

**DEPARTMENT OF DEFENSE APPROPRIATIONS
FOR FISCAL YEAR 2010**

WEDNESDAY, MARCH 25, 2009

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, Durbin, Murray, Cochran, and Bond.

DEPARTMENT OF DEFENSE

NATIONAL GUARD

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

OPENING STATEMENT OF SENATOR DANIEL K. INOUE

Chairman INOUE. This morning the subcommittee meets to receive testimony on the status of the National Guard and Reserve components. From the National Guard, we are pleased to have the Vice Chief of the Army National Guard, General Clyde Vaughn, and the Vice Chief of the Air National Guard, General Harry Wyatt.

Before I proceed, I would like to apologize for this brief lateness, but the traffic is, as always, terrible.

And from the Reserve, we welcome the Chief of the Army Reserve, General Jack Stultz, Chief of the Navy Reserve, Vice Admiral Dirk Debbink, Commander of the Marine Forces Reserve, Lieutenant General John Bergman, and the Chief of the Air Force Reserve, General Charles Stenner.

We are very pleased to have you here today and look forward to working with you in the coming years in support of our guardsmen and our reservists.

The subcommittee is sorry that General McKinley was not able to be here today to testify, but we thank him for submitting written testimony for the record.

This hearing will be unlike prior years in that we have not received the fiscal year 2010 budget, nor the fiscal year 2009 supplemental request. For this reason, many members of the subcommittee may wish to submit additional questions after we re-

ceive the budget request later this spring, and we ask for a timely response to these questions.

Gentlemen, the National Guard and Reserve components have maintained a high operational tempo for over 6 years in support of the operations in Iraq and Afghanistan. Through the admirable service of thousands of guardsmen and reservists, the Reserve components have provided essential combat, logistics, and other support capabilities to these operations.

However, the strain of these deployments is beginning to show. Suicide and divorce rates, for example, are on the rise, unfortunately. We must make certain that we are doing everything we can to provide our servicemembers the support they need during and after deployment. Reintegrating after deployment can be particularly difficult for guardsmen and reservists who lack the support network provided at an active duty installation. For this reason, reintegration programs are important in helping our guardsmen and reservists transition back to civilian life.

Despite providing additional resources for these programs in the last year's supplemental funding bill, a Department-wide approach to reintegration activities has been very slow to develop, and our subcommittee hopes that the Department will work quickly to create an effective program that fits the needs of our returning servicemembers without using a one-size-fits-all for all of the Reserve components. What works for the Army may not work for the Navy Reserve.

It is a testament to the dedication and patriotism of our guardsmen and reservists that retention levels remain strong despite the strain of frequent deployments. Recruiting has also continued to improve for all Reserve components. In fact, for the first time in several years, all of the Reserve components are consistently achieving their recruiting goals.

However, as we all agree, challenges remain. Many of the Reserve components are increasing their end strength, which will require continued focus on recruiting and retention, particularly for high-demand specialties. And as the active components continue to grow, it will be increasingly difficult for the Reserve components to attract prior-service candidates. Therefore, we must continue to provide sufficient resources to attract and retain high-quality personnel.

The success of the Guard and Reserve components would also not be possible without the support of our Reserve employers. Employers must fill the holes left by deployed reservists who are sometimes on their second deployment in only a few years' time. The strain has become even greater during the current economic recession, and I look forward to hearing what is being done to make certain that we continue to have the support of our business community in hiring and supporting our reservists.

The subcommittee is pleased to see that equipment shortages continue to be reduced, although we know significant shortfalls still remain. It is important that the Department continues to focus on equipping the Reserve components by requesting sufficient funding in annual budget submissions and prioritizing the fielding of equipment to the Reserve components. We must make certain that the

Guard and Reserves have the equipment they need for training and operations at home and abroad.

I look forward to hearing your perspective on these issues and your recommendations for strengthening our forces during this most demanding time. And I thank you for your testimony this morning, and may I assure you that your full statements will be made part of the record.

We will begin our hearing with the panel of the National Guard, but first, I would like to turn to my distinguished vice chairman, Senator Cochran of Mississippi, for any remarks he may wish to make.

STATEMENT OF SENATOR THAD COCHRAN

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

Today's citizen soldiers, sailors, airmen, and marines are an indispensable and operational reserve. The days of the weekend warrior are history. These everyday people balance a day job, family interests, and are now volunteering for deployments, humanitarian missions, and nonservice traditional assignments around the globe. When they are not supporting operational needs of combatant commanders, they stand ready to assist in dealing with natural disasters here at home.

We appreciate the service that you provide our Nation. Thank you very much. We look forward to your testimony.

Chairman INOUE. Now may I call upon the man who is in charge of the Guard? General Vaughn.

General VAUGHN. Mr. Chairman, Mr. Vice Chairman, it is a privilege to be here with you. As you stated, we have turned in our statements for the record, and so I will be very brief, and I look forward to answering the questions.

The first thing I would like to do is to introduce to this subcommittee a great noncommissioned officer. He happens to be the noncommissioned officer of the year for the entire 1.1 million of our men and women Army. He is a National Guardsman from Montana, and his name is Sergeant Michael Noyce Marino, and he has his wife with him, Shelly.

Of course, we talk very emotionally about what a close-knit family we are in the Guard and Reserve, and that is where our strengths come from, from our communities. So today, as we were having a discussion in my office before we started over here, I asked the typical question, where is everybody from. Shelly's mother and I grew up in the same 4,000-person town in Dexter, Missouri, and Senator Bond—I am sure you know I am going to tell him that deal too. Unbelievable sometimes.

I really appreciate what you have done. You know we look to your leadership with the National Guard and Reserve equipment appropriations. We know what has been done there. We know the money that you put in there, especially for the full-time support piece. Your confidence in us has been well justified. You know we are the strongest Army National Guard right now of all time, and we are making progress every day. We are ready to do whatever

the State and the Nation ask us to do, and it is because of your great support that has made that possible.

As you know, the 2010 budget is not here, and so when it comes, we just ask for your help, again just like you have always given us in doing the right thing.

Please take a look at funding for civil support teams (CSTs), a critical element in our organizations. We want to make sure that they are sufficiently taken care of.

And the last thing is it is probably my last time to appear before this subcommittee, and it has been a privilege and an honor to come over here and testify, something that I will always cherish and remember. So thank you very much.

I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL CLYDE A. VAUGHN

NATIONAL GUARD POSTURE STATEMENT 2010

INTRODUCTION AND EXECUTIVE OVERVIEW

GENERAL CRAIG R. MCKINLEY, CHIEF, NATIONAL GUARD BUREAU

NEW BEGINNINGS

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

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

AN OPERATIONAL FORCE

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

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

READINESS

Personnel

Our most precious assets flow from our communities. Citizen-Soldiers and Airmen are employed by their Governors every day to protect American lives and property in the homeland from weather-related events to suspected biochemical contamination. Despite all we have asked of them in the overseas warfight as well as here at home, we are recruiting and retaining National Guard members in impressive numbers. Americans join and stay in the National Guard. But as successful as we

have been to date, we need continued support for recruiting and retention efforts as well as increased endstrength authorizations.

Equipment

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

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

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

The Air Force is in the midst of modernizing and recapitalizing its major weapons platforms, and the Air National Guard (ANG) must be concurrently recapitalized, particularly in order to avoid near to mid-term “age out” of the majority of its fighter force. Our primary concern is that 80 percent of our F-16s, the backbone of our Air Sovereignty Alert Force, will begin reaching the end of their service life in 8 years. To that end, we support the Air Force’s recapitalization plan, but request that all roadmaps be inclusive of the Air National Guard as a hedge against this “age out.”

STATE PARTNERSHIP PROGRAM

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

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

- Providing Combatant Commanders and U.S. ambassadors with avenues for building international civil-military partnerships and interoperability during peacetime by linking state capacities to the goals and objectives in the Foreign Assistance Framework of the U.S. Government.
- Enhancing current and future coalition operations by encouraging and assisting partner nations to support efforts such as NATO’s Operational Mentor and Liaison Team program in Afghanistan, and exercises supporting the Association of Southeast Asian Nations region.
- Building more cultural and global awareness into Citizen-Soldiers and Airmen to help them operate in today’s complex multi-national and multi-agency operations.

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

THE FUTURE

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

Our priorities are constant: Provide for the security and defense of our homeland at home and abroad; support the Global War on Terror; and respond to America’s need for a reliable and ready National Guard that is transformed for the 21st century.

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

The National Guard will remain “Always Ready, Always There.”
 The following pages offer a full report on our recent accomplishments along with our ongoing responsibilities for fiscal year 2010.

LIEUTENANT GENERAL CLYDE A. VAUGHN, DIRECTOR, ARMY NATIONAL GUARD, ARMY
 NATIONAL GUARD

MESSAGE FROM THE DIRECTOR

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

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

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

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

INVESTING IN PRESENT AND FUTURE VALUE

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

Meeting Mission Requirements

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

Modular Force Conversion and Rebalance

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

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

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

INVESTING IN PERSONNEL

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

Endstrength: Recruiting and Retention

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

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

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

Full-Time Support

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

Medical Readiness

Funding, treatment authorities, and medical readiness monitoring through Medical Operations Data Systems (MODS) have helped the ARNG increase medical readiness throughout the nation and allow deploying units to report at all-time high medical readiness levels.

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

Incapacitation Pay

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

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

Survivor Services

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

INVESTING IN EQUIPMENT AND FACILITIES

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

Equipment on Hand and Equipment Availability

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

Equipment Readiness Levels

When items supporting mobilized and deployed units are subtracted out of this equation, the current warfighting equipment on-hand percentage falls to 63 percent of Modification Table of Organization and Equipment (MTOE) requirements available to the Governors of the 54 states and territories.

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

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

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

Ground and Air Operating Tempo

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

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

The air operating tempo (OPTEMPO) program supports the ARNG Flying Hour Program which includes petroleum-oil-lubricants, repair parts, and depot-level repairables for the rotary wing helicopter fleet.

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

Reset Process

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

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

Logistics-Depot Maintenance

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

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

Facilities and Military Construction

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

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

Environmental Program

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

- The Army Compatible Use Buffer (ACUB) program that supports Soldier training by protecting an installation’s accessibility, capability, and capacity while sustaining the natural habitat, biodiversity, open space, and working lands. Since this program began in 2003, the National Guard, along with civilian partnership contributions, helped to protect 40,000 military-use acres from encroachment at nine ARNG training centers.
- Cleanup and restoration programs that continue to make steady progress at Camp Edwards, Massachusetts, where five major groundwater treatment projects have been completed.
- The final stages of cleaning up an open detonation area that will eventually become maneuver training land at Camp Navajo, Arizona.

INVESTING IN OPERATIONS

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

Domestic Operations

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

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

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

Army National Guard Citizen-Soldiers stand ready throughout the 54 states and territories to respond to any crisis.

Operational Support Airlift Agency

The Operational Support Airlift Agency is a Department of the Army field operating agency under the National Guard Bureau that supports 114 aircraft worldwide and over 700 personnel. During 2008, these aircraft flew over 54,000 hours, transported about 21 million pounds of cargo, and carried more than 100,000 passengers. This included combat support in the Middle East and Africa, relief efforts

for the Gulf Coast and California wildfires, and criminal investigation task force efforts in Columbia and Cuba.

Training

Muscatatuck Urban Training Center

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

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

ARNG eXportable Combat Training Capability

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

This training incorporates the most current tactics, techniques, and procedures used in theater. In fiscal year 2008, the ARNG conducted two XCTC rotations (Illinois and Oregon) and trained a total of eight battalions. Planning is underway to conduct six XCTC rotations that will provide training for 18 battalions.

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

INVESTING IN INFORMATION TECHNOLOGY

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

Network Services

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

Other specific actions include:

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

LIEUTENANT GENERAL HARRY "BUD" WYATT, III, DIRECTOR, AIR NATIONAL GUARD

MESSAGE FROM THE DIRECTOR

The Air National Guard (ANG) is both a reserve component of the Total Air Force (USAF) and the air component of the National Guard. As a reserve component of the Total Air Force, the ANG is tasked under Title 10 U.S. Code, "to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency . . ."—in essence, a combat-ready surge capability. The ANG augments the regular Air Force by providing operational capabilities in support of Homeland Defense both domestically and overseas. As the air component of the National Guard, the ANG provides trained and equipped units and individuals to protect life and property, and to preserve peace, order, and public safety.

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

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

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

- Modernize and recapitalize the aging ANG fleet of aircraft to ensure that we, as the proven leader in air dominance today, do not become complacent and fail in our vigilance against those who seek to challenge our mastery of the air.
- Maximize the use of associations and community basing to better support the Air Force mission.
- Evolve future mission areas to better support the overall Air Force mission.

A QUICK REVIEW

The ANG's global presence throughout 2008 was felt in the following ways:

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

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

DEVELOPING ADAPTABLE AIRMEN

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

Recruiting and Retention

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

G-RAP

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

READINESS

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

Personnel

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

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

Training

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

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

Equipment

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

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

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

MODERNIZE AND RECAPITALIZE

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

Modernization of our equipment and training platforms is based on capabilities needed by the Air Force. As the ANG moves increasingly into the worlds of com-

mand and control, intelligence, reconnaissance, surveillance, unmanned systems, and cyberspace, the process has expanded to include expert warfighters in these areas. As a capabilities-based force, the ANG can better assess, plan, and support its federal (Title 10) and state (Title 32) missions, remain relevant to operations, and be interoperable with other forces.

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

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

Mobility Aircraft

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

Combat Aircraft

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

Unmanned Aircraft Systems

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

MC-12 and Project Liberty

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

Dual-Use Capabilities

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

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

Maximize Associations and Community Basing

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

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

—Under “classic associations” the active duty unit retains principal responsibility for its equipment and the reserve unit shares in operating and maintaining it.

—With “active associations” active duty personnel are assigned to reserve units in local communities where they share in the operation and maintenance of reserve-assigned assets.

—The last association, called “reserve associate,” is similar to the “active” and “classic” relationships in that one air reserve unit retains ownership of the assets and another unit shares in operating and maintaining the equipment as an air reserve component associate unit.

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

The ANG is closely tied to our communities. Generally our members are recruited locally, hold civilian jobs there, and maintain close ties throughout most of their careers in the ANG. Unlike regular Air Force Bases which tend to be self-sufficient, we also depend on our local communities for many common resources needed to support the mission. Shared infrastructure, such as retail stores and housing, reduces operating costs significantly (66 of 88 ANG flying units are co-located at civilian airports, sharing runways, taxiways, and fire/crash emergency response).

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

—Ties to the local area provide personnel stability, resulting in a high level of unit integrity and experience.

—Long-term relationships position the ANG to plan, exercise, and respond to natural and man-made domestic emergencies.

—Shared civil/military work force provides the ANG and the community with broad skill sets.

Future Mission Areas

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

Rapid Global Mobility

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

Agile Combat Support

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

Intelligence, Surveillance, and Reconnaissance (ISR)

The ANG can help meet rapidly increasing ISR requirements for the Joint Force, in areas such as the following: ISR in Special Operations; Distributed Ground Stations; Human Intelligence; National Tactical Integration; ISR Center of Excellence (Nellis AFB, Nevada); Air Force Expeditionary Signals Intelligence; Computer Net-

work Exploitation; Tactics Analysis; Global Aviation Analysis Support Team; and All Source Intelligence Analysis.

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

Cyberspace

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

Space Operations

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

Continuing Missions

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

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

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

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

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

MESSAGE FROM THE DIRECTOR

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

At home, the terrorism threat coincides with violent drug-trafficking organizations and border security challenges. These trends produce a geopolitical setting that is increasingly complex and unpredictable. Therefore, the National Guard must be flexible and prepared for the unexpected. In addition, the way the National Guard is organized, equipped, and trained provides the unique ability to respond quickly and effectively to natural disasters and man-made catastrophic events. The National

Guard Bureau's Joint Staff has taken on these challenges with the following efforts, teams, and programs.

DOMESTIC OPERATIONS

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

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

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

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

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

CBRNE Consequence Management Response Forces (CCMRFs)

Each CCMRF provides 4,700 trained and equipped active and reserve component military personnel ready to assist civil authorities in response to a CBRNE incident. CCMRF capabilities include: CBRNE reconnaissance and detection; casualty search and extraction; decontamination; hazardous material handling and disposal; medical triage, treatment, and care; aero-medical evacuation; explosive ordnance disposal; air and land transportation; and mortuary affairs.

The National Guard Bureau continues to support planning for the standup of all CCMRFs.

Joint Force Headquarters-State (JFHQ-State)

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

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

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

Joint Enabling Team (JET)

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

National Guard Reaction Force (NGRF)

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

Task Force for Emergency Readiness (TFER)

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

COUNTERDRUG PROGRAMS

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

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

Stay on Track

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

OPERATION JUMP START

The National Guard and the U.S. Border Patrol marked the end of the Operation Jump Start (OJS) mission in 2008 with ceremonies in Washington, D.C. Operation Jump Start began June 15, 2006, and officially ended July 15, 2008. At its peak, the operation saw up to 6,000 National Guard Citizen-Soldiers and Airmen assisting the Border Patrol to increase security and vigilance along the nation’s southern border.

OJS assistance not only freed up hundreds of Border Patrol agents to perform their normal law enforcement duties, but it also allowed time for the Border Patrol to hire and train more agents. “Within law enforcement, there is one word that we put a lot of weight on,” said David V. Aguilar, Chief of the Border Patrol. “That is the word ‘partner.’ Today, I am very proud to call every individual who wears the uniform of the National Guard, has ever worn it, or will wear it, or is in any way affiliated with the National Guard . . . our true partners, and for that we truly thank you.”

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

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

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

JOINT AND INTERAGENCY TRAINING

To continue providing quick and effective support of local and state response forces, the National Guard must continue expanding its capacity to conduct joint and interagency training in a domestic environment. We can accomplish this by increasing the number of National Guard, state and local response forces, DOD, and federal agencies participating in the U.S. Northern Command (USNORTHCOM) and NGB Joint Interagency Training Capability (JITC) programs.

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

Joint Interagency Exercise Program (VIGILANT GUARD)

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

JTF Commander Training Course

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

JFHQ/JTF Staff Training Course (JSTC)

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

Collective CBRNE Training Program

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

Joint Interagency Training and Education Center (JITEC)

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

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

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

TECHNOLOGY REVOLUTIONIZES EMERGENCY RESPONSE AND TRAINING

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

Joint CONUS Communications Support Environment (JCCSE)

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

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

- NGB acquired 84 Joint Incident Site Communications Capability (JISCC) systems to be distributed to the 54 states and territories. These sets provide interoperable communications at the incident site along with a satellite link to command and control centers to share information and tools needed to request or direct support.
- NGB established a Joint Command, Control, Communications, and Computer (C⁴) Coordination Center (JCCC) to monitor the status of all National Guard communications to the Joint Force Headquarters in each state, FEMA, and all emergency agencies involved. During an incident, the JCCC provides help-desk and satellite link support to teams deploying with JISCC.

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

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

Emergency Management Staff Trainer (EMST)

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

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

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

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

SUPPORTING THE WARFIGHTER

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

Transition Assistance Advisors

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

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

National Guard Joint Family Program

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

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

Family Assistance Centers

Consider these actual family situations:

A New Jersey National Guard Soldier, training for deployment to Afghanistan, receives word that his family's home is gutted by fire.

A Soldier suffers from severe post traumatic stress disorder as he deals with his wife's declining health and the threat of losing their home.

A catastrophic auto accident has left a Soldier a quadriplegic.

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

Yellow Ribbon Reintegration Program

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

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

Yellow Ribbon Program services include: Marriage Enrichment; Employer Support for the Guard and Reserve (ESGR); Warrior Transition Unit Information; Traumatic Brain Injury Information and Support; Child Behavioral Counselors; Veterans Affairs Information; TRICARE/Medical Benefit Information; Family Counseling; Legal Counseling; Financial Counseling; Community Relations; School Support; Child Care Services; Informational meetings and briefings; Preparations for reintegration; and Employment opportunities.

Division of Psychological Health

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

The Psychological Health service goals include:

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

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

A Leader in Equal Opportunity

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

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

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

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

STATE ADJUTANTS GENERAL

Alabama: Major General Abner C. Blalock Jr.
 Alaska: Major General Craig E. Campbell
 Arizona: Major General (AZ) Hugo E. Salazar
 Arkansas: Major General William D. Wofford
 California: Major General William H. Wade II
 Colorado: Major General H. Michael Edwards
 Connecticut: Major General Thaddeus J. Martin
 Delaware: Major General Francis D. Vavala
 District of Columbia: Major General Errol R. Schwartz, Commanding General
 Florida: Major General Douglas Burnett
 Georgia: Major General William T. Nesbitt
 Guam: Major General Donald J. Goldhorn
 Hawaii: Major General Robert G. F. Lee
 Idaho: Major General Lawrence F. Lafrenz
 Illinois: Major General William L. Enyart Jr.
 Indiana: Major General R. Martin Umbarger
 Iowa: Major General (Ret.) G. Ron Dardis
 Kansas: Major General Tod M. Bunting
 Kentucky: Major General Edward W. Tonini
 Louisiana: Major General Bennett C. Landreneau
 Maine: Major General John W. Libby
 Maryland: Brigadier General (MD) James A. Adkins
 Massachusetts: Major General (MA) Joseph C. Carter
 Michigan: Major General Thomas G. Cutler
 Minnesota: Major General Larry W. Shellito
 Mississippi: Major General (MS) William L. Freeman Jr.
 Missouri: Brigadier General (MO) Stephen L. Danner
 Montana: Brigadier General (MT) John E. Walsh
 Nebraska: Major General (NE) Timothy J. Kadavy
 Nevada: Major General Cynthia N. Kirkland
 New Hampshire: Major General (Ret.) Kenneth R. Clark
 New Jersey: Major General Glenn K. Rieth
 New Mexico: Major General (NM) Kenny C. Montoya
 New York: Major General Joseph J. Taluto
 North Carolina: Major General William E. Ingram Jr.
 North Dakota: Major General David A. Sprynczynatyk
 Ohio: Major General Gregory L. Wayt
 Oklahoma: Major General Myles L. Deering
 Oregon: Major General Raymond F. Rees
 Pennsylvania: Major General Jessica L. Wright
 Puerto Rico: Brigadier General (Ret.) Antonio J. Vicens-Gonzalez
 Rhode Island: Major General Robert T. Bray
 South Carolina: Major General (Ret.) Stanhope S. Spears
 South Dakota: Major General Steven R. Doohen
 Tennessee: Major General Gus L. Hargett Jr.
 Texas: Major General Charles G. Rodriguez
 Utah: Major General Brian L. Tarbet
 Vermont: Major General Michael D. Dubie
 Virginia: Major General Robert B. Newman Jr.
 Virgin Islands: Major General (VI) Renaldo Rivera
 Washington: Major General Timothy J. Lowenberg
 West Virginia: Major General Allen E. Tackett
 Wisconsin: Brigadier General (WI) Donald P. Dunbar
 Wyoming: Major General Edward L. Wright

IN MEMORIAM

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom as of January 1, 2009.

| | |
|---------------------------------|-------------------------------|
| CPT Clayton L. Adamkavicius, KY | SPC Segun F. Akintade, NY |
| PVT Algernon Adams, SC | PFC Wilson A. Algrim, MI |
| SGT Jan M. Argonish, PA | SPC Azhar Ali, NY |
| SFC Brent A. Adams, PA | SGT Howard P. Allen, AZ |
| SGT Leonard W. Adams, NC | 1LT Louis E. Allen, PA |
| SGT Spencer C. Akers, MI | SSG William A. Allers III, KY |

SFC Victor A. Anderson, GA
 SPC Michael Andrade, RI
 SGT Travis M. Arndt, MT
 SSG Daniel L. Arnold, PA
 SSG Larry R. Arnold, MS
 SGT Jesse A. Ault, VA
 SGT Christopher J. Babin, LA
 SFC Travis S. Bachman, KS
 SSG Nathan J. Bailey, TN
 SPC William L. Bailey, NE
 SPC Ronald W. Baker, AR
 SGT Sherwood R. Baker, PA
 MSG Scott R. Ball, PA
 1LT Debra A. Banaszak, IL
 SGT Derek R. Banks, VA
 1LT Gerard Baptiste, NY
 SGT Michael C. Barkey, OH
 1LT Christopher W. Barnett, LA
 SPC Bryan E. Barron, MS
 SGT Michael Barry, KS
 SSG Robert J. Basham, WI
 SPC Todd M. Bates, OH
 SSG Tane T. Baum, OR
 SPC Alan Bean Jr., VT
 SGT Bobby E. Beasley, WV
 SSgt Brock A. Beery, TN
 CPL Joseph O. Behnke, NY
 SGT Aubrey D. Bell, AL
 SSG Keith A. Bennett, PA
 SGT Darry Benson, NC
 SPC Bradley J. Bergeron, LA
 LTC Richard J. Berrettini, PA
 SSG David R. Berry, KS
 SSG Sean B. Berry, TX
 SSG Harold D. Best, NC
 SSG Richard A. Blakley, IN
 SGT Dennis J. Boles, FL
 SFC Craig A. Boling, IN
 SSG Jerry L. Bonifacio Jr., CA
 SSG Darryl D. Booker, VA
 COL Canfield Boone, IN
 SPC Christopher K. Boone, TX
 CPL Samuel M. Boswell, MD
 SSG Collin J. Bowen, MD
 PFC Samuel R. Bowen, OH
 SGT Larry Bowman, NY
 SSG Hesley Box Jr., AR
 SSG Stacey C. Brandon, AR
 SPC Kyle A. Brinlee, OK
 SSG Cory W. Brooks, SD
 SFC John G. Brown, AR
 SGT Lerando Brown, MS
 PFC Nathan P. Brown, NY
 PFC Oliver J. Brown, PA
 SPC Philip D. Brown, ND
 SPC Timothy D. Brown, MI
 SGT Charles R. Browning, AZ
 SFC Daniel A. Brozovich, PA
 SSgt Andrew C. Brunn, NY
 SPC Jacques E. Brunson, GA
 PFC Paul J. Bueche, AL
 CPL Jimmy D. Buie, AR
 SSG James D. Bullard, SC
 SPC Alan J. Burgess, NH
 SGT Casey Byers, IA
 SGT Charles T. Caldwell, RI
 MAJ Jeffrey R. Calero, NY
 SSG Joseph Camara, MA
 1LT Jaime L. Campbell, WA
 LTC David C. Canegata III, VI
 SGT Deyson K. Cariaga, HI
 SPC Frederick A. Carlson, PA
 SSG Nicholas R. Carnes, KY
 SPC Jocelyn L. Carrasquillo, NC
 MSG Scott M. Carney, IA
 SGT James D. Carroll, TN
 SPC Dane O. Carver, MI
 SGT Frank T. Carvill, NJ
 SFC Virgil R. Case, ID
 CPT Christopher S. Cash, NC
 SPC Stephen W. Castner, WI
 SPC Jessica L. Cawvey, IL
 CPL Bernard L. Ceo, MD
 SPC James A. Chance III, MS
 SSG William D. Chaney, IL
 MSG Chris S. Chapin, VT
 SSG Craig W. Cherry, VA
 SPC Don A. Clary, KS
 MSG Herbert R. Claunch, AL
 SGT James M. Clay, AR
 SPC Brian Clemens, IN
 SSG Thomas W. Clemons, KY
 SGT Russell L. Collier, AR
 SFC Kurt J. Comeaux, LA
 SPC Anthony S. Cometa, NV
 SGT Brian R. Conner, MD
 SFC Sean M. Cooley, MS
 SSG Travis S. Cooper, MS
 SPC Marcelino R. Corniel, CA
 SGT Alex J. Cox, TX
 SFC Daniel B. Crabtree, OH
 MSG Clinton W. Cubert, KY
 SSG Daniel M. Cuka, SD
 SPC Carl F. Curran, PA
 CPT Patrick D. Damon, ME
 SGT Jessie Davila, KS
 SPC Daryl A. Davis, FL
 SSG Kevin D. Davis, OR
 SPC Raphael S. Davis, MS
 SSG David F. Day, MN
 PFC John W. Dearing, MI
 SGT Germaine L. Debro, NE
 MSG Bernard L. Deghand, KS
 SGT Felix M. Del Greco, CT
 SPC Daryl T. Dent, DC
 SPC Daniel A. Desens, NC
 CPT Bruno G. Desolenni, CA
 PFC Nathaniel E. Detample, PA
 CPL Scott G. Dimond, NH
 SPC Joshua P. Dingle, GA
 SGT Philip A. Dodson Jr., GA
 SPC Ryan E. Doltz, NJ
 SSgt Geronimo "Jerome" M. P. Dominguez, NY
 1LT Mark H. Dooley, NY
 SPC Thomas J. Dostie, ME
 SSG George R. Draughn Jr., GA
 SGT Duane J. Dreasky, MI
 SPC Christopher M. Duffy, NJ
 CPL Ciara M. Durkin, MA
 SGT Arnold Duplantier II, CA
 Sgt Lance O. Eakes, NC
 SFC Amos C. Edwards Jr., GA
 CWO Corry A. Edwards, TX

SFC Mark O. Edwards, TN
 2LT Michael I. Edwards, AK
 SGT Michael Egan, PA
 SGT Christian P. Engeldrum, NY
 SGT Daniel M. Eshbaugh, OK
 CPT Phillip T. Esposito, NY
 SPC Michael S. Evans II, LA
 SPC William L. Evans, PA
 SSG Christopher L. Everett, TX
 SGT Justin L. Eyerly, OR
 SPC Huey P. Long Fassbender, LA
 SGT Gregory D. Fejeran, GM
 CPT Arthur L. Felder, AR
 SGT Robin V. Fell, LA
 SGT Christopher J. C. Fernandez, GM
 SPC William V. Fernandez, PA
 SPC Jon P. Fettig, ND
 SGT Damien T. Ficek, WA
 SGT Courtney D. Finch, KS
 SGT Jeremy J. Fischer, NE
 CPT Michael T. Fiscus, IN
 SPC David M. Fisher, NY
 SGT Paul F. Fisher, IA
 CW3 William T. Flanigan, TN
 CW3 John M. Flynn, NV
 SSG Tommy I. Folks Jr., TX
 SGT Joseph A. Ford, IN
 SGT Joshua A. Ford, NE
 SPC Craig S. Frank, MI
 SSG Bobby C. Franklin, GA
 SSG Jacob Frazier, IL
 SPC Carrie L. French, ID
 SPC Armand L. Frickey, LA
 SSG Joseph F. Fuerst III, FL
 SFC Michael T. Fuga, AS¹
 SSG Carl R. Fuller, GA
 SPC Marcus S. Futrell, GA
 CSM Marilyn L. Gabbard, IA
 SGT Jerry L. Ganey Jr., GA
 SGT Seth K. Garceau, IA
 SPC Tomas Garces, TX
 SGT Landis W. Garrison, IL
 PFC Alva L. Gaylord, MO
 SGT Christopher Geiger, PA
 SPC Christopher D. Gelineau, ME
 SPC Mathew V. Gibbs, GA
 2LT Richard B. Gienau, IL
 SSG Charles C. Gillican III, GA
 SGT Terrell W. Gilmore, LA
 SPC Lee M. Godbolt, LA
 SGT Jaime Gonzalez, TX
 CPL Nathan J. Goodiron, ND
 SPC Richard A. Goward, MI
 SGT Shawn A. Graham, TX
 SGT Jamie A. Gray, VT
 SGT Kevin D. Grieco, IL
 SPC James T. Grijalva, IL
 SGT Shakere T. Guy, CA
 SGT Jonathon C. Haggin, GA
 SFC Peter J. Hahn, LA
 CSM Roger W. Haller, MD
 SSG Jeffrey J. Hansen, NE
 SGT Joshua R. Hanson, MN
 SGT Joshua W. Harris, IL
 SSG Asbury F. Hawn II, TN
 SPC Michael R. Hayes, KY
 CPT Bruce E. Hays, WY
 SGT Paul M. Heltzel, LA
 SPC Kyle M. Hemauer, VA
 1LT Robert L. Henderson II, KY
 SSG Kenneth Hendrickson, ND
 SFC John M. Hennen, LA
 SGT Gary M. Henry, IN
 SPC Michael L. Hermanson, ND
 SPC Brett M. Hershey, IN
 MSG Michael T. Hiester, IN
 SGT Stephen C. High, SC
 CPT Raymond D. Hill II, CA
 SGT Shawn F. Hill, SC
 SFC Matthew L. Hilton, MI
 SGT Jeremy M. Hodge, OH
 PFC Derek Holland, PA
 SFC Robert L. Hollar Jr., GA
 SPC Eric M. Holke, CA
 SPC James J. Holmes, MN
 SPC Jeremiah J. Holmes, ME
 SGT Manny Hornedo, NY
 SGT Jessica M. Housby, IL
 SPC Robert W. Hoyt, CT
 SPC Jonathan A. Hughes, KY
 SGT Buddy J. Hughie, OK
 SGT Joseph D. Hunt, TN
 MSG Julian Ingles Rios, PR
 SSG Henry E. Irizarry, NY
 SPC Benjamin W. Isenberg, OR
 SFC Tricia L. Jameson, NE
 SGT Brahim J. Jeffcoat, PA
 SPC William Jeffries, IN
 SPC David W. Johnson, OR
 SGT Joshua A. Johnson, VT
 SFC Charles J. Jones, KY
 SSG David R. Jones Sr., GA
 SFC Michael D. Jones, ME
 SGT Ryan D. Jopek, WI
 SGT Anthony N. Kalladeen, NY
 SPC Alain L. Kamolvathin, NJ
 SPC Mark J. Kasecky, PA
 SSG Darrel D. Kasson, AZ
 SPC Charles A. Kaufman, WI
 SPC James C. Kearney, IA
 SGT Michael J. Kelley, MA
 SSG Dale J. Kelly, ME
 COL Paul M. Kelly, VA
 SSG Stephen C. Kennedy, TN
 SSG Ricky A. Kieffer, MI
 SSG Bradley D. King, IN
 SGT James O. Kinlow, GA
 PFC David M. Kirchoff, IA
 SGT Timothy C. Kiser, CA
 SPC Rhys W. Klasno, CA
 SPC Chris Kleinwachter, ND
 SGT Floyd G. Knighten Jr., LA
 SPC Joshua L. Knowles, IA
 SGT Brent W. Koch, MN
 SSG Lance J. Koenig, ND
 SGT Allen D. Kokesh Jr., SD
 CW3 Patrick W. Kordsmeier, AR
 SPC Kurt E. Krout, PA
 SPC John Kulick, PA
 SFC William W. Labadie Jr., AR
 SGT Joshua S. Ladd, MS
 SGT Dustin D. Laird, TN
 SFC Floyd E. Lake, VI
 SPC Charles R. Lamb, IL

SPC David E. Lambert, VA
 SGT Denise A. Lannaman, NY
 SFC Issac S. Lawson, CA
 CW4 Patrick D. Leach, SC
 SGT Terrance D. Lee Sr., MS
 SGT David L. Leimbach, SC
 PFC Ken W. Leisten, OR
 SSG Jerome Lemon, SC
 SPC Brian S. Leon Guerrero, GU
 SPC Timothy J. Lewis, VA
 SSG Nathaniel B. Lindsey, OR
 SGT Jesse M. Lhotka, MN
 SSG Victoir P. Lieurance, TN
 SFC Daniel R. Lightner Jr., PA
 SPC Justin W. Linden, OR
 SSG Tommy S. Little, AL
 SPC Jeremy Loveless, AL
 SSG David L. Loyd, TN
 CPT Robert Lucero, WY
 2LT Scott B. Lundell, UT
 SPC Audrey D. Lunsford, MS
 PFC Jonathan L. Luscher, PA
 SPC Derrick J. Lutters, CO
 SPC Wai Phylo Lwin, NY
 CPT Sean E. Lyerly, TX
 SGT Stephen R. Maddies, TN
 SPC Anthony L. Mangano, NY
 SSG William F. Manuel, LA
 SPC Joshua S. Marcum, AR
 SPC Jeremy E. Mares, PA
 PFC Adam L. Marion, NC
 PFC Ryan A. Martin, OH
 Sgt Anthony L. Mason, TX
 SGT Nicholas C. Mason, VA
 SGT John R. Massey, AR
 SGT Randy J. Matheny, NE
 SGT Patrick R. McCaffrey Sr., CA
 SFC Randy D. McCaulley, PA
 1LT Erik S. McCrae, OR
 SPC Donald R. McCune, MI
 SPC Bryan T. McDonough, MN
 SGT John E. McGee, GA
 SPC Jeremy W. McHalfey, AR
 SFC Joseph A. McKay, NY
 SPC Eric S. McKinley, OR
 LTC Michael E. McLaughlin, PA
 SPC Scott P. McLaughlin, VT
 SGM Jeffrey A. McLochlin, IN
 SSG Heath A. McMillan, NY
 SSG Michael J. McMullen, MD
 SPC Robert A. McNail, MS
 MSG Robbie D. McNary, MT
 SSG Jeremiah E. McNeal, VA
 SPC Curtis R. Mehrer, ND
 PV2 Bobby Mejia II, MI
 SPC Mark W. Melcher, PA
 SPC Jacob E. Melson, AK
 SPC Kenneth A. Melton, MO
 SPC Jonathan D. Menke, IN
 SSG Chad M. Mercer, GA
 SPC Chris S. Merchant, VT
 SSG Dennis P. Merck, GA
 SGM Michael C. Mettelle, MN
 SPC Michael G. Mihalakis, CA
 SSG Brian K. Miller, IN
 SPC John W. Miller, IA
 SGT Kyle R. Miller, MN
 CPT Lowell T. Miller II, MI
 SPC Marco L. Miller, FL
 PFC Mykel F. Miller, AZ
 SFC Troy L. Miranda, AR
 SGT Ryan J. Montgomery, KY
 SPC Samson A. Mora, GU
 SGT Carl J. Morgain, PA
 SPC Dennis B. Morgan, NE
 SGT Steve Morin Jr., TX
 SGT Shawna M. Morrison, IL
 SPC Clifford L. Moxley, PA
 LTC Charles E. Munier, WY
 SPC Warren A. Murphy, LA
 SGT David J. Murray, LA
 SPC Nathan W. Nakis, OR
 SPC Creig L. Nelson, LA
 SGT Paul C. Neubauer, CA
 SPC Joshua M. Neusche, MO
 SGT Long N. Nguyen, OR
 SPC Paul A. Nicholas, CA
 SFC Scott E. Nisely, IA
 SGT William J. Normandy, VT
 PFC Francis C. Obaji, NY
 SGT John B. Ogburn III, OR
 SGT Nicholas J. Olivier, LA
 SSG Todd D. Olson, WI
 1LT Robert C. Oneto-Sikorski, MS
 1SG Julio C. Ordonez, TX
 SPC Richard P. Orengo, PR
 SSG Billy Joe Orton, AR
 SGT Timothy R. Osbey, MS
 SSG Ryan S. Ostrom, PA
 SSG Michael C. Ottolini, CA
 SSG Paul S. Pabla, IN
 SGT Mark C. Palmateer, NY
 PFC Kristian E. Parker, LA
 SGT Richard K. Parker, ME
 SSG Saburant Parker, MS
 SGT Lawrence L. Parrish, MO
 SSG Michael C. Parrott, CO
 SPC Gennaro Pellegrini Jr., PA
 SGT Theodore L. Perreault, MA
 SSG David S. Perry, CA
 SGT Jacob L. Pfingsten, MN
 SSG Joseph E. Phaneuf, CT
 PFC Sammie E. Phillips, KY
 SGT Edward O. Philpot, SC
 SGT Ivory L. Phipps, IL
 SSG Emanuel Pickett, NC
 CW2 Paul J. Pillen, SD
 PFC Derek J. Plowman, AR
 SGT Foster Pinkston, GA
 SGT Darrin K. Potter, KY
 SGT Christopher S. Potts, RI
 SGT Lynn R. Poulin Sr., ME
 SFC Daniel J. Pratt, OH
 SFC James D. Priestap, MI
 2LT Mark J. Procopio, VT
 SGT Joseph E. Proctor, IN
 SPC Robert S. Pugh, MS
 SFC George A. Pugliese, PA
 SPC Joseph A. Rahaim, MS
 SPC Eric U. Ramirez, CA
 PFC Brandon Ramsey, IL
 SPC Christopher J. Ramsey, LA
 SSG Jose C. Rangel, CA
 SGT Thomas C. Ray II, NC

SSG Johnathan R. Reed, LA
 SSG Aaron T. Reese, OH
 SGT Gary L. Reese Jr., TN
 SGT Luis R. Reyes, CO
 SPC Jeremy L. Ridlen, IL
 SPC James D. Riekema, WA
 SGT Greg N. Riewer, MN
 PFC Hernando Rios, NY
 SSG Milton Rivera-Vargas, PR
 CPL John T. Rivero, FL
 SSG William T. Robbins, AR
 SSG Christopher L. Robinson, MS
 CPL Jeremiah W. Robinson, AZ
 SGT Nelson D. Rodriguez Ramirez, MA
 SSG Alan L. Rogers, UT
 SFC Daniel Romero, CO
 SGT Brian M. Romines, IL
 SFC Robert E. Rooney, NH
 SPC David L. Roustum, NY
 SGT Roger D. Rowe, TN
 CW3 Brady J. Rudolf, OK
 SGT David A. Ruhren, VA
 CW4 William Ruth, MD
 SPC Lyle W. Rymer II, AR
 SPC Corey J. Rystad, MN
 SFC Rudy A. Salcido, CA
 SGT Paul A. Saylor, GA
 SSG Daniel R. Scheile, CA
 SPC Ronald A. Schmidt, KS
 SFC Richard L. Schild, SD
 SGT Jacob S. Schmuecker, NE
 SPC Jeremiah W. Schmunk, WA
 PFC Benjamin C. Schuster, NY
 SGT Andrew Seabrooks, NY
 SPC Dennis L. Sellen, CA
 SGT Bernard L. Sembly, LA
 SPC Daniel L. Sesker, IA
 SGT Jeffrey R. Shaver, WA
 SGT Kevin Sheehan, VT
 SGT Ronnie L. Shelley Sr., GA
 SGT James A. Sherrill, KY
 1LT Andrew C. Shields, SC
 SPC Bradley N. Shilling, MI
 PFC Ashley Sietsema, IL
 SGT Alfred B. Siler, TN
 SGT Alfredo B. Silva, CA
 SGT Isiah J. Sinclair, LA
 SPC Roshan (Sean) R. Singh, NY
 SPC Channing G. Singletary, GA
 SPC Aaron J. Sissel, IA
 SSG Bradley J. Skelton, MO
 1LT Brian D. Slavenas, IL
 SGT Eric W. Slebodnik, PA
 SPC Erich S. Smallwood, AR
 SGT Keith Smette, ND
 CW4 Bruce A. Smith, IA
 CPL Darrell L. Smith, IN
 SGT Michael A. Smith, AR
 SPC Norman K. Snyder, IN
 SGT Mike T. Sonoda Jr., CA
 Lt Col Kevin H. Sonnenberg, OH
 SGT Matthew R. Soper, MI
 SGT Kampha B. Sourivong, IA
 SFC Theodore A. Spatol, WY
 SFC William C. Spillers, MS
 SPC David S. Stelmat, NH
 SGT Patrick D. Stewart, NV
 SGT Jonnie L. Stiles, CO
 SGT Michael J. Stokely, GA
 Maj Gregory Stone, ID
 MSG John T. Stone, VT
 SPC Brandon L. Stout, MI
 SPC Chrystal G. Stout, SC
 2LT Matthew R. Stoval, MS
 SGT Francis J. Straub Jr., PA
 SGT Matthew F. Straughter, MO
 SGT Thomas J. Strickland, GA
 WO1 Adrian B. Stump, OR
 SSG Daniel A. Suplee, FL
 SSG Michael Sutter, IL
 SGT Robert W. Sweeney III, LA
 SGT Deforest L. Talbert, WV
 SFC Linda A. Tarango-Griess, NE
 SPC Christopher M. Taylor, AL
 SPC Deon L. Taylor, NY
 CPT Michael V. Taylor, AR
 SGT Shannon D. Taylor, TN
 SGT Joshua A. Terando, IL
 MSG Thomas R. Thigpen Sr., GA
 SGT John F. Thomas, GA
 MSG Sean M. Thomas, PA
 SGT Paul W. Thomason III, TN
 CPL Michael E. Thompson, OK
 1LT Jason G. Timmerman, MN
 SGT Humberto F. Timoteo, NJ
 SPC Eric L. Toth, KY
 SSG Robin L. Towns Sr., MD
 SPC Seth R. Trahan, LA
 SPC Quoc Binh Tran, CA
 SSG Philip L. Travis, GA
 CW4 Chester W. Troxel, AK
 SGT Robert W. Tucker, TN
 SGT Gregory L. Tull, IA
 SPC Nicholas D. Turcotte, MN
 1LT Andre D. Tyson, CA
 SPC Daniel P. Unger, CA
 PFC Wilfredo F. Urbina, NY
 SGT Michael A. Uvanni, NY
 1LT Robert Vallejo II, TX
 SGT Gene Vance Jr., WV
 SGT Travis A. Vanzoest, ND
 SGT Daniel R. Varnado, MS
 SSG Jason A. Vazquez, IL
 1LT Michael W. Vega, CA
 SSG David M. Veverka, PA
 SPC Anthony M. K. Vinnedge, OH
 SPC Chad J. Vollmer, MI
 PFC Kenneth Gri Vonronn, NY
 SPC Jason E. von Zerneck, NY
 SSG Michael S. Voss, NC
 PFC Brandon J. Wadman, FL
 SSG Gregory A. Wagner, SD
 SGT Andrew P. Wallace, WI
 SGT Daniel W. Wallace, KY
 SFC Charles H. Warren, GA
 1SG William T. Warren, AR
 SFC Mark C. Warren, OR
 SPC Glenn J. Watkins, CA
 MSG Davy N. Weaver, GA
 SGT Matthew A. Webber, MI
 SFC Kyle B. Wehrly, IL
 SSG David J. Weisenburg, OR
 SPC Michael J. Wendling, WI
 SPC Cody Lee L. Wentz, ND

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| SPC Jeffrey M. Wershow, FL | SSG Delmar White, KY |
| SGT Marshall A. Westbrook, NM | SGT Elijah Tai Wah Wong, AZ |
| SPC Lee A. Wiegand, PA | SPC John E. Wood, KS |
| LTC James L. Wiley, OR | SFC Ronald T. Wood, UT |
| 1LT Charles L. Wilkins III, OH | SGT Roy A. Wood, FL |
| SGT David B. Williams, NC | SSG James Wosika, MN |
| SPC Michael L. Williams, NY | SPC Brian A. Wright, IL |
| SFC Christopher R. Willoughby, AL | SGT Thomas G. Wright, MI |
| SSG Clinton L. Wisdom, KS | SGT Joshua V. Youmans, MI |
| SPC Robert A. Wise, FL | SPC Christopher D. Young, CA |
| SPC Michelle M. Witmer, WI | |

¹American Samoa.

Chairman INOUE. General Wyatt.

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

General WYATT. Thank you, Mr. Chairman, Mr. Vice Chairman, Senator Leahy. Thank you for the opportunity to appear before the subcommittee today and allowing me to testify on behalf of the men and women of the Air National Guard (ANG), authorized end strength of 106,756 gallant airmen nationwide, and for the first time since 2002, our end strength is approaching 108,500.

As we meet today, your Air National Guard is protecting the skies of the United States of America at 16 of the 18 air sovereignty alert sites covering the United States of America.

We are forward-deployed in over 3,300 locations in our States. Our airmen are responding to disasters like hurricanes, tornadoes, and fires, and currently today we have airmen deployed in South Dakota and Minnesota fighting the floods in that region and snowstorms in Montana.

Our airmen continue to volunteer at unprecedented rates to support overseas contingency operations, and we cannot forget the backbone of our force, the traditional Guard members who provide the efficiencies and the search capacity that make the Air National Guard a valued member of the Nation's defense.

The Air National Guard has three primary themes, three primary concerns, as we appear before you today. The first is modernizing and recapitalizing the aging fleet of aircraft, to bridge the gap in mid-term Air Force capability. Second, we intend to leverage the inherent ANG efficiencies that I mentioned before and take on additional Air Force missions as appropriate. And we seek to maximize the use of associations of several different kinds, using the association construct and community basing to better support the air force mission.

I stand ready to answer your questions, sir. Thank you.

Chairman INOUE. Thank you very much, General.

If I may, I would like to call upon General Vaughn first. The Army Guard is currently at 366,500 end strength. This is 13,900 more than authorized and exceeds the entire end strength growth planned for the Guard. Can you tell us why the Guard has exceeded the authorized strength so significantly? And how do you plan to pay for the additional guardsmen?

General VAUGHN. Thank you, Mr. Chairman.

Number one, a couple of years ago, we were tremendously under strength, and there were a lot of doubting Thomases that we could make end strength; however, we did that, we put together a great

program. The States worked it hard; I take tremendous pride in our forces throughout the Nation.

The authorization for us and the money for the Army National Guard in the supplemental is at 358,200. In fact, we are, actually—you know this thing continues to climb in spite of putting the levers in place to stop it. And we are 10,000 over the authorized number.

Next year, to grow the Army piece, we were supposed to be at 358,200. The statutory appropriations, as you outline, is exactly on the mark, 352,600. So, long story short, we have to reduce by 10,000 soldiers between now and the end of the year to get to the authorized level. We will do that.

The way we will do that is that we will change our system. We had an albatross of a system. We had a dinosaur of a system. We take youngsters in that want to be in our formations and swear them in on the first day, and then they sit in our formations for a long time before they ship off to basic training. So in order to overcome that and to keep from cross-leveling like we had to do, we over-drove our end strength with a goal toward correcting that deficiency and pulling it down by the end of the fiscal year, while at the same time growing readiness. We have a plan in place. I have briefed it to General McKinley, and there are three phases to this plan. We have been discussing that with the staff members, and we have discussed it with the Army, and the Army is confident in what we are going to do. But our eyes are on readiness, and I want to assure you that we will be at a level where we have been authorized to be at the end of the year.

Chairman INOUE. I can assure you that the subcommittee and I support you on this, but just for the record, we wanted your explanation, sir.

If I may ask General Wyatt. The Air Guard has announced plans to grow by 7,000 in fiscal year 2010. Active duty Air Force and Reserve announced similar plans last year to grow their end strength levels. They argued that these increases were necessary to restore cuts. The Guard was not part of the reductions. So why are these additional personnel required?

General WYATT. Mr. Chairman, you are correct in that the Air National Guard did not take personnel cuts when we were asked to respond to a PBD previously. We took those cuts in flying hours, took a little risk in their flying hour program.

To answer your question, sir, if we take a look at the missions right now that the Air Force has asked the Air National Guard to perform—current authorized end strength of 106,756—if we look at the validated manpower requirements for those missions which we currently have accepted from the Air Force, we would need 2,228 additional military positions to fully man the missions that the Air Force has assigned the Air National Guard.

We also have a need to populate our joint force headquarters which is really the tool that the Adjutants General use to execute the missions for the Governors, but also to assist in our mobilization and deployments for the Federal warfight and to administer a lot of the airmen care programs that you mentioned in your opening comments.

We also understand that the appetite for Air Force capability exceeds the authorizations at this point for manpower. We are poised with our current upward vector in recruiting. We are poised to answer the call should the Air Force need our assistance in manning some of these additional responsibilities if, again, our senior leaders determine that the Air National Guard should play a part in that. So we stand ready to answer that call, and those are the reasons why we would be looking at a possible increase in manpower if the Air Force would so request.

Chairman INOUE. General, I thank you for your leadership. I think you are on the right track.

General Vaughn, if I recall, in fiscal year 2006, you were just about 40 percent of your equipment needs, and now you are over 75 percent. How has this affected readiness?

General VAUGHN. Well, Mr. Chairman, it affects readiness in a significant way, and the actions, again, that this subcommittee has taken has enabled us to have the kind of world-class capability that we have today. The Army is making good on the promises. I have to tell you that with the pressure that has been on this particular issue—and the amount of money in it is a substantial amount of money, and our view of this is that we are getting better every day at equipping.

The thing about the Guard, and like the other Reserve components back here, it is all about people. And we are moving so fast to having a great personnel readiness force that it deserves to have its equipment. It is not a hollow force anymore. At one time, that was true, but this 75 and 76 percent across the board right now—you know, there is a lot of turbulence and there is equipment that has been left behind, so forth and so on. We are not crying over that. The fact of it is that we are now seeing equipment delivered. After we got into this thing in 2006, we are now seeing in 2008—and we will see more of it in 2009. We are seeing it delivered into our force, and what it does for readiness, in a short answer, is substantial.

AGING FLEET

Chairman INOUE. Thank you very much. I believe you made a statement saying that about 85 percent of your F-16s will reach the end of their lives in about 8 years. What are you doing to meet this shortfall?

General WYATT. Thank you very much, Chairman Inouye, for your question.

That is one of the primary concerns that I have, the recapitalization of the Air National Guard. It is not just a problem that the Air National Guard faces. It is an issue that the entire Air Force faces, active duty, Guard, and Reserve.

A large percentage of the Air Force F-16 fleet resides within the Air National Guard, and because of that fact and because of the aging aircraft, the Air National Guard is the component that faces the most risk for any delays in recapitalization of the United States Air Force. If you take a look at the air sovereignty alert (ASA) locations that I mentioned in my opening statement, those 16 ASA sites, that the Air National Guard mans, 11 of those are manned by F-16 units; the rest, F-15 units in the Air National Guard. Be-

cause of the service life of our jets, we face the very real projection of losing 80 percent of those aircraft, beginning in 2010, over the next 8 years. That would take the number of F-16 wings, squadron equivalents, if you would, in the Air National Guard from about 19 down to about 4.

It is a very serious problem that we have. We are working with the United States Air Force, as they address their recapitalization issues, and we have received great support from Air Combat Command. But those are some decisions, as far as the degree of recapitalization, what type of platforms we are talking about, and how many, that obviously will be answered by our Nation's leaders.

The Air National Guard stands ready to work with the United States Air Force. I have likened our position to flying close formation with the Air Force, but doing so cautiously because we know there are fiscal pressures to recapitalization entirely in fifth generation fighters, and we are preserving our options, depending upon the decisions that are made by our national leaders, but also by the United States Air Force as they address the issue of recapitalizing, not only their own fleet but our fleet.

Talking about F-22s, we, the Air National Guard, need to be a part of that, if there are additional acquisitions of F-22s. Our position is that the number one mission and the one that the Air National Guard is most involved in is the air sovereignty alert, and we feel that the best airplane in the world needs to be defending the best country in the world.

F-35S

The question is when and how many. Regardless of the number, we need to be with our United States Air Force and Air Force Reserve brothers and sisters in a proportional and concurrent fielding of that platform. But it also goes to any other platforms that may be acquired, depending upon the fiscal situation. We need to be concurrently and proportionately fielded with the United States Air Force.

Chairman INOUE. General, we are all sensitive to what is happening in our economy, but I believe I speak for the subcommittee when I say we will do our very best to make certain that replacements for your fighter units would be available—the funding.

General WYATT. Thank you, Mr. Chairman.

Chairman INOUE. Senator Cochran.

Senator COCHRAN. Mr. Chairman, thank you very much.

General Vaughn, over the past few years, new programs have been implemented to assess the health condition of soldiers after they have been deployed overseas, and particular attention is being placed, I think, in a review of the Guard forces. With a large number of guardsmen and men and women who have been deployed or alerted for deployment—many of them are in my State, as you know—I am concerned about this ability to provide a continuum of medical care and attention for those who need to have their medical situation addressed.

Could you give us a reaction of whether or not there has been similar reactions to the stresses of deployments in the Guard and Reserve forces as there have been with regular active duty forces?

And how is the Bureau working with the Department of Defense to deal with this challenge?

MENTAL HEALTH

General VAUGHN. Mr. Vice Chairman, there have been similar things happen to our soldiers. Whether they are active duty soldiers or Guard soldiers that come back that transition back into the civilian world, there have been several things that have happened.

The chairman mentioned, for instance, suicides. Our suicide rate is up in alarming fashion. I mean, if we look at what it has been over the last couple years—now, this is on active duty and this is off active duty. The great majority of them are off active duty when they come back. Now, at the same time, a substantial number—the greatest number, have never deployed.

So you are looking at friction across the whole system in the United States of America, our suicides are about 140 to 150 percent right now in the Army Guard. We are attacking this along with the United States Army. General Chiarelli has been over and testified. We are embedded in that. You know, the Yellow Ribbon, an integration piece that the chairman talked about on the front end—we are engaged in that.

We think we have helped lead the way in something called a “blast tracker” for those soldiers that were involved in events down range, explosive events, and they were not hurt substantially enough, and nowhere does it appear on the record. We are involved in that.

The sidebar question, are we getting better medically? I think we are. I think a number of the problems that are out there, last year in 2008, 92 percent of our soldiers went to the MOB station in good shape. That is a record. We are better than that. There is a program and I think we need to take our nondeployables and fix them before they go. I mean, if you had a car, you would put the right repair part on and fix them, and when do you fix them? Do you fix them a year out? That is probably a pretty good tack to take on that.

But I think overall, what you championed is exactly right. We do not need to have two or three levels of citizens. These are wonderful citizens that we have defending us and doing the things we ask of them. So anything we can do, in terms of healthcare and getting this right for this country, we have got to do.

Now, I rambled around on several things, and I think that you were getting at two or three of those things when you asked that question. So thanks for that question.

Senator COCHRAN. General Wyatt, what is your reaction to that question?

General WYATT. We share the same concerns that General Vaughn does. If we look at our statistics, we pretty much mirror the United States Air Force in our experience rate as far as suicides. Our difficulty is, until recently, we have had difficulty tracking the off-duty suicides because we have no legal authority to compel investigators to get into the cause of a particular death. You cannot tell in an automobile accident, for example, if it is accidental or intentional. So we have those problems that we are work-

ing through. But because of the close relationships that the Air National Guard has with the local communities, we feel pretty confident that our data is correct.

We have similar programs that the Army National Guard has. We are taking steps, through General McKinley's leadership at the National Guard Bureau, to integrate our activities with the Army National Guard so that our combatant commanders in the States, our Adjutants General, when they administer these programs to a guardsman, whether it be Army or Air, that they efficiently maximize the use of the resources available to them.

And I think what we have got to remember is that the Adjutants General on their own—having been one, I have been there, and I know that the Adjutants General go to great lengths in working with their State resources provided by their Governors to help facilitate some of the Federal programs. And a lot of the work that is being done at the joint force headquarters—I mentioned the need earlier for Air National Guard infusion in manpower into our joint force headquarters. That would help us facilitate a couple of things, not only working with the Army National Guard to make our programs more joint and more efficient, but also merging the capabilities that the Adjutants General bring in through State health departments, mental health programs that may be available in the States. And there are some great private programs out there too that the Adjutants General know about.

JOINT CARGO AIRCRAFT

The key is that one size does not fit all, as the chairman indicated, on some of our programs. We need to allow flexibility to the Adjutants General because the needs vary from State to State, the programs vary in their availability from State to State.

Senator COCHRAN. General Wyatt, our subcommittee has provided funding for purchasing the Air Force joint cargo aircraft, and I wonder if you could tell us what your reaction is to the need in the Air National Guard for this aircraft and whether or not we have funding that is available for you to begin meeting that new requirement.

General WYATT. Senator Cochran, thank you for the question.

That airplane is critical to the Air National Guard not just because it addresses some of the States that lost flying missions because of BRAC, but because of the capability that it provides the United States Air Force and the Joint Warfighter.

To answer your question about is there a funding stream sufficient to acquire the airplane, based upon the data from last year, I do not believe so. That is one of the acquisitions that I will be talking to the United States Air Force about.

The need for the airplane, I believe, is there. The way that the airplane is operated differs a little bit between the Air Force and the United States Army, but I think if you talk to the leadership in the United States Air Force, they will tell you that they recognize the need of making that aircraft available to the land component commander to face the issues that the land component commander has. And we stand ready, should the President and Congress see fit to fund acquisitions, to field those in the Air National Guard and would relish the opportunity to do that, sir.

Senator COCHRAN. Thank you.

Thank you, Mr. Chairman.

Chairman INOUE. Senator Leahy.

Senator LEAHY. Well, thank you, Mr. Chairman. I am glad you and Senator Cochran are having this hearing. Senator Bond, of course, and I co-chair the National Guard Caucus, and I think that is the reason for everybody up here.

And I am trying to wear two hats at the same time. We also have a hearing in the Judiciary Committee with Director Mueller of the Federal Bureau of Investigation, and I will be going back there.

General Wyatt, I am glad to see you here at your first meeting before this panel, and I appreciate the time you spent with me yesterday afternoon in going over some of the issues of the Air National Guard.

General Vaughn, this may be your last appearance before this subcommittee, and I want to take the opportunity to publicly applaud you for the superb job you have done. I think the Army Guard is going to be better equipped, better trained, and in a better position because of your service. And I think that is service that has been also complemented by the brave men and women in the Guard. So, General Vaughn, I compliment you, sir.

General Vaughn, also Senator Bond and I have written to the Secretary of Defense and the Chairman of the Joint Chiefs a number of times about the issue of transparency in budgeting for equipment for the Reserve components. We approve here in Congress budget requests based on justification documents that say a certain amount of gear will go to the Guard and Reserves, but then when it starts going, we do not find where that reference is as the actual distribution goes about. And no one can actually certify the equipment slated for the Guard and Reserve actually made it to the Guard and Reserve.

How do we fix this? I mean, there ought to be some transparent way that we can say, okay, we wanted x amount of equipment to go there. It either did or it did not, and if it did not, well, then what was the reason? It may have been a national emergency. It may have been an international emergency. But at least have some reason other than as it is now. Senator Bond and I—we talk to the Guard Caucus. We have to kind of guess at what happened.

General VAUGHN. Senator Leahy, thanks for your leadership and Senator Bond's on this particular issue. A lot of people have had their shoulder over the wheel, you know, on this one for a long time and I think is making a lot of difference. I have a lot of friends inside of the Army, and we are able to argue about things and still come back and be comrades in arms. And I will tell you that I think that the Army is finally making great strides on this, and I have confidence that they are trying to deliver the equipment.

As I stated very early on, we made some assumptions. First of all, we went out and tried to get a dollar value of everything that we had received lately. And then we made a guess as to which appropriations it probably came out of. And then we took—together with the G-8 of the Army, we took a range of 18 to 24 months and said it is likely that it would take this long for this equipment to appear. Now, if the assumptions, as you well know, are somewhere

near right, it appears like we probably got about what we were supposed to get.

The problem is it is not auditable, and Steve Speakes—I am sure he will testify later. There will have to be an auditable system in place rather than something that takes a battalion of folks to come up with some kind of an answer 2 or 3 years later.

Senator LEAHY. So should we do something different in the appropriation process itself to make it easier?

General VAUGHN. Sir, the appropriations process itself—if we knew how complex it would be to have separate appropriations for equipment for the Guard and Reserve, I could probably give you a pretty good answer. The first thing that has got to be sorted out, if you had a separate appropriations that went directly toward the Guard or Reserve for this, what else goes with it? There may be so much burden in that.

The first thing I would say is that the Army is on the right track now. They finally got this thing teed up, got everybody's attention, and they are getting at it. It has to be a "push-of-a-button" of some kind to give you and us the auditable results of what happened with the appropriations and the equipment.

Senator LEAHY. I may have my staff work with your staff to follow up on that. And I appreciate what you are saying about the equipment. I mean, that is our ultimate goal because we want to make sure that happens.

General Wyatt, you and I talked about—just if I can brag for just a moment, not that any parochialism ever appears in this subcommittee on our different things. But the 158th Fighter Wing from Vermont Air National Guard has carried out some tremendous air defense missions. I mentioned that right after 9/11, they did the air cover over New York City.

AIR SOVEREIGNTY ALERT

But Senator Bond and I recently released a Government Accountability Office (GAO) report we commissioned on the management of the air defense mission. It says, more than 7 years after 9/11, the Air Force has yet to budget for the air defense mission even though we see some significant areas where we need that in the foreseeable future. It mentions what has already been mentioned here, about concerns over the Air Guard's ability to carry out the mission because of aging aircraft. Some of them are flying some of the oldest aircraft in the Air Force, particularly the F-16s. They are going to be retired before we even see the follow-on.

What can you suggest to us in that area?

General WYATT. Thank you for the question. And if I may take a little liberty here to explain where I believe the Air National Guard is in response to your question.

Modernization of the fleet is one thing. Recapitalization of the fleet is another. For years, we have embarked upon modernization, and thanks to the great support of this subcommittee, through the National Guard Reserve Equipment Account (NGREA) and some congressional adds, the Air National Guard has been able to modernize its fleet, not to the level that we need, but when the combatant commanders request a certain capability, they expect the Air National Guard to answer with that capability.

We have a process through our Weapons and Tactics Center that we run with the Air Force Reserve that identifies fleet-wide, not just the fighter force, but the lift force, intelligence, surveillance, and reconnaissance (ISR) force, all the platforms inside the Air National Guard, Air Force Reserve, and the Air Force that could use some modernization. And we put together a bottom-up driven process that identifies the capabilities that we need to modernize, and this subcommittee has been very supportive with NGREA accounts that help us modernize the force.

As the GAO report indicates and some of the recent articles that I have seen in the Air Force Times indicate and our own data indicates that we are at that point in time where we have got to start looking toward recapitalization.

Think of this in contextual themes, if you would, one of those being the GAO report that you just mentioned that recognizes the resourcing issues that the Air Force has and its reluctance to fully fund and fully support the air sovereignty alert mission. It is still not into the fight if it is not in the budget line. It is handled on a 2-year-by-2-year basis. That is one problem.

The other problem is recapitalization not just of the air sovereignty alert (ASA) fleet. We have got to remember that the air sovereignty alert fleet, when it is not flying air sovereignty alert, is participating in air and space expeditionary forces rotations. So it is not a specialized fleet. They have a specialized capability, but they can use that in AEF rotations and they do. Thirty-six percent of the combat sorties flown in Iraq and Afghanistan last year were flown by the Air National Guard.

Senator LEAHY. With aging equipment.

General WYATT. With aging equipment, yes, sir.

Think about the comments that General Renuart, the NORTHCOM commander, issued just a few days ago. Our ASA posture is a non-negotiable in the upcoming quadrennial defense review (QDR). I see short- to medium-term risk in our ASA force structure due to the legacy age-out issue. That is what you are talking about.

Secretary Donley a couple of weeks ago made the comment: I look forward to TFI, total force integration, part 2. He recognizes the need to leverage the inherent strengths of the three components of the Air Force to efficiently provide the capability that we need in the future.

General Schwartz has said with declining resources and increasing demands, we must remember that innovation is still free.

Part of the problem is recapitalizing, but part of the problem is also thinking about a force structure and a way for the three components to work together that maximizes those precious resources that the taxpayer pays for.

Senator LEAHY. General, I think we are going to probably, in the coming year, have a lot of conversations on this.

Thank you, Mr. Chairman.

I am also going to put into the record a couple of other questions. One, General Vaughn refers to our Mountain Division. Colonel Roy in Vermont has handled that very well, but with the upcoming deployment to Afghanistan—this is more of a personal nature—I wish you would take a look at that question. Thank you.

Mr. Chairman, I am going back to the Director.

Chairman INOUE. Senator Durbin.

Senator DURBIN. Thank you, Mr. Chairman.

I would like to thank the witnesses.

Eight years ago, I took up an issue. It was an issue related to Guard and Reserve activation and the fact that many private employers across the United States make good on the income and salary of these Guard and Reserve activated soldiers and airmen and others. It turned out that the largest employer of the Guard and Reserve activated did not. The largest employer, of course, is the Federal Government. If a member of the Federal workforce was a member of the Guard and Reserve and activated, there was no guarantee or protection that their salary would not diminish, and in some instances, it did.

We have talked a lot about the stress of deployment. In these times, we can understand the economic stress.

Well, I offered this for 8 years and lost it every time. I would pass it in the Senate, big votes, and it would disappear in conference committee. Or there would be some opposition here and there.

Well, lo and behold, I guess perseverance pays off, and in the omnibus bill, it finally passed. So now the Federal Government is going to make good on the salaries of activated Federal employees in the Guard and Reserve.

I would like to know if you are aware of this and if you are involved in helping it work.

General VAUGHN. I am aware, and it was a great action, Senator Durbin. You know, the great capability of the Guard and Reserve is really warehoused on the back of the employers of the Nation, and when they start to let our soldiers and airmen and sailors and marines down, then we have really got a problem. At the back we think almost all of the really tragic circumstances surrounding suicides and so forth and so on—you know, failed relationships, and the key driver, it appears, happens to be the ability to take care of their families through a lost job or an opportunity.

And so at every turn—and in fact, in the next panel, the champion of something across the Nation for the Reserve is Jack Stultz. His program we believe in totally, and we are working that program, but it is going to take everyone to have the employers—to pat them on the back and guide them in the right way and keep this great capability warehoused.

So thank you very much. I am very, very much aware of that.

Senator DURBIN. Good.

General WYATT. Senator, likewise. I had the privilege about 1 week ago to appear before General Schwartz who was involved with the Air Force/Navy warfighter talks, to appear on his behalf in Fairbanks, Alaska, for the Chamber of Commerce military appreciation night, attended by approximately 500 Fairbanksans. I learned a new term while I was there. One of the comments that I made referenced the Omnibus Appropriations Act of 2009 that you sponsored, and the relief that that provided our civilian workers.

The reaction of the crowd was one that you would be proud of. Several employers came up afterward and said it is nice to know

that some of the things that we as private employers have been doing have now been validated by the United States Government and they have seen fit to follow our lead. So they felt like they were out there.

They obviously did not know how hard you had worked to get that passed, but it is a huge thing that you did for the Guard.

Senator DURBIN. I kept telling my colleagues for 8 years it was a good idea, finally we do have it. Can I ask you about the Individual Ready Reserve (IRR) program? Last week, the Department of Defense announced that it was going to end the practice of stop loss, and since 2001, 120,000 servicemembers have been held past their service obligations in that program. Even today, 13,000 servicemembers who have done their duty, completed their enlistment, are prevented from moving on with their lives. Secretary Gates says the stop loss practice “breaks faith,” with our troops. The Army still uses IRR soldiers, Individual Ready Reserve, to fill National Guard units that are not at full strength. IRR soldiers have fulfilled their enlistment requirements but have time remaining on their military service obligations. They are not paid and do not train while in the IRR and have moved on with their civilian lives without expectation that they are going to be recalled to active duty except in the most dire situations like world war III, God forbid. We have had briefings from the Army and believe that the IRR system really needs a close look at this point.

Do you believe the end of the stop loss program, General Vaughn, will affect the rate of call-ups from the Individual Ready Reserve?

General VAUGHN. Senator Durbin, I do not. I think the end of stop loss is a great thing. I do not want to get out too far in front of releasing how we are going to execute this program. As you know, my buddy Jack Stultz in the Army Reserve is supposed to move into that August 1. We move in on September 1. We gladly said we are going to move into it September 1. Stop loss for the Guard—and I will let Jack talk to the Army Reserve piece, obviously, but around 72 percent of our soldiers reenlist down range; whereas, on the active side, it is a much different figure.

There will be a bonus that goes with this to stabilize our formations, which is what we need. The very best thing to stabilize your formations is stop loss for personnel, for families and whatnot, maybe that is a very tough thing. Unfortunately, we had to cross-level a lot when we first started. We have made enormous changes. We do not have to cross-level as much now as we did. We think the use of the IRR in a sense in our formations is not a good thing. It is not a good thing. And so in order to keep from doing that, that is why we went to battle on lowering our force structure, taking our end strength way up over. The chairman asked me a question earlier about the end strength piece. That is why we did it, is to keep the stop loss thing from happening.

So I hope that gets at those two elements of your questions sufficiently. Thank you.

Senator DURBIN. So do you anticipate using IRR? I mean, we are having to draw down the force in Iraq. And I am trying to get to the bottom line here as to whether or not you think that we are going to make up the difference by discontinuing stop loss and

drawing down in Iraq by going to the Individual Ready Reserve more.

General VAUGHN. I think what is going to happen with us—and the economy has probably got something to do with this. One year out, we're going to look at all those soldiers whose time of service is coming up, and we are going to give them a high unit retention bonus if they stay with us. And so we will know at 6 months whether or not they are going to stay with us. And we think the cross-leveling piece from within our Guard units, because this bonus opportunity and the chance to get them in the retention window, and our improved strength posture is going to keep us from having to go as deep in the IRR. There are, as you know, functional areas in the IRR that we are all having trouble with, military intelligence being one of those. And so there is always going to some number—I'm telling you from the Director of the Army Guard, I would like to minimize that to nothing.

Senator DURBIN. Thank you. Thank you both for your service and for being here today.

Thank you, Mr. Chairman.

Chairman INOUE. Thank you.

Senator BOND.

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

I would like to begin by welcoming back General Vaughn and welcoming for the first time General Wyatt. It is good to see an Adjutant General assume this very important position, and I look forward to working with you on addressing the issues which you have already mentioned.

But first, I have to join with my colleague, Senator Leahy, in noting that this is likely General Vaughn's last appearance before the subcommittee. And I would be remiss if I did not recognize and thank General Vaughn for the exceptional leadership and strategic vision he has provided as the Director of the Army National Guard. He has put the Army Guard in a position of strength and relevance not seen at any time since World War II. From his very successful recruitment program, the G-RAP, to the visionary agricultural development teams that he and I worked on, to filling the critical equipment shortfalls that we had after Katrina, General Vaughn's leadership has been second to none. We are grateful, General, for your service and in your debt.

And I look forward to working with Senator Leahy and the subcommittee to address the equipment shortfalls and ensuring transparency, as you mentioned. We must do the latter to ensure the equipment this subcommittee provides, especially for dual-mission homeland defense, is in fact directed to the Guard for that very purpose.

But now, speaking about equipment, regarding the Air National Guard, as General Wyatt has already discussed, I think we can all agree that tactical fighters are a paramount piece of equipment for the Air Guard to fulfill its mission. From defending the territorial air sovereignty of the United States in Operation Noble Eagle to taking out terrorists in Iraq like Abu Musab Al Zarqawi that the Guard got, the Air National Guard provides a paramount mission for our country and at a fraction of the cost to the taxpayer.

But, unfortunately, as I have stated in this subcommittee for several years, the senior Air Force leaders continue to pursue plan A, a fifth-generation-only fighter strategy, a strategy in my view that not only ignores the current budget constraints but will disproportionately eviscerate the Air Guard force structure if left unchanged. This would, in turn, atrophy the Nation's aerospace industrial base, diminish the Air Guard's ability to perform missions abroad, and put the air sovereignty alert mission at significant risk.

Senator Leahy and General Wyatt both cited the GAO study on the air sovereignty alert. They concluded, "Given the importance of the capability to deter, detect, and destroy airborne threats to the United States, it is important that the Air Force address current and future requirements of the ASA mission to ensure its long-term sustainability. Further, the Air Force should ensure that it has fighter aircraft available to conduct ASA operations since the F-15s and the F-16s used for these operations are beginning to reach the end of their useful lives."

Now, we all know that the bottom line is that the Air Force has stated the defense of the homeland is their most important mission, but it has not done much to demonstrate that it realizes it is an important mission. As the GAO report stated, the ASA mission must be established as a steady state mission and then put the necessary resources toward fulfilling the mission.

While I believe, as General McKinley does—and I discussed it with him yesterday—that regardless of what happens with the Joint Strike Fighter (JSF), the Air Guard needs an interim bridge to ensure that the Air Guard does not become a hollow force.

The Air Guard cannot rely on the F-35 program to provide a sufficient, if any, number of aircraft to address its shortfalls in a timely manner. Last week, the GAO released another report providing an assessment of the F-35 JSF program. Highlights of the program: Program costs have increased by \$23 billion since last year alone. Operating costs, which were projected at \$346 billion a few years ago, are now estimated at \$650 billion. GAO's auditors expect development and procurement costs to increase substantially and schedule pressures to worsen based on performance to date.

The report says, "The contractor has extended manufacturing schedules several times, but test aircraft delivery dates continue to slip. The flight test program has barely begun, but faces substantial risks as design and manufacturing problems continue to cause delays. If we continue to ignore them and rely on the continued Air Force strategy, the Air Guard will be eviscerated." As a high-ranking official told me yesterday, you could buy three F/A-18s for the current price, which can only go up, of one F-35.

Now, General Wyatt, what is your assessment of the future of the Air Guard facing these equipment shortfalls?

General WYATT. Senator, thank you for the question. I share your concerns. I think in answering some of the questions of previous members of the subcommittee, we have laid out the perilous position that the Air National Guard fighter fleet is in.

We have a plan. I do not call it necessarily a plan B. I call it the Air National Guard plan. It is a strategic plan that is based upon a matrix of decisions, some of which will be made at levels much higher than me, when we talk about the national security strategy,

defense strategy, military strategy, the Air Force's role, QDR decisions that come down, budget decisions that we will hope to learn of in the future.

As you pointed out, the Air Force is on a recapitalization vector that relies entirely on fifth-generation fighters. We have worked very well with the Air Combat Command (ACC) in bringing to their attention that the force most at risk for recapitalization is the Air National Guard fleet and specifically the ASA fleet that protects the United States of America. We think that is job one, and we think that is where most of the recapitalization attention should be applied.

We are making progress in promoting our position to ACC, and they have written us in earlier into the fielding plans of the F-35. The F-22—obviously, we would need to get into that.

But I likened this earlier to flying in close formation with the United States Air Force, but there are going to be some decisions that they will not be able to make. We are preserving our options to include a fourth-generation buy. I have not ruled that out. Obviously, there are some decisions that will be made at a much higher level that may require not just the Air National Guard, but also the United States Air Force to consider a fourth-generation buy or a 4.5-generation buy. That is one of the issues, the platform, the expense.

The other is, regardless of the platform, whether it is F-22, F-35, F-15, F-16, fourth-generation, 4.5-generation buys, we still need to consider what structure we use. This is the other one-half of the plan, is we have to take a look at the structure of the United States Air Force. Associations are the coin of the realm. It maximizes the efficiencies that all three components bring to the Air Force. It minimizes, and in some cases eliminates, the weak points that those components bring. When we talk about associations and we talk about platforms, we have got to merge the thought processes together to provide the most capability for the United States, whether that be fifth generation or fourth generation.

Senator BOND. Well, thank you very much, General Wyatt. I know you were gratified to hear, as I was, the chairman say that within the budget constraints, we will work to make sure that we have the aircraft necessary for the Guard and its vital missions.

Mr. Chairman, I appreciate your indulgence. I have a lot more to say about this that I will submit for the record, for anybody who missed my initial comments. Thank you, sir.

Chairman INOUE. Thank you.

Senator Murray.

Senator MURRAY. Thanks very much, Mr. Chairman, Senator Cochran.

Thank you both for your service and also to the men and women who serve under you. We really appreciate all they are doing today.

General Vaughn, I want to start with you. Since our last hearing, I understand that the National Guard has implemented the new blast tracking system. You mentioned it a few moments ago. That is a system that I know is meant to help us track and link soldiers to situations where they might have been exposed to an adverse situation like an IED explosion.

I really want to commend you on this effort. I appreciate what you are doing with this, and I think that efforts like that are going to help us collect the data so that we make sure we have the resources we need to fully address those men and women who have traumatic brain injury (TBI) exposure or post-traumatic stress disorder (PTSD). And I wanted you to share with this subcommittee a little bit more about the blast tracking system and how it works.

General VAUGHN. Thank you, Senator Murray. To go back to the last of your question that you graciously asked about this—and as I explain this, when I finished—you know, we had a soldier behind me say, sir, you know, that is me. They do not have the record of the five explosions that I was in. That is me. So I wish I had had him testify. It would have been a lot better than me doing it.

Our issue is this. About 1½ years ago, we looked at this and said, you know, we have got all these soldiers that are coming back that are not on active duty and they do not have in their medical records a substantial annotated injury. They have been returned to duty. But, yet, is this an accumulation of effects, I mean, all the questions that are being asked of this—there was no tracking mechanism. So simply what we wanted to do was put into place a tracking mechanism that if a soldier—for instance, the unit that I was watching was a route clearance outfit that in—their daily business is explosions. And I saw some really tragic ones at the end of this, but also I talked to a lot of soldiers that had been returned to duty with it.

And so, I looked at this closely and said, wow. All of these are coming back. All of these soldiers will get off active duty, and they will be wards of the State. Now, I do not mean wards like indigent—I mean the State will end up having to deal with them.

Now, as you know, my sister ran the Head Injury Council in Missouri for many years. So I was just battered with all the head injury stuff. It has always been in my mind. I thought, you know, what is our role? What is the missing link in all this? And our role was to help get them on the path if they needed treatment or recovery. In other words, are they going to come in 5 days, 5 months, 5 years, 15 years, and where are they going to come to? Are they going to come to the armory? And if they are not, how do we route them into the right State agency? And when we do, is there a stigma behind this that prevents them from, you know, from doing this, or do they have to explain everything?

And the way we envisioned this was an automated database system that was operational in nature that when it happened, it was a commander's responsibility to note that this individual was in an incident, and, oh, by the way, if he or she was hurt badly, they were already in the medical health system, but if we noted in such a way and they came back to the State at some point, then you would have a mechanism to be able to channel them back onto active duty for treatment or into the Veterans Administration (VA) with a record behind them, and, oh, by the way, you would be able to do research on all the data.

What we did is we took about \$500,000 and sent a team down range, and we put together an automated database that was already there, the Army system. The greatness of this system is—as

you well know, you have got to have an LOD, a line-of-duty investigation, you know, before you can get into the system.

And so where is an LOD 5 or 10 years from now going to be? This automated system is the LOD. It will always track with them.

Now, where are we? If we commanded and control everything down range through the Adjutants General, this would not be hard. But once they go overseas in an active duty environment, it gets a little bit tough because most folks are going to come back on active duty; whereas, most of ours are not going to come back on active duty. So we met with all the personnel officers and the Adjutants General and those that we command and control—they are doing this. And I think we have 1,700 and some odd soldiers today. We will get the precise numbers for you.

Senator MURRAY. Okay.

General VAUGHN. Are we reaching everybody? No. I met with the Surgeon General of the Army and the G-1, and they said, we are going to do this. We are not going to wait on everybody to cut an order. We have already told them, you know, because we are different, the Guard and the Reserve. Again, they are not on active duty. And if we do not get this right, we are going to have families that are indigent out here looking for care and they are still trying to prove what happened to them.

Senator MURRAY. Right.

General VAUGHN. It is an emotional issue I think for all of us, and I think that we are probably on the right track with this, and it will get better and better and better. But I think that we need to get this thing—I am getting ready to retire here, but we need to push this thing over the goal line and have all Army, Navy, Air Force, and marines doing this because, again, if they get off of active duty, they are coming back to the State, and we have got to figure out then that inter-linkage, and it is easy because at the State inter-agency level between the Adjutant General working for the Governor, there has to be someone in the interagency over there on the social services side and most head injury councils or MTBI councils or whatnot—that this data and this linkage will happen seamlessly.

And so that's a long answer I know. We have done what I think that you asked us to do.

Senator MURRAY. I really commend you. I think you have made a lot of progress with that, and it is so important because many soldiers I have talked to do not even remember that they were close to a blast. And we also know that the symptoms can appear in a vast timeframe, sometimes a few days after exposure, sometimes as long as 18 months later. So oftentimes people do not link the event with the adverse effect. So that is really important, which leads me to my next question, about the transferability of the data that you are collecting to the VA so that when soldiers leave active duty, the data follows them.

Are you ensuring that that does go into the system as part of the seamless transition, or how are you doing that?

General VAUGHN. A great question, and the one that needs the work because you know it is not protected. It is not locked down. It is an operational tool. And my thoughts were that we needed an organization at the interagency level, again, head injury council,

that in consultation with the Adjutants General, so that you had military view of this, we knew which way to move it. This was not competition between VA and Army, Navy, Air Force, Marine Corps medical care. It is getting them back on the right track. I think this record is open to VA. I think it is open to the military healthcare systems. Yet to be worked out, but again, somebody has got to do that because folks like me are not going to be operating a system. We will have to get them over to the right people and do it in a very caring manner.

Senator MURRAY. Are you talking to the VA about the system now and making sure it is being transferred, or where is the conversation happening?

General VAUGHN. I have folks working with me that I feel are talking to the VA. As you know, we having—there is a council on this, this afternoon, where it is being discussed again, and those—you know, we are in the process now of bringing the data back and getting to the next stage. Any suggestions as we go forward on this—there needs to be everybody involved in it. It is not us coming up with some bright idea. I mean, this just needs to be done. And the Army is solidly behind this. Secretary Geren is a tremendous supporter, as well as the Vice Chief of Staff of the Army. I have seen it. He is all over it. He has got it.

Senator MURRAY. Okay, good. Well, this is something we will continue to follow with you. I really appreciate your work on it.

I also have a continuing concern about the backlog of claims for VA disability benefits. And one of the ways that we tried to speed up the delivery of the VA benefits has been through the benefits delivery discharge, or BDD, program, which allows claims to be filed within 180 days of discharge, with a goal of providing benefits within 60 days after release or discharge from active duty.

Unfortunately, members of our National Guard and Reserve have little or no access to the BDD program and are not able to expedite the processing of their VA claims. Can either of you talk to me about what members are doing to make sure that the VA does get them benefits more quickly?

General VAUGHN. Senator, you know, early on we put liaison officers and general officer over there to work these type of activities. I think we are getting better. You know, when we started out down this track, I mean it was like, you know, we were out in left field, you know, on the whole thing. The report that I get says that there is progress on this, but this is a continuing education piece that kind of goes in line with this blast tracking thing. Well, all systems were not set up to be advantageous for anyone, you know, that had an injury or follow-on care. And, you know, when they talk about the seamlessness between the services, you know, and whatnot, it is just not true. The benefits in the way we fly into the various healthcare systems is the primary bugaboo in all this. And again, you know, I'm stumbling around on the answer, but I will tell you we have people engaged, you know, with you, with VA, and you have heard my answer on the blast tracker. They are key to what we are going to do.

Senator MURRAY. Yes. General Wyatt.

General WYATT. Senator Murray, I echo the comments of General Vaughn. The problem on the Air National Guard side is that we

are kind of late to the game as far as the blast tracker and the information that we have.

I know that—and I am going to relate back to my experience as the Adjutant General in Oklahoma. I deployed the 45th Infantry Brigade combat team to Iraq in 2007, and we did not have such a program. I was not smart enough to figure out that we needed the program, but the University of Oklahoma was. And they came forward with an offer out of their pockets to fund baseline studies of our soldiers. We could not make them do that, but we offered that service to them that provided a baseline so that if something happened in theater, at least we would have a baseline to operate from to measure the degree of injury.

BLAST TRACKER

The advantage of the blast tracker is that it does that, but it also operationalizes the reporting, which I think is key to the whole situation. When we try to tie that to Veterans Affairs benefits, when the soldier, airman, sailor, or marine comes home, we still have problems in that at the joint force headquarters of our various States, some of them are resourced rather well to facilitate the integration of those services into not only post-mobilization briefings and Yellow Ribbon reintegration programs, but also before they deploy.

And that is one of the reasons that the Air National Guard needs to get more in tune with what the Army National Guard is doing and to follow their lead, integrate with their program because the Adjutants General, whether they wear blue, green, whatever color uniform, are responsible for all of the soldiers and airmen in their formations. And what I am hearing from the Adjutants General is that they need the flexibility to administer the program within their States, but they need access to the VA. And it needs to rely upon the strength of the national VA, not necessarily the strength of the State VA programs.

We have a very strong State VA program in Oklahoma, but I am advised that that is not true in a lot of States.

Senator MURRAY. Right.

General WYATT. And soldiers and airmen should not have to rely upon the inequities—

Senator MURRAY. Wherever they live. Yes.

General WYATT [continuing]. In the State VA systems to acquire the care that they need.

Senator MURRAY. So we have made some progress, but there is lots of work left to do, so don't take our eye off the ball, right? Okay.

General Vaughn, I did want to ask you one other question. Since our last hearing, I am excited that you established a National Guard Youth Challenge Program in the State of Washington. I had the opportunity to meet a couple of cadets from the program, and I think it is great. If you can just give us a quick update on what is happening with that.

General VAUGHN. You know, a tremendous program. And as you know—you mentioned being excited about it. I think 34 States that we are up to now. There is always a struggle for resources, and so I think that there is probably some language that has to do with

making it a little bit easier for the States right now to be involved in this.

I would recommend everybody support that to the maximum they can. You know, when we look at the great crises that we have, one of them is the left-behind, left-out youth of America, we really feel good about what we have been able to do. The States with Youth Challenge and STARBASE programs for the left-out and left-behind—you know, we run one of the Nation's largest GED-plus programs to get their GEDs, and then ship them on to active duty, and whether they come back to the Guard or Reserve or active Army, we care less. We just want to turn them around.

I think there is another piece to this. I think there is a high school piece that we need to be involved in, and I think this goes to the dropout piece. I think you link great programs, Youth Challenge, STARBASE, but in order to get a high school degree with those folks who have dropped out, you know, after their sophomore year, and you look at the Youth Challenge statistics—I mean, the number just jumps day after day about all those that make the tragic mistakes and cannot carry on with a great life and end up averaging us like \$750,000 apiece for incarceration for the rest of their lives. And the percentage is huge. So it is a staggering problem, and there is great talent out there.

I am not saying we should run social programs necessarily in the Army Guard, but we have got such an outreach here that the loyalty that you see from, for instance, those folks that go through the GED-plus program and Youth Challenge toward our Nation and giving everybody a second chance, I think it is the way we recruit. I think it is a big piece of the educational benefits. I think it is an education piece that we ought to be jumping after.

So am I for big-time Youth Challenge? Absolutely. And you have seen the tear-jerking things that I have. We have had folks testify that, you know, if you had not given us a turnaround, I would not be a surgeon today. We actually had that happen 2 years ago, you know. And so we all need to watch it, and I know that the question is loaded.

Senator MURRAY. I think that is absolutely great.

General VAUGHN. I really appreciate you asking about that.

Senator MURRAY. It is a great program, and I want to commend you for doing that. We are following it and hoping that we can keep it going as long as we have kids out there who need a second chance, which I think will be a long time. So thank you.

One last quick question. In December, I sent a letter to the National Guard Bureau signed by the whole congressional delegation of Washington State requesting to have the HAMMER Training Center be named the Western Regional Training Center for National Guard Support Teams and Related Training. HAMMER is a fantastic facility that trains people on everything from weapons of mass destruction to all kinds of other important skills. And I wondered if you could give the subcommittee or me, if you do not have it today, a written update on HAMMER's designation as a national training site.

General VAUGHN. No, I will have to follow up because, you know, the way it is broken out, the joint homeland piece comes under General McKinley on this. And I'm not pushing—you know me. I

am candid enough to try to answer the question. But, unfortunately, I do not have the data. We will get it to you quickly.

Senator MURRAY. If you can get it to me, that would be great. I appreciate it.

Thank you very much, Mr. Chairman.

[The information follows:]

The Hammer Training Center has provided strong support and excellent services to our National Guard Civil Support Teams since 2001. The National Guard Bureau has conducted site visits to the Hammer Training Center and concurs that the training and facilities available for Chemical, Biological, Radiological, Nuclear, and high Explosive (CBRNE) training are excellent. At present, the number of facilities necessary to meet the Nation's CBRNE collective training requirements has not been determined and a national training plan for this type of mission has not been finalized. We are currently developing a capabilities gap analysis and will work in conjunction with Northern Command (NORTHCOM) to ascertain the appropriate set of CBRNE training facilities. The Army will include the Hammer Training Center in its considerations prior to any decisions regarding regional training sites.

ADDITIONAL COMMITTEE QUESTIONS

Chairman INOUE. I thank you very much. General Vaughn and General Wyatt, on behalf of the subcommittee, I thank you for your testimony. And may we, through you, thank the men and women of the Air and Army Guards for their service to our country? We thank you very much.

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

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CLYDE A. VAUGHN

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

LIGHT UTILITY HELICOPTER

Question. General Vaughn, in the fiscal year 2009 Defense Appropriations Act, the Vice Chairman of the subcommittee, Senator Cochran, provided the leadership to accelerate the production of Light Utility Helicopters. A majority of these helicopters are to be provided to the National Guard to meet important MEDEVAC, homeland security, and general support missions.

Could you describe how the accelerated production of the Light Utility Helicopter will benefit the Army National Guard?

Answer. The Army National Guard (ARNG) will begin to see significant and positive benefits from the Light Utility Helicopter (LUH) production acceleration beginning in fiscal year 2011 and subsequent fiscal years. The ARNG Light Utility Helicopter fielding, prior to this acceleration, would not have been complete until fiscal year 2017. The ARNG, with this acceleration, will now complete fielding of its 200 aircraft in fiscal year 2015 which will enhance our ability to meet mission readiness in support of our domestic and overseas operations. Additionally, this acceleration allows the ARNG to divest OH-58 aircraft which the light utility helicopter replaces, over a shorter timeframe.

Question. General Vaughn, approximately three-quarters of the Light Utility Helicopters intended for the National Guard are to be equipped to support homeland security missions, while the rest are to be equipped as MEDEVAC helicopters.

Is this the right mix of mission equipment to meet the National Guard's missions?

Answer. The Army National Guard (ARNG) and the Army consider MEDEVAC Light Utility Helicopters as part of the support capability to meet Homeland Security aviation requirements. The MEDEVAC Light Utility Helicopter will be an element of the ARNG Security and Support Light Utility Helicopter Battalions, one eight ship MEDEVAC company per each of the six Security and Support Light Utility Helicopter Battalions. The ARNG in coordination with the Army in 2006 developed this mix of MEDEVAC and non MEDEVAC Light Utility Helicopters to meet requirements for Homeland Security, Domestic Support to Civil Authorities, Training and ARNG Post, Camp and Station requirements. We have preliminarily indicated to the Army leadership that we believe there are still some light utility heli-

copter capability gaps within the ARNG and that we would pursue options to define those gaps and requirements within the very near future.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

MILITARY CONSTRUCTION

Question. In your prehearing testimony, you stated: “Many of our aging facilities are in need of repair or replacement. The continued strong support of the Congress for Army National Guard military construction and facilities sustainment, restoration, and maintenance funding is crucial to our readiness.”

a. Is the Army sufficiently attentive to the Army National Guard’s Military Construction needs to ensure the Army National Guard can meet its state and federal obligations?

b. What is the impact of these “aging facilities” on the Army National Guard’s ability to perform its dual state/federal missions?

Answer. a. Yes. The Army established a Reserve Component Military Construction General Officer Steering Committee (MILCON GOSC). The MILCON GOSC is a forum in which General Officers from the HQDA Staff and ten General Officers from the National Guard and U.S. Army Reserve meet every 6 months to discuss priorities and programs of the National Guard and Reserve Components.

Total Long Range Plan requirement for military construction is over \$13 billion and our current average budgeted level around \$500 million.

b. With the increased demand on the Army National Guard, there is an increased risk to carry on in functionally obsolete and energy inefficient facilities. There are cases where work functions are spread over several buildings or locations, resulting in spending time traveling rather than training. Our aging facilities are showing the wear with leaky windows, limited insulation and worn our mechanical equipment.

We continue to make strides to improve our facilities and you can be assured that the Guard continues to achieve a high performance level in support of our dual state/federal missions in spite of aging facilities.

FAMILY READINESS LEVELS

Question. A recent RAND study noted concerns about the readiness level for families of deploying members of the Guard and Reserve. Only 60 percent of spouses surveyed felt their family was ready for the deployment. Almost 80 percent reported some type of deployment-related problem.

How does the Army National Guard support families before, during, and after their servicemember’s deployment? Is the Army Guard pushing the right information to families at the specific time it is needed?

These problems are particularly acute when the servicemember deploys with a different unit (such as when an Illinois reservist and deploys with a California unit).

Answer. The National Guard Yellow Ribbon Reintegration Program and supporting initiatives are the key instruments to support our families before, during and after their Soldier’s deployment. The Yellow Ribbon Program consists of events at seven critical points during the deployment cycle: (1) Alert, (2) Pre-Deployment, (3) During Deployment—within 90 day of Soldier’s departure, (4) During Deployment—within 90 days of Soldier’s return, (5) Reintegration—about 30 days after return from Active Duty (REFRAD), (6) Reintegration—about 60 days after REFRAD, and (7) Reintegration—about 90 days after REFRAD. Events 2–6 are primarily for providing Families with information, resources, points-of-contact, and similar information to support them before, during and after their Soldier’s deployment. They will receive briefings on how their benefits will change, where they can go if they need information or financial assistance while their Soldier is gone, information regarding childcare, respite and youth programs designed to support their children and increase their resiliency. They will receive Family Program and Family Readiness Group points-of-contact, as well as resources within their community. During deployment events focus on financial readiness, stress management, preparing for the Soldier’s return, Battlemind Training, and other resiliency-building and life skills seminars. Reintegration events include resources that support the Soldier’s transition back to civilian life and provide information and resources to address the potential stresses that may arise during that transition—Job Fairs, Strong Bonds Marriage and Single Soldier Relationship Enrichment Seminars, Strong Bonds Family Seminars. Local points-of-contact from the Department of Labor, Veteran’s Affairs, Law Enforcement, and other community partners also participate in these events and provide information about the programs that support Veterans and their families.

The National Guard Yellow Ribbon Reintegration Program policy memorandum outlines the events and resources that should be provided.

In addition, the Soldiers, Families Support Services Division publishes a bi-monthly magazine, called The National Guard Soldier & Family Foundations. It is distributed to the homes of 350,000 Soldiers. The magazine provides information about support programs and resources and highlights feature stories about the Soldiers and their families. The National Guard Soldier & Family Foundations magazine has been well-received and reaches even those families that opt not to attend Yellow Ribbon events.

Question. How does the Army National Guard provide family support when a servicemember cross-levels with another unit?

Answer. The family support process may vary by state/territory, but in general, when a Soldier is mobilized, his/her information is pulled from Standard Installation Division Personnel System (SIDPERS) database and downloaded to the Guard Family Management System. The State Family Program Director (SFPD) from the Soldier's home state will contact the Program Director from the gaining state. When the Soldier goes through the Soldier Readiness Process (SRP) at the unit, prior to going to the mobilization site, Family contact and location information is gathered. The SFPD then distributes this family information to the Family Assistance Center closest to where the family lives. For example, if Soldiers are cross-leveling from the state of California (CA) to a unit in the state of Indiana (IN), the CA SFPD may contact the IN SFPD to establish contact and a flow of information regarding the unit to these families and vice versa. Once the Soldiers go through SRP, the Family Assistance Center located nearest their home will be reached and provided their families' contact information. The Family Assistance Center Coordinators are responsible for checking in with families of deployed Soldiers on a monthly basis to ensure they have the support and assistance they need while their Soldier is deployed.

The deploying unit's commander can establish a Virtual Family Readiness Group (VFRG) page as well where family support information can be made available to unit families regardless of their geographical location.

Some of our main challenges that we are facing are: Soldiers providing incorrect contact information or no contact information for their families; families move during the deployment and do not provide forwarding information; and families opting not to be contacted.

DEPLOYMENT CHALLENGES

Question. Before 9/11, it was uncommon for large units of a particular state Guard to deploy as a large group (such as an entire brigade). For example, the current Illinois deployment is the largest deployment of state Guard members since WWII. Other states have likewise had large groups of their civilian populations called to active duty to deploy with National Guard units.

How has the Army Guard managed the administrative challenges of deploying so many members from one location at one time?

Answer. The Army National Guard (ARNG) has developed several Information Technology solutions to assist the States and Territories' mobilize Soldiers more efficiently. We created "e-mob" to leverage the interactive Personnel Electronic Records Management System (iPERMS) records of individual Soldiers to be accessed anywhere via the WEB. The use of the RCAS application of the Mobilization Personnel Data viewer and the ability to load records into the Active Components Deployment and Reconstitution Tracking Software (DARTS) application has helped to process personnel in a more expeditious manner. The Line of Duty (LOD) Investigation Module developed into the Army's Medical Operational Data System (MODS) has greatly enhanced the processing and documenting of injuries incurred during mobilization from approval that used to be almost a year down to approval in days from submission. The ARNG administers the TRICARE Early Eligibility Program to transition Guardsmen and their families to DOD's Healthcare system before deployment.

Today most of our States and Territories Joint Forces Headquarters field "White Cell" teams consisting of administrative personnel who meet the redeploying unit and work with the various Power Projection Platforms during the Demob process to ensure Soldiers have completed Line of Duty, Evaluations, awards and try to convince Soldiers injured and ill while deployed to stay on active duty through the Medical Retention Process (MRP) or at least be examined through the MRP-E (Examination) program to rule out long term injury that would be better treated at a Military Medical Treatment Facility. This effort is an unfunded requirement often taken out of other programmed requirements in order to better take care of our Soldiers.

Question. What steps are the Army Guard taking to make sure it is ready to deal with the reintegration of so many soldiers of one community?

Answer. The ARNG has implemented the Yellow Ribbon Combat Veteran Reintegration program in accordance with the joint guidance issued by National Guard Bureau and with funding allocated for this purpose. The objective of the Yellow Ribbon program is to facilitate the post-mobilization reintegration process and reconnect the Service member with his or her Family, employer, and community while providing information and access to national, state and local resources. Over the past few years, the ARNG has established a framework for successful Yellow Ribbon events in support of large unit reintegration involving Soldiers and units that are dispersed over a multi-state area:

- Timely and accurate information dissemination at all levels.
- Emphasis on Family Readiness Group outreach programs including e-mails, newsletters, and communication from all levels in the chain of command.
- Utilization and coordination of resources at the local level to minimize logistical challenges and limit the need for extensive Soldier and Family Member travel.
- Utilizing the newly fielded Joint Services Support (JSS) portal to coordinate and disseminate Yellow Ribbon events and ensure maximum Soldier and Family Member participation.
- Providing Yellow Ribbon contractors beginning fiscal year 2009 to augment state efforts; these contractors assist in all phases of the event to provide training, briefings, and activities that support Service Members and their Families while ensuring effective information flow at all levels.

INDIVIDUAL READY RESERVE (IRR)

Question. In the last year, how many Individuals Ready Reserve (IRR) soldiers has the Army National Guard requested to help fill its deploying units? Of that number, how many were involuntarily mobilized? Of the number of IRR soldiers requested, how many ultimately mobilized and deployed with the Army National Guard?

Answer. The requirements were for 2,312 Soldiers.

Mobilized Soldiers—97 were voluntary and 5,671 were involuntary for a total 5768.

The 1,368 Soldiers joined units between July 15, 2008 through July 15, 2009.

Question. At the hearing, you stated that the Army National Guard will continue to fill certain Military Occupational Specialties with IRR soldiers.

Please provide me with a list of these specialties.

Answer. Top Military Occupational Skills (MOS) and grade:

- 11B E4 (Infantry)
- 11B E5 (Infantry)
- 11B E3 (Infantry)
- 88M E4 (Transportation)
- 31B E4 (Military Police)
- 88M E3 (Transportation)
- 68W E4 (Health Care Specialist)
- 92F E4 (Fuel Handler Specialist)
- 63B E4 (Mechanic)
- 31B E3 (Military Police)

Question. As described at the hearing, family support and reintegration can be difficult for soldiers and their families when the soldier is cross-leveled.

What changes in procedure are necessary for Army National Guard units to be able to cross-level IRR soldiers who already live near the unit?

Answer. The Army National Guard (ARNG) supports drawing IRR Soldiers from the same State as the mobilizing unit they will join when such is feasible. This could be accomplished via a two-step process for filling IRRs that would garner IRR fillers from the same State as the mobilizing unit where possible.

Under the current practice, the ARNG sends a request for IRR Soldiers through channels to HQDA G1. The G1 has a contractor (ASM Research) run a database query, identify the population of suitable IRR Soldiers to fill the requisition, and order them to duty (plus an appropriate overage to account for expected attrition). The process as currently conducted does not take the Soldier's geographical location into account.

Our proposal would be to add an intermediate step: When ASM Research received our IRR requisition, they would identify all qualified candidates for fill. From this population, they would first apply any qualified IRRs living in the same State as the mobilizing unit, and then turn to the national population to fill any shortfall

not covered by IRR residents of that State (to include the overage required to offset attrition at the re-training or "re-greening" station).

This modified approach would have at least four benefits:

First, it would provide a recruiting opportunity for the ARNG. Currently we have little opportunity to retain IRR Soldiers that serve with our units as they usually live in another geographical area outside commuting distance. By filling with IRRs residing in the same State first, however, it gives us the opportunity to capture and retain IRR Soldiers serving with our units who become bonded with their colleagues during the deployment, as there is a greater chance that the Soldiers would reside close enough to commute to drill with the Soldiers they bonded with in combat.

Second, it would help the Soldier by enabling the unit to include the Soldier's family in all support group activities and family support while the Soldier is deployed, which is difficult now as the families usually do not live in the same geographical area as the unit.

Third, by affiliating with the local-area deploying ARNG unit prior to attending re-training (as required of all IRR Soldiers) the IRR Soldier is now affording the opportunity to prepare for remedial training and has a familiar chain of command to assist with any personal, family, or administrative issues through the home station ARNG unit while at training.

Fourth, it would facilitate accomplishment of all required reintegration activities by the Soldier with the unit he or she deployed with—again, difficult now as the Soldier does not reside in the same geographical area and may not live near a military installation.

PERSONNEL

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called the active duty.

What efforts will the Army National Guard undertake to quickly implement this new provision?

Answer. How quickly the Army National Guard implements any new authority/program is dependent upon DOD publishing an Instruction or Directive, then the Army must publish guidance to their Components.

Question. Can you provide the number of current Army Guard members who are federal government employees?

Answer. The Army National Guard has 32,927 Non-AGR personnel who are federal government employees.

Question. Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. Of the 32,927 Soldiers who are federal government employees; 4,312 are currently mobilized for Operation Iraqi Freedom and Operation Enduring Freedom, and are receiving Hostile Fire Pay.

Since September 11, 2001, there have been 20,688 Army National Guard federal government employees (identified by unique social security numbers) from the list who have received Hostile Fire Pay for Operation Iraqi Freedom or Operation Enduring Freedom.

QUESTION SUBMITTED BY SENATOR PATTY MURRAY

HAMMER

Question. In December, I sent a letter to the National Guard Bureau signed by all the members of the Washington State Congressional delegation requested to have HAMMER training center be named the western regional training center for National Guard Civil Support Teams and related training. In the case of events with weapons of mass destruction, National Guardsmen trained there can identify the type of agent used to help support police, firefighters and other emergency workers who would be the first to respond to the problem. "HAMMER has established a reputation as a premier training site because of its excellent chemical, biological, radiological, nuclear and explosive . . . facilities and skilled on-site Department of Energy radiation and nuclear professionals". HAMMER had 39 Civil Support Teams conduct training on its campus in 2007 and 2008 and already has 12 STEP training programs scheduled for fiscal 2009, which started in October.

General Vaughn, can you provide me any update on HAMMER's designation as a regional training site?

Answer. The HAMMER Training Center has provided strong support and excellent services to our National Guard Civil Support Teams since 2001. The National

Guard Bureau has conducted site visits to the HAMMER Training Center and concurs that the training and facilities available for Chemical, Biological, Radiological, Nuclear, and high Explosive (CBRNE) training are excellent. At present, the number of facilities necessary to meet the Nation's CBRNE collective training requirements has not been determined and a national training plan for this type of mission has not been finalized. We are currently developing a capabilities gap analysis and will work in conjunction with Northern Command (NORTHCOM) to ascertain the appropriate set of CBRNE training facilities. The Army will include the HAMMER Training Center in its considerations prior to any decisions regarding regional training sites.

QUESTION SUBMITTED BY SENATOR BYRON L. DORGAN

END STRENGTH

Question. With increased operational demands placed on the reserve component for the past several years, signs of stress and strain are showing. All reserve component services are facing increased challenges retaining experienced, mid-grade career service members, precisely those eligible for retirement after having served 20-years of service. I am concerned we are not maintaining a balanced force, retaining enough of the very individuals who have gained the benefit of experience these past years of increased operations. I'm considering introducing legislation that would enhance retention of those experienced career servicemembers, providing an incentive to serve beyond 20-years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by one year.

What is your opinion of this idea?

Answer. The Army National Guard (ARNG) agrees, a 1 year reduction in retirement eligibility for each additional 2 years spent over 20 years of service would improve retention and keep experienced mid-grade Officers and Non Commissioned Officers (NCO) in our ranks longer.

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

MONTICELLO READINESS CENTER

Question. General Vaughn, the Monticello Readiness Center in Monticello, Mississippi is a 55-year-old facility that is undersized, significantly deteriorated, and does not meet Army requirements for fire, safety, health codes and force protection. Congress has provided planning and design funding for this project and a new facility which has been a top concern for the Mississippi Adjutant General for the past 6 years; yet it has never been included in the Army's Future Years Defense program budget plan. I don't understand how this can be the top priority for the State Adjutant General for years and still not be included somewhere in the budget.

In light of the high priority assigned this readiness center by the State Adjutant General, I hope you will look into this request and ensure this facility and other similar facilities are carefully evaluated as a candidate for the Army's construction plans.

Can you please comment on this?

Answer. The Readiness Center in Monticello, Mississippi is in poor condition and should be replaced. The National Guard Bureau has granted design authority funds to the Army National Guard of Mississippi for planning and design of the Readiness Center in Monticello. Unfortunately, there are insufficient funds available to include this project in the Future Years Defense Plan (FYDP).

The Readiness Center in Monticello, Mississippi is not the only Adjutants General top priority project that has not made it to the FYDP. These projects compete with other Army priorities for limited funds.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL HARRY M. WYATT, III

QUESTIONS SUBMITTED BY SENATOR BYRON L. DORGAN

RESERVE COMPONENT STRESS

Question. With increased operational demands placed on the Reserve component for the past several years, signs of stress and strain are showing. All Reserve component Services are facing increased challenges retaining experienced, mid-grade career servicemembers, precisely those eligible for retirement after having served 20 years of service. I am concerned we are not maintaining a balanced force, retaining enough of the very individuals who have gained the benefit of experience these past years of increased operations. I'm considering introducing legislation that would enhance retention of those experienced career servicemembers, providing an incentive to serve beyond 20 years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by 1 year.

What is your opinion of this idea?

Answer. The Air National Guard is not facing the same challenges as our Air Force Reserve counterpart in retaining members past 20 years service. Out of 106,635 members assigned 25,378 (23.8 percent) are retirement eligible with over 20 years of service, 7,400 (6.94 percent) are within 18–20 years service, and 73,857 (69.26 percent) have not reached retirement eligibility.

We agree that legislation to reduce the retirement age for service beyond 20 years would be of benefit in retaining members past the 20 year mark. With the evolution of the increased operational demands we believe this incentive would enhance our overall retention.

119TH WING, HECTOR FIELD, ND

Question. With the recent increase in the number of Air National Guard personnel authorized to provide direct support for contingency operations, are there plans to increase the number of authorized and assigned personnel in the North Dakota Air National Guard 119th Wing, Hector Field, Fargo, North Dakota, providing MQ-1 Predator/MQ-9 Reaper unmanned aircraft systems operations?

Answer. The Program of Record for the 119th Wing, North Dakota Air National Guard, is to provide one steady-state Combatant Command (COCOM) Combat Air Patrol (CAP) with a surge capability to two CAPs utilizing authorized manning through volunteerism and/or mobilization. The wings current manning document reflects the necessary manning to meet this Program of Record. Currently, the 119th Wing is operating under surge conditions, providing two COCOM CAPs utilizing all Air Combat Command assigned equipment. Should Air Force requirements change to dictate an increase in COCOM CAPs for ANG units, as a steady state requirement, the National Guard Bureau will work with to ensure proper resourcing, manning and equipping for those units.

Question. What is the Air National Guard's plan for maintaining current C-21 flying mission at the 119th Wing, Hector Field, North Dakota? How long will the Air National Guard continue to support this mission at its current level of funding, personnel, and equipment?

Answer. The current C-21 flying mission at the 119th Wing, Hector Field, North Dakota is intended to bridge the gap between the loss of their F-16s and the establishment of a follow on mission. The National Guard Bureau is committed to support the C-21 flying mission at the 119th Wing until it's follow on mission is in place.

Question. What is the Air National Guard's plan for procurement, assignment and basing the Joint Cargo (C-27) at the 119th Wing, Hector Field, Fargo, North Dakota? When will the Air Force procure these aircraft, when will they begin to arrive in Fargo, and how many aircraft will be permanently assigned to the 119th Wing?

Answer. The Air National Guard stands ready to support the Air Force's commitment and requirement for the C-27 program. The delivery schedule and aircraft numbers are dependent upon the Air Force's C-27 procurement action. The Chief, National Guard Bureau, has announced that Hector Field will be one of our units that operate the C-27.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

AIR NATIONAL GUARD MILITARY CONSTRUCTION

Question. In Lieutenant General Vaughn's prehearing testimony, he stated: "Many of our aging facilities are in need of repair or replacement. The continued strong support of the Congress for Army National Guard military construction and facilities sustainment, restoration, and maintenance funding is crucial to our readiness."

Is the Air Force sufficiently attentive to the Air National Guard's Military Construction needs to ensure the Air National Guard can meet its state and federal obligations? What is the impact of these "aging facilities" on the Air National Guard's ability to perform its dual state/federal missions?

Answer. Air National Guard (ANG) facilities are constructed to support the operational and training requirements for federal missions assigned to various ANG locations. As the Air Force accepts "risk in infrastructure" and limits the availability of current mission military construction (MILCON) funding, some facilities will continue to age beyond the planned replacement timeline previously expected. This will require continued investment with operations and maintenance (O&M) funding to keep facilities sustained, restored, modernized, and operable until they can be recapitalized. In the case of new mission beddowns, some MILCON funding has been provided later than the mission dictated, causing additional reliance upon O&M funding for mission/facility workarounds. In all cases the missions have been bed down on an initial operational capability basis to provide equipment and facilities to being training ANG members until permanent full operational capability MILCON investments can be addressed.

State mission capabilities are assumed to be contingent upon the existing equipment and infrastructure being available at the local bases. As a community based force, the ANG is responsive to community needs in the event of local disasters or acts of nature that would require the capabilities in place at ANG bases. Thus, the impact of "aging facilities" on the ANG's ability to perform the State mission is judged to be limited and tolerable at the current budget funding level.

AIR NATIONAL GUARD FAMILY SUPPORT

Question. A recent RAND study noted concerns about the readiness level for families of deploying members of the Guard and Reserve. Only 60 percent of spouses surveyed felt their family was ready for the deployment. Almost 80 percent reported some type of deployment-related problem. These problems are particularly acute when the service member deploys with a different unit (such as when an Illinois reservist and deploys with a California unit).

How does the Air National Guard support families before, during, and after their service member's deployment? Is the Air National Guard pushing the right information to the families at the specific time it is needed? How does the Air Guard provide family support when a service member cross-levels with another unit?

Answer. The key is to ensure there are effective communications. Wing Family Program Coordinators (WFPCs) are trained and are in place to assist families and to include them in activities or meetings held on base. If there are problems concerning the military member, WFPCs work the issue and, as a minimum, they conduct 30 day (monthly) welfare calls to maintain regular contact with families to identify issues before they become overwhelming.

During the pre-deployment process, military members fill out a family readiness pre-deployment checklist and indicate if the Family Readiness Group may contact their loved ones. WFPCs take care of a military member's loved ones regardless of location. If they should need assistance in a locality other than their home area, WFPCs contact the Air National Guard unit that can best provide the services that the families are in need of.

Air National Guard units typically do not deploy all unit members at the same time, which is more characteristic of Army National Guard units. If there are notional taskings, remaining unit members are usually engaged at some level with a deployed member's family (i.e., phone calls, e-mails or visits). There are many personnel who tag on or fill in other unit line numbers. Rarely do families relocate as a result of a deployment situation. So from that standpoint families are supported from their Air National Guard unit similar to when a full scale deployment occurs.

The Department of Defense Yellow Ribbon Reintegration Program (YRRP) will help the flow of information between units and service member families. With the five phases of deployment identified, the Air National Guard's Defense Department YRRP contractor and/or WFPCs will have more opportunities to communicate with individual members and their families. They will identify their needs and assist

them as needed. This program will also increase pressure on unit commanders to provide assistance to and/or contact service member families.

Prior to the Yellow Ribbon Program, WFPC conducted a pre-deployment briefing for Airmen and their families but family members rarely attended. The presentation included but was not limited to the following topics: Air National Guard at home for impacted family members, healthy/unhealthy coping strategies, readiness planning issues (i.e., bill paying, power of attorney, wills, organizing vital documents, household/seasonal maintenance activities, etc.) as well as resources available to assist families. WFPCs distributed a variety of handouts such as Military OneSource information, Military Family Life Consultant business cards, Family Services contact information, personal organizers, and a guide to Family Readiness.

FEDERAL EMPLOYEES IN THE NATIONAL GUARD AND RESERVES

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called to active duty.

What efforts will the Air National Guard undertake to quickly implement this new provision?

Answer. The Office of the Assistant Secretary of Defense for Reserve Affairs, Manpower and Personnel, and the Office of Personnel Management, in coordination with the Department of Defense, will implement the federal employee provision for income replacement. The Air National Guard will follow those implementation guidelines when published.

Question. Can you provide the number of current Air Guard members who are federal government employees? Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. Currently, there are 27,603 members of the Air National Guard who are federal government employees. Of that number, 18,878 have served at least one tour of duty supporting Operations Enduring Freedom or Iraqi Freedom. 1,300 of the 27,603 are presently deployed supporting a named contingency operation.

QUESTIONS SUBMITTED BY SENATOR THAD COCHRAN

F-15 AESA RADAR SYSTEM

Question. General Wyatt, I understand the Air Force previously upgraded some of the Air National Guard's F-15s with next-generation Active Electronically Scanned Array radar systems, but it has not budgeted to complete retrofits on the entire fleet.

General, can you describe for the Subcommittee the importance of the capabilities provided by the next generation radars, and provide an update on the status of funding for retrofitting the entire Air National Guard F-15 fleet?

Answer. The F-15's air-to-air advantage remains in the Beyond-Visual-Range arena. Beyond-Visual-Range requires the ability to detect current and future generation airborne threats in order to retain the first shot, first kill advantage, which is essential to effective employment. The APG-63(v)3 AESA radar provides the Air National Guard with the capability to detect, track, and kill asymmetric threats, such as cruise missiles and drones, which is paramount in both the Homeland Defense and wartime roles. This state-of-the-art AESA radar is flexible enough to be continuously upgraded, allowing the Air National Guard F-15s to meet future threats and new mission sets that were not previously possible. The APG-63(v)3 is performing very well in flight test and is months from operational fielding.

The Air National Guard's minimum requirement is for 48 AESA-equipped F-15s. This allows Air National Guard units to provide constant 24/7 homeland defense vigilance with AESA radars, while simultaneously providing the Air National Guard the ability to deploy AESA-equipped F-15s in the Air and Space Expeditionary Force construct to meet wartime and combatant commander taskings.

In fiscal year 2006, Congress appropriated \$52.2 million to "procure six AESA systems for the Air National Guard." In fiscal year 2007, Congress appropriated \$72 million for "procurement of AESA radars only for the Air National Guard F-15C fleet" which provided eight AESA radars. In the fiscal year 2008/fiscal year 2009 Emergency Bridge Supplemental, Congress appropriated \$34 million for "Air National Guard AESA," providing four AESA radars. The current fielding plan for these funded AESA radars is six at Jacksonville, Florida (installs beginning in January 2010), six at Portland, Oregon (installs beginning in October 2010), and six at New Orleans, Louisiana (installs beginning in July 2011).

Our immediate need is \$62.5 million to procure and install approximately eight APG-63(v)3 AESA radar systems, six at Barnes, Massachusetts and two at Great Falls, Montana. Our preferred option would be for \$110 million to procure approximately 12 APG-63(v)3 AESA radar systems for the Air National Guard. Six of these would be installed at Barnes, Massachusetts (104th Fighter Wing) and six would be installed at Great Falls, Montana (120th Fighter Wing). This would bring the total to 30, leaving an additional 18 to meet the Air National Guard's 48 minimum requirement.

186TH AIR REFUELING WING

Question. General Wyatt, the 186th Air Refueling Wing currently flies KC-135 tanker aircraft out of Key Field in Meridian, Mississippi. Due to a 2005 Base Realignment and Closure decision, all of their aircraft will be reassigned by 2011. The Air Force has talked about replacing the tankers with Joint Cargo Aircraft, but I'm told those planes won't be available for Meridian until 2015. That creates a 4 year gap without a flying mission. At last year's hearing, General Blum said the Guard Bureau was committed to arranging a mission to bridge the flying gap at Key Field.

General, would you provide us an update on the progress you are making in assigning a "bridge" flying mission to Key Field.

Answer. The National Guard Bureau is working with the Air Force to identify a "bridge" to the future C-27 mission at Key Field, Meridian, Mississippi. Following the 2005 BRAC, the Air Force identified a Component Numbered Air Force augmentation unit as the replacement for the KC-135 air refueling mission and the National Guard Bureau announced that Meridian, MS would also receive the C-27 (JCA).

Due to their experience in the RC-26, the 186th Air Refueling Wing at Key Field was selected and is currently conducting mission qualification training in the MC-12W. The MC-12W is a manned-intelligence, surveillance, and reconnaissance capability which the Air Combat Command is fielding to support overseas contingency operations in the U.S. Central Command. While this training mission is currently considered to be temporary, there is the possibility that it could be an enduring mission depending on Air Force established requirements. Should the Air Force determine it to be a long-term requirement, Meridian would likely be a strong contender for that mission.

GUARD PRESENCE ON UNITED STATES/MEXICAN BORDER

Question. General Wyatt, your testimony outlined some of the successes the Guard achieved in assisting the Border Patrol as part of Operation Jump Start.

What presence do we currently have on our southern border?

Answer. Currently, all Air National Guard personnel on the Southwest Border are involved with Counterdrug operations through the Joint Force Headquarters of the bordering states of Mexico. The missions the Air National Guard participates in include: Incident Awareness and Assessment, Linguist support, Aviation Refueling, and Innovative Readiness Training (Civil Engineering). Each state controls their border operation. The National Guard, both Army and Air, have a total of 681 personnel assigned to the counterdrug effort.

Question. With the recent escalation in violence on the southern border, and the plan announced yesterday by the Administration for more federal agents, do you see a need for the continued presence of the National Guard on the United States/Mexican border?

Answer. The National Guard involvement in Operation Jump Start provides highly effective cross-functional capabilities to the Southwest border. If called upon, we stand ready to fulfill any future requirements.

RESERVES

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

Chairman INOUE. And now we call upon General Stultz, Vice Admiral Debbink, Lieutenant General Bergman, and General Stenner to come forward to present their testimony on the Reserve component.

Gentlemen, thank you for joining us this morning, and may I assure you that your full statement will be made part of the record? May I now call upon General Stultz.

General STULTZ. Yes, sir. Mr. Chairman, Mr. Vice Chairman, and Senator Murray, it is an honor to be here.

Senator Inouye, I would like to report to you first—go for broke—that 100th of the 442d, I just visited them recently in theater. They are doing very, very well. It is their second deployment out of the Pacific. And I also sent a task force just recently out to the Pacific to visit their families to make sure we are taking care of them. They were in Guam, Saipan, and Samoa, and so the 442d is doing well, your old regiment, and proud to serve this Nation.

Thank you, first of all, from the 204,000-plus Army Reserve soldiers that I represent here today for what you have done for us in terms of your support, things like the National Guard and Reserve equipment account and other appropriations, and what your staffers have done for us, working very diligently with us to maintain support for our Nation through the Army Reserve.

I have submitted my statement for the record, so I do not want to take up any time there, but I do want to highlight one thing.

The theme that you will see in the Army Reserve posture statement and us going forward this year is return on investment. And what we are trying to highlight is what a great return on investment your Army Reserve is for this Nation. The dollars that we are given to operate with we value, and we invest them very, very carefully to make sure that we are getting all for our Nation.

As you well know, 2009 for the Army is the Year of the Noncommissioned Officer, and today I have got three noncommissioned officers (NCOs) with me, and I would just ask them to stand. And it really is to highlight the Year of the Noncommissioned Officer, but for the Army Reserve, it really highlights return on investment, return on this investment that we get for this Nation. I will give you just a couple of tidbits here.

Sergeant Jason Ford is here with me. Sergeant Ford is a drill sergeant. He goes and trains basic trainees at Fort Leonard Wood, Missouri. He also deployed for this Nation and trained the Iraqi army. While on patrol, leading 25 Iraqis—and he was the only American in charge—he came under attack and suffered wounds and was awarded the Purple Heart, along with the Bronze Star. But when Sergeant Ford finishes his tour in Iraq, he comes back

home to Brockton, Massachusetts, where he is a policeman. That is a return on investment for this Nation. That is taking capability that we are building that we provide for our military in uniform; but, we bring back to the communities of America and put it back into our communities.

Sergeant Henry Farve from California. He is a diesel mechanic, works for the Government, also deployed to Iraq, and while there, his son, who happened to be part of 32 Stryker from Fort Lewis, was wounded. Sergeant Farve maintained his mission even though he had the concerns about his own son, and then comes back to America and goes back to work for this Government as a diesel mechanic. What a great investment we have got.

We have got to do all we can to retain these great NCOs. This is the corps. This is what distinguishes the American Army from any other army in the world, our noncommissioned officer corps.

So, I look forward to your questions. I thank you for your support. It is because of what you do for us that we are able to man America's Army with great NCOs like these individuals, as well as bring them back to America's communities. I look forward to your questions, sir.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK C. STULTZ

The annual Army Reserve Posture Statement is an unclassified summary of Army Reserve roles, missions, accomplishments, plans, and programs. The 2009 Army Reserve Posture Statement also addresses the support required in fiscal year 2010 to continue the Army Reserve transition to a fully operational force.

Unless otherwise noted, all statistics and facts are current through March 20, 2009. This document is available on the Army Reserve Web site at: www.armyreserve.army.mil.

WINTER, 2009.

THE ARMY RESERVE—A POSITIVE INVESTMENT FOR AMERICA

After 7 years of war, the most compelling evidence of Army Reserve success is the confidence deployed commanders have in the quality and ability of our Soldiers. The men and women of the Army Reserve-Warrior-Citizens are full-time patriots who put their civilian careers on hold to protect American interests at home and abroad.

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

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

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

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

We are aggressively refining our training strategy to reduce post-mobilization training time and maximize Boots on the Ground contributions of our fighting units. Following the dictates of the Base Realignment and Closure (BRAC) Commission we are disposing of outdated facilities and replacing them with state-of-the-art centers to optimize training and support. Our training strategy, along with new facilities, will better prepare our Soldiers for the challenges ahead. Continuing to refine these efforts requires resources to complete BRAC mandates, develop and employ advanced training techniques, and to acquire technology enablers: communications and information systems, training simulators, and cutting-edge medical processes.

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

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

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

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

LIEUTENANT GENERAL JACK C. STULTZ,
Chief, U.S. Army Reserve.

COMMAND SERGEANT MAJOR LEON CAFFIE,
Command Sergeant Major, U.S. Army Reserve.

FISCAL YEAR 2008 RETURN ON INVESTMENT

As America remains a Nation at war, the Army Reserve continues to be a cost-effective force. In fiscal year 2008, the \$6.9 billion Army Reserve appropriation represented only 4 percent of the total Army budget, yet we achieved remarkable accomplishments:

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

Readiness.—In 2008, we mobilized more than 27,000 Warrior-Citizens in support of the Global War on Terror. We developed Regional and Combat Support Training

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

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

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

ARMY RESERVE PRIORITIES

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

Recruit and retain the best and brightest Warrior-Citizens to sustain a robust and capable operational Army Reserve.

Transform the Army Reserve (operational structure, support services, and training and equipping paradigms) to optimize the efficiency and effectiveness of a fully operational force.

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

Build and maintain a partnership with industry to facilitate the Warrior-Citizens’ contribution to both a prosperous economy and a skilled, experienced, and capable Army.

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

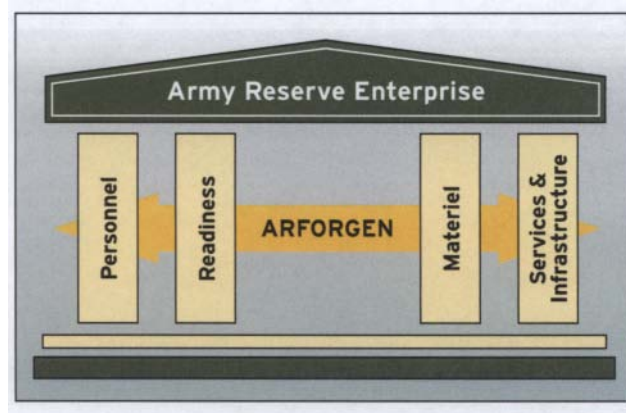
The President’s budget request will allow the Army Reserve to: Grow and maintain Army Reserve end strength; continue Army Reserve transformation; improve medical and dental readiness; equip units and soldiers to train and fight; provide quality services and support to soldiers and their families; and sustain Army Reserve installations and facilities.

STRATEGIC CONTEXT

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

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

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



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

To optimize Army Reserve performance we must:

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

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

Personnel

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

The Army Reserve exceeded its fiscal year 2008 recruiting and retention objectives by accessing 44,455 new recruits and retaining 16,523 Soldiers. Yet, recruiting an all-volunteer force in a time of war presents challenges. The Army and the Nation face significant hurdles—from a lower propensity of young people to enlist, to a shrinking pool of fully qualified prospects, to an increasing trend of mid-grade Soldiers leaving the service.

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

Increasing Army Reserve End Strength

During fiscal year 2008, the Army Reserve increased end strength by 7,142 Soldiers. A successful community-based recruiting effort; targeted programs and incentives; and personnel policies to control unanticipated losses resulted in this substantial net gain.

CRITICAL NEEDS

Obtain from Congress full support and necessary authorities.

- Sustaining recruiting and retention incentives for Army Reserve Soldiers, with specific emphasis on mid-grade commissioned and noncommissioned officers;
- Developing and sustaining adequate full-time support (FTS) to train and administer a fully functioning, robust, and capable operational force, and to ensure Soldier and Family readiness; and
- Enhancing employer partnerships to optimize the development of human capital for the mutual benefit of industry and national security.

In fiscal year 2008, the Army Reserve achieved 106 percent of its accessions goal and 111 percent of its reenlistment mission. Three critical initiatives contributed to this progress. Command emphasis and guidance provided the greatest impact focusing energy and effort on filling the ranks. The Army Reserve Recruiting Assistance Program (AR-RAP) brought a tangible reward to Soldiers for finding other patriots to serve. This innovative recruiting assistance program produced 3,751 accessions this past fiscal year. Finally, the Critical Skills Retention Bonus, Army Reserve (CSRB-AR), allowed us to address specific skill-set and grade shortfalls and retain much-needed talent and expertise in our ranks. These targeted financial incentives for continued service in critical specialties ensured 809 captains and 128 experienced staff sergeants and sergeants first class stayed in uniform.

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

Full-Time Support for an Operational Reserve

We now have a strategy to guide the transformation of Full-Time Support (FTS) in the Army Reserve in order to better support our operational force in this era of persistent conflict and global engagement. In 2008, we developed an initial strategy called FTS 2017, which envisioned a culture shift in how we support the readiness and mobilization of Army Reserve units on a continual basis. This strategy defines and directs the effort to transform all aspects of Army Reserve full-time support. The strategy improves operational capability by providing a more dynamic, responsive, and flexible system to support global operations.

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

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

Employer Partnerships

The Army Reserve is implementing leading-edge employer relations programs that promote a continuum of service, sustain Soldiers’ well-being during mobilization periods, and provide career-enhancing employment opportunities. The Army Reserve’s Employer Partnership Initiative benefits employers by referring highly quali-

fied, competent, disciplined Soldiers to work within their communities. By collaborating with employers, the Army Reserve can augment existing Soldier proficiencies while simultaneously building new capabilities to complement civilian job and military skills. By aligning military and civilian credentialing and licensing requirements, the Army Reserve and partner employers optimize a shared workforce. As employers are critical for sustaining the Army Reserve, sharing the same talent pool of Soldier-employees builds mutually beneficial relationships. Developing and maintaining effective partnerships allows the Army Reserve and employers to capitalize on particular strengths while minimizing weaknesses.

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

We see other advantages of partnering with employers. A major trucking company—our civilian partner—uses a state-of-the-art training center complete with truck driving simulators. Our Army Reserve Soldiers—employees of this trucking company—use the simulators to confront an array of driving hazards. The drivers train and work daily operating trucks safely on the road. When these Soldiers get in the cab of one of our military trucks, they are better, more experienced drivers. The training and experience they gain from our industry partner benefits the Army Reserve. America gets a better, more disciplined, service-oriented employee, a more skilled and capable truck driver, and a stronger Soldier.

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

Readiness

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

Building an Effective, Fully Operational Force

Army Reserve support of the fiscal year 2008 Grow the Army plan began with the realignment of 16,000-plus spaces from generating force structure to critically needed operating force structure. As the planned end-strength objective is to grow the Army Reserve by 1,000 to 206,000 Soldiers, we are investing an additional 1,000 spaces to increase operating force structure. Together this translates to a total 17,000-plus spaces of capability. In addition, the Army Reserve continues to rebalance and right size by employing new operating force modular command and control structure and reducing generating force command, control, and support structure. Streamlining command and control maximizes available forces to support Army operational requirements.

Army Reserve units are now aligned to headquarters in the same way they are aligned on the battlefield. The Army Reserve streamlined its institutional force by replacing seven institutional training divisions with three training commands to provide initial entry, military skill reclassification, and professional and leader development. We harvested additional structure as four two-star regional support commands assumed the base support operations functions for more than 900 Army Reserve centers across the country. These four support commands relieve operational commands of facility and garrison-type service functions allowing the operational commands to focus on unit readiness and training. The Army Reserve continues to explore innovative structuring options to maximize the number of warfighting units available to support operations.

CRITICAL NEEDS

Obtain from Congress full support and necessary authorities.

- Continuing transformation of Army Reserve support command structure and the building of operational and functional commands, properly organizing Soldiers and units to develop capability for diverse national security missions;
- Implementing the Army Reserve Training Strategy (ARTS) to develop Soldiers and build cohesive, capable, and effective units while maximizing Boots on the Ground and optimizing the Warrior-Citizens' impact and contribution to mission success;
- Implementation of the training strategy involves three primary elements:
 - Army School System Training Centers—for developing individuals
 - Regional Training Centers—for unit pre-mobilization training
 - Combat Support Training Centers—for rigorous mission-focused training
- Support for training man-days to sustain the Army Force Generation (ARFORGEN) process and maintain the Army Reserve as a fully operational force.

Improving Medical and Dental Readiness

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

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

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

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

Improving what we know about the status of Army Reserve Soldiers' health has set the conditions for the Army Reserve to implement two comprehensive treatment programs: Dental Readiness and Whole-Life Fitness. Working across agencies and leveraging civilian health care, we are treating dental problems and addressing holistically the well-being of Soldiers and Families. This effort includes a mental health component and is appropriately linked with our Yellow Ribbon Reintegration Program efforts.

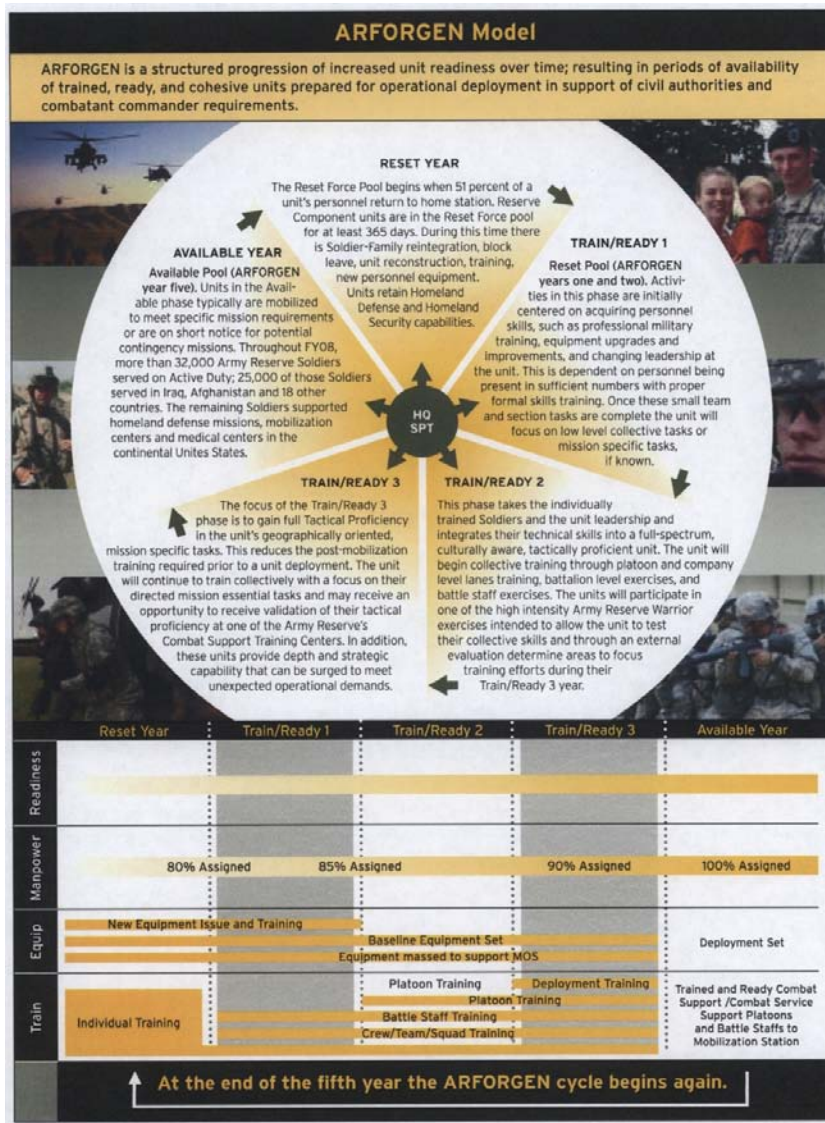
We are supporting and promoting these medical and dental readiness initiatives with a multimedia communication outreach effort to all Soldiers and Families. Our communications efforts and these new programs coupled with TRICARE and TRICARE Reserve Select have allowed us to address in significant ways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

Focus on Training Readiness

The Army Reserve is committed to providing trained platoons, companies, and battle staffs to combatant commands. To fulfill this commitment the Army Reserve must be resourced as an operational force. While the mobilization training centers provide the finishing touch, the Army Reserve is responsible to develop and sustain the following, prior to mobilization: Adaptive, competent, and broadly skilled Soldiers prepared for changing operational environments; agile, adaptive, and cul-

turally astute leaders; and rapidly deployable and employable, trained, ready, and cohesive units.

We develop readiness through the execution of a progressive Army Reserve Training Strategy (ARTS). The training strategy uses the ARFORGEN model as the “means” to meeting mission commitments. Further, the strategy uses three training domains—Soldier, Leader Development, and Unit—as the ways of achieving desired training end-states. The “Soldier” domain concentrates on completing individual, functional, warrior task, tactical and low-level collective training. The “leader development” domain entails completing professional military education and preparing leaders and battle staffs to execute full-spectrum operations and directed missions. The “unit” domain requires, through a progression of collective training events, achieving unit technical and tactical proficiency for collective tasks in full-spectrum and directed mission environments.



Preparing Army Reserve Forces for Future Missions

Army Reserve forces are arrayed across the Army Force Generation (ARFORGEN) training and employment cycle. The duration of the entire cycle is 5 years. Our objective is for a unit to train for 4 years in preparation for an “available” year where the unit could mobilize and deploy. Army Reserve units flow through this cycle aligned within Army force pools to meet global mission demands. Units are to spend 1 year in the Reset pool, 3 years in Train/Ready pool, and 1 year in the Available pool. Army Reserve units can expect to deploy to meet theater commander requirements in the available year. Upon returning from a deployment, a unit begins the cycle anew.

Army Reserve Training Centers

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

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

Capabilities-based Army Reserve Centers

To minimize turbulence for Soldiers and their Families caused by training demands during the first 2 years of ARFORGEN, the Army Reserve initiated an effort to create capabilities-based reserve centers to support full-spectrum individual-crew-squad-team training requirements. We are outfitting reserve centers with digital training capabilities and weapon simulator training rooms. This effort provides an array of targeted training enablers to meet the training needs of units. During 2008, the Army Reserve established 53 digital training facility locations and three weapons simulator training rooms. The Army Reserve is working with the Army Training and Doctrine Command to determine the way ahead to field additional training enablers to make these state-of-the-art facilities. The Army Reserve is also working to integrate these training capabilities into new facilities.

Training Resources

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

Reset Pilot Program

The Army has established several recent key force readiness initiatives to prepare units for future missions. One of these initiatives is the Reset Pilot Program. Currently the Army Reserve has three pilot units for fiscal year 2008 and three for fiscal year 2009. In phase one of the program, units complete inventories in theater, report combat losses, direct equipment for reset, reserve quotas in the Army School System for unit Soldiers, and prepare for home station activities. Upon redeployment, the units move to phase two. The units conduct a Welcome Home Warrior-Citizen ceremony, focusing on Soldier, Family, and employer reintegration and reconstitution of the unit. If successful, this reset program will serve as a model to ensure redeploying unit readiness.

Ready Response Reserve Unit (R³U) Pilot Program

The R³U Pilot Program is a Department of the Army-directed initiative to test the feasibility of nontraditional access and employment of Army Reserve units. This pilot will test our ability to man, equip, train, and employ units in three specific capability categories: short or no-notice employment; support to known basic training surge requirements; and sustainment of dental readiness in the Army Reserve force. The pilot units being assessed in each category, respectively, are a platoon of a biological detection company, a company of drill sergeants, and a dental detachment. After bringing these units up to the highest levels of readiness during fiscal year 2008 we will evaluate their readiness during fiscal year 2009. Key tenets of an R³U are that they are manned with all volunteers, that they sustain a high level of readiness, and that they are used outside of the traditional “one weekend a month, 2 weeks annual training” concept of reserve duty. For example, the drill sergeant company will conduct a complete 10-week basic combat training cycle at Fort Jackson, South Carolina, during fiscal year 2009. Usually, it takes five drill sergeant companies 2 weeks each to accomplish that one cycle. The R³U Pilot will test the Army Reserve’s ability to sustain nontraditional units like this and provide non-mobilized, enhanced capabilities to meet specific Army requirements.

Meeting Homeland Defense and Disaster Relief Missions

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

Materiel

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

When preparing to perform a dangerous mission, our Soldiers must have modern equipment and state-of-the-art training facilities. The Army Reserve is working hard to make these requirements a reality. During fiscal year 2008, we continued to refine our sustainment concept supporting the Army Reserve Training Strategy (ARTS) and the ARFORGEN model. We fielded new equipment; repaired, reset, and reconstituted unit equipment; adjusted equipment sets at regional training centers; redeployed support assets (manpower, tools, and support equipment) to sustain those sets; and continued to field aviation capability in accordance with the Army Campaign Plan. As we develop more competent and capable Soldiers and unit teams, we seek to provide those teams with the best tools available to accomplish diverse and challenging national security missions.

Unit Equipment

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

The Army Reserve has 73 percent of its required equipment on hand. Under currently programmed funding, the Army Reserve should reach 85 percent equipment on hand by fiscal year 2016 with the goal of 100 percent on hand by fiscal year 2019.

CRITICAL NEEDS

- Obtain from Congress full support and necessary authorities.
- Equipping Army Reserve units with the latest, fully integrated, modular force equipment to develop Soldier skills and unit equipment mastery through realistic training in years two and three of the ARFORGEN cycle;
 - Equipping Soldiers and units with all the latest required and authorized, fully integrated, modular force equipment to accomplish deployment and contingency standby missions in accordance with the ARFORGEN construct and national security mission demands of the ARFORGEN employment cycle; and
 - Resetting and reestablishing unit readiness, replacing lost, damaged, and committed (theater stay-behind) equipment expeditiously to ensure optimum training and mission readiness sustaining the world-class operational Army Reserve.

Army Reserve Aviation

The Army Reserve currently has a fleet of more than 130 aircraft—fixed and rotary wing for combat and support operations. In addition to sustaining current capability, the Army Campaign Plan identifies growth of three aviation medical evacuation companies within the Army Reserve. The first company is standing-up in Clearwater, Florida. Congress initially approved \$1.6 million to lease and modify existing hangar space for the aviation company over the next 5 years. As the Army Reserve aviation capability grows, Department of the Army has agreed to replace 10 King Air 350 aircraft the Army Reserve provided for operations in Iraq. The Army Reserve needs these aircraft to ensure the readiness of fixed wing aviation warfighting formations. Continued, previously funded, multi-year procurement and replacement of aircraft transferred to theater and associated aviation support infrastructure are essential to optimizing the Army Reserve's aviation capability.

Depot Maintenance

In fiscal year 2008, the Army Reserve executed \$130 million in programmed depot maintenance funds to overhaul 3,256 major end items at Army depots or by commercial facilities. The Army Reserve depot maintenance program allows the Army Reserve to extend equipment service life, reduce life cycle costs, and maintain safe operation of older pieces of equipment. Through maintenance and restoration programs, the Army Reserve is able to restore and maintain older items to sustain unit capabilities while we wait for the fielding of modern modular force equipment.

Services and Infrastructure

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

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

Yellow Ribbon Reintegration Program

The Army Reserve Yellow Ribbon Reintegration Program provides information, services, referral, and proactive outreach programs to Army Reserve Soldiers and their Families through all phases of the deployment cycle. The goal of the Yellow Ribbon Reintegration Program is to prepare Soldiers and Families for mobilization, sustain Families during mobilization, and reintegrate Soldiers with their Families, communities, and employers upon release from active duty. The program includes information on current benefits and resources available to help overcome the challenges of reintegration. The program is comprised of seven events through all four phases of the deployment cycle. Soldiers are required, and Families highly encouraged, to attend a 1-day event at alert and again at pre-deployment to help ensure the Soldier and Family are prepared for an extended deployment. During the separation, commands provide two 1-day events to help sustain Families mentally, spiritually, and emotionally. For the local events, we leverage local resources as necessary. Upon redeployment, the Soldier is required, and Family members highly encouraged, to attend a 30- and 60-day reintegration weekend. We conduct a "Soldiers

only” weekend event 90 days post-deployment to perform Post Deployment Health Re-Assessments (PDHRA). During this weekend, Soldiers also participate in small group discussions to explore and resolve any lingering deployment issues.

CRITICAL CHALLENGES

Obtain from Congress full support and necessary authorities.

- Developing, improving, and sustaining Soldier and Family programs to achieve comprehensive Soldier and Family well-being across relationship, spiritual, health, and fitness dimensions;
- Sustain a robust and appropriately integrated secure communications and information technology to connect Army Reserve Soldiers and units across the Army enterprise ensuring the Army Reserve remains an effective, contributing operational component of the total force;
- Providing the facilities to train and sustain the Army Reserve as an active, integrated, robust, and capable operational force. The Army Reserve is managing facilities and infrastructure transformation through three main efforts:
 - Base Realignment and Closure (BRAC) to consolidate and modernize;
 - Accommodating “Grow the Army” and emerging mission set facility and training center requirements to optimize unit disposition, training, and readiness;
 - Improving maintenance facilities and storage capacity to ensure unit readiness and maximize equipment service life.

Spiritual Care

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

Over 200 Strong Bonds events were conducted by Army Reserve commands throughout the country and territories during fiscal year 2008, enhancing Soldier and Family communication and relationship skills. The Army Reserve provided specialized training for couples, Families and single Soldiers during pre- and post-deployment. This training helps Soldiers and Families relieve stress and address relationship issues during every phase of deployment.

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

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

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

Family Programs and Services

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

Army Family Covenant.—The Army Family Covenant recognizes the commitment and strength of Soldiers and Families, while committing to a supportive environment and a partnership with Army Families. Together, we must make the Army

Family Covenant a reality, focusing on the five deliverables: Family Programs and Services; health care; Soldier and Family housing; excellent schools, youth services, and childcare; and expanded employment and education opportunities for Family members.

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

Outreach.—Family Programs published its third issue of "Family Strong"—a full-color quarterly publication providing Family Readiness information to all Army Reserve households of deployed Soldiers. The entire Army Reserve population will receive future issues of this publication. Family Programs continues to enhance its on-line information portal, www.arfp.org, to meet the needs of Soldiers and their Families 24 hours a day, 7 days a week. The Family Programs outreach and support office is available to Soldiers, Families, and civilian employees at 1-866-345-8248.

Welcome Home Warrior-Citizen Award Program (WHWCAP).—This welcome home program publicly recognizes the sacrifices Army Reserve Soldiers and their Families make on behalf of the Nation. Since the program's inception in fiscal year 2004, 124,887 Soldiers, their Families, and employers have received special awards honoring their service and support.

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

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

Support to Families of Our Fallen Soldiers

The Army Reserve has lost 170 Warrior-Citizens to date in Operations Enduring Freedom and Iraqi Freedom. We recognize the ultimate sacrifice these Soldiers and their Families have made for the cause of freedom, and we proudly honor our fallen comrades in ceremonies and with personal tributes. By remembering the distinguished service of our fallen, their selfless acts of bravery and leadership, the Army Reserve remains Army Strong. As part of our commitment to the Families of the fallen, the Army Reserve conducts memorial services to honor their loved ones' sacrifices, offers chaplain support if requested, as well as ongoing support to help the Families through the difficult time. Soldier Outreach Services currently falls under Army Reserve Family Programs and is coordinated through the Chaplains' Office in the Warrior and Family Assistance Center.

Communication (Information Technology)

The Army Reserve is implementing a 5-year secure communications project that includes secure data, voice, and video to the battalion level. Secure communications capabilities are essential to unit preparation and training. As units move through the ARFORGEN cycle, secure communications connectivity will reduce time required for pre-mobilization by allowing access to classified information and "real world" data not currently available through unclassified means.

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

The Army Reserve must have highly integrated information technology capabilities from the tactical to strategic level—technologies that are both modular and scalable. In order to provide these integrated capabilities, the Army Reserve must move toward network-managed services to reduce overall operating costs, while maintain-

ing acceptable service levels nationwide. Sustaining Army Reserve information technology capabilities is essential to a fully operational Army Reserve.

Army Reserve Facilities and Base Realignment and Closure (BRAC)

In the midst of the ongoing war and transformation efforts to grow, restation, and modernize the Army, the Army Reserve is building new capability. The Army Reserve is disposing of obsolete facilities and constructing new state-of-the-art training, maintenance, and administrative facilities. In fiscal year 2009, the Army Reserve will initiate 12 “Grow the Army” projects, 21 BRAC projects, and eight Military Construction Army Reserve (MCAR) projects. We are working aggressively to address all our facilities and infrastructure requirements to ensure Soldiers receive the best training and support possible, and that we adequately support and maintain on-hand and inbound modular force equipment to ensure unit readiness.

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

Through our construction efforts, we intend to provide a facilities support framework to support and sustain Army Reserve transformation. We will maximize the utilization of Army Reserve installations and facilities at Fort Dix, Fort McCoy, Fort Buchanan, Fort Hunter Liggett, and the Combat Support Training Center at Camp Parks to support ARFORGEN. We have embraced a “retool mindset” and are thinking jointly with other components and services wherever possible. We will maintain our community-based presence, and provide flexible, multiuse, complete facilities for our units. By reducing our footprint where possible, we seek to optimize the return on investment. The Army Reserve is building readiness.

Business Transformation

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

One example of the success of our efforts is our increasing the Boots on the Ground time for Army Reserve units through restructuring pre- and post-mobilization training processes. The goal was to reduce training time for mobilized units to no more than 45 days, to maximize potential “boots on the ground” for a 1-year deployment. We approached the challenge deliberately identifying three unit elements requiring very different training regimens: combat support hospitals, military police companies, and engineer companies. By streamlining the pre- and post-mobilization training schedules and eliminating unnecessary and duplicate activities, we reduced training time by an average of 38 days. This resulted in post-mobilization cost savings ranging from \$768,000 to \$5.6 million per unit deployed. Intangible benefits identified include compliance with the Train-Alert-Deploy foundation of ARFORGEN, reducing rotational span, and realigning pre- and post-mobilization training. While these projects focused on specific types of units, the results and findings are universally applicable to Army Reserve units.

Through other business transformation initiatives, we improved the Army Reserve’s active component to reserve component transition rate. We achieved the highest transition rate in the program’s history, with a projected cost avoidance of approximately \$13 million in training dollars for fiscal year 2008. Through our business process transformation efforts we further decreased the processing time for incapacitation pay from 79 to 45 days. The Army Reserve is a forward-looking, progressive organization. We will continue to seek to maximize America’s return on investment.

ARMY RESERVE GENERATING RETURN ON INVESTMENT

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

The values and talents that are a part of our skill-rich organization benefit this nation beyond the traditional role of defense. This is the legacy of our Warrior Citizens. When we produce truck drivers for America's trucking industry, medical technologists for America's medical community, law enforcement officers for America's law enforcement agencies, among other specialties, it is a good value for America.

Transitioning the Army Reserve from a strategic reserve to an operational force is also good value for this nation. It is difficult and complex to operationalize the reserve component, especially in a wartime environment; however, we are making it happen. We are moving away from a legacy structure that served us well as a strategic reserve to a leaner organization that accommodates command and control of an operational force. Using the Base Realignment and Closure (BRAC) Commission mandate, we are also restructuring to add capability for the future. This is the capability we need to support new Army missions, such as Stability Operations. We are supporting the requirements of this expanding new mission by adding civil affairs professionals, transportation specialists, engineers, and military police as part of our internal reorganization while adding about 16,000 operational spaces of capability for the future. The Army Reserve is doing the right thing internally while transforming externally.

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

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

SPECIAL HONOREES

AWARD OF THE SILVER STAR

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

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

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

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

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

Sergeant Ruske credited his mentor during his 3 years of active duty, Sergeant First Class Glen Boucher, with instilling the discipline and skills that he drew on while under fire.

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

FIRST ARMY RESERVE SOLDIER WINS ARMY SOLDIER OF THE YEAR

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

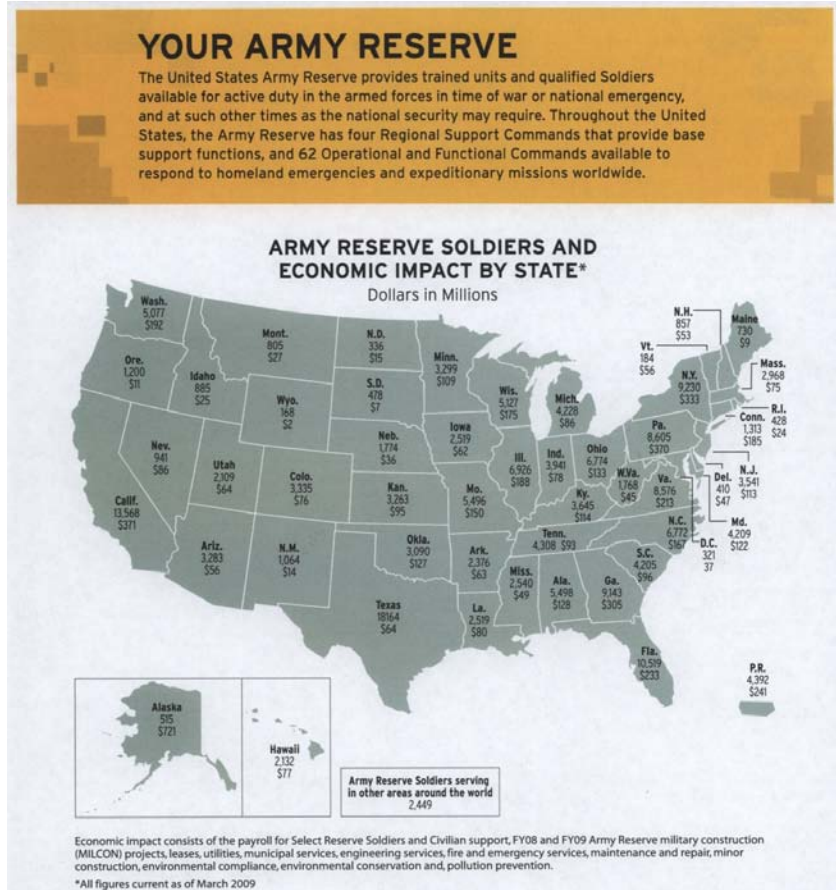
Specialist David Obray is a Construction Equipment Repair Specialist with the U.S. Army Reserve, 492nd Engineer Company, 414th Engineer Command, Mankato, Minnesota.

With 3 years experience in the U.S. Army Reserve, Specialist Obray is the first Reserve Soldier to win the prestigious Army title.

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

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

Specialist Obray’s Army goals include becoming a fire team and squad leader and a Battalion Command Sergeant Major. Weighing 300 pounds at age 16, Specialist Obray credits military discipline with giving him the courage and ability to become physically and mentally fit. He is proud to represent the U.S. Army as “Soldier of the Year.” “The Best Warrior is the personified Strength of the Nation,” says Specialist David Obray. “The title represents the entire United States Army and shows the proficiency of all Soldiers and Noncommissioned Officers. It is a great honor to be selected.”



ARMY RESERVE SNAPSHOT

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

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

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

Key Leaders

Secretary of the Army: The Honorable Pete Geren

Army Chief of Staff: General George W. Casey, Jr.

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

Deputy Commanding General, U.S. Army Reserve Command: Major General Alan D. Bell

Deputy Chief Army Reserve: Major General Mari K. Eder

U.S. Army Reserve Command Chief of Staff: Colonel Charles E. Phillips, Jr.

Deputy Chief Army Reserve: Brigadier General Julia A. Kraus

Director for Resource Management: Mr. John C. Lawkowski

Chief Executive Officer: Mr. Kenneth N. Williamson
 Command Chief Warrant Officer: Chief Warrant Officer 5 James E. Thompson
 Command Sergeant Major: Command Sergeant Major Leon Caffie

Army Reserve Basics

Established: April 23,1908
 Designated Direct Reporting Unit to Army: October 1, 2007
 2010 Authorized End Strength: 206,000
 Selective Reserve Strength: 202,500
 Accessions for Fiscal Year 2008: 44,455
 Reenlistments for Fiscal Year 2008: 16,523 (111 percent of annual goal)
 Accessions Goal for Fiscal Year 2009: 43,154
 Soldiers Currently Deployed: >27,000
 Soldiers Mobilized Since September 11, 2001: >170,000
 Number of Army Reserve Centers: 1,136

Distinctive Capabilities

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

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

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

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

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

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

Army Reserve Demographics

| | No. |
|----------------------------|------|
| Ethnicity (in percent): | |
| Caucasian | 59.7 |
| Black | 22.0 |
| Hispanic | 12.3 |
| Asian | 3.4 |
| Pacific Isl | 1.0 |
| Native Amer | 0.7 |
| Average Age | 38.8 |
| Officers | 30.6 |
| Enlisted | 41.8 |
| Warrant | 44.1 |
| Married (in percent) | 44.5 |
| Officers | 63.1 |
| Enlisted | 39.6 |
| Warrant | 73.0 |
| Gender (in percent): | |
| Male | 76.1 |
| Female | 23.9 |

Army Reserve Budget Figures

| | Total fiscal year 2009 budget: \$7.5B | Total fiscal year 2010 program: \$7.9B |
|----------------------------------|---------------------------------------|--|
| Operations and Maintenance | \$2.6B | \$3.1B |
| Military Personnel | \$4.6B | \$4.4B |
| Military Construction | \$282M | \$381M |

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. May I now call upon Admiral Dirk Debbink?

STATEMENT OF VICE ADMIRAL DIRK J. DEBBINK, CHIEF, NAVY RESERVE

Admiral DEBBINK. Chairman Inouye, Vice Chairman Cochran, pleasure to be with you this morning. Thank you for the opportunity to testify before you. As you know, this is my first testimony before the subcommittee. I would like to begin by thanking you for your terrific support of the 67,217 sailors and their families that comprise your Navy Reserve.

I would like to communicate three things to you in my testimony today. First and foremost, my written testimony goes into some length describing what we are doing for our Navy today and, by extension, our Nation. As I testify this morning, Navy Reserve sailors are operating in every corner of the world, and you see our sailors in the news, but you do not see the caption that reads "Reserve" because we are part of the total force, and seeking to optimize the way we operate as a total force Navy. From certifying strike groups at home before they deploy overseas, to our naval special warfare teams in Iraq, Afghanistan, and around the world, our sailors are making significant contributions across the full spectrum of both naval and joint operations. And we are very closely linked with the active component and our civilians to constitute the total force our Navy depends on every day to execute our maritime strategy and our national tasking.

Second, I would like to tell you more about the outstanding sailors who are actually doing the work of our Navy Reserve. Following a strength reduction of nearly 25 percent since 2003, our central focus of our manpower strategy is now to establish a true continuum of service culture. This is a culture that offers our sailors the opportunity to truly be a sailor for life, providing a life/work balance that accommodates individual circumstances while also sustaining the inventory of skilled and experienced professionals we need for our total force missions.

And finally, I would like to bridge from the what we are doing and who is doing it to communicate what I believe is a real value proposition of the Navy Reserve. We are proud of what we bring to the fight today. We are also acutely aware of the necessity of our long-term contribution to our Navy and our Nation, and I believe we are demonstrating that daily by the incredible return on investment that your Navy Reserve represents. Today's Navy Reserve, from civil affairs to Navy SEALs, are integral to total force; and we stand shoulder to shoulder with our active component executing full-spectrum operations that represent every facet of Navy's global maritime strategy for the 21st century. We have proven ourselves to be a ready, responsive, and adaptive operational force while maintaining our strategic depth. This is an important and, I think, very meaningful time for all of us to be serving our Nation's defense and particularly, I would assert, as a reservist.

I thank you for your continued support and I look forward to your questions, 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 Defense Subcommittee, thank you for the opportunity to speak with you today about the capabilities, capacity, and readiness of the dedicated men and women who serve in our Navy's Reserve Component (RC). I offer my heartfelt thanks for all of the support you have provided these great Sailors.

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

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

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

OPERATIONAL CONTRIBUTIONS

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

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

In addition to the contributions of mobilized SELRES and those conducting Active Duty Operational Support in fiscal year 2008, an additional 21,803 Navy Reservists

provided 385,291 man-days of Fleet Operational Support above the traditional 39 days each SELRES provides under current law. The Navy Expeditionary Combat Command (NECC) sets the example of RC's operational contributions. Led by Rear Admiral Carol Pottenger—a Full Time Support (FTS) Officer of the RC (the Navy RC equivalent of Active Guard and Reserve (AGR)), its expeditionary forces deployed across five continents and 12 countries in 2008, and continue fighting the war on terror and supporting the Global Maritime Strategy. With 48 percent of the NECC force comprised of RC members, NECC's global support to the Navy Component Commanders (NCCs) and unified Combatant Commanders (COCOMs) is only executable with integral contributions from the RC. In 2008 alone, nearly 2,300 RC members from 17 NECC units deployed globally, with more than 95 percent of the deployed units and personnel supporting Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) in the Central Command (CENTCOM) Area of Responsibility (AOR). NECC RC forces continue to support operations that include: construction/engineering operations with the Naval Construction Forces (e.g., Construction Battalions, or SEABEES), maritime expeditionary landward and seaward security with Maritime Expeditionary Security Forces (MESF), Customs Inspections and port/cargo operations with Navy Expeditionary Logistics Support Group (NAVELSG), warfighting documentation with Combat Camera, document and electronic media exploitation with Navy Expeditionary Intelligence Command, and Anti-Terrorism/Force Protection (AT/FP) training with the Expeditionary Training Command.

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

RC Sailors are also found in the Navy Special Warfare (NSW), Maritime Expeditionary Security, and Explosive Ordnance Disposal (EOD) communities. Reservists comprise 17 percent of the NSW community, including SEALs and Special Warfare Combatant-Craft Crewmen (SWCC). As a CNO initiative to relieve stress on the AC EOD force, the RC EOD force was established in 2007. In 2008, RC EOD units deployed to support two OIF/OEF/Global Naval Force Presence Posture (GNFPP) requirements. Through Maritime Expeditionary Security units, the Navy's RC also directly augments the Maritime Expeditionary Security mission.

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

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

ater-validated requirements. The VR Wing routinely fulfills three CENTCOM Deployment Orders, and in excess of 160 RC personnel from the VR Wing are deployed to Japan, Italy, Qatar, and Bahrain each day.

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

EQUIPPING THE NAVY RESERVE

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

The aircraft needed to recapitalize the RC and ensure complete alignment with the AC are: the EA-18G "Growler" for Electronic Attack, the P-8A "Poseidon" Multi-Mission Aircraft, the KC-130J "Hercules" for over- and out-sized cargo intra-theatre transport, and the C-40A "Clipper" for intra-theatre cargo and passenger transport. In addition to RC operators, the AC will also have aircrew personnel who will operate the EA-18G, P-8A, and the KC-130J (USMC AC). The C-40A is unique among these aircraft as it is only operated by RC aircrew personnel—the AC does not have any "Clipper" operators. Further, the C-40A is essential to providing flexible, time-critical, and intra-theater logistics support, serving as a connector between strategic airlift points of delivery to Carrier Onboard Delivery and VOD locations. The C-40A is the replacement for aging DC-9/C-9B and C-20G aircraft, and it can simultaneously transport cargo and passengers. The Clipper has twice the range, payload, and days of availability of the C-9 models, and it has twice the availability and eight times the payload of the C-20G. The C-40A is an outstanding asset and has provided enormous operational support, while facilitating the FRTP, since its arrival in 2001.

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

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

SUPPORTING THE SAILOR AND FAMILY

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

With so many RC Sailors filling IA and mobilization requirements, the July 2008 release of the RC IA Business Rules (Navy Administrative message 235/08) directly addressed how we care for our RC Sailors. In particular, these business rules authorized RC Sailors who volunteer for unit mobilization to combat zones inside their

1:5 “Dwell Time,” to reset their “Dwell Clock” and receive Post-Deployment/Mobilization Respite Absence (administrative leave).

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

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

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

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

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

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

Our Return-Reunion-Reintegration team is placing strong emphasis on the development, implementation, and enhancement of several other transformational programs and events. These high profile initiatives include: Full implementation of DOD’s Yellow Ribbon Reintegration Program by Navy; modification of the Chaplain’s Religious Enrichment Development Operation (CREDO) retreats to provide a “One-Day Up-Check” for returning Sailors as an alternative to the RWW; and development of comprehensive roles and responsibilities for Psychological Health Outreach Coordinators assigned to each region.

PEOPLE POLICIES AND PROGRAMS

A central component of Navy’s Total Force strategy is the establishment of a culture of a “Continuum of Service” to provide opportunities for Sailors to transition in and out of active service at different stages of their careers. The Continuum of Service represents a new operating paradigm which can be summarized by the phrase: “Recruit once, Retain for life.” Last year, the Navy’s accession and retention bonuses for RC Sailors increased to \$108 million, enhancing our ability to recruit

and retain the right people for the right job. For fiscal year 2008, Navy Recruiting Command achieved 100 percent of the RC enlisted accession goal, and 105 percent of RC General Officer goal. As recently stated by our Chief of Naval Personnel, VADM Mark E. Ferguson, we believe we are on track to repeat this success in fiscal year 2009. Once we recruit, train, and lead these Sailors through their initial tours of duty, our imperative is to give them opportunities to transition between the Active and Reserve Components, allowing them to find the life/work balance that's right for them. This will strengthen the focus on retention and reduce the burden on recruiting.

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

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

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

Vice Admiral Ferguson and I are identifying legislative, financial, technological, and policy barriers impeding a Continuum of Service and developing management practices to quickly and efficiently transition Sailors between components to meet changing workforce demands. One of our key initiatives is to implement a process that transitions Sailors between the AC and RC within 72 hours. As we provide opportunities to transition seamlessly between active and reserve statuses, Navy's Total Force will capitalize on the spirit of volunteerism to encourage a Sailor's lifetime of service to the Nation.

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

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

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

promotion plans and policies that meet individual community and component needs, especially for SELRES Officers.

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

CONCLUSION

Since 9/11, nearly 53,000 contingency activation requirements have been filled by SELRES personnel, along with an additional 4,300 contingency requirements filled by FTS Sailors in support of on-going conflicts in Iraq, Afghanistan, and the Horn of Africa. On any given day, more than 18,000 Navy Reservists, or about 26 percent of the Force, are on some type of orders that provide support to global operation requirements of Fleet Commanders and COCOMs. Our more than 67,000 Sailors serving in the RC are forward deployed in support of Coalition forces, at their supported commands around the world, or in strategic reserve, ready to surge 24/7 each day if more Navy Total Force requirements arise.

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

The Navy's ability to be present in support of any operation, in war and peace, without permanent infrastructure in the area of operations, is a key advantage that will become even more important in the future. Our Navy remains the preeminent maritime power, providing our Nation with a global naval expeditionary force that is committed to global security, while defending our homeland as well as our vital interests around the world. The Navy Reserve's flexibility, responsiveness, and ability to serve across a wide spectrum of operations clearly enhances the Navy Total Force, acts as a true force multiplier, and provides unique skill sets towards fulfilling Navy's requirements in an increasingly uncertain world.

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

Chairman INOUE. Now may I call upon General Bergman?

STATEMENT OF LIEUTENANT GENERAL JACK W. BERGMAN, COMMANDER, MARINE FORCES RESERVE, UNITED STATES MARINE CORPS

General BERGMAN. Good morning, Chairman Inouye, Vice Chairman Cochran. First, thank you, to you and all the members of the subcommittee, for your continued support, your continued strong support because, without it, the Marine Corps Reserve's ability to sustain capability, warfighting capability, in the longest call-up of Reserve and Guard units in the history of the Nation, it has made a big difference. Your support has made the Marine Corps Reserve the ready and relevant fighting force that it is today.

During the past several years, a basic underlying change has occurred. Instead of being a strategic reserve, we are now largely in the Marine Corps as an operational reserve. About 80 percent of our drilling reservists are unit-based, and that makes up our operational reserve. As that unit-based force, we have implemented the force generation model. This model creates maximum predictability, predictability for everyone, predictability for the marines, for their families, for their employers, and for our active component as we work on the ever-complex issues of force flow and who goes in what rotation, predictability for manning, equipping, training,

all of which are tied to budgeting. The force generation model is now just beginning to allow us to plan for a 5-year well-budgeted, highly effective training/dwell time for our units.

I would suggest to you that there is nothing more adaptable than a marine in the fight. Our force generation model has enabled us to transition to that highly adaptable operational reserve.

However, because of recent Marine Corps focus on building the active component to 202,000, which we have successfully done and will be 2 years ahead of schedule here by the end of this fiscal year, some of the manpower planning and policies that were focused on the active component are just now beginning to be refocused to ensure that this transition from the strategic to the operational Reserve is effectively planned for and effectively implemented.

I look forward to your questions.

Chairman INOUE. Thank you very much.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK W. BERGMAN

Chairman Inouye, Senator Cochran, and distinguished Members of the Subcommittee, it is my honor to report to you on the state of your Marine Corps Reserve.

I am pleased to report that your Marine Corps Reserve continues to equip and train the best and brightest of our Nation's sons and daughters. In an environment where the Marine Corps continues to rapidly adapt to broad strategic conditions and wide-ranging threats, your Marine Corps Reserve—a primarily Operational Reserve—continues to meet all challenges and commitments. Whether in Iraq today, Afghanistan tomorrow or in subsequent campaigns, your Marine Corps Reserve continues to answer the clarion call to arms in defense of this great Nation.

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

TODAY'S MARINE CORPS RESERVE

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

As of March 3, 2009, 52,369 Reserve Marines and approximately 99 percent of U.S. Marine Corps Reserve units were activated since 9/11—98 percent of our activated units deployed to the U.S. Central Command area of responsibility.

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

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

The Force Generation Model continues to assist Service and Joint Force planners in maintaining a consistent flow of fully capable Marine Corps Reserve units. This steady flow of Reserve units is essential in enabling our Active Component to reach

a 1:2 dwell time. The Model, based on 1-year activation to 4-plus years in a non-activated status, continues to be both supportable and sustainable. Predictable activation dates permit unit commanders to focus training on core mission capabilities early in the dwell period; and then train to specific OIF and OEF mission tasks once the unit is within 12 to 18 months of activation. Additionally, the amount of cross-leveling has been significantly reduced. With each subsequent rotation, the requirement to cross-level continues to decrease. For example, the upcoming activation of the St. Louis, Missouri-based 3rd Battalion, 24th Marine Regiment, will require minimal cross-leveling of enlisted personnel.

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

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

During this past year, more than 3,300 Marines from Fourth Marine Division have served in Iraq. Included are two infantry battalions, as well as armor, reconnaissance, combat engineer, military police, and truck units. Of particular note, the El Paso, Texas-based Battery D, 2nd Battalion, 14th Marine Regiment, became the second Marine Corps High Mobility Artillery Rocket System (HIMARS) unit to be deployed. Another highlight was the success of New Orleans, Louisiana-based 3rd Battalion, 23rd Marine Regiment, in al-Anbar Province. This infantry battalion, with companies in Louisiana and Texas, played a key role in the redevelopment of the Haditha K3 Oil Refinery and transport of crude oil in al-Anbar Province. Their efforts, spurred primarily by several of the battalion's Marines who are consultants and executives within the U.S. oil and energy industry, resulted in the successful rail transport of crude oil into Anbar and restart of the oil refinery by July 2008, several years after the refinery and rail system had ceased to operate. Also of note was the ability and flexibility of the Division units to train for and conduct "in lieu of" or provisional missions due to changing operational requirements in OIF/OEF.

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

Fourth Marine Aircraft Wing has continued to provide essential exercise support and pre-deployment training normally provided by Active Component squadrons. The Marine Corps' premier pre-deployment training exercise, Mojave Viper, received a majority of air support from our fixed wing and helicopter squadrons. Fourth Marine Aircraft Wing deployed Mount Clemens, Michigan-based, Marine Wing Support Squadron 471 as a Provisional Security Company to Camp Lemonier, Djibouti, in the Horn of Africa, provided a truck platoon to support combat operations for the Active Component's 3rd Battalion, 7th Marine Regiment in Iraq, and sourced multiple Marine Air Control detachments from Chicago, Illinois-based Marine Air Control Group 48. Marine Transport Squadron Belle Chasse (Louisiana) Detachment is

currently in theater with the UC-35 Citation Encore aircraft providing critical Operational Support Airlift capability to U.S. Central Command.

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

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

Fourth Marine Logistics Group continues to provide fully capable units, detachments and individuals prepared to deliver sustained tactical logistics support. In the past year, Fourth Marine Logistics Group provided approximately 1,300 Marines and sailors from across the spectrum of combat service support to augment the Active Component's 1st and 2nd Marine Logistics Groups engaged in OIF. In addition to the requirements of the Force Generation Model, Fourth Marine Logistics Group provided additional support to OIF by sourcing 265 Marines to staff the al-Taqaaddam Security Force and to OEF by sourcing 279 Marines from the Portland, Oregon-based 6th Engineer Support Battalion to staff Provisional Security Company 8 at Camp Lemonier, Djibouti, in the Horn of Africa.

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

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

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

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

The trend in recent years toward increased participation of Marines in the Individual Ready Reserve (IRR) continued in fiscal year 2008. During the fiscal year, the Marine Corps Mobilization Command (MOBCOM) mustered more than 1,500 Marines from the IRR to screen and prepare them for activation. More than 1,500

sets of mobilization orders were issued with a total of 1,002 IRR Marines reporting for activation during fiscal year 2008. MOBCOM also processed more than 8,100 sets of shorter duration active duty orders for IRR Marines during fiscal year 2008. We have expanded our family programs to reach out to the families of our deployed IRR Marines, using local Peacetime/Wartime Support Teams as well as MOBCOM assets. With the advent of Yellow Ribbon Legislation, we continue to develop programs to better support our deploying and returning Marines and their families.

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

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

PERSONNEL

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

End Strength

Although we continue to benefit from strong volunteerism of our Reserve Marines, a degradation in our ability to achieve authorized end strength has occurred. Fiscal years 2002 to 2005 had percentages of authorized end strength above 100 percent and fiscal year 2006 percentage of authorized end strength at 99.71 percent. Fiscal years 2007 and 2008 percentages of authorized end strength were at 97.36 and 94.76 percent—shortfalls of 1,044 and 2,077 Marines respectively. This resulted in the only fiscal years since 9/11 that the Selected Marine Corps Reserve fell below the Title 10 allowable 3 percent variance from authorization.

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

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

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

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

Recruiting

The Marine Corps is unique in that all recruiting efforts (officer, enlisted, regular, Reserve, and prior-service) fall under the direction of the Marine Corps Recruiting Command. Operationally, this provides the Marine Corps with tremendous flexi-

bility and unity of command in order to annually meet Total Force Marine Corps objectives.

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

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

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

Junior officer recruiting and consequently meeting our Reserve company grade requirement remains the most challenging area. Historically, the Active Component Marine Corps has been the source of company grade officers to the Selected Marine Corps Reserve, due to initial active duty contractual requirements of all Reserve-commissioned officers. There are, however, three programs in place now that enable Reserve officer accessions without the typical 3 to 4-year active duty obligation: the Reserve Enlisted Commissioning Program (RECP), the Meritorious Commissioning Program—Reserve (MCP—R) and the Officer Candidate Course—Reserve (OCC—R).

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

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

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

Retention

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

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

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

We continue to offer retention incentives for enlisted Marines in the Selected Marine Corps Reserve, to include the maximum allowable \$15,000 Selected Marine Corps Reserve Affiliation Bonus for an initial 3-year commitment. We also offer a \$10,000 Selected Marine Corps Reserve Officer Affiliation Bonus for those officers

who affiliate with a Selected Marine Corps Reserve unit and agree to participate for 3 years. I greatly appreciate the continuance of the increased reenlistment incentive, which was initially provided in the fiscal year 2008 National Defense Authorization Act.

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

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

EQUIPMENT

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

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

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

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

To maintain an inventory of current equipment necessary to conduct home station training, Marine Forces Reserves utilizes several resources and programs. Routine preventive and corrective maintenance are still performed throughout the country by our Marines. However, ground equipment maintenance efforts have expanded over the past few years, leveraging contracted services and depot-level capabilities. Marine Corps Logistics Command (LOGCOM), through mobile maintenance teams, provides preventive and corrective maintenance support to our Reserve units. Marine Forces Reserve is actively involved in the Marine Corps Depot Level Maintenance Program (DLMP) to support the continued operation of principal end items. Marine Corps Logistics Command continues to uniquely provide Marine Forces Re-

serve a “Repair and Return” (R&R) program which enables us to request additional maintenance support when requirements exceed the Marine Forces Reserve maintenance capacity.

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

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

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

We especially appreciate Congress’ support of the Marine Corps Reserve through NGREA. It would be impossible for me to overstate the importance of NGREA and in particular, the consistency of these appropriations. Since 2002, NGREA has provided more than \$240 million for equipment procurements. The stability of NGREA funding has significantly increased our ability to forecast meeting priority equipment requirements. The NGREA provides immediate flexibility, allowing procurement of items necessary to meet specific combat capability, training, and support requirements.

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

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

TRAINING

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

Rapid advancement in modeling and simulation software, hardware and network technologies are providing new and increasingly realistic training capabilities. Marine Forces Reserve is training with and continuing to field several complex digital

video-based training systems which literally immerse our Reserve Component Marines into “virtual” combat environments, complete with the sights, sounds and chaos of today’s battlefield environment in any climate or place, day or night, spanning the full continuum of warfare from high-intensity conventional warfare to low-intensity urban conflict.

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

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

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

Beginning this summer, Marine Forces Reserve will field the newly developed Deployable Virtual Training Environment (DVTE). This advanced, first-person, immersive, simulation-based training system, made up of 16 laptops and peripherals packaged in ruggedized deployable cases, is capable of emulating and simulating a wide variety of weapons systems and generating hi-fidelity, relevant terrain databases. The DVTE also provides small-unit echelons with the opportunity to continuously review and rehearse Command and Control procedures and battlefield concepts in a virtual environment. The system consists of two components, the Combined Arms Network, which provides integrated first person combat skills, and Tactical Decision Simulations, which provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features include combat engineer training, small-unit tactics training, tactical foreign language training and event-driven, ethics-based, decision-making training.

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

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

bat training environments designed to prepare our Marines and sailors to succeed on future battlefields.

FACILITIES

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

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

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

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

Our Marine Forces Reserve Environmental Program promotes accepted stewardship principles as well as compliance with all regulatory requirements in support of training both on site and outside the fence line. We employ the Environmental Management System (EMS), which uses a systematic approach ensuring that environmental activities are well managed and continuously improving. Additionally, Marine Forces Reserve has initiated a nationwide program to reduce waste production and ensure proper disposal at our centers. We have also executed several major projects to protect the nation's waterways near our Reserve centers.

HEALTH SERVICES

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

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

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

All deploying service members are now required to complete a Baseline Pre-Deployment Neuro-Cognitive Functional Assessment. The tool used to complete this assessment is called the Automated Neuro-Psychological Assessment Metric (ANAM). Results from the ANAM will assist leaders and medical providers with

evaluating service members who screen positive and require necessary medical treatment. The intent is that ANAM results and implementation of the Psychological Health Outreach Program will provide standardized guidance for providers who follow up on identified issues and concerns from results of the Post-Deployment Health Assessments, to include development of protocols and creation and implementation of an information/benefits tracking system. Our Commanders and staff are coordinating with the Navy's Bureau of Medicine (BUMED) in order to ensure that deploying Marines and sailors are properly evaluated prior to deployment.

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

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

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

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

QUALITY OF LIFE

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

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

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

The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRRA) continues to provide a great resource for service members and their families in selecting child care, before, during, and after a deployment in support of overseas contingency operations. The Boys and Girls Clubs of America provide outstanding programs for our Reserve Marines' children between the ages of 6 and 18 after school and on the weekends. Under our agreement with BGCA, Reserve

families can participate in more than 40 programs at no cost. With NACCRRRA, we help families of our Reservists locate affordable child care that is comparable to high-quality, on-base, military-operated programs. The NACCRRRA provides child care subsidies at quality child care providers for our Reservists who are deployed in support of overseas contingency operations and for those Active Duty Marines who are stationed in regions that are geographically separated from military installations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand services for family members of our Reservists who reside in isolated and geographically-separated areas. Additionally, our Marine families (on active duty 30 or more days) enrolled in the Exceptional Family Member Program are offered up to 40 hours of free respite care per month for each exceptional family member. This allows our families the comfort that their family member will be taken care of when they are in need of assistance.

We fully recognize the strategic role our families have in mission readiness, particularly mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle (Pre-Deployment, Deployment, Post-Deployment, and Follow-On) by providing educational opportunities at unit Family Days, Pre-Deployment Briefs, Return and Reunion Briefs, and Post-Deployment Briefs. This is accomplished through unit level Family Readiness programs that are the responsibility of the Commanding Officer managed by the full-time, non-deploying FRO and supported by trained volunteers and Force level programs such as Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.).

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

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

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

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

homecoming, our Marines who have deployed consistently cite the positive importance of family support programs.

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

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

CASUALTY ASSISTANCE AND MILITARY FUNERAL HONORS

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

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

CONCLUSION

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

Chairman INOUE. General Stenner.

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

General STENNER. Chairman Inouye and Vice Chairman Cochran, Senator Murray, I am very, very happy to be here today on behalf of the Air Force Reserve and the Air Force Reserve Command.

Before I go any farther, I would like to tell you that I am joined today by my command chief, Chief Master Sergeant Troy MacIntosh, who is the senior ranking enlisted member of that very, very powerful and strong backbone that we have as an Air Force Reserve, the enlisted force. And I am pleased that he has been around to help me as we move through the transitions that we have been making and keep us strong in that regard. So thank you very much, Chief, for being here.

I also have to say thank you, as have the rest of my compatriots, for all of the things that this Appropriations Committee has done for the Air Force Reserve. The fact that we are, in fact, able to provide 14 percent of this Nation's total air force for just a little over 5 percent of the military personnel budget is a very cost-effective way to deliver the capability that the combatant commanders need.

I believe that we are, in fact, funded appropriately to be that tier-one force that can join our two component partners in the Guard and the active duty regular Air Force, to seamlessly provide that capability as we are showing on a daily basis, whether it is deployed or whether it is in place at home station. And the capability we provide from home station is sometimes a little bit unnoticed as well because we do fight in place with our mobility forces and our space forces and our cyber forces, our intercontinental ballistic missile (ICBM) forces, et cetera, all of which play a part in a three-component Air Force.

I will also tell you that the modernization has happened. Our Air Force is modernizing and recapitalizing, and the NGREA dollars have been well used to take the equipment that we have and get it into the fight earlier, quicker, along with our Guard and active component partners.

My priorities—and I am on the record as to how we are about to do business and continue to do business—are to be cognizant of the fact that we are, first and foremost, a strategic reserve, which I believe we are leveraging on a daily basis to provide an operational capability and be that operational force around the world. And we will continue to do that and retain and recruit the best and the brightest. And as a Reserve, we are able to be everywhere we need to be and move folks to and from, growing into the new capabilities, and then adjust what we need to do in that capability, both in the unit world and in that very unique individual mobilization augmentee world that we have as well, bringing again a dramatic capability to the Air Force.

The military construction that is required and the manpower that we will need to do the new mission sets that are coming in, the unmanned aerial systems, the intelligence, surveillance, reconnaissance and with our nuclear fleet of bombers—all of these things are part and parcel of what we as an Air Force Reserve do as part of that three-component Air Force. And we are very, very proud of the 67,400 men and women that are deployed around the world today doing what the Nation needs us to do, and we look forward to your questions about how we can do that better.

Thank you, sir.

Chairman INOUE. Thank you very much.

[The statement follows:]

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

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

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

The Air Force Reserve provides these dedicated individuals the opportunity to be a citizen and an Airman. Like the Reserve Components from our sister services, we perform the essential task of bringing citizens to service. In doing so we gain from them their civilian skills, capabilities and experience; alternative approaches to solving problems; and expertise and judgment. Civilian employers benefit from Air Force Reservists who are instilled with the enduring values of the Air Force—integrity, service before self, and excellence in all we do.

Secretary of Defense Robert Gates recently remarked that if we are to meet the myriad of challenges facing our Nation, we must strengthen and fully integrate other important elements of national power; that military success is not sufficient to win in conflict; that we must urgently devote time, energy and thought to how we better organize ourselves to meet these challenges.

The Air Force is already recognizing the benefits of using all of its resources from the Reserve, Guard, and Regular Components as it increasingly relies on Reservists to support operational missions throughout the world. Moreover, the Air Force is encouraging the Reserve and Guard to integrate more fully with the Regular Air Force in a whole host of missions, adding tremendous value to the forces the Air Force provides to the joint warfighter.

As the Nation looks for ways to strengthen its organizations and integrate all of the untapped resources it will need in facing the challenges of the 21st Century, we submit that a model by which ordinary people, dedicated to serving their country in a way that meets both their needs and the needs of the Nation, is already manifest in the U.S. Air Force everyday—in the extraordinary Americans of the Air Force Reserve.

I'm proud to serve along side these great Airmen and as Chief and Commander of the Air Force Reserve, I have made a promise to them that I will advocate on their behalf for resources and legislation that will allow them to serve more flexibly in peace and war with minimum impact to their civilian career and employer. I will work to eliminate barriers of service, so that they can more easily serve in the status that meets their needs and those of the Air Force. And, I will work to efficiently and effectively manage our Air Force Reserve to meet the requirements of the Joint warfighter and the Nation.

RECRUITING AND RETENTION

Over the last 8 years, the Air Force Reserve has exceeded its recruiting goals. Our success in great part has been due to the accessions of experienced Regular Air Force members upon completion of their active duty commitments. Indeed, recruiting highly trained individuals is essential to lowering training costs for the Air Force Reserve. For the past couple of years we have been able to recruit experienced Airmen from the Regular Air Force as a result of force structure changes and internal Departmental decisions.

We no longer have the luxury of large numbers of experienced Airmen leaving Regular service. As both the Regular Air Force and the Air Force Reserve once again build end strength, we expect we will face some recruiting challenges in the near future: not only will the Air Force Reserve have access to fewer prior service members, but we will be competing with all other services for non-prior recruits.

We are also facing challenges with retention. The Air Force Reserve continued to execute force structure changes in fiscal year 2008, to include BRAC and Total Force Initiatives, which prompted a reduction of over 7,000 positions. As a result, we again missed our historical officer and enlisted retention targets but met end strength requirements. Second term reenlistments and extensions fell slightly for the third straight year—we also attribute this to the large population of Airmen affected by the Air Force drawdown over the past few years. There is, however, a bright spot: in fiscal year 2008, for the first time in 3 years, we saw a dramatic upswing in reenlistments/extensions for first-termers and a modest gain for career Airmen.

Nevertheless, our forecast models indicate that we will continue to face challenges. Accordingly, as outlined in our Air Force Reserve priorities discussed below in greater detail, we are striving to improve Reserve Airmen awareness of benefits, incentives and policies affecting deployments; we are emphasizing the importance of the Employer Support of the Guard and Reserve (ESGR) program and the Yellow Ribbon Reintegration Program (YRRP); and we are striving to better understand this very complicated dynamic by surveying the attitudes and beliefs of our Airmen on the array of policies, benefits and incentives that affect them to determine what appropriate adjustments can be made to improve our retention outlook. The Department of Defense and the Air Force have improved our ability to make deployments more predictable. And as I discuss below, I believe we need to take a hard look at the number of Airmen held in Reserve.

I am confident that as we act on not only our Air Force Reserve priorities, but those of the Air Force and the Department of Defense, and with the continued support of this committee and Congress, we will be able to continue to meet the needs of combatant commanders and the Nation with a viable operational and strategic Air Force Reserve.

PRESERVING, LEVERAGING AND IMPROVING AIR FORCE RESERVE VALUE AND OUR PRIORITIES

The Air Force Reserve is a repository of experience and expertise for the Air Force. Air Force Reserve Airmen are among the most experienced Airmen in the Air Force. Air Force Reserve officers average roughly 15 years of experience, and enlisted members average 14 years of experience, compared to 11 years and 9 years for Regular Air Force officers and enlisted respectively. In fact, roughly 64 percent of Air Force Reserve Airmen have prior military experience.

Airmen of the Selected Reserve remain mission-ready, training to the same standards and maintaining the same currencies as those in the Regular Air Force, and are capable of deploying within 72 hours of notification. These Airmen provide the insurance policy the Air Force and the Nation need: a surge capability in times of national crises.

Reserve Airmen are a cost-effective force provider, comprising nearly 14 percent of the total Air Force authorized end-strength at only 5.3 percent of the military personnel budget. Put differently, Air Force Reserve Airmen cost per capita is 27.7 percent of that of Regular Air Force Airmen, or roughly 3.5 Reserve Airman to one Regular Airman.¹

The Air Force leverages the inherent value of the Air Force Reserve in furtherance of its priorities, which are to: reinvigorate the Air Force nuclear enterprise; partner with the joint and coalition team to win today's fight; develop and care for Airmen and their families; modernize our air and space inventories, organizations and training; and recapture acquisition excellence.

Preserving, utilizing and improving this value in pursuit of Air Force priorities underlie each of our Air Force Reserve priorities. We must provide an operational, combat ready force while maintaining a strategic reserve. We must preserve the viability of the triad of the relationships Reservists must sustain with their families, the Air Force Reserve and their employers. We must broaden Total Force Initiatives. And we must modernize our equipment and facilities. Each of these priorities is vital to preserving our value and sustaining our forces as we meet the needs of the Nation.

OPERATIONAL, COMBAT READY FORCE WHILE MAINTAINING A STRATEGIC RESERVE

The Air Force Reserve is first and foremost a strategic reserve, providing the Air Force with a surge capacity in times of national crisis. Over time, the Reserve has become a mission-ready reserve force capable of serving operationally throughout the world. Since OPERATION DESERT STORM, Air Force Reserve Airmen have

¹Fiscal year 2008 President's Budget request, figures derived from ABIDES (Automated Budget Interactive Data Environment System), the budget system currently in use by the Air Force and recognized as the official Air Force position with respect to the Planning, Programming and Budget Execution (PPBE) system. Inflation data used for any constant dollar calculations were based on average Consumer Price Index for All Urban Consumers (CPI-U) rates for the past 10 years: roughly 2.6 percent average annual rate of inflation. Medicare Eligible Retirement Health Care (MERHC) is an accrual account used to pay for health care of Medicare-eligible retirees (age 65 and beyond). Cost per capita figures were derived dividing cost of Selected Reserve program by Selected Reserve end-strength. When MERHC figures are included, the cost of Air Force Reserve Airmen to Regular Air Force Airmen increases to 30.4 percent.

been continuously engaged around the world supporting ongoing contingencies, serving side by side with the joint team.²

Using Reservists in operational missions makes sense: it leverages the experience and comparatively lower costs of a predominantly part-time force. Moreover, it im-

²Airmen of the Selected Reserve are mission-ready, capable of performing ongoing operations. Collectively, they have met the operational needs of the Air Force for decades—largely through volunteerism, but also through full-time mobilization. For example, Reserve and Guard Airmen have continuously supported Operation Coronet Oak in Southern Command year-round, 24/7, since 1977. Between 1991 and 2003, Reservists supported the no-fly areas of Operations Northern and Southern Watch. Since the attacks on September 11, 2001, 54,000 Reservists have been mobilized to participate in Operations Enduring Freedom, Noble Eagle and Operation Iraqi Freedom—6,000 remain on active duty status today. It is a fact that the Air Force, more than any other time, now relies on members of the Reserve and Guard to meet its operational requirements around the globe.

Our Reserve community continues to answer our Nation's call to duty with large numbers of volunteer Reservists providing essential support to Combatant Commanders. Forty-six percent of the Air Force's strategic airlift mission and 23 percent of its tanker mission capability are provided by Reserve Airmen. We currently have over 450 C-17, C-5, KC-135 and KC-10 personnel on active duty orders supporting the air refueling and airlift requirements.

In Operations Enduring and Iraqi Freedom, Reserve C-130 crews flew over 6,000 hours in 2008; Reserve F-16 and A-10 crews flew over 3,700 hours. The Air Force Reserve provides 24 crews and 12 fighter aircraft to USCENTCOM in their regularly scheduled rotations for the close air support mission.

The Air Force Reserve maintains 60 percent of the Air Force's total Aeromedical Evacuation (AE) capability. Reserve AE crews and operations teams provide a critical lifeline home for our injured warfighters. Our highly trained AE personnel fill 39 percent of each AEF rotation and fulfill 12 Tanker Airlift Control Center tasked AE channel missions each quarter—all on a volunteer basis. On the home front in 2008, the Air Force Reserve provided 21 of 24 AE crews, 88 percent of the mission requirement, for the response to Hurricane's Ike and Gustav. Additionally, the Reserve provided 4 standby crews, 100 percent of the mission requirement, in support of the Democratic and Republican National Conventions.

In 2008, the men and women of our Combat Search and Rescue forces have been heavily engaged in life saving operations at home and abroad. Since February, Airmen of the 920th Rescue Wing at Patrick Air Force Base, Florida, and their sister units in Arizona and Oregon, flew over 745 hours and saved more than 300 U.S. troops on HH-60 helicopter missions in support of U.S. Army medical evacuation operations in Iraq and Afghanistan. While mobilized for 14 months in support of combat missions abroad, the 920th continued to provide humanitarian relief in response to natural disasters at home, as well as provide search and rescue support for NASA shuttle and rocket launches.

The Reserve made use of its organic ISR and firefighting capabilities to protect the lives and property of our citizens threatened by an especially severe fire season. Defense Support to Civilian Authorities engagement started with planning and directing exploitation and analysis of the first Global Hawk imagery to support Incident Analysis and Assessments. In fact, the first Distributed Ground System Mission Commander was an Air Force Reserve Officer that directed analysis of the areas devastated and movement of the fire lines. Aircrews in the 302nd Air Expeditionary Group (AEG) flew more than 980 airdrops and delivered in excess of 1.3 million gallons of fire retardant to help firefighters on the ground and mitigate further damage and destruction. The AEG is a Joint unit made up of eight C-130 Hercules aircraft equipped with the Air Force Modular Airborne Fire Fighting System, six Marine Corps helicopters, and two Navy Reserve helicopters. Two of the C-130s belong to the Air Force Reserve's 302nd Airlift Wing at Peterson Air Force Base, Colorado. Reserve and Guard personnel helped fight the more than 2,000 fires that ravaged the California wilderness this past summer.

The Air Force Reserve provides 100 percent of the airborne weather (hurricane hunting) capability for the Department of Defense. This past hurricane season tied as the fourth most active with 16 named storms and five major hurricanes. Throughout the year, Air Force Reserve "Hurricane Hunters", C-130J aircraft flown by citizen Airmen of the 403rd Wing at Keesler Air Force Base, Mississippi flew over 1,000 hours, collecting life-saving data that was sent directly to the National Hurricane Center in Miami, Florida, contributing to better forecasts and landfall predictions. Following the end of the hurricane season in the Caribbean, the 403rd deployed 2 aircraft and 4 crews to the Pacific region to continue its support of storm research.

In addition to our hurricane mission, the Air Force Reserve provides 100 percent of the aerial spray mission in support of the Federal Emergency Management Agency, the Centers for Disease Control, and state public health officials. Air Force Reserve aircrews and C-130s from the 910th Airlift Wing, Youngstown Air Reserve Station, Ohio, sprayed more than a million storm ravaged acres of land with pesticides to control the spread of disease.

Our intelligence, surveillance and reconnaissance professionals are providing critical information as they answer the Nation's call to service. In 2008, 192 intelligence personnel deployed in support of world-wide contingency missions to include Afghanistan and Iraq. For the foreseeable future, Reserve intelligence professionals will continue to be deployed throughout the Combatant Command theaters, engaged in operations ranging from intelligence support to fighter, airlift, and tanker missions to ISR operations in Combined Air Operations Centers and Combined/Joint Task Forces.

These are but a few examples of the dedication and contributions our Air Force Reserve Airmen have made and will continue to make around the clock, around the world, each and every day.

proves relationships between Regular Air Force and Air Force Reserve members—it gives Airmen of each component an opportunity to demonstrate their capability and relevancy to each other, as well as Sister Services and coalition forces; it provides Airmen of each component the opportunity to lead each other. Equally important, operational duty provides Reserve Airmen the benefit of operating as a member of the joint team in diverse environments. Operational taskings also improve unit morale and enhance unit pride—important factors in achieving and sustaining high performance.

Yet, for all of our operational capability and contributions, we must not lose sight that we—along with our Air National Guard brothers and sisters—are also a strategic reserve that must be available to surge in times of national emergency. For us to serve as both an operational and strategic reserve, it is critical that we find the right balance between the two. Too few Reserve Airmen means a higher operational tempo for all Airmen—Regular or Reserve; it means less capacity to surge in times of national emergency; it means exhausting our people and jeopardizing the cornerstone of Air Force Reserve service.

We are now 18 years in continuous combat operations, and in our eighth year of OPERATION ENDURING FREEDOM; soon to be in our sixth year of OPERATION IRAQI FREEDOM. By any measure, our Airmen are performing admirably. But, our retention rates are dropping, our experience levels are dropping, indeed the Air Force is “going deep” into the Inactive Ready Reserve and Retired Reserve with its Limited Pilot Recall Program. Are these anomalies that can each be explained; or are they the signposts of a more serious problem? My concern and challenge, indeed our collective challenge, is to ensure we are able to refocus, reconstitute and recapitalize while remaining engaged in the full spectrum of operations—in a word, our efforts must be “sustainable” over the long run.

Volunteerism is vital to the overall capability of not just the Air Force Reserve, but the entire Air Force—today we meet roughly 80 percent of our taskings through volunteerism. Without it, I do not believe we can sustain this level of commitment indefinitely. From this essential fact flow all of my other priorities.

PRESERVING THE VIABILITY OF THE RESERVE TRIAD (FAMILY, AIR FORCE RESERVE AND EMPLOYER)

Air Force Reserve Airmen must strike a balance between their commitments to the Air Force, their families and their civilian employers, i.e., their main source of income. We must be ever mindful of these commitments and the balancing act our Reservists undertake to sustain these relationships. We must strive to preserve these relationships through open communication with each of these essential partners. And, we must strive to provide predictability in deployments, and parity with benefits. Doing so is critically important in ensuring we provide ready and capable Reserve Airmen to the Nation.

This past year, the Air Force Reserve has endeavored to improve communication with Reservists by rolling out awareness campaigns concerning the differences in benefits Congress has provided over the past few years, and how these accrue for those who voluntarily deploy and those who are mobilized. We have also put a spotlight on other important benefits such as reduced eligibility age for retirement pay, improved availability of health benefits, and lower premiums for TRICARE Reserve Select. We have begun surveying focus groups within the Air Force Reserve to better understand the needs of our Reservists and whether we are meeting these needs. And I personally send e-mails to all of our Selected Reserve members to highlight important issues concerning their service. In the coming months, as we learn more, we will be rolling out an awareness campaign on the Post 9/11 Montgomery GI Bill and how it works vis-a-vis other education benefits.

We have worked with the Small Business Association to provide Reservists and Employers awareness of improved access to increased, uncollateralized, low interest loans that Congress authorized last year. We have made it a point to educate our Airmen about the importance of the ESGR program, and we have asked that they nominate their employers for ESGR recognition and take time to accurately fill out employer data in the DOD employer database. I am pleased to report that we have increased our nominations by 149 percent this past year.

We are moving ahead with implementation of the YRRP to support Reserve members and their families throughout the entire deployment cycle. Prior to the enactment of this program, Air Force Reserve Wings dedicated time and a notable level of effort to support their deploying Airmen and families, as evidenced by the number of deployment support and reintegration activities in the past. In 2008, the Air Force Reserve hosted 58 YRRP events that served over 1,250 Airmen and 500 family members.

In addition, the Air Force Reserve Command has formed a Yellow Ribbon Reintegration Office. This multi-functional team has begun identifying challenges, assessing strategic, operational and fiscal gaps, and evaluating effective and implementable options. We're working towards full implementation of Department of Defense directives.

In the future, the Air Force Reserve will publish an overarching YRRP strategy that optimizes benefits to service members and their families. A key component of this strategy will be to support and unify the current independent efforts, and identify the successes of those efforts.

As a Total Force, we continue to work through continuum of service (CoS) challenges to better enable varying degrees of service commitment that members can provide as their life circumstances change throughout their career. The Air Force and the Air Reserve Components are taking a coordinated approach to identifying the issues that make reserve component members disinclined to frequently volunteer for active duty tours. We're identifying barriers and options for reducing or removing impediments to service. These impediments range from financial, cultural, technological to policy and legislative. Through this program the services have thus far identified dozens of impediments, three of which were mitigated by improving policies concerning enlisted promotion, chaplain service age waiver, and security clearances. Although still in its formative stage, the Air Force developed a CoS Tracking Tool which is gaining wider DOD acceptance and we hope will continue to gain momentum as all Services look to act on this important reform initiative.

The fiscal year 2008 National Defense Authorization Act included legislation to authorize reimbursement of travel expenses not to exceed \$300 for certain Selected Reserve members who travel outside the normal commuting distance because they are assigned to a unit with a critical manpower shortage, or assigned to a unit or position that is disestablished or relocated as a result of defense base closure, realignment or another force structure reallocation. Because of this authorization, the Air Force Reserve has been able to retain trained and qualified personnel, rather than having to recruit and train new personnel.

BROADEN TOTAL FORCE INITIATIVES

The Air Force leverages the value of its reserve components through association constructs. The basic model is an associate wing in which a unit of one component has primary responsibility for operating and maintaining equipment (such as aircraft), while a unit of another component (Air Force Reserve, Air National Guard, or Regular Air Force) also operates and maintains that equipment.³ This arrange-

³The Air Force uses three types of associations to leverage the combined resources and experience levels of all three components: "Classic Association", "Active Association", and "Air Reserve Component Association".

Under the "Classic" model, so-called because it is the first to be used, a Regular Air Force unit is the host unit and retains primary responsibility for the weapon system, and a Reserve or Guard unit is the tenant. This model has flourished in the Military Airlift and Air Mobility Commands for over 40 years. We are now beginning to use it in the Combat Air Forces (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 in Elmendorf, Alaska, continues to mature as the first F-22A associate unit. This unit also achieved Initial Operating Capability in 2008 and will eventually grow into a two-squadron association with the Regular Air Force.

The Air Force Reserve also established its first Intelligence Squadron Association with the 50th Intelligence Squadron at Beale Air Force Base, California. This unit of Reserve and Regular Airmen delivers real-time, tailored intelligence to combat forces engaged in missions in Iraq and Afghanistan, with data derived from theater Predator/Reapers, Global Hawks and U-2s, in partnership with the Total Force team. The Air Force is considering additional associate intelligence units for Beale and Langley Air Force Bases. These new capabilities create a strategic reserve force ready to respond to the call of our Nation, capable of being leveraged as operational crews ready and willing to support the Regular Air Force in everyday missions around the world. This model has proven itself and is the basis for the growth of associations over the last 5 years.

Under the "Active" model, the Air Force Reserve or Guard unit is host and has primary responsibility for the weapon system while the Regular Air Force provides additional aircrews to the unit. The 932nd Airlift Wing is the first ever Operational Support Airlift Wing in the Air Force Reserve with 3 C-9Cs and 3 C-40s. Additionally, the Air Force Reserve will take delivery of an additional C-40 in fiscal year 2011, appropriated in the fiscal year 2009 Consolidated Security, Disaster Assistance and Continuing Appropriations Act. This additional C-40 will help to replace the 3 C-9Cs, which are costly to maintain and fly. To better utilize the current fleet of C-40s at the 932nd, the Air Force created an Active Association. We also are benefiting from our first C-130 Active Association with the 440th AW at Pope AFB.

ment effectively places more people against a piece of equipment, thereby gaining more utility from each piece of equipment, and the ability to surge as needed, and pull back when not.

Beyond fiscal efficiencies, however, associations use the inherent values that each component brings to the mix. For example, less experienced Airmen from Regular Air Force can be more favorably balanced against higher experienced Reserve Component Airmen. Moreover, these constructs can foster mutual respect among components, and can lead to a cross flow of ideas. Regular Air Force Airmen can bring a wider perspective of Air Force operations to an associate unit based on their ability to change assignments on a regular basis. For their part, Reserve Airmen lend stability and continuity to the organization and the mission. The ultimate goal is to provide the Air Force and combatant commanders the best possible capabilities with fewer physical resources by leveraging the combined resources of the Regular Air Force, Air National Guard, and Air Force Reserve.

The Air Force has been using associations modestly, with varying degrees of success, since 1968, primarily in the air mobility missions. However, during the last 5 years we have aggressively pursued fundamental change to maintain our war fighting capabilities. Our central strategy is to use integration/association initiatives to leverage the strengths of all three components to make one strong Air Force in many mission areas. Failing to consider the Air Force holistically risks unbalancing the contributions of each component, which are central to the success of the efficient and effective delivery of combat capability to the war fighter.

Associations also present new challenges in the way we develop plans to meet the needs of combatant commanders. It used to be, and in some cases still is, that our mobilization plans were developed for a unit and its equipment to deploy together in support of a given operations plan. Associations now must be worked into those plans. We have made progress in developing war mobilization plans that deploy equipment separately from the units that deploy. But we will undoubtedly encounter difficulties in the execution of these plans. We still will have to find the sweet spot in the Regular Air Force/Air Reserve Component (ARC) manpower mix when allocating our people against various missions within the Air and Space Expeditionary Force construct. We will have to determine how long and how best to access ARC personnel—i.e., mobilize or volunteer—to meet that mix so that we can give combatant commanders the most effective force. And we should consider measuring taskings by associations instead of wings.

If it is to succeed, the Air Force must educate Airmen about the unique challenges of associations—at all levels, within and among each of the components. Advancement within each Service is premised upon joint education and experience; advancement should also be premised on joint component education and experience. Candidates for leadership in associations should be screened and selected based on their experience and abilities to lead and work well with other components.

Force integration is not a process unto itself; it has a purpose, an end state. Properly understood, an integrated force is a unified, harmonious, effective entity. We are merely at the beginning of this process; it will take many, many years before we approach the end state. We must look beyond the fiscal efficiencies touted as the basis for our undertaking, roll up our sleeves, and get to the hard work needed to make us a more effective combat force. Should we do so, we will some day look about us and recognize a truly integrated Air Force.

MODERNIZE EQUIPMENT AND FACILITIES

The Department of Defense's goal is to fully equip Reserve Component units, thereby providing a trained and ready force at every stage of the service's force rotation plan. The Air Reserve Components, along with the Regular Air Force, face significant modernization and recapitalization challenges, for both our aircraft and infrastructure. Some Air Force Reserve platforms remain out of the fight due to lack of defensive and countermeasure systems needed in the USCENTCOM Area of Re-

Under the "Air Reserve Component (ARC)" model, now resident at Niagara Falls Air Reserve Station (ARS) in New York, the Air Force Reserve has primary responsibility for the equipment while the Guard shares in the operation of the equipment and works side by side with the Reserve to maintain the equipment. The Air National Guard has transitioned from the KC-135 air refueling tanker to the C-130, associating with the 914th Reserve Airlift Wing. The 914th added four additional C-130s, resulting in 12 C-130s at Niagara ARS. This ARC Association model provides a strategic and operational force for the Regular Air Force while capitalizing on the strengths of the Air National Guard and Air Force Reserve. Additionally, in this case it provides the State of New York with the needed capability to respond to state emergencies.

The Air Force Reserve has 9 host units and is the tenant at 53 locations. There are currently more than 100 integration initiatives being undertaken by the Air Force and Air Reserve Components.

sponsibility, including some of our C-5A, A-10 and C-130 aircraft. In addition, as with the Regular Air Force, we are facing unpredictable fatigue, corrosion, and structural component availability concerns on platforms that even our superior maintainers cannot correct forever, as we have seen in our C-5, KC-135 and A-10 fleets. While we continue to meet the requirements of the Air Force and the Joint team, the current high operations tempo has led to our current reality—the increasing uncertainty of our long-term fleet viability. Similarly, continued risk in the Air Force Military Construction (MILCON) program has caused a significant growth in the Air Force Reserve Command's facility project backlog. Timely modernization is critical to remaining a relevant and capable combat ready Reserve force.

National Guard Reserve Equipment Account (NGREA)

The NGREA appropriation has resulted in an increase in readiness and combat capability for both the Reserve and the Guard. For fiscal year 2009, we received \$37.5 million in NGREA appropriations which resulted in the Air Force Reserve Command's ability to purchase additional upgrades for Reserve owned equipment. Some of the items that we purchased using NGREA funding include: Defensive Systems for C-5s, Line of Sight/Beyond Line of Sight capability and new upgraded radar for our C-130 aircraft, and an upgrade to the F-16 Commercial Fire Control Computer. Many of these new capabilities are directly tied to better air support for our Soldiers and Marines in Iraq and Afghanistan. NGREA funding has helped the Air Force Reserve to remain relevant in today's fight as well as the ability to remain ready and capable in future conflicts. We thank you for your support with this critical program.

Milcon and Facilities Modernization

Along with challenges in modernizing our equipment, we face challenges modernizing our facilities. During the fiscal year 2008 budget formulation, both the Regular Air Force and the Air Force Reserve took risk in MILCON appropriation in order to fund higher priorities. This reduction coupled with past shortfall funding in MILCON has resulted in a backlog nearing \$1 billion for the Air Force Reserve.

We will continue to work within the fiscal constraints and mitigate risk where possible to ensure our equipment and facilities are modernized to provide a safe and adequate working environment for all of our Airmen.

CONCLUSION

Mr. Chairman and Members of this Committee, I am excited to have been able to take on this role as Chief of the Air Force Reserve and Commander of Air Force Reserve Command. I take pride in the fact that when our Nation calls on the Air Force Reserve, we are trained and ready to go to the fight. Over 67,000 strong, we are a mission-ready reserve force capable of serving operationally throughout the world with little or no notice.

The rapidly changing security and economic environment will cause Congress, the Department of Defense, and the Air Force to make some difficult choices in the year ahead. The Air Force Reserve is highly experienced, cost-effective force provider well-suited for this challenge. I submit it is a hedge against the uncertainties we are facing for which you pay a relatively small premium. I firmly believe paying this premium will enable the Air Force to achieve its force integration goals and address not only its priorities, but also help Congress address the more pressing issues we will face as a nation in the years to come.

I appreciate the support of this committee for the appropriations it provides to fund our readiness and combat capability. I look forward to working with each of you in the future on the challenges facing the Air Force Reserve, the Air Force, and the Nation.

YELLOW RIBBON REINTEGRATION PROGRAM

Chairman INOUE. I would like to begin asking a question. In the fiscal year 2008 Defense Authorization Act, the Defense Department was directed to establish a centralized office for the Yellow Ribbon Reintegration Program. Now, some have questioned the wisdom of this. I would like to get your thoughts on this. General Stultz.

General STULTZ. Yes, sir. I think my candid assessment on that, it probably slowed down the process for us to implement the Yellow Ribbon Program because anytime we try to bring all the services

together and gain some kind of consensus of how we are going to implement something, it takes a long time. And I think what we came to agreement on is we cannot apply a cookie-cutter approach. Each service is different in terms of the way we mobilize and deploy soldiers, in terms of the length of time we deploy them, and to what they are exposed to during those deployments. And so at the end of the day, we came back and said—you know, let each service sort of design its own implementation plan. So I think we have slowed down part of the implementation by going through that process.

At the same time, I will say when you do raise it to that level, to the OSD level, you get buy-in as a Department that this is not just a program we are going to throw to the services and say you figure it out. It is something that Congress has mandated this to us, and as the OSD level, we are going to fund it, we are going to buy into it, fund it, and make sure it gets implemented properly.

From the Army Reserve's perspective, we have already conducted 70 of the programmed events this year. We are well on our way. We have got another 70 or so already scheduled. The challenge we are finding with the Yellow Ribbon Program is the difficulty in trying to bring a dispersed force back together. Unlike an active duty force where everybody comes back home to Fort Hood and you can go through a reintegration process there at Fort Hood, with the Army Reserve, because our units are geographically dispersed, you may have a soldier who lives three States away from the unit and he is willing to travel, a lot of times at his own expense, to be part of that unit, but when we come back for a Yellow Ribbon event and we try to engage the families, it makes it tough.

One approach that was developed was to say, okay, let us have a regional approach. Let us have geographic events, and that way soldiers can choose where to go to the reintegration event based on their geography. I have an issue with that, and I have told my commanders that because I think it is imperative that we bring soldiers back together as a unit and we look the soldiers in the eye and put them through that reintegration together as a unit. If you took me and said you go somewhere off to an event that is not part of your unit and I go sit in the corner and sit there and nobody else knows who I am there, they are going to say, well, he's just a quiet guy. If I go and do the same thing with my unit, they are going to say something is wrong with Jack. He needs help because he is not himself. And so it is imperative, if we implement a Yellow Ribbon Program properly, it is a unit-based program and the exceptions are where we have to disperse geographically. We will always have the exceptions.

Of particular concern to me on Yellow Ribbon is the IRR, the Individual Ready Reserve. We do not really have a Yellow Ribbon Program for them, in my opinion. I get occasionally, not very often, an IRR soldier that is assigned to the Army Reserve. It is my, I think, obligation to take care of that soldier and his family with the Yellow Ribbon Program. Even though the unit may be from Pennsylvania and he goes back to Texas, I have got to figure out how to get him the reintegration he needs back in Texas. But I just get a very small piece of the IRR.

Most of the IRR are filling active duty units, and when that unit comes back to Fort Hood and that soldier goes back to Pennsylvania, nobody looks out for him. I have raised this at the Vice Chief and the Chief of Staff level to say we have got to figure out to do Yellow Ribbon for our IRR soldiers, as well as my active Reserve soldiers.

I think it is a great program, sir, and I appreciate the funding we have gotten for that. I think we are still learning as to the best way to implement it, and we have been a little bit slow to get there.

Chairman INOUE. Admiral, any thoughts on this?

Admiral DEBBINK. Yes, sir, Chairman. The Yellow Ribbon Program has been instrumental in the Navy Reserve to helping us really propel our Returning Warrior Workshop, as our main program, forward with the funding that came with it. It has been a very successful program. They're done on weekends not because it is a Reserve program, but because that is when we can get the spouses there too, which is also very important to us because it is a reintegration event. You want to bring the members back together who served, as well as the families.

The other thing we have done is employed the funds from Yellow Ribbon to deploy psychological health outreach coordinators to each of our regions, and they have been instrumental as well, staying in touch with our sailors, particularly those who might be at risk for psychological health reasons. And I have had a couple of great new stories of interventions of possible suicides. So we have been very pleased with the funding. It has been very instrumental to our programs.

Chairman INOUE. Thank you.

General Bergman.

General BERGMAN. Yes, sir. General Stultz articulated it very, very well. I will just add to the fact that the unit-based approach is important because the marines in the unit know the other marines. They know who is in distress quicker than if you just show up at an individual event by yourself. That has paid dividends.

Number two, Mobilization Command, which is the Marine Corps' element in charge of managing the IRR, has been a great asset in ensuring that, at least to the 80 percent level, we maintain some level of in-touch capability with those IRR members. Regardless of whether they went to an active component unit or whether they came to a reserve unit, they are included.

And as Admiral Debbink said, the Marine Corps also utilizes a psychological health outreach program that has been established for us. We are in the process of building the 32 teams across the country which will be comprised of about four mental health professionals each that will allow us to ensure that we dig a little deeper each time. So we appreciate the continued funding and support.

Chairman INOUE. Thank you.

General Stenner.

General STENNER. Mr. Chairman, thanks. I do agree with just about everything that has been said as far as units are concerned. We would love to be able to deploy as a unit. We would love to be able to reintegrate and take a look at everybody as they come home at the 30-, 90-, 180-day point as a unit. We are, however, also in-

volved with our individual mobilization augmentees (IMA) who do regularly deploy. So we are reintegrating them as well.

Some of the things the program has done, regardless of the implementation, has certainly raised the awareness of what is out there, what is necessary, and how we might go about doing this. As an example, I was at Youngstown, Ohio, a couple of weeks ago, and they had a wonderful Yellow Ribbon Program event that brought a security forces squadron back together with their families, and it was a wonderful time for all.

Across the river in Pennsylvania at Pittsburgh 2 weeks earlier they had had a similar event, their first. Those two units, being in proximity, have in fact generated some great discussion, and they are going to share assets, will be able to share resources, will be able to, as an example, use the time that they are having at one location to have other folks come over, if they cannot make it somewhere else.

We are looking at all those kinds of locations to put our IMAs, who also need to be understood and taken care of as well, as well as the Individual Ready Reserve. And I think that one of the best things that we can do right now is we can get a database that shows where these things are. It is up to each of us as commanders and unit-equipped members to figure out how best to monitor and watch and get all of our folks, regardless of unit, IMA, IRR, reintegrated appropriately and monitored carefully. So we are working together with our service partners to do that as well.

Thank you, sir.

Chairman INOUE. Thank you.

General Stultz, you have implemented an Employer Partnership Program. How is that working?

General STULTZ. Yes, sir. It has probably been about 1½ years ago, we started really looking seriously. If we are going to sustain the up tempo we have with our Army Reserve force, we have got to have the employers. I have got to have soldiers who have the confidence that they can have a civilian career and be in the Army Reserve. And that led us into some discussions with employers to sit down and talk about how we are going to work together, make sure we have got their support.

What we found is that the employers of America have the same challenge we have in the military, and that is finding the talent—not the workers, the talent—that they need to run good corporations or good industry in America. And so rather than having the discussion about what is going to happen when I take workers away from those employers to be soldiers for me, I said we ought to be having a discussion—let me bring soldiers to you to be workers for you because I have got great talent in my ranks. These three individuals that I introduced earlier represent that.

And what we found is there is a natural synergy where we have in the Army Reserve, because we are a combat support, service support, the same skill sets in our ranks that American industry is looking for. We have truck drivers. The American Truckers Association said they were desperately short of long-haul truck drivers in America. We have medical technologists. America's medical centers said that we are desperately short of medical technologists, respiratory, x-ray, surgical, ER. Law enforcement. We have mili-

tary police. A lot of law enforcement agencies, to include right here in the District of Columbia, said we are desperately short of law enforcement. And it goes on and on and on.

So we started this initiative called the Employer Partnership where we basically said let the Army Reserve become a reservoir of talent to help populate America's industry. Let us develop a human capital strategy where I can go recruit a soldier to be a medical technologist for me in one of my Army Reserve hospitals on the battlefield in Bilad. But when they come home, they will come to work for you here at Inova Health Care Center in Northern Virginia.

And so we started signing agreements where we said we will go help you. We will find the talent. And as word got out, it just kind of snowballed. To date, we have 225 companies that have come to us and said we want to sign up with the Army Reserve to be partners with you. We have got probably another 100 that are on a waiting list.

The recognition is when we bring an Army Reserve—and I would just say not Army Reserve. It is Navy Reserve, Marine Corps Reserve, National Guard, Air Reserve, whatever—that comes to work for us, these industries tell us it is a different individual, different work ethic. They understand leadership. They understand team work. They understand responsibility. They are drug-free. They are physically fit. They have an aptitude. And so it is very, very positive.

I was just a few weeks ago in Kosovo visiting one of my units, and a sergeant came up and said, sir, I was not sure what I was going to do when I got home, but I went on the Army Reserve Employer Partnership website and I have three offers now for a job when I get home. So it is very, very encouraging.

We are still in the infant stages of how we properly implement this to match the talent and then expand it across all the services that are represented here. But it is very, very successful to date, and we have got companies, everything from Joe's garage in Slidell, Louisiana, to General Electric, which has 300,000 employees around the world, and Wal-Mart or somebody like that. So it spans the spectrum in terms of employers that really are reaching out and saying we want to engage with the talent that you bring us.

Chairman INOUE. Congratulations.

General STULTZ. Thank you, sir.

Chairman INOUE. Do the other Reserve components have similar programs?

General STENNER. Sir, I will tell you that one of the most valuable resources that we deal with, as far as an Air Force Reserve, is the rated crew member that generally has a civilian job as an airline participant one way or the other, whether as a pilot or in some other kind of other capacity. So right now, to share that resource, to understand how we use them, and where we can, leverage the talents that come from the Air Force Reserve, we are working with the Airline Transport Association to see how we can, in fact, deploy our folks, get them back, and get that talent where it needs to be. And we bring in folks that the airlines would like to have for exactly the same reasons that General Stultz is talking about, and I think that we are leveraging that, at least in that ca-

capacity right now. And I will emulate his program. It sounds like it is a good one.

Thank you, sir.

Chairman INOUE. Admiral.

Admiral DEBBINK. Mr. Chairman, I would offer that we are terrifically excited about the program that the Army Reserve has put in place, and the four of us, plus the National Guard Chiefs as well, get together on a monthly basis and share these stories. And so we are eager, as this program continues, to see how we can piggyback on it.

In the meantime, we think one of the very important programs that we are all very supportive of that has been a longstanding program in a similar vein is the employer support of the Guard and Reserve and using that as a very important outreach to the employers that really are the third leg of the stool that we all rely upon, the servicemember, the family, and the employer.

Chairman INOUE. General Bergman.

General BERGMAN. Sir, back when General Jones was Commandant in around the 1999–2000 timeframe, the Marine Corps implemented the Marine for Life Program which put drilling marine reservists, some on active duty, some on the drilling reserve status, around the country to facilitate reintegration into the communities for the marines coming back, whether it be through helping them find jobs, connect with employers, or just in general re-assimilating back into their community.

Our program is not anywhere near as evolved as the Army's, but nonetheless, for the last 8-plus years, it has been serving on a smaller level. So I applaud the Army Reserve and General Stultz for what they have done because they really have become the model for all of us.

Chairman INOUE. Thank you very much.

Senator Cochran.

Senator COCHRAN. Mr. Chairman, I just wanted to raise one issue. I noticed in the Army's report, it talks about meeting homeland defense and disaster relief missions and how you need to maintain a training level and equipment status in order to make that kind of contribution. I was just curious to know whether in Hurricane Katrina you had experiences in helping to provide assistance to the victims of that terrible tragedy?

General STULTZ. Yes, sir, very much so. A lot of those CH-47 helicopters you saw picking people up off the roofs or dropping sandbags into the dikes were Army Reserve helicopters that we sent down there. A lot of the trucks that you saw bringing in bottled water and other medical supplies and everything were Army Reserve trucks that we dispatched down there to that location. Some of the engineers that were down there working hand in hand with the Guard folks were Army Reserve engineers.

The challenge we have got is I had no authority to do that because it had not been declared a Federal disaster at that point. Knowing that my counterparts in the National Guard and all, as well as my own soldiers and their families who lived in Mississippi, Louisiana, and that area, were suffering, we said we cannot wait. We have got to go ahead and get the help down there.

You know, we went through this in Hurricane Andrew when I was in Florida, and the question from some of the Guard folks was, how come we are driving past Army Reserve equipment that could be helping us? And we said, we do not have the authority yet to put that equipment into the operation.

What I did is I put them on annual training. You know, I am authorized to do annual training every year, and so I said, okay, this is going to be a training exercise for you guys. Get down to Louisiana and get those helicopters down there, get everything down there, and eventually we will get you into a proper status, but we cannot wait.

What we have said—and the Office of the Secretary of Defense has taken it on as far as legislative initiative—we need to put some kind authority in place for call-ups of title 10 forces for homeland emergencies other than just the one we have now, which is for weapons of mass destruction. But we have a lot of resources populated around America that are ideal for these homeland type missions, but again, because of the way the laws are written and the title 32 status for the National Guard being responsive but it is still a State response, even though I have got units sitting there available, they cannot be utilized. That is what I am pushing for. We have got to change the law to be able to say let us be able to utilize the Marine Corps Reserve, the Navy Reserve, the Army Reserve, the Air Reserve in homeland missions and give us the authority to put these people on orders on short notice.

Senator COCHRAN. I wonder if any of the other services have had similar experiences, maybe not with Hurricane Katrina. General Stenner.

General STENNER. Yes, sir. Thank you very much for that question because it is, in fact germane, I think to all of the services here, as our title 10 reserve status puts us in that predicament.

But our combat search and rescue helicopters have been very much involved in almost every one of these kind of disasters. We know that our spray mission at Youngstown, Ohio is going to be called upon almost immediately afterward to start making sure that we do not have those infestations that we have had in the past with bugs and disease. We know that our lift capacity is going to be just as essential as anything else that is in there as the supplies continue to get to where they need to be.

So all of those things that—we have gone out of our way to make sure they are positioned as far as we can take them before we have the authorities to get them into the fight. So we will bring them from all over the country, preposition and prestige with our component Air Force. We will coordinate in-house as far as we can to the point of what General Stultz said and put them on an appropriate order to get the job done until we can get the rest of the authorities in place.

So I have the same issues. I have the same, I think, requirements and what we can do as four services would be wonderful.

Senator COCHRAN. Thank you.

General Bergman.

General BERGMAN. Yes, sir. Well, as I am sure you are very well aware, our amphibious assault vehicles, headquartered in Gulfport, were out swimming literally before Katrina had moved all the way

through doing lifesaving kinds of missions and continued to do that throughout as necessary.

We had also in advance, from both the east and the west, prepositioned some long-haul vehicles to a point, let us say, somewhere between their station of assignment and the central gulf coast area in anticipation of a potential event. We were as prepared as we could be.

But more importantly, the lesson learned from that that I think paid dividends, let us say, in Hurricane Ike was the fact that, for example, the advance coordination between the local community and the local governments with our Reserve unit there in Galveston allowed for a clearer understanding of who was going to do what, who had the capabilities to do what. In other words, do not count on us because we are probably going to be evacuated. We will be coming back from a different direction.

In echoing what General Stultz has said, the need for ongoing dialogue to understand in our region of the country—and I would suggest to you every region, but we just happen to have a defined hurricane season every year that allows us to preplan for—the lesson learned from Katrina and from follow-on hurricanes has helped us become better prepared.

Senator COCHRAN. Admiral Debbink.

Admiral DEBBINK. Mr. Vice Chairman, I'd offer our example would be the California wildfires last year where HSC-85, a Reserve helicopter squadron, worked through our regional organization there, Navy Region Southwest, to provide support. Using this total force look at things, one of our Navy reservist's home was threatened by the fire, and Navy Region Southwest, the active component, relocated that sailor. So the way we see it is employing it through our total force, and it is working pretty well for us.

Senator COCHRAN. Well, thank you very much for the contributions you have made to not only our national security interests in terms of traditional military activities, but some of these other events that are just as important and can be just as deadly. But thank you very much for your service.

ADDITIONAL COMMITTEE QUESTIONS

Chairman INOUE. General Stultz, Admiral Debbink, General Bergman, General Stenner, we thank you very much for your testimony and for your vision and your wisdom. And through you, may we thank the men and women in your Reserve components for their service to our country.

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

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK S. STULTZ

QUESTION SUBMITTED BY SENATOR BYRON L. DORGAN

END STRENGTH

Question. With increased operational demands placed on the reserve component for the past several years, signs of stress and strain are showing. All reserve component services are facing increased challenges retaining experienced, mid-grade career service members, precisely those eligible for retirement after having served 20-years of service. I am concerned we are not maintaining a balanced force, retaining

enough of the very individuals who have gained the benefit of experience these past years of increased operations. I'm considering introducing legislation that would enhance retention of those experienced career service members, providing an incentive to serve beyond 20-years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by one year.

What is your opinion of this idea?

Answer. The Army Reserve continues to seek to shape the force ensuring we keep the right talent, expertise and experience to sustain a superior level of operational performance. Benefits and incentives are among the tools the Army Reserve can utilize to shape the force. We are looking at other targeted incentives to retain the right talent as well. There is no evidence that a reduced retirement age would serve as an incentive to retention. RAND studies and current information does not support this assertion. Furthermore, reduced retirement would create expensive entitlements with no demonstrated improvements in force management. It does little to improve the compensation and benefits for those who are bearing the burden of mobilization and deployment.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

INDIVIDUAL READY RESERVE (IRR)

Question. As the Army Reserves have transitioned from a strategic force to an operational force, what is your opinion on whether the Individual Ready Reserve has kept pace with that transformation? What, if any, role do you see for the Army Reserves to manage the Individual Ready Reserve?

Answer. With the creation of the Army Human Resources Command (HRC) in 2003, the Individual Ready Reserve (IRR) was moved from the command and control of the Chief, Army Reserve and placed under the command of the Commanding General, HRC. In 2006, the Secretary of the Army approved the IRR Transformation Plan, which was an integrated and systemic approach to reset and reinvigorate the IRR. Since implementation, the IRR, along with the rest of the Army Reserve, has undergone major transformation from a strategic to an operational force and made significant progress towards creating a viable pool of trained, ready and deployable Soldiers to meet the needs of today's Army.

However, this transformation and the recent operational pace have also caused the IRR to evolve away from its traditional role as a place where Soldiers can "take a knee." No longer can Soldiers simply wait in the IRR while catching up on military education or choosing to focus on family and civilian work after a deployment—they are subject to mobilization in the IRR. Some active component Soldiers are even choosing to be discharged rather than opt to serve in the IRR upon transitioning out of the Active Component.

I believe the Army Reserve needs a place for Soldiers to disengage from traditional unit affiliation or possible mobilization in the IRR and provide them with a short-term, transitional status. Additionally, I think that the Army Reserve would benefit from a program that affiliates IRR Soldiers with Army Reserve Units to serve as a "force in reserve" for contingency operations. This would also benefit the IRR Soldiers by providing a home unit for training and support requirements.

Management of the IRR must continue to be a coordinated effort between both the Active Army and Army Reserve since the IRR plays an integral part in the readiness of the Total Force. I see a role for the Chief, Army Reserve in the management of programs that would affiliate IRR Soldiers with Troop Program Units and provide a respite for Soldiers in transition.

PERSONNEL

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called the active duty.

What efforts will the Army Reserve undertake to quickly implement this new provision?

Answer. At this point, we are coordinating with the relevant agencies within the Army to develop the appropriate policies to implement these initiatives. It doesn't appear that legislation is necessary, but if that viewpoint changes, we will inform the Committee promptly.

Question. Can you provide the number of current Army Reserve members who are federal government employees?

Answer. The Army does not maintain a central data base that allows us to garner the data for all Army Reserve Soldiers who are employed by the Federal Government.

Currently we are able to provide information on the Dual Status Military Technicians. There are 8,180 Army Reserve Soldiers employed as Military Technicians.

Question. Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. Of the Dual Status Military Technician population:

—There are 894 currently mobilized; 375 for OEF, 516 for OIF. Of the 894 currently mobilized, 667 have past mobilizations.

—There are 4,723 not currently mobilized that have past mobilization.

—There are 2,563 with no mobilization (current or past).

Source is FTS provided file of employee SSN and DFAS pay files (mid-month July 2009) using APC directly correlating to OIF and OEF only.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

TRICARE

Question. Is there a need to find a way to extend TRICARE service to cover the “gray area” between the end of affiliation with the Reserves and the start of retirement benefits?

Answer. Expanding TRICARE coverage to “gray area” retirees must be weighed against costs and the ultimate impact to overall force readiness—an effort to be undertaken by the Army Surgeon General and Program Analysis. Study and validation of cost estimates and cost sharing is required. Expanding TRICARE coverage (authority to utilize TRICARE Reserve Select) similar to the fee based enrollment offered to members of the National Guard and Army Reserve in the National Defense Authorization Act of Fiscal Year 2007, offers potential benefits to the force, which would become clearer once cost study analysis is furthered. Expanding TRICARE coverage as a benefit for “gray area” retirees could be used as a retention/force management tool, through appropriate qualifying criteria, to retain or release select populations of service members—advancing a “continuum of service” to more effectively manage the total force.

END STRENGTH

Question. Gentlemen, each of you has a full time support entity within your organization. With the increase in usage of the Reserve component, do you feel you have the full time end strength to fulfill your obligations to each of your active duty components requirements?

Answer. The increased demand and resultant operational tempo since September 11, 2001 caused the Army to integrate and employ the Army Reserve as an operational force. The Army Reserve has realigned the force in accordance with the Army Force Generation (ARFORGEN) unit deployment construct and changed its training paradigm from a “mobilize, train, deploy” to a “train, mobilize, deploy” process. To sustain the Army Reserve as a truly operational force requires increased readiness best achieved by evolving and improving full time support (FTS) manning and processes.

While we have commissioned studies (to be completed by September 2009) to determine the optimum strength and balance of FTS staffing (Active Guard and Reserve (AGR), full time equivalents (FTE), military technicians, civilians) we have recognized we must increase FTS to support the unit deployment model. FTS provides both steady-state support for generating ready forces but also must be flexible enough (potentially through FTEs) to meet dynamic, evolving Army Reserve mission requirements. A unit in a reset posture may require current “strategic reserve” staffing (12 percent), however, as the unit moves through progressive years of training in preparation for deployment FTS must increase until ultimately the entire unit is mobilized on to active duty (100 percent). Our preliminary estimates suggest, at a minimum, Army Reserve FTS must increase as a percent of total strength of between 3 to 6 percent (bringing FTS/FTE to approximately 15 percent). Appropriately building FTS capability is required for the Army Reserve to continue to fulfill obligations to the Army.

Question. If you do not have the end strength numbers, what increase would each of you like to see if there was an acceleration plan for your projected future growth?

Answer. The Army Reserve has reached its fiscal year 2013 end-strength objective of 206,000. We are postured to continue to grow. However, we have select grade and skill set shortages that will require us to continue to shape the force so we have the highest quality force available. Further growth of the Army Reserve will be determined by the needs of the total force and future mission demands.

QUESTIONS SUBMITTED TO VICE ADMIRAL DIRK J. DEBBINK

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

Question. Admiral Debbink, the Navy Reserve is initiating a Continuum of Service program to make it easier for sailors to transition between the active and reserve components.

What is the timeline for implementing this program?

Answer. The Navy's Continuum of Service is a personnel management strategy, to include a series of policy initiatives, enhancements and management actions designed to simplify the processes used by Sailors to move between Active and Reserve Components. Opportunities for this type of movement have always existed; the Navy's current focus is to remove barriers and establish or revise policies and programs to streamline the process. The Navy needs to better integrate both HR business processes between the Components and develop a single Navy pay and personnel system to streamline a Sailor's transition between Components.

I am working closely with the Chief of Naval Personnel, VADM Mark Ferguson, on the many moving parts involved in the Continuum of Service. The timeline for implementing initiatives to develop career and workforce flexibilities that encourage volunteerism, increase options to "Stay Navy," and promote a lifetime of service to the Navy Total Force is 2012. Efforts are underway to make seamless transitions a reality sooner than our overall 2012 objective.

Question. Given the current economic situation, are you concerned that these initiatives could temporarily hurt Navy Reserve retention as reservists transition to full time active duty positions?

Answer. We do not expect Active or Reserve retention to be negatively affected by the Continuum of Service. Opportunities for Reservists to transition to the Active Component will be managed closely to maximize FIT and health of officer and enlisted communities within fiscal and end strength controls for both the Reserve and Active Components.

Question. Admiral Debbink, with the active duty Navy currently well over its authorized end strength, do you expect that there will be active duty slots available for reservists to fill? How will the active component afford to pay for these additional personnel given the budgetary constraints that the Navy is currently under?

Answer. Movement between the Active and Reserve Components is built into annual officer and enlisted strength plans, and funding is programmed accordingly. Plans are monitored and adjusted continuously through the fiscal year to ensure the Navy remains within fiscal and end strength controls established by Congress.

QUESTION SUBMITTED BY SENATOR BYRON L. DORGAN

Question. With increased operational demands placed on the reserve component for the past several years, signs of stress and strain are showing. All reserve component services are facing increased challenges retaining experienced, mid-grade career servicemembers, precisely those eligible for retirement after having served 20 years of service. I am concerned we are not maintaining a balanced force, retaining enough of the very individuals who have gained the benefit of experience these past years of increased operations. I'm considering introducing legislation that would enhance retention of those experienced career servicemembers, providing an incentive to serve beyond 20 years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by 1 year. What is your opinion of this idea?

Answer. Current Navy manpower policies provide the necessary incentives for the individuals the Navy Reserve needs to deliver its required capabilities, including career personnel.

Bonus payment plans for retention strategically targeted at specific year groups (to include those service members with 20 years of qualifying service) and critical wartime specialties. These bonuses enhance the Navy's ability to recruit and retain the right people for the right job. The Reserve bonuses also target the "right type"

of Sailor and focus on undermanned ratings and critical skills. Congress has been generous with the authorization of these bonus plans, and I appreciate the Congress' foresight and concern for retention of our Reserve servicemembers.

Another key aspect that enables high RC retention, at all pay-grades, is to provide the Sailors with real and meaningful work. Having recently visited the Central Command Area of Responsibility, I met with many RC Sailors in-theatre and know that their motivation is high and that their desire to continue serving is remarkable. My job as the Chief of Navy Reserve is to ensure that RC Sailors are provided the opportunities for such real and meaningful work—I intend to do that.

For amplification, Enlisted and Officer Reserve retention rates remain high, and attrition rates remain at historic lows. The fiscal year 2008 Enlisted attrition rate was ~25 percent, and the fiscal year 2008 Officer attrition rate was ~15 percent, down from the 3-year rolling averages of ~29 percent and 19 percent, respectively. As a result, the Navy Reserve Officer corps is actually "over-manned" in the ranks that are tied to 20 years of qualifying service. In addition, we continue to enforce policies to shape the Force and maximize "Fit," while targeting the optimal number of prior service Enlisted accessions to ensure we remain within budgetary limits and strength controls.

Our goal remains to finish fiscal year 2009 with a stable, balanced inventory of Sailors that positions our Reserve Force for continued, outstanding Total Force support, now and well into the future.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called the active duty.

What efforts will the Navy Reserve undertake to quickly implement this new provision?

Answer. The Navy Reserve, in coordination with the Employer Support of the Guard and Reserve (ESGR), is planning an informational campaign aimed at highlighting Section 751 benefits to Reservists throughout the country. The specifics of this program will be discussed at ESGR presentations and annual pre-deployment briefings at Navy Operational Support Centers (NOSCs) and other Navy Reserve Activities (NRAs).

Question. Can you provide the number of current Navy Reserve members who are federal government employees?

Answer. There are currently 4,720 current Navy Reservists who are federal government employees.

Question. Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. Of the 4,720 Navy Reservists that are federal government employees, 2,014 have been mobilized during OEF/OIF operations. Currently, there are six such Reservists who are deployed, plus another 89 Reservists from this group who have been identified for deployment in the next 3 months.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

Question. Gentlemen, each of you has a full time support entity within your organization. With the increase in usage of the Reserve component, do you feel you have the full time end strength to fulfill your obligations to each of your active duty components requirements? If you do not have the end strength numbers, what increase would each of you like to see if there was an acceleration plan for your projected future growth?

Answer. I do feel that Navy has the Full Time Support end strength required to fulfill obligations.

Since 2004 the Navy has conducted two extensive and comprehensive Flag Pole studies of the Reserve Component (RC) Full Time Support (FTS) community. These studies included all aspects of Selected Reserve (SELRES) training and administration as well as FTS community health and career progression. The studies also focused on ways to further optimize active-reserve integration (ARI) and maximize operational support.

During the second Flag Pole study, several management options were analyzed and the one chosen allowed each Warfare Enterprise (Air, Surface, Sub, etc.) to determine what percentage of their Total Force (AD, FTS, SELRES, CIV, and Contractor) would provide full-time support to the Reserve component. This was essential due to the significant operational differences between the various warfare com-

munities. In the end, senior leadership concluded that a rigid “one size fits all” approach was not the optimum solution for Navy. At the completion of the study, Warfare Enterprises implemented changes as part of their PR-09 and POM-10 budget submissions.

As the Navy continues to institutionalize its operational and strategic reserve, the training, administration and overall management of manpower requirements will be continually reevaluated by each of the Warfare Enterprises. The size of each component of the Navy’s Total Force (AD, FTS, SELRES, CIV, and Contractor) required to support the Reserve component will be adjusted as needed in the annual POM/PR process.

Question. Is there a need to find a way to extend TRICARE service to cover the “gray area” between the end of affiliation with the Reserves and the start of retirement benefits?

Answer. With changes to the frequency and duration of service for activated Guard and Reserve components since 1991, and recognizing the tremendous sacrifice of those members and their families, we need to carefully balance the benefit structure supporting both active and reserve components without adversely affecting our ability to attract, recruit and retain in both programs while at the same time recognizing potential healthcare implications.

Extending TRICARE benefits for the “gray area”, the period between retirement under official orders from the selected Guard or Reserve component after satisfactorily completing 20 or more years of service and eligible for retired pay at age 60 should strongly be considered. Currently, “gray area” reserve members may purchase the TRICARE Retiree Dental Program even before they draw retirement pay. A similar program could be shaped to provide healthcare benefits under the TRICARE Reserve Select Program, a premium-based health plan which requires a monthly premium and offers coverage similar to TRICARE Standard and Extra. This option should be carefully reviewed to ensure it has its desired effects on personnel programs as well as addressing potential access and monetary challenges associated with delivering the expanded healthcare benefit.

The implications of an individual going without healthcare coverage during the “gray period” are profound. During this period, routine healthcare preventive measures that should be incorporated may not be, and may result in undiagnosed, treatable disease(s). This failure to monitor age appropriate conditions could possibly lead to increased disease morbidity as well as increases in the severity of the disease(s) when there is delay in detection. An increase in undiagnosed diseases could result in cost increases for healthcare at age 60.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK W. BERGMAN

QUESTION SUBMITTED BY SENATOR BYRON L. DORGAN

Question. With increased operational demands placed on the Reserve Component for the past several years, signs of stress and strain are showing. All Reserve Component services are facing increased challenges retaining experienced, mid-grade career servicemembers, precisely those eligible for retirement after having served 20 years of service. I am concerned we are not maintaining a balanced force, retaining enough of the very individuals who have gained the benefit of experience these past years of increased operations. I’m considering introducing legislation that would enhance retention of those experienced career servicemembers, providing an incentive to serve beyond 20 years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by 1 year. What is your opinion of this idea?

Answer. Although incentives designed to encourage continued service in the Reserve Component can be an important tool for maintaining a healthy force, they must be implemented carefully to ensure that second and third order effects do not manifest unintended consequences such as stagnating promotions or exceeding controlled grade strength limits. Therefore, while Marine Forces, Reserve (MARFORRES) is always interested in exploring new ideas to promote the overall readiness of the Reserve force, and consequently the Total Force, we are reluctant to take a firm stance one way or the other, absent details that can be subject to a thorough manpower analysis. However, as we strive to define and implement the Continuum of Service concept, any legislation or program that enhances the ability to lengthen the careers of highly performing Marines will be a distinct benefit.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called to active duty.

What efforts will the Marine Forces Reserve undertake to quickly implement this new provision?

Answer. The Marine Corps is preparing information for dissemination to Reserve members who are slated to mobilize, or currently mobilized, to ensure all members who are civilian federal employees are notified of this provision. Additionally, the Marine Corps will publish administrative guidance on command and member responsibilities to ensure federal government agencies receive accurate information on the military compensation, and any income differential, of mobilized Reserve members.

Question. Can you provide the number of current Marine Forces Reserve members who are federal government employees?

Answer. The Marine Corps attempted to access this information through the Defense Manpower Data Center (DMDC). However, DMDC is unable to provide a macro-level report on the total number of Reserve members who are federal government employees, as the data entry fields in the Guard and Reserve Portal list employers individually. In September and October, the Department of Defense expects to receive reports from all agencies of the federal government on civilian federal employees who are Reservists, as part of initiatives pertaining to Tricare Reserve Select, and the Marine Corps will validate these reports in an effort to answer this question.

Question. Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. Once the actions described in the above answer are complete the Marine Corps will be able to respond to this question.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

Question. Gentlemen, each of you has a full time support entity within your organization. With the increase in usage of the Reserve component, do you feel you have the full time end strength to fulfill your obligations to each of your active duty components requirements?

Answer. The Marine Corps deems the end strength of the Reserve Component is adequate. Our full time support program, called our Active Reserve (AR), has been under review as required by the NDAA of 2009. That review is not yet complete. If we require growth in the AR program, however, it will likely be limited and designed to address specific grades and specialties affected by the increased operational tempo for the Reserves.

Question. If you do not have the end strength numbers, what increase would each of you like to see if there was an acceleration plan for your projected future growth?

Answer. The analysis of the Marine Corps Active Reserve (AR) program (full-time support) is a part of the review of full-time support requirements identified in the response to Senator Murray's question concerning full-time support end strength. We cannot evaluate the AR program except in the context of the full-time support requirement. The Marine Corps expects to be able to address the need for changes to AR strengths and "composition" as we go through our review of full-time support requirements.

Question. Does the Marine Corps have a need to extend TRICARE service to cover the "gray area" between the end of affiliation with the Reserves and the start of retirement benefits?

Answer. If an additional TRICARE Retiree Medical Benefit can be offered that covers this "gray area" without raising the cost of existing programs for the Service or Reservists or otherwise detracting from coverage already available, the Marine Corps would be inclined to support such a program.

QUESTIONS SUBMITTED TO CHARLES E. STENNER, JR.

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUE

FORCE REALIGNMENT

Question. General Stenner, for several years now the Air Force Reserve has implemented force structure realignments as part of the Total Force Integration and base

closure initiatives. The resulting closures and mission realignments have hurt retention levels. At the same time, the Reserve now plans to grow its end strength by 7,000 airmen.

Do you think the Air Force Reserve will be able to recruit and retain these additional personnel given the instability of the ongoing realignments?

Answer. Yes. We have completed all of our programmed manpower realignments and are now stable and growing. The Air Force and Air Force Reserve (AFR) have identified additional mission requirements and the AFR needs to grow proportionately to the regular component to meet these requirements. Recruiting for the AFR is strong—having exceeded recruiting goals for 8 consecutive years. Nevertheless we are bringing on additional recruiters to ensure that we meet any additions to our end strength.

On the retention side, losses realized over the last 3 to 5 years were a direct result of programmed force structure changes and realignments. Now that this era is behind us, we are confident that we will be able to retain the appropriate number of personnel to stay within Department of Defense mandated end strength limits. Measures recently enacted by Congress such as expanded TRICARE Reserve Select, Reduced Eligibility Age for Retirement Pay, the Post 9/11 GI Bill, and authorized travel entitlements for certain Selected Reserve members who serve outside the normal commuting distance have generated much interest. We have undertaken great efforts to make our members aware of these benefits. We believe these benefits and our efforts to improve awareness will greatly improve our ability to retain our members as we go forward.

Question. General Stenner, with personnel and mission adjustments, the Air Force Reserve will have to train and retrain a large number of personnel.

Have you been provided the training slots and funding needed to meet your training requirements?

Answer. Ensuring the Air Force Reserve maintains individual and unit readiness standards to support all aspects of the Air Force's missions remains a top priority. The help we received from your Committee in moving funding into our training program has allowed us to keep pace with the increasing demands resulting from changing missions and demographics.

In terms of formal classroom training, we work closely with Headquarters Air Education and Training Command (AETC) in projecting and securing the appropriate number of quotas to provide our reservists with the required training to meet basic requirements. While there are limits to the number of class seats AETC has to offer, we have not had any notable issues obtaining quotas for our people in the past and do not anticipate any in the future.

While classroom training is vital, it is our "seasoning training program" that gives our members the hands-on training needed to become fully mission capable. When members return from formal school, they must still complete several requirements to become fully proficient in their assigned mission. The Air Force Reserve has implemented the "seasoning training program" to bring members back to their units in a paid status so that they can more quickly receive the required training needed to become fully mission capable in their specialty. This program has enabled us to more readily meet increased demands for reserve members needed to augment active duty to prosecute our national security objectives.

Due to the outstanding results we've experienced with this program, we would like to expand its reach and scope, but our limited funding and inability to tradeoff and reallocate dollars in the year of execution inhibits expansion.

The Air Force Reserve will continue pursue all the avenues necessary to ensure we are providing the best trained, combat ready force available to meet mission requirements.

QUESTIONS SUBMITTED BY SENATOR RICHARD J. DURBIN

FEDERAL EMPLOYEES IN THE NATIONAL GUARD AND RESERVES

Question. The fiscal year 2009 Omnibus contained the provision to help federal employees in the National Guard and Reserves avoid a loss of income when they are called to active duty.

What efforts will the Air Force Reserve undertake to quickly implement this new provision?

Answer. The provision is directed to the federal agencies rather than to the Reserve Components. Section 751 of the Omnibus Appropriations Act, 2009 (Public Law 111-8, March 11, 2009) amends Title 5, United States Code, Section 5538, to require federal agencies to pay a supplemental payment to eligible civilian employ-

ees who are absent from their civilian employment while on active duty in support of a contingency operation under specific paragraphs of Title 10 of the United States Code.

For each covered biweekly pay period, eligible civilian employees will receive a supplemental payment equal to the amount by which civilian basic pay exceeds (if at all) military pay and allowances allowable to the given period. Civilian employees are not eligible for this supplemental payment in pay periods during which they use any other form of paid leave from the civilian position.

Question. Can you provide the number of current Air Force Reserve members who are federal government employees? Of that number, how many have served at least one tour in Operation Enduring Freedom or Operation Iraqi Freedom? How many are currently deployed?

Answer. A total of 14,016 out of 66,871 Air Force Reservists in the Selected Reserve are DOD federal employees. A total of 8,729 of the 14,016 federal employees have been activated in support of Operations Enduring Freedom or Iraqi Freedom. Currently, 403 of the 14,016 federal employees are activated in support of a named contingency operation.

QUESTIONS SUBMITTED BY SENATOR PATTY MURRAY

TRICARE

Question. Is there a need to find a way to extend TRICARE service to cover the “gray area” between the end of affiliation with the Reserves and the start of retirement benefits?

Answer. Yes. Extending TRICARE service to cover the “gray area” between retirement from the reserves and the start of retirement health benefits would improve our ability to care for reserve members and their families, and could serve as an effective recruitment/retention tool.

Such a benefit directly addresses my concerns about caring for our people and recognizing the increased service of our reserve forces due to higher operations tempo and more frequent deployments: it provides “gray area” reservists—who might have difficulty securing or may otherwise not be able to secure health care coverage—the opportunity to purchase affordable health care coverage.

Congress recently dramatically improved TRICARE for Reserve component members to mitigate switching back and forth between civilian health plans and the military TRICARE system, by offering TRICARE Reserve Select as a full time option to our part-time members at a reduced cost. An unintended consequence of subscribing to this offering is the member could be without any health coverage upon retirement from the reserve. A newly retired reservist with ongoing personal or family health issues would have difficulty re-engaging in the civilian healthcare insurance market.

As a recruiting tool, this would be an added benefit for recruiting new members into the Reserve components. Increased civilian healthcare costs, increased co-payments, and employers eliminating plans make healthcare issues a topic of concern for individuals, families, and as a nation.

As a retention tool, TRICARE Reserve Select has provided an incentive for continued Reserve component participation. Continued service by our Reserve component members reduces training costs, retains experience, and strengthens our nation.

I am always concerned about the effects on our overall bottom line: such a benefit must be affordable over the long run. A benefit in which the “gray area” retiree pays 100 percent of the premium cost for TRICARE Reserve Select would minimize the impact to our bottom. Moreover, the cost differential between reduced premiums for those still in service and the full premiums for “gray area” retirees would also serve as an incentive to stay in service longer. Lastly, although the premiums would be greater to them, “gray area” retirees would have relatively affordable, continued healthcare coverage available to them.

This benefit would provide for the care of our people who have done so much for our nation.

RESERVE FULL TIME END STRENGTH

Question. Gentlemen, each of you has a full time support requirement with your organization.

With the increase in usage of the Reserve component, do you feel you have the full time strength to fulfill your obligations to each of your active duty components requirements?

Answer. The Air Force Reserve is first and foremost a strategic reserve. Our full time support is meant to provide trained and equipped Airmen to the active component. In that capacity, we have sufficient full time strength to meet our active duty component requirements. However, the strategic reserve is a Cold War paradigm that was designed for short term high intensity warfare. The conflicts in Iraq and Afghanistan are low intensity wars of unknown duration requiring the Reserve to continuously provide trained and ready Airmen. Consequently, this demand for Airmen requires that we send a portion of our full time support away from home station to support operations, thus reducing our ability to train and equip Airmen at home station. If the Air Force Reserve is to be used operationally, we will need more full time strength to support active component requirements.

Question. If you do not have the end strength numbers, what increase would each of you like to see if there was an acceleration plan for your projected future growth?

Answer. The Air Force Reserve's workforce is currently 80 percent traditional (part time) citizen Airmen. Our full time support program ensures these traditional Airmen are trained and ready to meet the requirements of a strategic reserve. For 18 years we've operated at higher operations tempo than during peacetime, yet we continued to program as if next year this operations tempo will subside and peacetime strategic reserve tempo will return. To manage our force and sufficiently meet requirements of this new steady state, an increase in full time support is needed. We know that certain careers fields like security forces and combat search and rescue are enduring higher than normal operations tempo and would greatly benefit from an increase in full time support end strength. Although we cannot determine an exact figure at this time, we will continue to analyze our data to establish the right level to ensure our traditional reservist continue to receive the proper training.

CHANGES IN RESERVE PERSONNEL POLICIES

Question. With increased operational demands placed on the Reserve component for the past several years, signs of stress and strain are showing. All Reserve component Services are facing increased challenges retaining experienced, mid-grade career service members, precisely those eligible for retirement after having served 20 years of service. I am concerned we are not maintaining a balanced force, retaining enough of the very individuals who have gained the benefit of experience these past years of increased operations. I'm considering introducing legislation that would enhance retention of those experienced career service members, providing an incentive to serve beyond 20 years, initial retirement eligibility, to continue to serve in the reserve component in exchange for lowering the age at which they will be eligible to receive retired pay. For example, if a member commits to serving 2 years beyond 20, the age for which they are eligible to receive retired pay would be lowered by 1 year.

What is your opinion of this idea?

Answer. This proposal would be a huge benefit to reserve members and anything that helps with recruiting and increased retention is most welcomed. However, we recently did some analysis to determine if reservist were leaving earlier after reaching retirement age than they have historically. The analysis determined that we have not seen significant increases through the era of Base Realignment and Closure, Total Force Integration or with the increased operations tempo. However, in recognition of the contributions our members are making to the nation's security, the fiscal year 2008 National Defense Authorization Act authorized a similar benefit for members who serve at least 90 aggregate days on most active duty and reserve tours. For each 90 aggregate days served per fiscal year, on most active duty and reserve tours, member's retirement will be reduced by 3 months up to age 50. This proposal would serve as additional recognition for those reservists that continue to serve beyond retirement age. A legitimate concern may be the potential impact this proposal will have on the Air Force's retirement account. Given that people are living longer now, we must be sure that we are able to sustain this initiative over the long run. Bottom line: the proposal would likely encourage members to continue to serve beyond retirement age and therefore positively impact retention.

SUBCOMMITTEE RECESS

Chairman INOUE. The Defense Subcommittee will meet next on Tuesday, April 22, at 10:30 a.m., at which time we will receive testimony from Secretary Michael Donley and General Norton Schwartz on the United States Air Force fiscal year 2010 budget request. Until then, we will stand in recess.

[Whereupon, at 11:59 a.m., Wednesday, March 25, the subcommittee was recessed, to reconvene at 10:30 a.m., Tuesday, April 22.]