2008 and will eventually grow into a two-squadron association.

Under the "Active" model, the Air Force Reserve or Guard unit is host and has primary responsibility for the weapon system while the Regular Air Force provides additional aircrews to the unit. The 932nd Airlift Wing is the first ever Operational Support Airlift Wing in the Air Force Reserve with 3 C-9Cs and 3 C-40s. To better utilize the fleet at the 932nd, the Air Force created an Active Association of the C-40s.

Under the "Air Reserve Component (ARC)" model, now resident at Niagara Falls Air Reserve Station (ARS), New York, the Air Force Reserve has primary responsibility for the equipment, while the Air National Guard works side-by-side in the operation and maintenance of the aircraft. At Niagara, the Air National Guard transitioned from the KC-135 air refueling tanker to the C-130, associating with the 914th Airlift Wing. The 914th added four additional C-130s, resulting in 12 C-130s. This ARC Association model provides a strategic and operational force and

capitalizes on the strengths of the Air National Guard and Air Force Reserve. Additionally, it provides the State of New York with the needed capability to respond to State emergencies.

Associations are not simply about sharing equipment; they enhance combat capability and increase force-wide efficiency by leveraging the resources and strengths of the Regular Air Force, Air National Guard, and Air Force Reserve. But, they accomplish this while respecting unique component cultures and requirements. Air Force Reserve and Air National Guard members train to the same standards and maintain the same currencies as their Active Component counterparts. These Airmen also provide the insurance policy the Air Force and the Nation need: a surge capability in times of national crisis. As we have seen with the increased requirements in Afghanistan, the Air Force Reserve continues to play a vital role by mobilizing our strategic airlift resources and expeditionary support to provide capabilities needed for the joint effort.⁵

To better accommodate the Air Force-wide integration effort, the Air Force Reserve is examining its four decades of association experience. With Regular Air Force and Air National Guard assessment teams, we developed analytical tools to evaluate different mixes of Reserve, Guard, and Active Component forces in any given mission set. This process for rebalancing of forces will give the Air Force a solid business case analysis tool for evaluating future associations and may lead to force decisions that support Reserve Component growth.

For the Operational Reserve construct to remain viable, we must continue to use the long-term mobilization authorities that have been in continuous use for the past 10 years. If not, the Services will revert to volunteerism as the sole planning tool for force generation to meet Combatant Command requirements. The strategic nature of the Reserve Components historically made us vulnerable to reductions in resources and budgets. This often resulted in rebalancing resources among the components based on a strategy that favored near-term operational risk reduction over longer-term cost effectiveness and wartime surge capability. This was a logical approach to allocating risk at the time because Reserve Component daily operational capabilities depended almost exclusively on volunteerism, which was difficult for planners to quantify with a desired degree of assurance. That legacy model is now the exception rather than the rule, since risk associated with the Reserve Components can be both measured and controlled through management and integration of volunteerism with sustainable mobilization plans based on the force generation model construct. This allows the Services to make force rebalancing decisions today based on business case analysis rather than focusing exclusively on near-term risk avoidance.

The traditional approach to rebalancing during a budget reduction has been to reduce Reserve Component force structure to preserve Active Component operational capabilities, or to reduce all components through some proportional or fair-share model to spread risk across the force. It is now possible to quantify and plan for a predictable level of access to operational support from the Reserve Components in critical capability areas, the traditional approach is no longer valid. Because access to operational support capability is quantifiable, it is possible to do reliable cost/capability tradeoff analysis to quantify both cost and risk for options placing greater military capability in the Reserve Components. This does not mean that Reserve Component growth will always be the prudent choice, but it does mean that the choice can be made based on measurable outcomes of cost, capability, and risk, rather than using arbitrary rules of thumb or notional ratios.

A new approach to rebalancing allows for a force that is agile and responsive to uncertainty and rapid changes in national priorities, and mitigates the loss of surge capability and the high cost associated with the traditional approach to adjusting force mix. Any approach should acknowledge the Reserve Components have become and will remain a responsive operational force. Such a force necessarily allows the Services to respond quickly and efficiently to funding reductions without decreasing warfighting capability or incurring large Active Component recruiting and training costs.

FORCE SUPPORT

While the Air Force meets the needs of new and emerging missions, we face some recruiting challenges. Not only will the Air Force Reserve have access to fewer prior-service Airmen, we will be competing with other services for non-prior service re-

⁵ In fiscal year 2010, Air Force Reserve C-5 and C-17 associate flying units flew 31,913 hours of overseas contingency support worldwide.

recruits⁶. In the past year, the Air Force Reserve has experienced the most accessions in 16 years and the highest amount of non-prior service recruits in over 20 years. To improve our chances of success, we have increased the number of recruiters working in the field to attract quality candidates. While we focus on recruiting, we must remain mindful of the experienced force we need to retain. Air Force Reserve retention continues to show positive gains in all categories. In fiscal year 2010, both officer and enlisted retention rates increased, with career Airmen retention at its highest level since 2004 and officer retention recovering to fiscal year 2007 levels.

With congressional support, we have implemented a number of successful programs to increase and maintain high recruiting and retention rates. For example, we implemented a “Seasoning Training Program”. This program allows recent graduates of initial and intermediate level specialty training to voluntarily remain on active duty to complete upgrade training. Since its implementation, nearly 13,000 Reservists have become trained and available at an accelerated rate. With the increased number of non-prior service recruits coming into the Air Force Reserve, seasoning training has become a force multiplier and ensures the Air Force Reserve maintains its reputation for providing combat-ready Airmen for today’s joint fight.

The Bonus program has also been pivotal to recruiting and retaining the right people with the right skills to meet our requirements. The Bonus program enhances our ability to meet the demand for “Critical Skills”—those skills deemed vital to mission capability. Ordinarily, critical skills development requires extensive training over long periods of time, and members who have these skills are in high demand within the private sector. Your continued support, allows us to offer the appropriate combination of bonuses for enlistment, reenlistment, and affiliation. The Bonus Program is effective; 2,676 Reservists signed agreements in fiscal year 2010. This figure is up 31 percent from fiscal year 2009.

Preserving the Viability of the Reserve Triad

Reservists balance relationships with their families, civilian employers, and the military—what we like to call “The Reserve Triad.” To ensure continued sustainability, our policies and actions must support these relationships. Open communication about expectations, requirements, and opportunities, will provide needed predictability and clearer expectations among sometimes competing commitments.

The Air Force Reserve is proud of the close ties we have with our local communities. According to recent statistics provided by the Employer Support of the Guard and Reserve (ESGR), civilian employers continue to support and value the military service of their employees.⁷ Maintaining employer support and stability is critical to retaining the necessary experience at the unit level.

The President has made supporting military families a top national security priority.⁸ Military families support and sustain troops, care for wounded warriors and bear the loss of our fallen heroes. The well-being of military families is a clear indicator on the well-being of the overall force. Less than 1 percent of the American population serves in uniform today. While the impact on war has had little direct impact on the general population, re-integration challenges faced by military families can have far reaching effects on local communities. We are committed to supporting our military families. Strong families positively impact military readiness and preserve the foundation of the “Reserve Triad.”

We have placed added emphasis on suicide prevention and resiliency. Airmen in high-stressed career fields undergo a 2-day decompression program at the Deployment Transition Center. Additionally, at each home station installation, we implemented a tiered system of suicide prevention to address mental health concerns. The well-being of our force is a priority and we will continue to give it our undivided attention.

Thanks to congressional initiatives, our Yellow Ribbon Reintegration Office is up and running and fully implementing Department of Defense directives. Our program strives to provide guidance and support to military members and their families at a time when they need it the most, to ease the stress and strain of deployments and reintegration back into normal family life. Since the standup of the program in August 2008, we have hosted 125 events across 39 Wings and Groups. Nearly 21,000 Reservists and 15,000 family members have attended these events.

⁶ According to the Office of the Secretary of Defense, Personnel and Readiness, only about 26 percent of today’s youth are qualified to serve without obtaining a waiver. Shrinking numbers of qualified youth, coupled with AFR’s increased reliance on Non-Prior Service members, and a highly competitive recruiting atmosphere will continue to challenge our recruiting force.

⁷ ESGR USERRA case resolution statistics.

⁸ The President of the United States released the final report on Presidential Study Directive-9 (PSD-9) on January 24, 11. The report identified the administration’s priorities to addressing challenges facing military families.

From Yellow Ribbon event exit surveys and through both formal and informal feedback, we know attendees feel better prepared and more confident about the deployment cycle. The Air Force Reserve is leaning forward in meeting pre-, during and post-deployment needs of our members and their families.

CONCLUSION

We take pride in the fact that when our Nation calls on the Air Force Reserve, we are trained and ready for the fight. As an operational force over 70,000 strong, we are mission-ready and serving operationally throughout the world every day.

In a time of constrained budgets and higher costs, in-depth analysis is required to effectively prioritize our needs. We must understand the vital role we play in supporting our Nation's defense and concentrate our resources in areas that will give us the most return on our investment. Optimizing the capabilities we present is a top priority, but we must simultaneously support our Airmen, giving them the opportunity to have a predictable service schedule that meets the needs of Reservists, their families and their employers.

The Air Force Reserve must also remain flexible, capable of surging, refocusing, and continuously engaging without exhausting resources and people. Approaching fiscal year 2012 and beyond, it is imperative that we preserve the health of our strategic reserve and improve our ability to sustain our operational capability. Going forward, we need to continuously balance capabilities and capacity against both near-term and long-term requirements. The actions we initiated in 2010 and those we advance in 2011 will preserve the health of our force.

Chairman INOUE. Thank you very much.

Over the last several years, Reserve components have transitioned from strategic to operational, but annual budget requests have not been adequately addressed for additional equipment. Now, what remaining equipment shortfalls concern you, and how does this shortfall affect your ability to train and deploy?

EQUIPMENT SHORTFALLS AND MODERNIZATION

General STULTZ. Sir, on the part of the Army Reserve, as General Carpenter stated earlier with the Army Guard, one, thanks for the support we have received in the past years because we have gotten unprecedented levels of dollars to get new equipment. Unfortunately, we are still not there.

If you look at the Army Reserve today, the good news is I can report about 90 percent of the equipment on hand that I am authorized. However, only about 65 percent of that equipment is modernized. And so, we still have a lot of legacy equipment. And in some areas, it is very severe because it is an aging fleet, and it is not a fleet that is deployable.

An example I would use is if you look at my dump trucks in my engineer battalions, on paper it says I have 100 percent of the dump trucks that I am authorized. But only 26 percent of them are modernized. So almost three-quarters are the old legacy fleet. If you look at the MTVs—medium tactical vehicles—on paper it says I am at 92 percent authorized. But I am 25 percent modernized. So it is a legacy fleet.

TRAINING ON MODERNIZED EQUIPMENT

And I could go on and on with that, the point being—to your point—if we are going to employ this force on the modern battlefield, we are going to have to employ it with the equipment that is used on the modern battlefield. If we are going to train the force back home, we are going to have to train them on the equipment they are going to operate on the battlefield.

And that is where I am really concerned, is making sure that, just as you said earlier, every soldier we send into battle goes properly trained, properly equipped. We know they are going to be falling in on the latest and greatest equipment when they get to Afghanistan. The key is am I going to be able to train them back here on that same level of equipment so that when they get there, there is no training required. They can go immediately to mission.

And just as importantly, for those Army Reserve soldiers who are coming back from their deployment—and oftentimes, their second and third deployment—can I keep them engaged back here during those off-years if they don't have the modern equipment that they have been operating? And they come back and say, "Why am I wasting my time training on this obsolete equipment? I just was in Afghanistan, and I know what the modern equipment looks like."

So we have got a bill out there of something like \$3.4 billion just in shortages. But more importantly, I have got a bill of about \$9 billion to get modernized where I need to be.

SUICIDE PREVENTION EFFORTS

Chairman INOUE. Well, I would like to talk about the suicide rate. It has gone up 42 percent in 2010 with 50 reservists taking their lives. I note that most of the suicides occurred while they were in the civilian status. What have you done to respond to this?

Admiral DEBBINK. Mr. Chairman, I will offer a couple of programs that we have in the Navy Reserve that I think are particularly effective. And one of those is the Psychological Health Outreach Program.

And with that program, we have a total of 25 psychological health outreach counselors stationed throughout the country, 5 in each region, who are very proactive in reaching out to each of our sailors as they return from their mobilization, as well as being available as a constant resource to our Navy operational support centers throughout the country, should they identify a sailor in need.

The other thing I would offer is that we have a very close relationship with the active Navy and the fleet and family service centers. That has improved greatly over the past several years. And we believe that is an engagement, one sailor at a time, that will have the greatest impact on reducing the suicide rate, which every single one is a tragedy.

Chairman INOUE. Have you noted that the rate is coming down, or is it still the same?

Admiral DEBBINK. We have been very fortunate, Mr. Chairman, in the Navy Reserve at least, maintaining approximately four suicides per year for the last several years, down from six 3 years ago. As I said, though, every suicide is tragic, sir.

AIR FORCE WINGMAN DAY

General STENNER. Senator, if I could add to that just a touch? I think that in the Air Force Reserve we have kind of flat-lined. Of course, zero is the place we want to be, but we have flat-lined on what we are, in fact, seeing happen. And a lot of that I attribute to leadership involvement.

We have what we call a Wingman Day. And on Wingman Day, we take the time off to sit down with each other in the small groups that we have and discuss the kinds of things that go into de-stigmatizing any kind of thoughts that folks have, either if they have ideations—suicidal ideations—and/or if somebody sees something, they should not feel too hard over talking to that person. There is no stigma on either side of that.

But along with the leadership intent comes some results. What I have seen and I have documented are six “saves,” if you will, in the last several months that could have turned into something tragic that was averted because we do have that leadership involvement. We have taken the time out of our schedules to do a Wingman Day.

We are looking at resiliency training coming out of the theater, taking 2 days to go through a resiliency training center in Germany and getting those kinds of things talked about before they return to the States and then reintegrate with the families and the jobs.

Leadership is a big deal, along with the rest of the ideas that are coming from leadership and coming with the programs that you have funded us with.

Thank you.

Chairman INOUE. General.

General MOORE. Yes, sir. As Admiral Debbink indicated, we are drawing very heavily on the regional siting of the mental health professionals. And I think that is paying real dividends and certainly a program that has earned its keep.

We also, as General Stenner just mentioned, we do spend quite a bit of time on what I would call resiliency, hardening, with our combat operational stress programs, both pre- and post-mobilization. And then, finally, as we have for 235 years, we rely on small unit leadership, in particular our NCOs and staff NCOs. They know their marines.

And when a marine is at risk because of stressors, both as a result of service and then also in his or her life outside of the Marine Corps, we rely on those NCOs and staff NCOs, in particular, to minister, if you will, to their marines.

So the numbers are trending positively. I mean, one is too many. But nonetheless, this year is looking pretty good, compared to the last.

Thank you.

Chairman INOUE. You have had a pretty hefty deployment record. Let us see—60,000 reservists, and 20,000 have been deployed more than once. You keep track of all of those after they get back?

General MOORE. Well, we certainly try, sir.

As you know, if a marine chose to drop from the active drilling Marine Corps Reserve to the Individual Ready Reserve after he or she returns from a deployment, they aren't seen quite as frequently if they are in the Individual Ready Reserve. But we do track as closely as we can and continue to be engaged with marines that have multiple deployments.

I was with 1st Battalion, 25th Marines at Fort Devens 1 week ago when we activated that battalion for its final workup and then

deployment to Afghanistan. The sergeant major of that battalion, this will be his fifth combat deployment. He went twice as a gunnery sergeant, twice as a first sergeant, and then now going forward as a sergeant major.

Chairman INOUE. Is the sergeant major here?

General MOORE. He is not with me today, sir. He is at Camp Pendleton with his battalion as they begin their final workup before they deploy in July.

Chairman INOUE. General Stenner, the Air Force Reserve has had a very active time. I think you have had over 60,000 reservists called into active service. To facilitate this high operational tempo, what are you doing?

AIR FORCE RESERVE OPERATIONS TEMPO

General STENNER. Senator, that is a great question, and I am very proud that we have had 60,000 of our reservists, 75 percent of our force, has raised their hand at least once to do what this Nation has called them to do and what they have volunteered to do.

I have got to tell you, they are doing a great job around the world with a three-component Air Force that is seamlessly integrated, trained to the same standards. And that, to me, is a big part of what we are doing to facilitate keeping that force strong and keeping that force in a ready state, but not overusing the force and monitoring the dwell that we have that is facilitated by the structures that we have called associations, where we put active, Reserve together or Guard and Reserve together and have a package of capability that can flex and surge as required by this Nation, which allows us to monitor and manage that all-important dwell, that time back home, back to their employers, back to their families.

And more of that will have to happen as we rebalance this force to maintain that ready force, rebalance it, and thereby support it, with the help of this subcommittee and the appropriations that come. Make it ready, keep it ready, rebalance it where the mission sets require it, and we will be that operational force that is leveraged from a strategic reserve, integrated seamlessly with our active and Guard partners.

Chairman INOUE. I have several other questions I would like to submit to all of you, and if you would give me a response, I would appreciate it very much.

Senator Cochran.

Senator COCHRAN. Mr. Chairman, I know that each chief has indicated they would like to have their service to be involved in Federal call-up, not only active duty military-type operations, but also in case of natural disasters.

And I asked a question of an earlier panel about the capability of responding and what we could do to be helpful. And I wonder, in this situation, there is no certainty about what is going to happen with these emergency call-ups. Do you think you are organized to respond?

And I will ask each of you that question. When, under the law, the President calls up Reserve units for active duty, is there anything we need to do in terms of appropriating for a special account to set aside for such operations, or can you manage that within

your ability to borrow and then get reimbursed later from other accounts? What is your reaction to that?

General Stenner.

AIR FORCE RESERVE RESPONSE TO NATURAL DISASTERS

General STENNER. Sir, I will start the conga line here with the responses. But are we organized to respond? As an Air Force Reserve and as a three-component Air Force, I do believe we have the ability to respond. And we will respond when there is life or limb at risk, and we will worry about how to get paid later.

That happens, I think, on a more frequent basis than we might know because there are things going on across this country that need that kind of timely response.

We are working today with our combatant command partners and the joint staff to figure out if there is, in fact, a more efficient way to do that. If there was some kind of a guaranteed funding stream, I am certain that that would be very much of an enticement to say, "No worries, we will just keep on going."

But I will tell you that we haven't used that "can we get reimbursed or not" as the key to "will we respond?" We will respond, and we are working hard to make sure that we can send a unit, we can send a piece of a unit, or we can send an individual as required.

Senator COCHRAN. Admiral.

RESERVE CALLUP RESPONSE

Admiral DEBBINK. Senator Cochran, I am very pleased with the way the Navy and Navy Reserve is organized to respond to situations like Operation Tomodachi and Operation Odyssey Dawn, just most recently.

Literally, in less than 24 hours, we had Navy Reserve sailors flowing to both of those, based upon the usage of our Navy Reserve order writing system and other electronic systems we had to notify people of the opportunities. So that is working well.

With regard to the funding issue, my belief is that each of the services—in my case, the Navy—should be able to handle that within our MPN account. Because the opportunity to utilize these sailors will be such that it should be able to flow right in there side by side with the active duty. So I don't believe we need any additional funding.

However, as I mentioned in my opening statement, the authority to deploy these sailors is important in a security force assistance environment in the future. And I believe that proposal is before you during this Congress.

Senator COCHRAN. Thank you.

General Stultz.

ORGANIZED TO RESPOND TO EMERGENCY CALLUPS

General STULTZ. Yes, sir. First, are we organized? Yes, sir, exactly. We, in the Army Reserve, are organized with functional command and control structure across the United States. So, for instance, between the Army Reserve and the National Guard, we

have 75 percent of the engineer capability of the Army in our ranks.

Now, within the Army Reserve, I have two engineer commands, two two-star commands, who command the engineer brigades and the engineer battalions within the Army Reserve. So they can call, they can direct, they can command and control those formations across the country.

One of those two-star commands is the 412th Engineer Command in Vicksburg, Mississippi. And so, the commander of the 412th Engineer Command has one-half of the Army Reserve's engineer capability at his behest because he commands them. He has authority over them.

TITLE X AUTHORITY FOR EMERGENCY CALLUPS

So we are organized to respond with command and control, with capability, wherever needed. Do we have the authority? No. Currently, for the homeland, as you well know, for use of the title X reserve on an involuntary basis is limited to weapons of mass destruction instances.

And we have proposed that that really is not fully utilized in the resources and the assets that we have available. The National Guard is going to always be the first military responder because the Governor has the capability in Mississippi to activate his National Guard, and they come forth and do a wonderful job.

It is only when that State goes and says, "We need more help beyond our capability, and we need Federal help," that we go to the Federal forces. But today, most likely, you will get the 82d Airborne coming from Fort Bragg, North Carolina, when, within the State of Mississippi, all of us sitting here probably have resources that are available, that are willing, and that are citizens of that State.

So they have a vested interest in responding to those floods or whatever, if needed. And the other taxpayers within that State look and say, "Why aren't they being utilized? We paid our tax dollars to buy that equipment for that engineer unit or for that medical unit or for that Medevac unit, or whatever. Why aren't they being utilized to help us when we need them?"

And so, that is one area where we say we just need the authorities looked at to say we don't want to be the National Guard. We want to be the Federal, but let us be the Federal first response versus the active component, when we are available and we have the capabilities.

ACCESS TO ARMY RESERVE FOR NON-EMERGENCY MISSIONS

The second area, as Admiral Debbink has indicated, is for the overseas-type mission sets, the security cooperation theater engagement, those types, same thing.

Give us the authority for the Secretary of Defense or the Secretary of the Services to utilize us when it is not a named contingency like New Dawn or Iraqi Freedom or Enduring Freedom, when it is just a need, and we need a Reserve unit to come in for 60, 90 days to help us out, provide medical support, whatever it is, to this Nation.

Give us the authorities there. I think if we get the authorities, the funding streams will be worked out because the combatant commands have those types of funds for theater engagement. And as we have seen back home with FEMA and the other streams there, there are funds to respond for natural disasters. We will work that out once we get the authorities.

Senator COCHRAN. Yes. Thank you, General Stultz.

General Moore.

RESERVES AS FIRST RESPONDERS

General MOORE. Sir, we are organized to respond. Our capabilities are scalable and flexible. So I can answer “rog” on that one, or yes.

As each of the other flag officers have indicated, it is the authorities piece that currently needs some attention. I think there are two legislative proposals up here, both for, let us call it OCONUS use, not named contingency operations, and we have all had an opportunity to participate in the making of that piece of sausage as it got out of the building and came over this way.

And then, second, as you have put your finger on, the use of title X forces inside the continental United States for something other than for weapons of mass destruction. And again, I believe there is a legislative proposal over here that you will see certainly either as part of the NDAA 12 or attached to some other piece of legislation.

So if the authorities are in place, our abilities, our capabilities are there. And I think, as each of the generals have said, if tasked through the global force management process, then we certainly would respond, and we are ready to do so.

Senator COCHRAN. Thank you very much.

General MOORE. Yes, sir.

Senator COCHRAN. Thank you, Mr. Chairman.

ADDITIONAL COMMITTEE QUESTIONS

Chairman INOUE. General Stultz, Admiral Debbink, General Moore, and General Stenner, the subcommittee thanks you for your testimony and for your service to our Nation.

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

QUESTIONS SUBMITTED TO GENERAL CRAIG R. MCKINLEY

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

ARMY AND AIR GUARD—EQUIPMENT

Question. General McKinley, the equipment levels of the Army and Air Guard have improved significantly in the last 4 years, in large part due to additional equipment funding provided by the Congress. The Army Guard now has 77 percent of its equipment requirements, up from 40 percent in fiscal year 2006. How have these increases improved readiness, and what additional equipment challenges remain?

Answer. A recently completed review of Army National Guard (ARNG) Equipment On-Hand (EOH) indicates that the ARNG units have an average of 88 percent of their authorized equipment. Since the end of 2006, the number of ARNG units that met minimum readiness standards for equipment on hand increased from 31 percent to 49 percent. Despite the overall improvement in the ARNG’s equipping pos-

ture, critical shortfalls remain. Current equipment shortages, which constrain readiness, include medium tactical trucks and trailers (many are programmed for delivery), Warfighter Information Network-Tactical equipment (provides mobile satellite communication and ground-based network capabilities) and its associated command and control systems, Firefinder Radars, and the newer generation of engineer equipment.

Question. General McKinley, what remaining equipment shortfalls are you most concerned about?

Answer. The Army continues to improve the EOH and modernization levels for the ARNG. The ARNG's most critical equipment shortfalls are provided below:

- General Engineering Equipment.*—Horizontal/vertical construction, diving, and firefighting equipment for Homeland Defense Response missions.
- Family of Medium Tactical Vehicles.*—Replacement vehicles for existing, nondeployable M35 series, and 800/900 series 2.5- and 5-ton trucks in the ARNG fleet.
- Shadow Tactical Unmanned Aircraft System.*—Equipment sets and associated Shadow Crew Trainers are high-value intelligence, surveillance, and reconnaissance assets for support of war-fighting missions across the full spectrum, as well as for homeland emergency support to civil authorities.
- Command Posts (Tactical Operations Center and Standardized Integrated Command Post System).*—Integrated command posts with Force XXI Battle Command, Brigade and Below.
- Chemical/Biological/Protective Shelter.*—Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) collective protective systems for Consequence Management Response Force (CCMRF) missions.

The Air National Guard (ANG) is most concerned with the following equipment needs:

- Upgrades to the fleet of 11 RC-26Bs to include flight deck avionics, Electro-optical/Infrared Full Motion Video sensor suite, Main Sensor Operator station, and communications suite. The upgrades would align the fleet with the current capability provided by the MC-12.
- The ANG vehicle fleet which represents 15 percent of the vehicles operated by the Air Force. Approximately 2,300 of more than 14,000 are replacement eligible/legacy vehicles. Each fiscal year, between 200 and 600 vehicles become replacement eligible.
- F-16 and A-10 recapitalization and modernization and reducing current delays which are significantly impacting the aging fleets.

FAMILY SUPPORT AND YELLOW RIBBON PROGRAMS

Question. Gentlemen, this subcommittee recognizes the contributions made by reservists over the past 10 years of war and wants to ensure that they and their families receive the support services they need. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and their families who are geographically dispersed across the country. Please update the subcommittee on your service's Yellow Ribbon efforts and their effectiveness.

Answer. The National Guard Yellow Ribbon Reintegration Program supports servicemembers and their families with events and activities that focus on their physical, mental, social, spiritual, and financial wellbeing throughout the deployment cycle.

In fiscal year 2009, the National Guard held 958 events in 353 locations nationwide. A total of 63,775 service members attended these events, along with 31,674 family members. Each event, on average, drew 100 attendees. In fiscal year 2010, the National Guard held 1,657 events in 498 locations nationwide. A total of 127,844 servicemembers attended these events, along with 125,255 family members. Each event, on average, drew 153 attendees. For fiscal year 2011, as of March 31, 2011, the National Guard has held 964 events in 352 locations nationwide. A total of 53,871 servicemembers attended these events, along with 50,011 family members. Average attendance at these events has been 153 attendees.

The National Guard utilizes After Action Reports to determine the effectiveness of individual events. Participants are asked to complete surveys to provide feedback on the information they received regarding resources available to them and their families throughout the deployment. Participants are also asked to provide feedback on information received about the benefits they have earned as a result of being deployed, and how to access these benefits. In an effort to expand the support and services that are provided, the National Guard is focusing on collaboration, communication, and training in order to reinforce a seamless, comprehensive network of support services. This initiative will allow the National Guard to reach a wide range

of stakeholders by providing training on best practices using a variety of tools (i.e. classroom, e-learning and virtual workshops), while ensuring services provided recognize the unique, State-oriented needs of the National Guard, and are also applicable to all Reserve Components.

Question. Are family support programs fully funded in the fiscal year 2012 budget request? Are there programs, from your perspective, that could be improved?

Answer. Family Assistance Centers are funded at \$26 million in the base. Overall, \$71 million exists in validated requirements. Family Readiness Support Assistants are funded at \$15.6 million in the base, while \$17.5 million exists in validated requirements. Child and youth programs are funded at \$28 million in the base while there is \$68.3 million in validated requirements.

We are continually improving our family support through improved training, expansion of our volunteer network and coordination with other support networks including other military programs, Federal and local government, and the private sector. We are very excited about the work being done through the Chairman of the Joint Chiefs of Staff Family Support meeting to revitalize Inter-Service Family Assistance Committees in support of all military members, their families and veterans. Inter-Service Family Assistance Committees are voluntary military/community coalitions that facilitate support through a series of networks. Through these networks, we will continue to work toward increased collaboration, cooperation, and communication.

NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT (NGREA)

Question. Gentlemen, this subcommittee recognizes the importance of providing the Guard funding for necessary new equipment and modernization of aging equipment and have consistently done so through the National Guard and Reserve Equipment Appropriation (NGREA). Please describe the importance of this additional funding to providing Critical Dual-Use (CDU) equipment for the Guard.

Answer. The Army continues to address shortfalls in the ARNG while striving to modernize ARNG capabilities. The ARNG estimates it needs \$3–\$4 billion in annual programmed funding to maintain interoperability with Army units, sustain current EOH levels, and continue modernizing our equipment. The additional funding the ARNG receives from the Congress through the NGREA enables the ARNG to enhance the Army's already robust procurement plans, by focusing complementary funding on CDU equipment.

The Family of Medium Tactical Vehicles (FMTV) is one of the mainstays of CDU equipment and continues to play an integral part in most ARNG missions. As such, the ARNG has invested large portions of the NGREA funding in modernizing its Medium Tactical Vehicle (MTV) fleet. Funding from fiscal years 2008–2010 the NGREA allocated for FMTV will result in the modernization of 12 percent of the ARNG's MTV fleet.

The ARNG has also invested the NGREA funds in Tactical Battle Command Systems to enhance interoperability with Army units. Specifically, the ARNG invested the NGREA funds in CDU systems, such as the Tactical Operation Combat System, Standard Integration Command Post System (SICPS), and Warfighter Information Network-Tactical. These systems provide standardized communication infrastructure for commanders and staff to digitally plan, prepare, and execute operations related to their missions. With the NGREA funding, the ARNG was able to purchase SICPS and Command Post Platform systems for more than 47 brigade/battalion level units.

The ARNG continues to posture itself toward the Army's full-spectrum, ARFORGEN-based Equipping Strategy, by focusing on modernizing, improving equipment interoperability, and emphasizing CDU equipment. As a result of significant Army investment in ARNG equipment and the generous support from the Congress, the ARNG equipment on-hand percentage has risen to 88 percent, and the ARNG has 89 percent of its CDU EOH, as of March 2011.

The NGREA is the life blood of the ANG modernization efforts. The Active Component's emphasis is on long-term recapitalization as Department of Defense budgets flatten, which increases the importance of the NGREA for modernizing legacy ANG aircraft. In addition, the Active Component has not yet recognized the unique requirements driven by the ANG's domestic mission—the NGREA is the primary means to fulfill these current domestic capability shortfalls.

Question. Historically, the Department has had some trouble in obligating the NGREA funds in a timely manner. Please provide an update on current obligation rates.

Answer. The ARNG obligation rates for the NGREA have significantly improved in the past 12 months, through the implementation of better business practices and

communication with Department of the Army and Program Manager Offices. The ARNG NGREA obligation rates for fiscal year 2009 and fiscal year 2010 exceed both congressional and Office of the Secretary of Defense obligation standards. The ARNG NGREA obligation rates as of June 2011 are as follows: fiscal year 2009—98 percent; fiscal year 2010—88 percent.

The ANG changed the NGREA planning and execution process to meet the Office of the Secretary of Defense (OSD) goal of obligating 80 percent of procurement funds in the first fiscal year of the appropriation. The Air Force is also providing assistance by issuing policy letters that will drive process changes to speed obligations. The ANG NGREA obligation rates are now within OSD standards, and as of June 2011 are as follows: fiscal year 2009—93.5 percent; fiscal year 2010—83.5 percent.

HAWAII ARMY NATIONAL GUARD

Question. General McKinley, the National Guard Bureau (NGB) plans to relocate a Battalion Headquarters 29th Infantry Brigade from the Hawaii Army National Guard to the California Army National Guard upon conversion from the Brigade Special Troops Battalion (BSTB) to a Brigade Engineering Battalion (BEB). I am concerned that moving the headquarters to California would adversely affect Hawaii's homeland response capability, since this unit is currently dual-missioned as the command and control element of Hawaii's Chemical, Biological, Radiological and Nuclear Response Force Package (CERFP). Please provide an update on the decision to relocate the headquarters.

Answer. The BEB Force Design Update (FDU) is pending approval by the Army Chief of Staff. It is one of several initiatives under consideration in the Total Army Analysis (TAA) 14–18. Until TAA 14–18 resourcing requirements are clear—we anticipate this will be in 1st quarter fiscal year 2012—the ARNG will not make the BEB-related stationing decisions. Additionally, we will review the Hawaii National Guard's total force structure to ensure they have the necessary capabilities for homeland response.

QUESTIONS SUBMITTED BY SENATOR DIANNE FEINSTEIN

MARIJUANA ON PUBLIC LANDS

Question. In the President's fiscal year 2012 budget, \$179.7 million is requested to support States' programs, again including eradication of marijuana on public lands.

How effective can the National Guard be in fiscal year 2012 in eradicating marijuana on public lands without the kind of additive funding that was provided in fiscal year 2011? What would our operations look like without an additional \$50 million?

Answer. There is a direct correlation between funding and manning and results. By providing additional funding to State National Counterdrug Programs, they are able to resource more personnel to priority law enforcement counternarcotics missions and significantly impact their operations in a positive way. Marijuana eradication on public lands has historically benefited from additive funding. Without additive funding, all programs will be forced to curtail support operations to include priority missions aimed at specific threats. The second and third order of effects of no additive funding will sharply impact remaining priorities; thus, potentially allowing the always adapting threat to thrive in areas not fully resourced to meet requirements. Marijuana eradication is a deliberate 6–9 month operation for many States. Additive funding, if provided, is required early in the planning process to adequately meet customer requirements and also permit State programs to efficiently execute the additional resourcing.

Without an additional \$50 million, operations would be reduced from the fiscal year 2010 in the following manner: aviation reconnaissance would be reduced anywhere between 25–40 percent; high-priorities States could be impacted even more, potentially up to 50–60 percent of their historical support operations; and finally eradication efforts would not be in place to removed anywhere between 600,000 and 900,000 plants for fiscal year 2012.

Question. How much of the National Guard's counterdrug funding is used for the eradication of marijuana on public lands? What other areas is it used for?

Answer. For fiscal year 2010, 13 percent of the State Plans budget was used for aviation reconnaissance. Approximately 90 percent of aviation reconnaissance is used for marijuana spotting on public lands. This equates to a dollar value of \$26.7 million for fiscal year 2010.

For fiscal year 2011, 16 percent of the State Plans budget was used for aviation reconnaissance. Approximately 88 percent was used for marijuana spotting on public lands. This equates to a dollar value of \$33.1 million for fiscal year 2011.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

S. 325, EMBEDDED MENTAL HEALTH PROVIDERS FOR RESERVES ACT OF 2011

Question. General McKinley, I am very concerned about the increasing rise in Guardsmen suicides. I know it can be challenging to reach out to servicemembers as they return to their communities, but I feel more can be done. The California National Guard has embedded part-time providers at some of their armories and they have noticed a dynamic increase in self-referrals over time.

Do you think programs such as Embedded Mental Health Providers will increase the trust between Guardsmen and mental health providers; ultimately reducing some of the stigma associated with seeking mental health care?

Answer. We do. One of our most interesting initiatives is a California National Guard (NGCA)-TRIWEST sponsored embedded counselor pilot program that started in 2006 and continues today. The program data elements collected so far indicates trust has been established.

In 2006, only 36.28 percent of contacts by Guard members to embedded counselors were “self-referred”; a Guard member initiated contact. To date, more than 50 percent of our Guard members are choosing to “self-refer” to an embedded counselor. In 2006, more than 10 percent of Guard members were referred to an embedded counselor by a commander. To date, less than 3 percent are being referred by commanders. In 2006, 2.64 percent of the referrals were made by peers. To date, there have been no referrals suggested by a peer. Increased self referral rates, decreased command requested referrals, and a decrease in peer suggested referrals, most likely indicate either a reduction in stigma or an increase in trust associated with those seeking counseling services.

In addition, most of the embedded counselors have remained with the units of original assignment. All have recently elected to continue contracting with TRIWEST in the embedded counselor program. Retention rates are indicators of positive job satisfaction; and clearly the embedded counselors must believe their efforts are making a difference.

The design of the embedded counselor program places providers in high-risk units, at armories and wings well before deployment allowing “relationships” to become well established. While Guard members are deployed, families and Guard members who have not deployed, have a familiar and reliable resource available to them.

It is well known that cohesiveness is an important factor within military units and trust is critical. We believe the embedded counselor program has forged a bond between our embedded counselors and our Guard members beyond initial expectations.

Question. Post-deployment, where do National Guard members and their family members turn for support when the member is not on Active Duty status?

Answer. Many National Guard servicemembers are remotely located (isolated) in terms of support systems when released from Active Duty.

Because of the existing relationship with the embedded counselor in a specific unit, the opportunity for critical intervention is greatly enhanced. Access to mental health care has been a continued challenge for the members of the National Guard. The majority of clinical referrals are made to local and county mental health departments.

One of our most interesting initiatives is a NGCA-TRIWEST sponsored embedded counselor pilot program that started in 2006 and continues today.

During the past 16 months, the NGCA has met and briefed nearly all of the 58 California county directors and staff members on the embedded counselor program and feedback has been enthusiastic and supportive. Through these discussions, a need for “military culture” training was identified, developed and currently more than 20 counties and 1,000 civilian providers have received this important orientation, which is critical to understanding the nuances associated with deployment and combat stress. In addition, the NGCA has initiated a behavioral health outreach effort to enhance the embedded counselor program with “strike team” capability to respond to critical incidents.

Most recently, in order to provide empirical data to the embedded counselor model, the Walter Reed Army Research Institute has initiated a research study involving 12 units scheduled to deploy in 2011. The results of this study may provide

conclusive data as to the efficacy and cost effectiveness of the embedded counselor program model.

NATIONAL GUARD MILITARY CONSTRUCTION

Question. General McKinley, 40 percent of Army National Guard Readiness Centers are more than 50 years old, including some in my State of Washington. I am very concerned that after serving with their Active-Duty counterparts in state-of-the-art facilities on deployment, our servicemembers return home to insufficient facilities.

Has the National Guard reviewed the condition of all of their facilities as a whole?

Answer. Yes, each quarter the Army National Guard (ARNG) captures the condition of all federally supported facilities, and updates the Army Installation Status Report (ISR) database. Each State, Territory, and the District of Columbia captures information on a variety of condition factors for each facility and provides analysis of the overall facility condition.

In addition, Senate Report 111–201 (Senate Armed Services Committee) directed the Secretary of the Army to conduct an independent study of all Army National Guard Readiness Centers. This study—considering several criteria, including size and condition—is in the pilot stage and defining the standards and methodology for conducting the study.

Also, each year the Air National Guard (ANG) base leaders conduct facility assessments, prioritize requirements through a facility board process composed of senior leaders at the installation, and forward the prioritized requirements to the Installations and Mission Support Directorate at the National Guard Bureaus (NGB) for inclusion in upcoming Sustainment, Restoration, and Modernization or Military Construction (MILCON) programs. While the ANG does have facility modernization needs, the sufficiency of our facilities continue to meet our airmen's needs.

Question. How will the decrease in the MILCON funds in future years affect the ability to modernize and improve the quality of the facilities used by Guardsmen nationwide?

Answer. The ARNG and its facilities will be adversely affected if the MILCON funds decrease in future years, as of today, 40 percent of the ARNG's 26,000 facilities are more than 50 years old in the States, Territories, and District of Columbia. Assuming current projected MILCON funding levels, the ARNG will replace less than 1 percent of these aging facilities each year. The result is an ARNG force supported by rapidly aging and outdated facilities that are inadequate to support operation readiness, and, because these facilities are not energy efficient, the structures are far more expensive to maintain.

Decreased MILCON funding in future years will also adversely affect the ANG's ability to modernize and improve the quality of facilities used by Guardsmen. The ANG MILCON requirements are considered by the Air Force based on mission requirements and the merits of each project, and then ranked in priority with all Air Force and Air Force Reserve submissions. Each year the Air Force develops a total-force (ANG, Active Duty, and Air Force Reserve) prioritized list of new mission bed-down project requirements to address the needs for missions being changed, and a prioritized list of current mission recapitalization project requirements to address needs of existing missions with aging or degraded facilities.

If future conditions fiscally constrain the Air Force MILCON program, fewer projects can be funded. A constrained MILCON program may only allow the Air Force to fund "must do" projects to bring new weapons systems on line, which may force difficult choices to defer current mission requirements. Should this lead to further constraints on the ANG MILCON funding, the ANG will continue to apply available sustainment, restoration, and modernization funds to existing facilities in order to keep the ANG missions viable as long as possible.

Question. Is there a backlog of MILCON projects that need to be addressed? How large is it in cost?

Answer. Yes, the Army ISR reflects a \$28.2 billion backlog in MILCON. Today, 40 percent of the ARNG's 26,000 facilities are more than 50 years old. Many of these older ANG facilities meet neither current anti-terrorism/force protection requirements, nor demographic shifts in population, and current square footage deficits have a direct effect on ANG mission readiness.

The ANG submitted a fiscal year 2013–2016 Future Years Defense Program (FYDP) with requirements for major construction, unspecified minor military construction, and planning and design totaling more than \$538 million. In addition, subject to the provisions of title 10, Section 10–543, the ANG submitted to Congress a prioritized list of more than \$163 million in requirements that could be included in the FYDP, should additional capacity be provided through congressional action.

These two prioritized lists of requirements, when combined, would exceed \$700 million; thus, the ANG MILCON backlog of requirements is at least this large.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

ARMY NATIONAL GUARD DIRECTOR

Question. General McKinley, which is more important to the National Guard Bureau (NGB) and the effective operation of the Army Guard: getting a Director of the Army Guard nominated and confirmed, or getting a three star Vice Chief position for the Bureau?

Answer. The most immediate need is for a Director of the Army National Guard (ARNG) to be confirmed as soon as possible. The position has been encumbered by an Acting Director (two-star) for more than 2 years, and a permanent three-star is needed in order for ARNG equities to be appropriately represented at the highest levels of the Army. At the same time, converting and upgrading the current Director, NGB Joint Staff billet to a three-star Vice Chief, the NGB is imperative. The establishment of the NGB as a Joint Activity of DOD and elevation of the Chief, the NGB to a four-star in November 2008 added significant new roles and responsibilities. The commensurate increased requirements within Joint decisionmaking forums, all requiring three- or four-star level participants, drive the re-establishment of the Vice Chief, NGB position.

QUESTIONS SUBMITTED BY SENATOR MITCH MCCONNELL

Question. What impact have National Guard counter-drug operations had on drug production? Why had this funding not been previously included in the National Guard's budget request? What steps does the National Guard Bureau (NGB) intend to take to keep these operations going in the future?

Answer. In fiscal year 2010, the National Guard Counterdrug Program (NG CDP) assisted law enforcement in eradicating more than 10.1 million marijuana plants across the Nation. Of those, more than 7.6 million (or 75 percent) marijuana plants were eradicated in the marijuana seven States (Hawaii, Washington, Oregon, California, West Virginia, Tennessee, and Kentucky).

Each year, funding for the NG CDP is included in the President's budget request. Funding has been requested in the Program Objective Memorandum process to include additional unfunded requirements throughout the Future Years Defense Program (FYDP).

Question. I am told that the National Guard will allocate proposed fiscal year 2012 counterdrug funding to States through a "threat-based model" formula. What facts and criteria were crafted for this model to be based on? Given that Kentucky consistently ranks as one of the top three States for marijuana production, where does Kentucky rank, according to this formula, in terms of States with serious drug threats? What will be the percent increase or decrease in funding for Kentucky compared to the fiscal year 2011 funding level? What rationale does the NGB have for this change in funding for Kentucky?

Answer. The NG CDP is employing a new Threat Based Reduction Model (TBRM). This model uses an objective, threat based resourcing model that provides the Governors funding commensurate with their threat level yet flexible enough from year to year to adjust resourcing to meet emerging threats and the needs of our stakeholders and customers (States, law enforcement agencies, and community-based organizations)

To properly identify the threat for each State, six separate vulnerability categories, or clusters, were identified that quantified the threat. These clusters align with the established National Drug Intelligence Center and NG CDP State Plan identification of threat criteria. These areas are: production, distribution, transportation, abuse, illicit finance and a catch-all cluster called related data. These areas are defined below:

—*Production.*—Production vulnerabilities include producing crack cocaine from powder, growing marijuana both indoor and outdoor, and methamphetamine laboratories. These identify production trends associated with drug-trafficking organization (DTO) or criminal gangs.

—*Distribution.*—Distribution vulnerabilities include a specific DTO or criminal gang and methods of distribution such as an illicit Internet pharmacy.

—*Transportation.*—Transportation vulnerabilities include major highways, ports, airports, points of entry, borders, offshore locations, corridors passing from one State to another State, or a High Intensity Drug Task Area.

- Abuse.*—Drug abuse vulnerabilities include sociological impact and consumption amounts by demographics.
- Illicit Finance.*—Illicit finance includes common money laundering techniques such as the use of digital currency over the Internet, use of foreign banks or wire transmitters.
- Related Data.*—Those variables that do not fit into the above categories yet still have impact and require inclusion. These include interdiction, population and other contributing factors that are not accounted for in the State plan process.

Abuse cluster	Distribution cluster	Illicit finance cluster
Substance abuse treatment admissions (Ages 12–17).	Number of cities reporting a Mexican DTO Presence.	Number of currency seizure incidents at ports of entry or on internal highways
Illicit drug use rates in the past month	Gang members per capita	Number of SARS money laundering cases
Illicit drug dependence in the past year	Amount of currency seized at land ports of entry or on internal highways
Substance abuse treatment admissions (not including alcohol) (all ages). Drug abuse violations. Rates of abuse for cocaine, heroin, marijuana, and methamphetamine. Prescription drug abuse.		

The threat input from State counterdrug coordinators and Interagency partners is ongoing. The results of the model will not be known until mid-June at that time determinations for individual States will be made.

The rationale comes from both Office of National Drug Control Policy (ONDCP) and the Deputy Assistant Secretary of Defense of Counternarcotics (DASD/CN) As of May 1, 2007, the ONDCP directed “all national drug control programs to have a performance reporting program as an integral part of the agency’s budget and management process.”

The NG CDP’s TBRM is the culmination of a 3-year effort to implement a more objective, threat-based methodology for determining overall threat levels within the States to better apportion individual State program appropriations. The ultimate objective is to allocate resources against the threat for the purpose of achieving clear outcomes under the National Security Strategy, National Drug Control Strategy and the Department of Defense Counternarcotics & Global Threats Strategy.

If Kentucky’s funding is reduced, it will be threat based and be supported by the customer’s that request support in Kentucky, as well as supporting objectives and goals outlined in DASD/CN> and ONDCP strategies.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL HARRY M. WYATT III

QUESTIONS SUBMITTED BY SENATOR DIANNE FEINSTEIN

FIREFIGHTING SUPPORT

Question. As you may know Lieutenant General Wyatt, the U.S. Forest Service (USFS) currently only has access to 19 firefighting aircraft in addition to your 8 planes. These planes are old, and they are all nearing the end of their operational service life. In order to make up this shortfall, some have proposed expanding the Air National Guard’s (ANG) involvement in the firefighting mission.

What is the status of the effort to obtain joint-use C-130J’s to supplement the Guard’s needs as well as the aerial firefighting needs of the USFS?

Answer. The ANG is currently working with the Department of Agriculture and the Department of the Interior to examine how this can be accomplished. The ANG continues to work with the DOD on completion of the report on the joint use of Federal forest firefighting assets and C-130 firefighting capability, as required by the Fiscal Year 2010 Defense Appropriations Bill. In addition, the ANG is examining the use of a ninth Modular Airborne Fire Fighting System and the best location to use that equipment. The pending RAND Studying (commissioned by the USFS to look at the possible purchase of additional C-130J’s) will also help define the future strategy.

Question. If additional planes were acquired, would the arrangement allow them to respond to a wildfire at a moment’s notice? Would there be restrictions on the

use of the planes that prohibit them from being used to perform initial wildfire attack?

Answer. Yes. If deliberate planning is used, proper scheduling is defined, and an appropriated budget in place. There is no impediment to having our crews perform initial attack. The crews simply need to be properly trained and certified by the USFS.

Question. If additional planes were acquired, would the planes be available for the duration of the fire season—between June and November in California—or would there be other demands that would render the planes unavailable for extended periods of time?

Answer. There will always need to be a balance between the war-time mission and our domestic operations responsibility. Through proper scheduling of aircraft, aircrew, and maintenance personnel, aircraft and crews would actually be more available than they are currently to the State of California and other States.

QUESTIONS SUBMITTED BY SENATOR HERB KOHL

Question. Recently, the Air Force and National Guard Bureau (NGB) announced a decision to reduce the Primary Aircraft Authorization (PAA) at Truax Field in Madison, Wisconsin from 18 to 15 F-16 fighters. I understand that this was part of a larger reduction in the PAA for F-16 fighters, which is being implemented over several years at many bases. According to General Schwartz, this decision was made early in 2006 as part of the President's budget for fiscal year 2008, and the Wisconsin Air National Guard was notified in December 2010 about this decision.

When was the Air National Guard (ANG) notified of this decision? If the decision was made several years ago, why were the leaders in the Wisconsin ANG notified only recently?

Answer. The decision to reduce the PAA at Truax Field was made early in 2006 in conjunction with the ANG as part of the fiscal year 2008 President's budget. Due to the restrictions placed on release of information contained in the President's budget, the Air Force provides a force structure announcement in the fiscal year prior to implementation. The NGB provides a more specific announcement to the Adjutants General following the Air Force announcement. However, in this case the leadership of the Wisconsin ANG was informed of this action in December 2010 by the Director, the ANG, approximately 5 months prior to the planned official force structure announcement.

Question. Your testimony stressed the importance of maintaining the readiness of the ANG to be an operational partner of the Active Duty Air Force.

Will the readiness of the fighter wing at Truax Field be impacted by the loss of flying hours from the reduction of three F-16 fighters in their primary aircraft authorization?

Answer. Yes, the reduction of 3 PAA of Block 30 aircraft, resulting in 15 PAA incurs more risk by the Wisconsin ANG, due to the decrease in manpower and the loss of 720 flying hours. Due to the decrease of PAA, the unit will need to eliminate one full-time maintenance position and 76 part-time maintenance positions. Furthermore, the 115th Fighter Wing is an Air Sovereignty Alert (ASA) unit with an Air Expeditionary Force (AEF) rotational requirement. When mobilized for their AEF rotation, they are required to keep no less than ten Active Guard/Reserve pilots at home station to cover the alert mission, which is not possible to accomplish while supporting the AEF. Reduction from 18-15 PAA also directly impacts ability to support AEF. Six jets must remain behind plus associated support equipment for ASA commitment, leaving only nine jets remaining for AEF support.

Question. General Schwartz stated that the reduction of F-16 fighters in the ANG's primary aircraft authorization "was a deliberate decision to accept near term risk while bridging to a fifth generation fleet."

As the Air Force transitions to a fifth-generation fleet, does the ANG plan to deliver fifth generation fighters to Truax Field?

Answer. Burlington, Vermont has been selected as the preferred alternative for the first ANG F-35 location. Future ANG F-35 bed down locations have not yet been determined. While the ANG realizes the importance of future F-35 basing in the ANG, including Truax Field, analysis and responsibility for F-35 basing decisions resides with the Air Force's Executive Steering Group for Strategic Basing (ESG-SB). The ESG-SB will recommend F-35 basing candidates, including ANG units, to the Secretary of the Air Force and Chief of Staff of the Air Force for final selection, pending environmental analysis.

QUESTION SUBMITTED BY SENATOR LISA MURKOWSKI
168TH AIR REFUELING WING COMMUNICATIONS FACILITY

Question. The project is not in the administration's fiscal year 2012 request. Is the Air Force aware of the urgently needed repairs to the 168th Air Refueling Wing's Communications Facility and, if so, when would we expect to see funds requested?

Answer. The Air National Guard (ANG) is aware of the proposed project to add to and alter the communications building in the ANG area of Eielson Air Force Base. At the request of the leadership of the Alaska ANG, the project was submitted to the Congress with ANG's fiscal year 2010, fiscal year 2011, and fiscal year 2012 President's budget justification materials as a requirement in the Future Year Defense Program. Other requirements of higher priority have been placed in the President's budget ahead of this project, and the Congress has not accelerated the project from future years into a current budget. Considering the continuing requirement, senior leaders from the ANG Readiness Center visited the site, examined the facility, and proposed a way forward to accommodate significant portions of the mission within available resources. The ANG will propose an unspecified minor military construction project to satisfy facility size shortfalls, and fund a sustainment, restoration, and modernization companion renovation of the existing facility to provide a safe, capable communications facility for the Alaska ANG at Eielson AFB in fiscal year 2012.

QUESTIONS SUBMITTED TO MAJOR GENERAL RAYMOND W. CARPENTER

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

NATIONAL GUARD SOUTHWEST BORDER MISSION

Question. General Carpenter and General Wyatt, can you please update the subcommittee on the Guard's efforts on the Southwest Border? The original mission was scheduled to be completed by the end of June 2011. Is this still on track?

Answer. Since the National Guard reached full operating capability on October 1, 2010, National Guard forces have contributed to more than 17,549 apprehensions and seizures of more than 52,000 pounds of marijuana on the Southwest Border. The National Guard's presence on the Southwest Border has made a measurable difference in curbing the thousands of weapons and \$19 billion that are estimated to flow into Mexico annually. The National Guard has been actively coordinating with CBP and ICE and the 1,200 National Guardsmen from four States (California, Arizona, New Mexico, Texas) provided criminal investigative analysts and Entry Identification Teams in support of the Customs and Border Patrol along the Southwest Border. The Southwest Border mission will end on September 30, 2011.

Question. Guardsmen were supposed to begin withdrawing from the border in May 2011. Has this drawdown begun as planned?

Answer. The State drawdown plans have been adjusted so that the main drawdown will not begin until after September 1, 2011, with a rapid drawdown instead of the gradual 4-month drawdown that was originally planned. The mission will end on September 30, 2011 per the request of the President.

SUICIDE RATES

Question. General Carpenter, the Army Guard's suicide rate increased an additional 13 percent last year after a 75 percent jump in 2009. To respond to the increasing rate of suicides, the Army has added mental health professionals and launched a suicide prevention education program. Do you think these programs effectively target the Guard and address the wellness of Guard members beginning with recruitment and continuing throughout their entire service in the Guard?

Answer. Note: the Army National Guard's (ARNG) suicide rate increased 81 percent last year, after a 3 percent jump in 2009.

The additional, Army-contracted mental health professionals are extremely limited in what they may provide to ARNG soldiers. An ARNG soldier on title 10 Active Duty status is able to receive treatment at a military treatment facility, Veterans Administration (VA) facilities, and Military Medical Support Offices in remote areas. However, an ARNG soldier on title 32 status (participating in Inactive Duty for Training—traditional, once-a-month, "drill status"—or Annual Training (AT)) may only receive prevention, crisis intervention, and referral services from Behavioral Health Officers (BHO). In addition, BHOs are typically only accessible during unit IDTs and ATs. If the ARNG Soldier neither qualifies for VA coverage, nor holds

private health insurance, then the BHO may attempt to assist the ARNG soldier in finding pro-bono treatment. The BHOs cannot develop a treatment plan with or for the ARNG soldier.

Much like the Active Army, services and treatment for behavioral health issues of geographically dispersed soldiers are critical to allaying the suicide rate, particularly for the many ARNG soldiers who lack traditional health insurance coverage.

To alleviate the strain on the force, the ARNG recommends the following minimum actions:

- Army provides emergency behavioral healthcare services to uninsured and underinsured servicemembers, regardless of duty status;
- The ARNG is authorized full-time, uniformed behavioral health personnel; and
- Add and embed behavioral health professionals to high-risk units, units who have experienced suicides, soldiers killed in action, or intense/prolonged combat.

Question. General Wyatt, are you facing anything similar in the Air Guard with respect to suicide?

Answer. After a low-suicide rate in 2008, we experienced a 65 percent increase in 2009 and another 26 percent increase in 2010 for the highest rate we've had since tracking began. This year, we have lost nine members to suicide to date, compared to 9 of 19 at this time (June 15) last year. We have implemented a number of Air National Guard (ANG) initiatives and are continuing to build our Wingman Culture. Our primary fiscal year 2011 initiative is the embedding of Wing Directors of Psychological Health (WDPHs) in our 89 wings. These licensed mental health professionals provide consultation to wing commanders on wing psychological health issues and provide consultation, information, referral, and case management for airmen and their family members in need of assistance. Our Wingman Project provides training, awareness, and outreach to teach warfighters and their families how to identify symptoms of impending suicide and then intervene to save a life. The project provides customized marketing materials for each wing and provides tools accessible to airmen and their family members via a public website. We continue to train members how to assist fellow airmen in distress using the Ask, Care, Escort (ACE) suicide prevention model. We are having two Wingman Days this year, an opportunity for units to stand down and build resilience as a team, a key component in preventing suicide. The ANG suicide prevention booklets are being distributed to every airman. The Deployment Resiliency Assessment began April 1 and will aid in identifying and providing assistance to airmen at risk with an assessment prior to deployment and three follow up assessments. Our frontline supervisors in our high-risk-for-suicide career fields (security forces, communications, intelligence, and recommended for civil engineering) are being trained to identify and assist airmen in distress.

ARMY GUARD EQUIPMENT SHORTFALLS

Question. General Carpenter, in recent years the Army has made significant investments to more adequately resource the Guard and Reserve equipping requirements. The fiscal year 2012 budget request indicates that procurement funding for the Army Guard will decrease significantly from fiscal year 2012 onwards. Do you believe that the Army has adequately budgeted for Guard equipment requirements beyond fiscal year 2012?

Answer. The Army continues to address shortfalls in the ARNG, while striving to modernize ARNG capabilities. The ARNG estimates it needs \$3-\$4 billion in annual programmed funding to maintain interoperability with Army units, sustain current Equipment On-Hand (EOH) levels, and continue modernizing ARNG equipment. Fiscal years 2012-2016 budgets average \$2.4 billion per year for ARNG funding.

Question. General Carpenter, what remaining equipment shortfalls are you most concerned about?

Answer. The Army continues to improve the EOH and modernization levels for the ARNG. At this time, the ARNG's most critical equipment shortfalls are provided in the table below.

ARNG EQUIPMENT SHORTFALLS

System	Justification
General Engineering Equipment	Horizontal/Vertical construction, diving, and firefighting equipment critically under filled. Required for Homeland Defense Response missions.

ARNG EQUIPMENT SHORTFALLS—Continued

System	Justification
Family of Medium Tactical Vehicles (FMTV)	FMTV are replacement vehicles for existing, nondeployable M35 series, and 800/900 series 2.5- and 5-ton trucks in the ARNG fleet.
Shadow Tactical Unmanned Aircraft System (TUAS)	TUAS equipment sets and associated Shadow Crew Trainers are critically required high-value intelligence, surveillance, and reconnaissance assets for support of war-fighting missions across the full spectrum, as well as for homeland emergency support to civil authorities.
Command Posts (Tactical Operations Center & Standardized Integrated Command Post System).	Integrated command posts with Force XXI Battle Command, Brigade & Below continue to represent a critical shortfall for the ARNG.
Chemical/Biological Protective Shelter	Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) collective protective systems are required for Consequence Management Response Force (CCMRF) missions.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

NATIONAL GUARD STRYKER BRIGADE COMBAT TEAM

Question. We in the State of Washington are very interested in adding a Stryker Brigade Combat Team (SBCT) to the ANG.

How would an additional Stryker Brigade be beneficial to the ANG?

Answer. The Army National Guard (ARNG) leadership validates the requirement for an additional Stryker Brigade in our Force Structure, based on a 2009 feasibility study. The ARNG study concluded that converting an existing Brigade Combat Team (BCT) to a Stryker Brigade would provide additional combat power, a more balanced mix of BCTs, and ensure relevancy within the Army Capstone Concept.

A Stryker Brigade in the ARNG would be beneficial for many reasons:

- The addition supports the Army Force Generation model;
- A Stryker Brigade possesses necessary staff structure, facilities, and communications to Command and Control, and facilitate joint and inter-agency interoperability; and
- A Stryker Brigade provides additional capability for Homeland Defense and Federal and State mission support, for example:
 - Consequence Management (CM).
 - Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) events and reconnaissance capability.
 - Domestic All-Hazards Response Team (DART) concept.
 - Engineer and wheeled vehicle capabilities for natural disasters.
 - Rapidly deployable, interstate navigable, and 100 percent mobile command posts to establish or augment a local or regional emergency operations centers.

Requests for a force design update were submitted in November 2009 from several States to Headquarters, Department of the Army (HQDA), and there are no plans to execute a conversion within the ARNG for any additional Stryker Brigades. Total Army Analysis 14–18 examines the feasibility, acceptability, and supportability of resourcing a second Stryker Brigade Combat Team via a holistic review of the Army's BCTs and enabler force requirements. Accordingly, the ARNG will work with HQDA to ensure the Army Operational Force is properly balanced.

The stationing of a second SBCT will occur only after HQDA approval and is based on several factors: readiness for the least cost (to include geographic location, existing infrastructure, and level of modernization), available training areas and capacities, personnel strength, and demonstrated capacity to produce ready formations over time.

Question. What are the prospects of adding a Stryker Brigade to the ARNG in Washington?

Answer. The ARNG leadership validates the requirement for an additional Stryker Brigade in our Force Structure, based on a 2009 feasibility study. The ARNG study concluded that converting an existing BCT to a Stryker Brigade would provide additional combat power, a more balanced mix of BCTs, and ensure relevancy within the Army Capstone Concept.

Requests for a force design update were submitted in November 2009 from several HQDA's, and there are no plans to execute a conversion within the ARNG for any additional Stryker Brigades. Total Army Analysis 14–18 examines the feasibility, acceptability, and supportability of resourcing a second SBCT via a holistic review of the Army's BCTs and enabler force requirements. Accordingly, the ARNG will work with HQDA to ensure the Army Operational Force is properly balanced.

The stationing of a second SBCT will occur only after HQDA approval and is based on several factors: readiness for the least cost (to include geographic location, existing infrastructure, and level of modernization), available training areas and capacities, personnel strength, and demonstrated capacity to produce ready formations over time.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

ARMY GUARD PERMANENT DIRECTOR

Question. General Carpenter, as Acting Director of the Army National Guard (ARNG), part of your responsibility is to be a steward of the position until a permanent director is named. Are there decisions the Army Guard has delayed making due to your 2-year stewardship of the position?

Answer. The twin challenges of having an acting Director and one not being at the three-star level have put the ARNG at a disadvantage from two aspects. First, it has hindered the ability of the organization to formulate and execute a long-term strategic plan and has delayed permanent manning of key positions on the team. The perceptions and realities generated by a Director in "acting" status for an extended period of time are counterproductive. Second, the ARNG has occasionally not had access to meetings and discussions that are limited to three- and four-star generals. This exclusion becomes even more critical as contentious budget deliberations occur in the months ahead.

QUESTION SUBMITTED BY SENATOR TIM JOHNSON

Question. With the increased reliance on the National Guard for operational mission support and the overwhelming need to improve facilities for training, are you receiving the appropriate support, despite eliminating earmarks, with getting construction projects onto the Future Years Defense Program (FYDP)?

Answer. The Army National Guard (ARNG) and its facilities will be adversely affected if Military Construction (MILCON) funds decrease in future years, as of today, 40 percent of the ARNG's 26,000 facilities are more than 50 years old in the States, Territories, and District of Columbia. Assuming current projected MILCON funding levels, the ARNG will replace less than 1 percent of these aging facilities each year. Many of these older Army National Guard facilities meet neither current Anti-Terrorism/Force Protection requirements, nor demographic shifts in population, and current square footage deficits have a direct effect on the ARNG mission readiness. The result is an ARNG force supported by rapidly aging and outdated facilities that are inadequate to support operation readiness, and, because these facilities are not energy efficient, the structures are far more expensive to maintain.

The Army Installation Status Report (ISR) currently reflects a \$28.2 billion backlog in MILCON.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK STULTZ

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

OPERATIONAL RESERVE'S FUTURE ROLE

Question. General Stultz, the Army Reserve continues to transition from a strategic to an operational Reserve. What are the biggest challenges still remaining in making this transition, and what role do you see the operational Reserve playing in the near future as the wars in Iraq and Afghanistan wind down?

General Stultz, do you believe the Army is adequately resourcing the Reserve to make this transition?

Answer. Actually, the Army Reserve is now, and for the foreseeable future will continue to be, an operational force. Our soldiers and units are available to be mobilized worldwide in support of contingency operations and at home to respond to terrorism or threats of terrorism. We also have significant capabilities that can respond

to natural and manmade disasters; however, our ability to do this readily is challenged by limited statutory call-up authority, which would like to see updated. We are planning on serving around the world with security cooperation and similar military engagement missions; however, here, too, updated statutory authority to access the Army Reserve and the other Reserve Component is needed.

While the Army currently possesses an operational Reserve capability, we have yet to see an adequate investment of funding applied to our core manning and training base programs (which remain funded at the statutory minimum of approximately 39 days of training per year, throughout the force). All capabilities to train our operational force to a "company level" of proficiency have been realized through use of Overseas Contingency Operations (OCO) funding. As the OCO funding dwindles and eventually goes away, we are concerned that our operational capability will be lost when our primary source of funding is no longer available. The Army made a huge step toward formally recognizing this capability when the senior leadership recognized an increase to Army Reserve critical requirements in key manning and training base budget accounts; however, to this point the Army has elected to re-source these additional requirements through OCO funding.

ARMY RESERVE SUICIDE RATES

Question. General Stultz, the Army Reserve's suicide rate increased 42 percent in 2010 with 50 reservists taking their own lives. Most of these suicides occurred when the soldier was in civilian, rather than military, status. How is the Army Reserve responding to this trend and addressing the mental health of soldiers beginning with recruitment and continuing throughout their entire service in the Reserves?

General Stultz, is the Army Reserve properly training recruiters to evaluate not only the physical but also the mental fitness of new recruits?

Answer. Recruiters are not responsible for establishing an applicant's physical or mental qualification for military service and receive no training specific to evaluating mental suitability. Potential Army recruits are required to complete a ten page pre-qualification questionnaire, which asks an individual about their personal, educational, moral, physical, military, financial, and employment history. Recruiters use the applicant's voluntarily disclosed information to conduct preliminary screening to determine whether the applicant meets minimum qualification standards for the Army. If minimum qualifications are met, the next phase of the process is to determine whether the applicant meets physical and mental health standards; this phase of the recruitment process is accomplished at a Military Entrance Processing Stations (MEPS).

The MEPS plays a vital role in maintaining the Nation's All Volunteer Force by ensuring that each new member of the Armed Forces meets mental, moral and medical standards required by the Department of Defense (DOD) and the military services. In accordance with policies and regulations governed by the Military Entrance Processing Command (MEPCOM), medically trained personnel use a combination of tools including but not limited to the Report of Medical History (DOD form 2807), Supplementary Health Questionnaire and one-on-one interface with medical professionals, to render a determination about an applicant's suitability for service. Based on the outcome of a series of evaluations conducted at MEPS, applicants may or may not be permitted to proceed with the recruitment process depending on the overall assessment of both the recruiter and the medical community.

Numerous initiatives are underway to address strengthening the recruiting process both through the VCSA's Health Promotion/Risk Reduction/Suicide Prevention Task Force which has recommended to re-scope Service entrance standards to evaluate candidates on their current/potential resiliency and maturity. An additional Assistant Secretary of the Army for Manpower & Reserve Affairs (ASA (M&RA)) work group is working with Accessions Command to develop tools to better identify candidates who may have pre-existing mental health problems. The United States Army Reserve has been involved and is supportive of these initiatives.

RESERVE EQUIPMENT SHORTFALLS

Question. Gentlemen, over the last several years, the Reserve Components have transitioned from a strategic to an operational Reserve, but annual budget requests have not adequately addressed the additional equipment requirements associated with this new role. What remaining equipment shortfalls most concern you, and how do these shortfalls affect your ability to train and deploy?

Gentlemen, how much additional funding would you need to fully equip your component?

Answer. The Army Reserve equipment top equipment shortfalls are: Construction Equipment more specifically the Heavy Scraper; the Command Post Systems and

Integration (SICPS); the Family of Medium Tactical Vehicles (FMTV), a replacement for the nonarmored HMMWV Ambulance and Simulators for training.

The Army Reserve is able to train and deploy our units but is dependent on the use of the training sets and the availability of Theater Provide Equipment (TPE). However, the shortfall of this equipment limits our ability to support full spectrum operations.

The Army Reserve estimates it would cost \$8.9 billion to modernize 100 percent of the current Army Reserve equipment requirements.

NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT (NGREA)

Question. Gentlemen, this Committee recognizes the importance of providing the Reserve Components funding for necessary new equipment and modernizations and has consistently done so through the the NGREA. Please describe the importance of this additional funding to providing critical equipment for the Reserves.

Historically, the Department has had some trouble in obligating NGREA funds in a timely manner. Please provide an update on current obligation rates.

Answer. NGREA is a valuable tool that enables the Army Reserve to procure un-resourced modernized equipment required to train and equip our soldiers and units in order to support Army Reserve missions for the Nation.

The Army Reserve has obligate 100 percent of its NGREA within the 3-year time period. The NGREA obligation rate for fiscal year 2008 was 100 percent. As of May 11, the NGREA obligation rate for fiscal year 2009 is 94 percent and for fiscal year 2010 is 93 percent. We do not anticipate any issues with obligating 100 percent by the end of the respective fiscal years. The Army Reserve has not received fiscal year 2011 funds yet.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

SUICIDE

Question. The Army Reserve experienced 50 suicides in the last year—an increase of 16 from the year before. I find this large increase to be disturbing and want to know more about what is being done upon the servicemember's return.

Post-deployment, where do Army Reserves members and their family members turn for support when the member is not on Active Duty status?

What programs do you feel will have the biggest impact and will be the most successful to mitigate future Army Reserve suicides?

Answer. In addition to the support provided by unit commanders and their staff, Army Reserve Soldiers and their Families, not on Active Duty have several avenues they can turn to for post-deployment behavioral health support.

The Army Reserve will continue to grow its Army Strong Community Centers (ASCCs). These centers were created to assist geographically dispersed soldiers and their families who may not have ready access to the services typically available on a military installation. The ASCC (currently operating as a Pilot Program at four locations), connects those Families with support resources in their own community. The ASCCs provide access, support and resources commensurate with what they would expect to find on a military installation.

Soldiers and families members can also turn to their regional Directors of Psychological Health (DPH) who are located within one of four Army Reserve Regional Support Commands. In addition to supporting soldiers and families, these directorates were tasked to develop the networks within their communities that are essential in facilitating referrals to care providers, volunteer groups and support services that are critical components in delivering care, counseling and support to soldiers and families.

On redeployment, soldiers and families attend the Army Reserve Yellow Ribbon Program (YRP) where information is provided to facilitate access to services and support agencies for their health and well-being, and Families attend classes on suicide prevention. The Army Reserve YRP executes its mission by developing skills in each family member and soldier to assure they are prepared and able to cope with the difficulties of extended separation and deployment—helping families network together, connect with each other and their unit/command leadership and family programs' staff.

Military OneSource offers nonmedical counseling options to Active Duty, Guard, and Reserve members and their families. The counseling services are designed to provide help for soldiers and families with short-term issues such as adjustment to situational stressors, stress management, decisionmaking. Military OneSource also offers post-deployment resource for soldiers and families is communication, grief,

family issues, parenting-skills issues and short-term, solution-focused financial counseling. All of these services are offered at no cost to the soldiers and their family members.

Currently the two programs that will have the biggest impact on reducing suicides in the Army Reserve are the Suicide Prevention Programs and the Comprehensive Soldier Fitness program.

The Army Reserve's Suicide Prevention program is based around four pillars. These pillars involve educating the entire force; reducing the stigma associated with asking for help with behavioral/mental health issues; providing resources to geographically dispersed personnel; and involving Families in suicide prevention training. Examples of these efforts include the Ask, Care, and Escort (ACE) training for Soldiers and leaders; applied suicide intervention skills training (ASIST); battle buddy system with suicide prevention emphasis; and additional instructional material on suicide prevention at the Army Reserve's Pre-Command Courses and Yellow Ribbon and Strong Bonds events.

One program that will undoubtedly have a major impact on mitigating future Army Reserve Soldier suicides is the Comprehensive Soldier Fitness (CSF) Program. The CSF program initiative uses individual assessments, tailored virtual training, class room training and embedded experts to provide the critical resiliency skills our soldiers, family members and Army civilians need in today's Army. The program tools include the Global Assessment Tool (GAT); Training and distributing Master Resiliency Trainers (MRT) and leveraging its Human Capital Core Enterprise (HCCE) structure to support soldiers health and wellness needs. For example, the MRTs will deliver vital resiliency and coping skills which ultimately enhances soldiers' and their families' ability to manage/balance the daily challenges of family, social and professional obligations.

QUESTIONS SUBMITTED TO VICE ADMIRAL DIRK DEBBINK

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

NAVY RESERVE—OFFICER RECRUITING

Question. Vice Admiral Debbink, over the last several years the Navy Reserve has struggled with officer recruiting and is still facing a serious officer shortage due to years of low recruiting. In 2010, the Navy followed the lead of the other Services and began commissioning some Naval Reserve Officer Training Corps (NROTC) accessions directly into the Reserve Component.

Do you think this policy change will be enough to reduce the officer shortage within the Reserves?

Answer. The policy change, which will commission Navy Reserve Officer Training Corps accessions into the Individual Ready Reserve (IRR) will not address shortages in the Selected Reserve (SELRES), and was not intended to do so. These newly commissioned officers, who do not possess the requisite skills, experience or seniority required in SELRES communities experiencing shortfalls, will remain in the IRR in non-pay, non-drill status until their training commences, or the beginning of the next fiscal year.

Question. What additional measures are being considered by the Navy Reserve to address remaining officer shortages?

Answer. To address challenges in the Reserve officer mission, we have:

- Established targeted bonuses and incentives to increase Reserve affiliation and retention in specific officer communities based on relative need, while an officer retention bonus is currently being considered by OSD. In fiscal year 2011, an affiliation bonus for prior service officers, an accession bonus for direct commission officers, and health professional critical-skill shortage incentives were offered to SELRES officers.
- Implemented a mobilization deferment policy that stipulates that an officer who affiliates within 6 months of release from Active Duty is guaranteed a 2-year mobilization deferment, while an officer who affiliates within 7–12 months receives a 1-year deferment.
- Increased the number of officers accessed through direct commission (845 in fiscal year 2010 to 990 in fiscal year 2011) and the number of officer communities that have a direct commission officer program from 19 to 25.
- Established a Career Transition Office (CTO) to increase Reserve affiliation rates by educating members leaving Active Duty about the benefits of continuing their Navy careers in the Navy Reserve and to streamline the transition process. Since the CTO was established in May 2009, we have increased, from

22 percent to 47 percent, the percentage of officers affiliating in the Reserve Component directly upon leaving Active Duty. Affiliation rates in fiscal year 2011 to date have exceeded 50 percent, and we have increased from 25 percent to 99.8 percent the percentage of officers leaving Active Duty who have been educated about Reserve opportunities. The CTO has reduced average AC to RC transition time from more than a month to 5 days, resulting in higher overall affiliation rates and fewer pay problems.

—Instituted targeted leadership development and Interactive Customer Evaluation (ICE) at Reserve Forces Command to identify problem areas and improve the Navy drilling Reserve experience to increase retention.

RESERVE EQUIPMENT SHORTFALLS

Question. Gentlemen, over the last several years, the Reserve Components have transitioned from a strategic to an operational Reserve, but annual budget requests have not adequately addressed the additional equipment requirements associated with this new role.

What remaining equipment shortfalls most concern you, and how do these shortfalls affect your ability to train and deploy?

Answer. The Navy Reserve equipment shortfalls are published in Table 8 of the National Guard and Reserve Equipment Report. The Navy Reserve’s top equipment priorities continue to be aircraft procurement and the outfitting of the Navy Expeditionary Combat Command.

Question. How much additional funding would you need to fully equip your component?

Answer. The budget as submitted by the President will allow the Navy Reserve to carry out its mission as part of Navy’s Total Force.

NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT (NGREA)

Question. Gentlemen, this Committee recognizes the importance of providing the Reserve Components funding for necessary new equipment and modernizations and has consistently done so through the NGREA.

Please describe the importance of this additional funding to providing critical equipment for the Reserves.

Answer. The NGREA has been a high-impact critical capital infusion for the Navy Reserve since its inception in 1981, but has taken on added importance in recent years with our transition to providing even more operational capabilities to the Navy and Marine Corps team, and joint forces. The appropriation has been instrumental in resourcing the capabilities of the Navy Expeditionary Combat Command (NECC) and has bolstered the recapitalization of critical Reserve Component (RC) equipment in both Naval Aviation and the Surface Navy. In fiscal year 2010, the Navy Reserve executed NGREA funding to equip the Maritime Expeditionary Security Force (MESF), Explosive Ordnance Disposal (EOD), Naval Construction Force (NCF), Navy Expeditionary Logistics Support Group (NAVELSG), Naval Aviation and Surface Warfare units with: tactical and armored vehicles, civil engineering equipment, communications equipment, table of allowance items, aviation modernization upgrades and rigid hull inflatable boats.

Question. Historically, the Department has had some trouble in obligating NGREA funds in a timely manner. Please provide an update on current obligation rates.

Answer. Below are the current obligation rates for the three active NGREA appropriation years:

[Dollars in millions]

	Final year	2nd year	1st year	Cong. Adds
Fiscal year 2009:				
Appropriated	\$51.9	\$51.9	\$51.9	\$25
Percent obligated	¹ 94.3	87.3	17.4	² 89.4
Fiscal year 2010:				
Appropriated	\$55	\$55
Percent obligated	³ 65.5	37.1

[Dollars in millions]

	Final year	2nd year	1st year	Cong. Adds
Fiscal year 2011:				
Appropriated	\$70
Percent obligated	(⁴)

¹ The \$3.2 million which is currently unobligated is for an F-5 Trainer upgrade and will be obligated before the end of the fiscal year.

² The \$2.6 million which is currently unobligated is for the C-130 Electronic Prop Control System and will be obligated before the end of the fiscal year.

³ The \$19 million which is currently unobligated is for a C-130 Simulator upgrade and for some NCF equipment. Navy is on track to have all \$55 obligated by the end of the 3rd year.

⁴ The \$70 million has not yet been received by OSD.

OPERATIONAL RESERVE'S FUTURE ROLE

Question. Gentlemen, the Reserve Components continue to transition from a strategic to an operational Reserve.

What are the biggest challenges still remaining in making this transition, and what role do you see the operational Reserve playing in the near future as the wars in Iraq and Afghanistan wind down?

Answer. The greatest challenge will be to communicate a common understanding of the transition to ensure we do not inadvertently overburden our Guard and Reserve Components. The Navy Reserve provides strategic depth and delivers operational capability. For the sake of the Nation and to ensure our long-term viability, the Reserve Force needs to be able to perform both these missions. If we "operationalize" the entire Navy Reserve, it becomes unsustainable from a manpower and fiscal perspective. At any given time, approximately two-thirds of our Navy Reserve is providing strategic depth, while approximately one-third is in a more operational posture. To be able to deliver operational capabilities in the future, the other challenge in this period of transition is to provide timely access to Reserve Force personnel during periods of relative geopolitical stability. In an era in which emerging global contingencies, which do not warrant a congressional or Presidential declaration of war or national emergency, the Department of Defense lacks the flexibility to access RC members to participate in total force solutions to meet rapidly evolving requirements. Section 513 of the President's National Defense Authorization Request for fiscal year 2012, includes a provision which, if enacted, would amend title 10, United States Code, section 12304 to:

- Enhance Total Force capacity by allowing RC units and members to be included in long-range planning processes;
- Provide the opportunity to enhance dwell/ITEMPO to desired levels through increased capacity provided by RC units and members;
- Enhance the overall readiness of RC units with high-demand skill sets, ensuring a more robust total force response capacity for future contingency operations;
- Provide predictability of future routine military obligations for individual Reserve members, their families and their employers; and
- Provide a mechanism to access RC members for routine requirements assured of the various protections currently granted for other involuntary duty assignments.

I urge Congress to enact this important provision, to facilitate transition to an operational Reserve, as the National Defense Authorization Act is taken up in the weeks ahead.

Question. Do you believe the Department is adequately resourcing the Reserves to make this transition?

Answer. The Department is adequately resourcing the Navy Reserve as we continue transitioning from a strategic to an operational Reserve.

QUESTIONS SUBMITTED TO MAJOR GENERAL DARRELL L. MOORE

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

MARINE CORPS RESERVE—STRAIN ON THE FORCE

Question. General Moore, the Marine Corps Reserve has maintained a high-operational tempo with nearly 60,000 marine reservists activated since 2001 and more than 20,000 marine reservists deployed more than once.

While the operational tempo is beginning to slow, how has the Marine Corps Reserve been keeping track of the welfare and mental health of deactivated reservists who are returning from deployments?

Answer. Our marines, sailors, and their families remain our highest priority. Accordingly, we are keenly attentive to their health and resiliency, especially for our reservists who are deactivated after returning home from theater security cooperation and overseas contingency operation deployments. There are three current initiatives that specifically support our returning warriors: medical intervention, the Psychological Health Outreach Program (PHOP), and incorporating Veterans Administration (VA) OIF/OEF Group support.

First, returning marines who need prompt intervention are retained on medical hold (MedHold) or have Line of Duty (LOD) packages opened. These marines or sailors are then tracked until they are returned to full duty or have their cases referred to the Disability Evaluation System for final adjudication.

The second initiative we implemented is the PHOP, which provides psychological health professionals at six regional Marine Forces Reserve sites to screen and refer Selected Marine Corps Reserve personnel for behavioral health services. Marines who self-refer or are referred to the program can be screened for behavioral health issues, appropriately referred, and provided a road to recovery. Outreach members follow each referred reservist through to the resolution of that member's case, whether it is return to Active Reserve status or resolution through the Disability Evaluation System.

Our third initiative is the inclusion of VA OIF/OEF Groups at the local VA hospitals and clinics that support individual returning marines. These groups meet those returning marines at the Reserve-Intermediate Location (R-ILOC), enroll them in the VA healthcare system and provide them a medical home at the VA. The goal is to encourage every returning marine to be seen by the OIF/OEF Group at his or her local VA for a comprehensive evaluation as soon as possible after returning home and to have a primary care manager assigned.

Our strategy is for the Medical Department Representative at the Home Training Center, the Psychological Health Outreach Coordinator, the VA OIF/OEF primary care manager, and the Wounded Warrior Regiment to work as a team to ensure that every returning marine is provided the care he or she needs. Every returning marine with a problem will be tracked to completion while we ensure he or she has a medical home at the VA.

Question. General Moore, do you think the Marine Corps should follow the Army's lead and begin tracking Reserve Component suicides separately from the Active Component?

Answer. The Marine Corps tracks and reports suicides of Reserve Component marines who are in an Active status in accordance with Department of Defense (DOD) policy. In January 2009, the Marine Corps began tracking suicides of Selected Reserve Marines who are not in an Active status, which is also consistent with DOD policy.

RESERVE EQUIPMENT SHORTFALLS

Question. Gentlemen, over the last several years, the Reserve Components have transitioned from a strategic to an operational Reserve, but annual budget requests have not adequately addressed the additional equipment requirements associated with this new role.

What remaining equipment shortfalls most concern you, and how do these shortfalls affect your ability to train and deploy?

Answer. Current equipping priorities are focused on the modernization of existing capabilities. Since Marine Corps Reserve units deploy and fall in on equipment that is already in theater, it is essential that we continue to maintain our commitment to outfitting the Marine Corps Reserve with the same modernized equipment as the Active Component. This enables our Reserve Forces to be trained to the same standard on the same equipment that they will be using in combat. The top ten shortfalls listed in our fiscal year 2012 National Guard and Reserve Equipment Report fall into three main programs that continue to be our top priorities:

- Light Armored Vehicles (LAV);
- KC-130J refueler aircraft; and
- Logistics Vehicle System Replacement (LVSR).

The first priority is procurement of the few remaining A2-standard modernized LAVs. Through a combination of National Guard & Reserve Equipment Appropriation (NGREA) and baseline dollars, we have been able to close that gap to a shortfall of 18 vehicles. The estimated cost to procure those remaining vehicles is \$50 million.

The second priority is accelerating the transition from the KC-130T to the KC-130J aircraft. The Active Component has completely divested of legacy KC-130Ts and will complete KC-130J fielding in fiscal year 2012. The Reserve KC-130J fielding schedule is programmed to begin in fiscal year 2015 and complete by fiscal year 2029. The additional cost to transition to a KC-130J-only fleet within this Future Years Defense Program (FYDP) is approximately \$2.2B which equates to approximately \$108 million per aircraft (total weapons system cost, which includes support equipment, tools, spares) for 20 aircraft plus \$50 million for two KC-130J Weapons Systems Trainers.

—The Marine Corps has eliminated all formal schooling and the Fleet Replacement Squadron for the KC-130T pilots and reduced the enlisted aircrew requirement from one enlisted crewmember in each of four enlisted aircrew Military Occupational Specialties (MOS) to two enlisted crewmen under one new enlisted aircrew MOS. Additionally, MOS schools are no longer teaching all of the KC-130T maintenance.

—The elimination of all formal schooling and the Fleet Replacement Squadron for the KC-130T pilots along with the reductions in teaching KC-130T maintenance places an extensive on the job training (OJT) burden with the Reserve Component for training associated with the transition/conversion.

—Because the Active Component and sister services have or are currently completing the KC-130J transition, the RC KC-130T's Full Mission Capability rate (FMC)—an individual aircraft's ability to perform 100 percent of the possible missions—continues to decline. Prolonged transition to the KC-130J increases risk for degraded operational capability due to nonavailability of parts as manufacturers discontinue production and civil Communication Navigation Surveillance and Air Traffic Management (CNS/ATM) mandates. A recent KC-130 Program Office (PMA 207) Analysis of KC-130T FMC rates depicts them dropping below acceptable levels before 2020.

The third modernization priority is replacement of the legacy Logistics Vehicle System (LVS) with the LVSR. Using fiscal year 2011 NGREA, we have closed this gap significantly and require about \$8 million to procure 22 vehicles and achieve 100 percent of the required training allowance.

Question. How much additional funding would you need to fully equip your component?

Answer. Excluding the cost to accelerate transition from the KC-130T to the KC-130J, the Marine Corps Reserve's estimated wartime requirement shortfall is \$776 million. Of that amount, \$396 million represents today's best estimate of training allowance.

In order to support and sustain combat operations, the Marine Corps has drawn equipment from many sources to include the Reserve Component. While the actual amount of equipment taken from the Reserve Component training allowance was very small, significant portions of ongoing procurements intended to be fielded to the Reserve Component were redirected to support combat operations that included both Active and Reserve units.

Once the Marine Corps transitions from major combat operations and resets equipment, we expect that many of the current training allowance shortfalls will be filled. Additionally, as the Marine Corps works to define the right mix of ground equipment necessary to transition itself to a "middleweight" force, the character of the shortfall may change further. As this transition progresses, we will continue to focus resource advocacy toward the modernization programs listed above.

NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT (NGREA)

Question. Gentlemen, this subcommittee recognizes the importance of providing the Reserve Components funding for necessary new equipment and modernizations and has consistently done so through the National Guard and Reserve Equipment Appropriation (NGREA).

Please describe the importance of this additional funding to providing critical equipment for the Reserves.

Answer. For the last several years, the Marine Corps has relied on NGREA to accomplish three primary goals: availability of theater-specific equipment; training improvement; and modernization.

The first goal was to ensure that units and marines preparing for deployment had available to them for training the same theater-specific equipment represented in combat operations. We were able to accomplish this through NGREA purchases such as Rifle Combat Optics and M-4 Carbines, various Counter Intelligence and Human Intelligence packages, and specialized communications and sensor packages.

The second goal was to improve training efficiency, cost effectiveness, and throughput by investing in modeling and simulation programs that related directly to the tactics and equipment being used in theater. One of our most significant investments and most successful example of this is the Virtual Combat Convoy Training System.

The third goal was to invest in modernization programs of record (POR) such as Light Armored Vehicles and aircraft upgrades such as Bright Star FLIR. We expect that in the future NGREA will continue to be used primarily in support of accelerating modernization efforts within the Marine Reserve.

Question. Historically, the Department has had some trouble in obligating NGREA funds in a timely manner. Please provide an update on current obligation rates.

Answer. Fiscal year 2009 NGREA (\$62 million) is currently 91.9 percent obligated. Cost variations and economies provided us with an opportunity to invest in more equipment than was originally planned. The Marine Corps recently received approval to do final NGREA program realignments and is in the process of applying those funds to program lines and contracts for execution. We expect to obtain a 100 percent obligation rate by year end.

Fiscal year 2010 NGREA (\$45 million) is currently 56.8 percent obligated. All but \$300,000 of the total appropriated is being invested in the procurement of LAVs at the A2 standard. LAV procurement occurs in two phases: vehicle manufacture, then installation of Government Furnished Equipment (GFE) at a government site. Delay in funds obligation stems from waiting to order GFE until anticipated delivery of completed vehicles. This process of separating the purchase into two phases provides maximum contracting flexibility and potential order economies. The LAV Program office estimates that fiscal year 2010 NGREA will be 80 percent obligated by the end of this fiscal year and foresees no challenges in reaching 100 percent obligation by the end of fiscal year 2012.

Fiscal year 2011 NGREA spending plan is \$70 million. The Marine Corps is awaiting final plan approval from OSD in order to distribute funds. The portion of our plan that invests in additional LAVs (\$19 million) will be subject to the same contracting strategy as above. The portion of our plan that invests in LVSRs may be able to take advantage of a large scale contract currently being put in place. If the option remains available to us, we should be able to rapidly obligate that portion of the fiscal year 2011 funding.

OPERATIONAL RESERVE'S FUTURE ROLE

Question. Gentlemen, the Reserve Components continue to transition from a strategic to an operational Reserve.

What are the biggest challenges still remaining in making this transition, and what role do you see the operational Reserve playing in the near future as the wars in Iraq and Afghanistan wind down?

Answer. One challenge is ensuring we are able to access our Reserve units for peacetime missions unrelated to overseas contingency operations. Our Reserves are well-suited to perform missions, such as theater security cooperation, which will continue after the wars in Iraq and Afghanistan are over. However, to be cost-effective, we need to be able to access cohesive units rather than cobble together groups of individual volunteers. For this reason, we consider the legislative proposal to revise 10 USC § 12304 to be critical to the success of an operational Reserve.

Question. Do you believe the Department is adequately resourcing the Reserves to make this transition?

Answer. Post OEF, the Marine Corps is committed to retaining and employing an Operational Reserve as part of our Total Force. The exact size and scope has yet to be determined and is likely to fluctuate based on the National Security Strategy and operational tempo. The most significant cost of employing our Reserves as an operational force comes in the form of manpower funding necessary for pay, allowances, and entitlements for reservists when on Active Duty. The Marine Corps will need to prioritize funding for the Operational Reserve among the existing Total Force programs and capabilities within our baseline budget.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CHARLES E. STENNER, JR.

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

AIR FORCE RESERVE—FORCE GENERATION CENTER

Question. General Stenner, since 2001, more than 60,500 Air Force Reservists have been called to Active Duty. In order to facilitate this high-operational tempo, the Air Force Reserve established the Force Generation Center (FGC) in 2010 to provide a standardized approach in preparing, processing, and deploying Reservists. What is the status of the FGC, and is it still on track to be fully operational by the end of 2012?

Answer. The FGC is up and running with 40 billets; about 25 moved from the Air Force Reserve Command Headquarters staff and 15 are new hires. The FGC is on track to be fully functional with 86 full time and 27 part time reservists by August 2012.

Question. How will the FGC benefit individual Air Force reservists?

Answer. The establishment of the FGC provides the Air Force Reserve Command (AFRC) the ability to optimize force management and accountability of Air Force Reserve (AFR) forces by standardizing and streamlining coordination for the activation of Reserve Forces. The FGC does this by consolidating execution functions formerly fragmented across the AFRC HQ staff from the “policy and guidance” functions. The major commands and other users of Reserve Forces can now go to one center vice many sources to access AFR capability. The FGC also allows me to effectively track and validate from the AFR perspective where our folks are and how they are being used. This will increase visibility and accountability of Reserve Forces across all categories, some where we previously had limited or no real time information. As a result, the AFR can be more responsive to the needs of individual reservists, providing them greater predictability while making activation schedules more certain.

RESERVE EQUIPMENT SHORTFALLS

Question. Gentlemen, over the last several years, the Reserve Components have transitioned from a strategic to an operational Reserve, but annual budget requests have not adequately addressed the additional equipment requirements associated with this new role. What remaining equipment shortfalls most concern you, and how do these shortfalls affect your ability to train and deploy?

Answer. The most critical equipment shortfall for the Air Force Reserve (AFR) currently is the Large Aircraft Infrared Countermeasures System (LAIRCM) for our legacy mobility aircraft fleet. Our C-130 fleet, with the help of National Guard and Reserve Equipment Appropriation (NGREA) funding, is well on its way to be completely modified. Air Mobility Command has a plan to modify our C-5's but currently is last in line to receive the upgrade. The KC-135 community has defined a cost-effective LAIRCM solution but is without funding. The Congress has been extremely generous to the AFR in the last few years with additive resources for modernizing our aircraft. The lack of these systems negatively affects our aircraft's ability to effectively operate and deploy in the combat environment. Non-LAIRCM equipped aircraft are easy prey for third- and fourth-generation man portable missiles being proliferated throughout the world.

Question. Gentlemen, how much additional funding would you need to fully equip your component?

Answer. The AFR currently has more than \$957 million in unfunded equipment requirements. Of that, \$70 million will be paid for with our fiscal year 2011 NGREA funding once our fiscal year 2011 Procurement Plan is approved through the Congress. We maintain the most efficient, experienced and operationally capable force, but operate some of the oldest aircraft in the Air Force fleet. The AFR is not programmed to recapitalize any of its legacy fleet through the current Future Years Defense Program (FYDP). Age of the fleet and more than 20 years of increased operations tempo will make replacement of our aircraft imperative in the years to come.

NATIONAL GUARD AND RESERVE EQUIPMENT ACCOUNT (NGREA)

Question. Gentlemen, this Committee recognizes the importance of providing the Reserve Components funding for necessary new equipment and modernizations and has consistently done so through the NGREA. Please describe the importance of this additional funding to providing critical equipment for the Reserves.

Answer. The NGREA is the cornerstone of the Air Force Reserve's (AFR) equipment modernization and replacement funding efforts. Congress has been extremely generous in providing the NGREA funding for the modernization and purchase of Air Reserve Component equipment. Without these funds, the modernization of AFR

aircraft would have been almost nonexistent. The AFR does not usually rank high enough on Lead Major Command's modernization priority lists to receive Program Objective Memorandum funding. In today's constrained fiscal reality, that fact has even greater impact.

Question. Historically, the Department has had some trouble in obligating NGREA funds in a timely manner. Please provide an update on current obligation rates.

Answer. Full obligation and execution within the 3-year life of NGREA funds has never been an issue. In the last 12 years, the AFR has executed 99.7 percent of their allocated NGREA funds. The difficulty lies in our first year obligation rates and the reasons for those difficulties are many. We, in partnership with the Air National Guard, the Headquarters Air Force Acquisition Staff, Air Force Materiel Command, and the individual system program offices are currently working closely together to identify what the difficulties are and to implement new policies, procedures, and guidelines to ensure we meet the expectation of the Congress. As of our February 2011 NGREA Obligation Review, the obligation rates were: Fiscal year 2009 NGREA—48.5 percent, fiscal year 2009 NGREA OCO—96.8 percent, and fiscal year 2010 NGREA—10.9 percent. We have recently re-aligned fiscal year 2009 and fiscal year 2010 funds away from nonperforming programs to performing ones which will improve our obligation rates.

OPERATIONAL RESERVE'S FUTURE ROLE

Question. Gentlemen, the Reserve Components continue to transition from a strategic to an operational Reserve. What are the biggest challenges still remaining in making this transition, and what role do you see the operational Reserve playing in the near future as the wars in Iraq and Afghanistan wind down?

Answer. The Citizen Airmen of the Air Force Reserve have been meeting continuous and recurring operational mission commitments since 1990. Today's security environment has led to continued demand for the Reserve Component to augment Active Component steady-state operational missions. Despite a drawdown of operations in Iraq or Afghanistan, the Air Force Reserve maintains its operational role while providing strategic depth. Our operational involvement and strategic depth are institutionalized and sustained by new rules within the Department, new planning and execution processes within the Air Force and re-calibrated expectations by Reservists, their families, and their employers.

As supplemental and Overseas Contingency Operations funding wanes, we are challenged to ensure adequate funding exists for Reserve Component operational use. Budgeting for the use of the Reserve Component within Service base budgets helps overcome this funding challenge. The Nation cannot afford to put the Reserve Component "back on the shelf." Another challenge facing the Reserve Component is the potential reduction of prior-service members transitioning to the Reserve Component. With fewer eligible Active Component members, the Reserve Component is faced with increased recruiting and training costs normally absorbed when an Active member transitions. We must rely on adequate funding levels to offset potential increased costs.

Question. Do you believe the Department is adequately resourcing the Reserves to make this transition?

Answer. The Department as a whole is fiscally constrained. The Reserve Component has become a responsive operational force that allows the Air Force to respond quickly and efficiently to funding reductions without creating warfighting capacity gaps and recruiting and training bills associated with the traditional force planning models. That said, as supplemental and Overseas Contingency Operations funding is reduced and as military personnel appropriations funding decreases, the potential for inadequate resourcing exists unless provided for in the Services' base budget.

Question. The Air Force Reserve's 932nd Air Wing located at Scott Air Force Base in Illinois is soon scheduled to retire their three C-9C aircraft. Although the plan is to retain their three currently authorized C-40 aircraft, the 932nd is only scheduled to gain one additional C-40, currently in production. How will the reduction in total aircraft assigned to the 932nd impact their ability to perform their mission? Will the reduction in total aircraft assigned to the unit result in a decrease in personnel assigned to the unit and if so by how many?

Answer. The 932nd Airlift Wing operates and maintains three C-9C and three C-40C aircraft. The Air Force Reserve Command (AFRC) programs and manages the funding for the wing's facilities, flying hours, support equipment, personnel training, and maintenance requirements.

The current program of record funds C-9C operations and force structure through fiscal year 2011. Beginning in fiscal year 2012, three C-9C aircraft will be retired.

AFRC has projected a 45 percent loss in capability from fiscal year 2011 levels of support and a reduction of 252 Reserve personnel. An additional C-40C is programmed for delivery in early fiscal year 2012 and will increase aircraft availability for unit operations but the unit will remain a three primary aircraft authorization unit. The C-9C retirement will not impact the unit's ability to perform its mission, however, the capability to meet the current level of support will be reduced.

Please know that current mission capability and future levels of support are of interest and as the C-40C has no official wartime mission, we will strive to execute an equivalent level of service that three primary aircraft authorization aircraft will provide.

SUBCOMMITTEE RECESS

Chairman INOUE. This Defense Subcommittee will reconvene on Tuesday, May 17 at 10:30 a.m., at which time we will meet in closed session to receive a briefing on fiscal year 2012 Northern Command and Southern Command programs and budgets.

Thank you very much.

The session is recessed.

[Whereupon, at 11:49 a.m., Wednesday, May 11, the subcommittee was recessed, to reconvene subject to the call of the Chair.]