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DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2011

WEDNESDAY, MARCH 24, 2010

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

The subcommittee met at 10:05 a.m., in room SD–192, Dirksen Senate Office Building, Hon. Daniel K. Inouye (chairman) presiding.

Present: Senators Inouye, Leahy, Murray, Cochran, Bond, and Brownback.

DEPARTMENT OF DEFENSE

NATIONAL GUARD

STATEMENT OF GENERAL CRAIG R. McKINLEY, CHIEF, NATIONAL GUARD BUREAU

ACCOMPANIED BY:

MAJOR GENERAL RAYMOND W. CARPENTER, ACTING DIRECTOR, ARMY NATIONAL GUARD

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

OPENING STATEMENT OF CHAIRMAN DANIEL K. INOUYE

Chairman INOUYE. This morning, the subcommittee meets to receive testimony on the fiscal year 2011 budget of the National Guard and the Reserve components.

And from the National Guard, we are pleased to have the Chief of the National Guard Bureau, General Craig McKinley; the Director of the Army National Guard, General Raymond Carpenter, who is testifying with us for the first time; and the Director of the Air National Guard, General Harry Wyatt.

And from the Reserves, we welcome the Chief of the Army Reserve, General Jack Stultz; the Chief of the Naval Reserve, Admiral Dirk Debbink; the Commander of the Marine Corps Reserve, General John Kelly, who is also appearing before this subcommittee for the first time; and the Chief of the Air Force Reserve, General Charles Stenner.

And I thank all of you for joining us today, and the subcommittee reviews fiscal year 2011 budget.

Over the last several years, the Guard and Reserves have made important changes as they transition from a strategic to an operational reserve. The Department has improved its resourcing of the Guard and Reserve, and the services have made significant strides

in integrating the Reserve components in an effort to create one total force.

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

And I wish to congratulate all of you.

However, many challenges remain. The Guard and Reserve must continue to improve reintegration and family support programs. Suicide, divorce, and substance abuse are on the rise in the military, and the Reserve components are no exception. Reservists and their families lack the support network provided at Active Duty installations, so it is essential that we do everything we can to support Reserve families during deployments and as the reservists transition back to civilian life.

Your Yellow Ribbon Program is a step in the right direction, but I encourage you to continue improving the program to better fit the needs of our servicemembers. And I look forward to hearing, today, what each component is doing to improve support to our Reserve families.

The Guard and Reserves still face significant equipment shortfalls. For this reason, last year Congress provided $950 million for the National Guard and Reserve equipment account to allow the Reserve components to purchase the additional equipment they need for predeployment training and operations at home and abroad. Congress has provided additional equipment funding for the Guard and Reserve in each of the last 30 years, because, year after year, the President's budget fails to sufficiently fund the Reserve components. Some critics decry the additional funds by this subcommittee as unnecessary earmarks, but I'm certain that the witnesses here today agree that, without this additional funding, our Reserve components would be woefully equipped.

The success of the Guard and Reserve depends on the support of Reserve employers. The weak economy is placing additional strain on the employers, who must fill the jobs left by reservists when they deploy. As many reservists face their second, or even third, deployment, we must ask whether the current operational tempo is sustainable and what more we can do to ensure that we maintain the support of our business community in hiring and supporting Reserves.

So, gentlemen, I look forward to the hearing, to hearing your perspective on these issues, and working with you this year in support of our guardsmen and reservists. And I thank you for your testimony this morning.

And may I say that your full statements will be made part of the record.

We'll begin our hearings with the panel from the National Guard, but first I'll turn it over to my vice chairman, Senator Cochran, for an opening remark he may wish to make.

STATEMENT OF SENATOR THAD COCHRAN

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

I'm pleased to join you in welcoming this distinguished panel of witnesses before our subcommittee. And we look forward to working with them to identify ways we can make sure that the Guard and Reserve programs are funded at appropriate levels, and that they're able to carry out their duties and responsibilities under the law. Very important role. Gets more important as time has gone on. And Guard and Reserve personnel and leadership are depended on more and more to help protect the security interests of our great country.

Chairman INOUYE. Senator Bond, would you care to make your remarks?

STATEMENT OF SENATOR CHRISTOPHER S. BOND

Senator BOND. Thank you very much, Mr. Chairman. And I join with you and the ranking member, Senator Cochran, in welcoming the leadership of the National Guard today.

And on behalf of the National Guard Caucus, Senator Leahy and I thank you for this tremendous support you've provided the Guard over the years.

As you have indicated, had the subcommittee simply rubberstamped the budget proposed over the last few decades, the National Guard today would be a hollow force, if it were still a force. Instead, this subcommittee and the Congress, as a whole, have chosen, many times, to make up the shortfall in equipment budgets and manpower so that the Guard could continue to perform its missions. By investing in the Guard, we serve the national security interests of the country, ensure the protection of the homeland, at a fraction of the cost of the Active Duty, leveraging the incredible skills and experience of our citizen-soldiers and airmen.

I will ask that—submit for the record a letter that Senator Leahy and I have prepared on behalf of the National Guard Caucus, asking the Secretary of the Air Force to reconsider the decision made with respect to the C–130 aircraft and they made—a decision made without consultation with the Guard.

And I thank you very much.

Chairman INOUYE. Without objection, so ordered.

Senator BOND. Thank you, sir.

[The information follows:]

UNITED STATES SENATE,
Washington, DC, March 24, 2010.

The Honorable MICHAEL B. DONLEY,
Secretary of the Air Force,
Washington, DC 20330–1670.

DEAR SECRETARY DONLEY: On behalf of the 96 member strong Senate National Guard Caucus, we are concerned and oppose the force structure cuts to the Air National Guard C–130 fleet. We are seriously troubled that the Air Force would consider taking aircraft from the Air National Guard to fill gaps in the Active Component. This most recent announcement is a troubling move in what appears to be a consistent trend since the 2005 BRAC to reduce the number of aircraft from the Air National Guard without substantive or even any consultation with Air National Guard leadership.

The most disconcerting cuts come from the drawdown based on the Mobility Capabilities and Requirements Study 2016 (MCRS 16), which at the time of budget decisions, was still being developed. The programmatic decision resulting in these cuts

was based from a draft study which now reflects what the budget had already announced. In a time of economic downturn and smaller defense budgets, we encourage the Department of Defense and the Air Force to adopt structures such as active associate wings to leverage the Air National Guard's lower operating and infrastructure costs and more experienced civilian airmen.

We urge you to reconsider the C–130 Force Structure changes and seriously review alternative courses of action that will preserve our mobility capability for both of the Air National Guard's Federal and State missions.

Sincerely,

SENATOR PATRICK LEAHY,
Co-Chair, Senate National Guard Caucus.

SENATOR CHRISTOPHER S. BOND,
Co-Chair, Senate National Guard Caucus.

Chairman INOUYE. This morning, we have two panels. The first panel consists of the Chief of the National Guard Bureau, the Director of the Army National Guard, and the Director of the Air National Guard.

So, I'll call upon, first, General Craig McKinley.

General McKinley.

SUMMARY STATEMENT OF GENERAL CRAIG R. MC KINLEY

General MCKINLEY. Chairman Inouye, Vice Chairman Cochran, Senator Bond, it's an honor and privilege to be here today.

I guess we won the coin toss, so the Guard goes first this year. We've kind of alternated the 4 years I've been here, so I think we'll try not to run out the clock on the Reserve Chiefs, who are really strong colleagues of ours. We operate as seven very close representatives representing the Reserve component force and the National Guard, and it's an honor to be here with you today.

We've got about 460,000 members of the Army and the Air National Guard. And, as you said, Mr. Chairman, our strength is good, and our retention is even better.

On my right, your left, is Bud Wyatt—Lieutenant General Bud Wyatt. Bud joined our team a year ago. He was former adjutant general in Oklahoma, so he knows not only the Federal piece of our business, but he has represented the State of Oklahoma exceedingly well.

And on my left, your right, is Major General Ray Carpenter. Ray has been just a stalwart in standing in for the retirement of our former Director of the Army National Guard, Lieutenant General Clyde Vaughn. And, for almost a year now, Ray has managed the day-to-day operation of the Army Guard, working with United States Army. So, it's a pleasure for me to be ably assisted by these two fine gentlemen.

The Department, for your interest, sir, is moving forward to identify a nominee for the position of the Director of the Army National Guard. It's a critical billet, and we have had the board—names have been recommended to both General Casey and Secretary McHugh. And so, they will be considering that. We hope, obviously, that that name gets over here and we move to confirm as quickly as possible.

Senator Leahy, how are you, sir?

We've submitted a copy of our posture statement to the subcommittee, and offer that as our formal testimony for the record. General Wyatt and General Carpenter will speak, in detail, about

the budget request for the Army and the Air National Guard, as they work with our parent services in the budget process.

As United States Armed Forces continue to conduct operations in Iraq, Afghanistan, and elsewhere around the world, units of the Army and Air National Guard are participating as total force partners in that effort. The National Guard has repeatedly proven itself to be a ready, accessible force. We have validated the total force concept by showing that the men and women in our formations are ready to answer the call, to be mobilized, to deploy overseas, return home, and then become prepared to do it again and again.

The citizen-soldiers and airmen of your National Guard are adding value to America every day that they serve. The capabilities they bring to bear would not have been possible without the strong support of this subcommittee, and we thank you all very much for that support.

The most critical part of that proven capability, however, is our National Guard men and women. Today's men and women volunteer to join, or stay, in the National Guard fully expecting to be deployed. This shift in expectation is a central aspect of the National Guard shift to being a fully operational force and no longer merely a strategic Reserve. Indeed, the soldiers and airmen of your National Guard now serve with that expectation, and are proud of it. They want to remain central players in the Nation's defense, and would indeed be resistant to any move to return to a role limited to strictly strategic Reserve.

Overall, we can say that the budget request for fiscal year 2011 meets the critical needs of the Army and Air National Guard in this era of persistent conflict overseas and ongoing threats to American lives and property here in the homeland.

Of particular importance to us is the request for operations and maintenance funds. This money is critical. We use it to buy the fuel, the spare parts, building maintenance, and other things essential to being effective Reserve components of the Army and the Air Force, and we ask the subcommittee to fully fund that request.

All of us in the National Guard are highly mindful and deeply grateful for the strong support of the National Guard which this subcommittee has shown to us in the past. In return, we try to be good stewards of the funds you appropriate for us, and use that money to make your National Guard as strong as it can be. We're particularly grateful for the additional funds which this subcommittee has provided through the National Guard and Reserve equipment account. We have used those funds to fill critical shortages in the Army National Guard and to provide technological modernization in our Air National Guard capabilities.

We are especially grateful for the flexibility in which those funds are provided to us, allowing us to apply that money to our most critical equipment needs. And, as my predecessor Steve Blum was fond to say, "Every dollar that is funded through the National Guard and Reserve equipment account is spent in that area."

One of the longest-running joint programs in the National Guard, one which employs both Army and Air National Guard capabilities, is the National Guard Counterdrug Program. This unique program provides a mechanism under which National Guard military experience can be employed to assist civilian law

enforcement agencies to fight the corrosive effect of illegal drugs in American society. Funding for this program is included in the fiscal year 2011 budget request, and we ask for your full support of that request.

As we've seen, parenthetically, with recent incidents along our Southwest border, the scourge of drugs migrating across that border creates a lot more concern on our part that this program still fills a very vital need.

We are well aware that last year, as it has done in previous years, this subcommittee provided significant additional funds for that counterdrug program to fund capability enhancements. Nearly one-quarter of the capability of the National Guard Counterdrug Program exists today because of the additional funding provided in the past by Congress.

In order to move quickly to your questions, I would now like to ask my Directors of the Air and Army National Guard to provide their perspectives. But, before I do that, I would just like to personally thank Senator Bond for his years of service to the Senate Guard Caucus.

PREPARED STATEMENT

We can't thank you, sir, enough, and your staff, for being there, for listening to us, and for providing that great leadership. And we wish you a great deal of well-being back in the State of Missouri when this run is over. Thank you, Senator Bond.

Bud?

[The statement follows:]

PREPARED STATEMENT OF GENERAL CRAIG R. MCKINLEY

INTRODUCTION AND EXECUTIVE OVERVIEW

About 400 years ago, a few hardy souls boarded tall ships from the shores of their comfortable European homeland to travel to a North American wilderness. They risked their lives on the treacherous waters of the North Atlantic for a new land and a better life.

Immediately, homeland security became a concern for these early settlers. In times of need, volunteers from tiny hamlets and towns picked up their muskets to rush to the defense of their homes and families.

Out of this necessity, the first militia was organized in the Massachusetts Bay Colony in 1636. About 140 years later, these Citizen-Soldiers had become a formidable force. At the Battle of Concord in 1775, outnumbered musket-wielding militia defeated an "invincible" British force and the enduring reality of the Minuteman was born.

The Minuteman image was immortalized in the statue that stands today by the North Bridge, which spans the Concord River. The Minuteman was sculpted in traditional militia mufti with one hand on the plow and the other grasping a musket. The Citizen is ready at a moment's notice to become the Soldier.

That ethos continues, ever stronger today, abroad and at home. Our Citizen-Soldiers and Airmen are adding value to America.

RAPID EVOLUTION

The National Guard Abroad

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.

Our most precious assets flow from our communities. At this time, nearly 60,000 Citizen-Soldiers and Airmen are deployed in support of overseas operations in Iraq, Afghanistan, the Balkans, and the Sinai.

The National Guard has maintained a high operational tempo for more than 8 years in support of the operations in Iraq and Afghanistan. Through the admirable service of thousands of Guardsmen we have provided essential combat, logistics, and other support capabilities to these operations.

Most recently, the National Guard provided critical Humanitarian Relief and Disaster Response support following the massive earthquake of January 2010 in Haiti. From providing initial medical evacuation to sustained logistics support and airborne communications, National Guard Soldiers and Airmen quickly delivered the specialized expertise required to support the Haitian people in their hour of need.

The National Guard at Home

In addition to the thousands of National Guard Soldiers and Airmen currently activated for ongoing Federal missions overseas, the National Guard provides significant response to unexpected contingencies at home.

On average, on any given day, 17 U.S. Governors call out their National Guard to help citizens in need. We responded in 2009 as we always have—immediately, effectively, appropriately, and in force. There's no reason to believe 2010 will be any different.

Three significant events in 2009 were the record floods in North Dakota, the incredibly devastating ice storms in Kentucky, and the aid Hawaii quickly delivered to American Samoa after a tsunami smashed into the island.

Rapid and full emergency response is another service that our Citizen-Soldiers and Airmen do well.

At the peak of flood fighting efforts, the North Dakota Guard responded with more than 2,400 Citizen-Soldiers and Airmen aided by Guardsmen from six other states including Minnesota, Wisconsin, South Dakota, Montana, Missouri, and Iowa.

The Guard assisted with levee patrols, evacuating residents, and sandbag operations. Our Soldiers and Airmen also provided traffic control points and presence patrols. They flew aviation support missions, including reconnaissance and ice salting to promote melting. They also delivered and operated water pumps, broke up ice jams, and performed other missions as required.

In Kentucky, the entire Kentucky Army National Guard plus Guardsmen from Florida, Indiana, Ohio, Tennessee, and Wisconsin were called to duty, removing debris and running communications sites in addition to delivering essential supplies.

Restoration of electric power to water plants, communications facilities, home generator support, operation of shelters in 24 armories, and removing downed trees were the top priorities. Troops worked with state and local crews clearing roads and gaining access to damaged power transmission lines. Our National Guard men and women delivered more than 285,000 meals and a half million bottles of water every day to needy communities.

An 8.4 magnitude earthquake struck the Samoa Islands region on September 29, which resulted in a destructive tsunami with 15–20 foot waves impacting the east side of American Samoa. Buildings suffered damage; up to 6,000 people were without power; there were 1,912 refuges in 14 shelters; and 32 confirmed fatalities.

Within 24 hours, about 90 National Guard personnel from Hawaii's Civil Support Team and CBRNE Enhanced Response Force Package, a command and control element, and a mortuary affairs team flew to American Samoa to help in the recovery efforts.

The National Guard is located in more than 3,300 communities around the nation providing an indispensable link between the military and the citizens of our great nation. We may be the only military that some of our citizens ever see.

At the same time, more than 4,600 personnel are on duty in our daily ongoing domestic operations—state active duty, and Counterdrug and Air Sovereignty Alert missions. More than 390,000 are available to respond to any situation.

READINESS

Personnel

Despite all the nation has asked of them in the overseas warfight as well as here at home, we are recruiting and retaining National Guard members in impressive numbers and with higher quality marks. 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.

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 ARNG 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 has programmed $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 Congress and Department of Defense (DOD) 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 and proportionally recapitalized, particularly in order to avoid the 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 7 years.

To that end, we support the Air Force's recapitalization plan, and believe that all roadmaps should be inclusive of the ANG as a hedge against this "age-out."

We shouldn't be relegated to obsolete and incompatible equipment like we were during the Cold War. We have proven that the old way of doing business does not work in today's environment. The National Guard must remain an operational force, indeed a strategic force, and must be resourced as such, so we can assist the Army and Air Force as much as possible.

National Guard and Reserve Equipment Appropriation (NGREA)

A significant success story over the past few years is how NGREA funding has helped the Guard fill equipment shortages. This is particularly true for shortages involving Critical Dual-Use (CDU) equipment, which are items that the Guard uses in both Federal and state missions. The equipment purchased through NGREA includes CDU, however no equipment is purchased solely for domestic use by the states. The use of NGREA has been instrumental in providing for the quality and quantity of ARNG equipment. It has also enabled the ANG to both support Overseas Contingency Operations (OCO) and to also provide assistance to domestic response.

An important benefit of NGREA funding is transparency in accounting. In fact, every dollar can be tracked and accounted for in the process. With NGREA, we are able to show Congress exactly what equipment the Guard received for the money spent and where that equipment is located.

Training

Along with preparations for Federal service, the National Guard prepares for possible use in domestic operations. To that end, in fiscal year 2009 the National Guard conducted four regional Vigilant Guard exercises and three combatant command/national level exercises to facilitate unity of effort. In fiscal year 2010, the NGB is building local, state, and national level exercise capability to support the 54 states, territories, and the District of Columbia in preparing for larger scale exercises, National Special Security Events (NSSE), and real world events.

Agribusiness Development Teams

Nowhere does today's 21st century Minuteman embody the Citizen-Soldier promise better than in our Agribusiness Development Teams (ADTs) in Afghanistan, where it is so needed after 40 years of constant turmoil and war.

We send Guardsmen, whose skills and livelihood are earned in agribusiness in the United States, to this war-torn country to help better their farming industry.

The first team deployed from Missouri in 2007. Today, eight teams are dispersed throughout Afghanistan, doing incredible work promoting sustainable farming practices and stimulating Afghan agriculture.

For the Guardsmen, that means engaging with local farmers and helping them address many of their challenges, such as water and infrastructure issues.

Eighty percent of Afghanis depend on agriculture for their livelihood, so it's incredibly important that if we're going to attack all the challenges and ills that hinder Afghanistan, we help stabilize their agribusiness economy.

The goal is not to teach how to farm but to expand those skills that Afghan farmers already have. They know how to farm. They need someone to help them with the more scientific aspects of agriculture.

Before those crops get to market they need to be harvested or processed. Texas and Missouri ADTs developed clean and sanitary meat processing facilities powered by renewable energy sources. Also, mechanical engineers in the Guard were able to teach the Afghans how to build wind turbines and help produce power for these facilities. In the end, that's the goal—to find simple solutions to the challenges faced by Afghan farmers.

Because of the ADTs, Afghanistan has entered into a bilateral relationship with Nebraska. There is a large Afghan population in Nebraska, and the University of Nebraska has a cultural center that has built a relationship that has endured for decades.

NGB AS A JOINT ACTIVITY

In 2009, the National Guard made great progress in supporting DOD's efforts to both manage the Reserve Components as an operational force and establish the National Guard Bureau as a joint activity. The NGB, as part of the total operational force, has a greater role and increased responsibility for shaping the discussion and recommendations within DOD for issues related to Homeland Defense and Defense Support to Civilian Authorities.

The National Guard has always recognized its unique role as America's first military responder. In the continued quest for serving our citizens, we have leveraged the concept of the Joint Staff, both at the national and at the state level, to ensure rapid, effective, coordinated responses to domestic emergencies. This capability is modular, scalable, and can maximize effectiveness by employing Army and Air Guard capabilities into a true joint response. This supports the Adjutants General with single procedures for communication, coordination, collaboration, and employment.

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 Defense Department's security cooperation strategy, the geographic combatant commanders' theater engagement programs, and 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 more than 60 foreign nations to focus on military-to-military, military-to-civilian, and civil security activities.

Created in 1993, the 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.

This valuable mutual security cooperation program will continue to expand in size and strategic importance.

Interagency and Intergovernmental Coordination and Cooperation

The National Guard's dual mission requires a disciplined balance between persistent readiness to defeat threats to our nation and its vital interests, and constant availability to help our communities and states.

To improve efficiency for all involved in domestic operations, the NGB is orchestrating an effort to maximize collaboration with partner organizations like the U.S. Coast Guard, U.S. Army Corps of Engineers, and the Federal Emergency Management Agency (FEMA). By working together with our partners, we will provide a more coordinated response for all catastrophes, natural or man-made.

FUTURE PLANS—OUR VISION

The Guard must remain a community-based organization with a clear understanding of its dual role: to serve abroad in support of our national defense; and to serve the Governors and people of the states, territories, and the District of Columbia to which they belong. Recognizing the principles of states' rights and the tiered approach to domestic support to civil authorities, the Adjutants General (TAGs) will continue to provide a wide range of capabilities to their Governors and play a significant role in determining National Guard priorities and in shaping the future of the Guard.

In an era of persistent conflict, we need a predictable rotational model and we must maintain proficiency and interoperability with the rest of the force. We must modernize at a proportional rate to the Active Component.

At a steady state, we are going to have persistent requirements. There are tough resourcing decisions ahead, but I am optimistic we will continue our relevancy both on the domestic front and abroad while continuing to take the very best care of our Airmen, Soldiers, and their families.

What the future holds for the National Guard Bureau is to cement its cross-functional relationships with other government and military agencies to answer any call, anywhere with the utmost collaboration and effectiveness. This is how we will continue adding value to America long into the future.

The following pages show how the Army and Air National Guard and the Joint Staff are doing their part to build a balanced, flexible, and cohesive force for the future.

MAJOR GENERAL RAYMOND W. CARPENTER, ACTING DIRECTOR, ARMY NATIONAL GUARD

MESSAGE FROM THE DIRECTOR

Unique events, leadership transitions, and a change in vision defined another challenging and rewarding year for the Army National Guard (ARNG). The ARNG shifted its focus from quantity of assigned strength to quality of the force, a new vision for an experienced and accessible force. As a result, we have significantly increased the readiness of the Army National Guard. Our Soldiers are better trained and equipped to support overseas contingency operations and provide domestic support to our civilian authorities.

The ARNG made notable progress with our Modular Force Conversion and Rebalance efforts. We have also implemented a number of innovative initiatives such as the:

—Agribusiness Development Team;
—Domestic All-Hazards Response Team (DART);
—Muscatatuck Urban Training Center;
—Battle Command Training Capability Program;
—eXportable Combat Training Capability (XCTC);
—Patriot Academy;
—General Equivalency Diploma (GED) Plus;
—Yellow Ribbon Reintegration Program; and
—Community-Based Warrior Transition Program.

Through these efforts, our Soldiers are educated, trained, equipped, and supported unlike any other time in our history. Our efforts to balance the lives of our operational units and individuals have given us the flexibility and effectiveness needed to keep America strong.

OPERATIONS

Balancing domestic and overseas operations brings out the best in Army National Guard integrated missions. The concepts of "critical dual-use equipment" and "Citizen-Soldier" merge together to meet our international and domestic challenges. Building on our two pillars of strength—personnel readiness and equipment versatility—we conduct our integrated missions and accomplish our Soldier-centric goals.

Overseas Contingency Operations (OCO)

Overseas Contingency Operations have significantly increased the operating and deployment tempo within the Army National Guard. Nearly 60,000 Army and Air National Guard personnel are supporting expeditionary operations around the world, including Operations Enduring Freedom and Iraqi Freedom. Since 9/11, more than 316,000 Army National Guard Soldiers have been mobilized for Federal (Title 10) duty as of December 31, 2009, to support OCO around the world.

Domestic Operations

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

In January 2009, the ARNG supported Federal and state agencies during the most attended Presidential Inauguration in U.S. history by providing over 10,000 National Guard Soldiers from 14 states. The Soldiers supported civil authorities by providing traffic control points, reaction forces, and aviation support.

The ARNG answered calls to their respective Governors for search and rescue, power generation, logistical support, debris clearing, sandbagging, security, law en-

forcement support, food distribution, and shelter construction during recovery efforts. Most notably, in March 2009 six states sent more than 5,500 Soldiers to support North Dakota during the Red River flooding. During this event, the ARNG provided 13 helicopters with crews to fill a mission assignment from the Federal Emergency Management Agency (FEMA).

Domestic All-Hazards Response Team

Initiated in fiscal year 2009, the Domestic All-Hazards Response Team (DART) formalizes the National Guard use of the ARNG Division Headquarters in response to all catastrophic events. When requested by the Adjutant General of an affected state, the DART response is coordinated through the Chief, National Guard Bureau. The Army National Guard has eight division headquarters. Three division headquarters serve as the DART Headquarters on an annual rotation—two divisions serving in the East and West and one reinforcing both regions.

Approximately 50,000 troops are available east of the Mississippi and 30,000 west of the Mississippi for activation into Title 32 Status. The DART works within the existing Emergency Management Assistance Compact framework. The DART is also divided along FEMA Region boundaries and is well positioned for interagency response. The DART maximizes the modular structure of the 21st century Army and positions the nation to respond to any man-made or natural disaster (or to mobilize in preparation for such an occurrence).

For more details on DART, please see the information paper at: www.ng.mil/features/ngps.

ARNG Aviation

Operational Support Airlift Agency (OSAA)

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. OSAA's fleet of 80 fixed-wing aircraft represents the single largest fixed-wing organization in the Army today. Both at home and abroad in 2009, these aircraft:

—Flew more than 56,000 hours;
—Completed over 26,000 missions;
—Transported nearly 20 million pounds of cargo;
—Carried more than 100,000 passengers; and
—Supported the U.S. Southern Command in Colombia, the Criminal Investigation Task Force, Office of Military Commissions, and United States Army South at Guantanamo Bay, Cuba.

Combat Aviation Brigade (CAB)

By virtue of its basing locations throughout the homeland, ARNG Aviation provides immediate responsiveness to the Governors. Additionally, with certain unique design and equipment differences, the aviation force is a critical component of Defense Support to Civil Authorities.

Six of the ARNG's eight CABs have a unique security and support (S&S) Aviation Battalion whose primary mission is homeland support. Each S&S battalion is equipped with the new UH–72 light utility helicopter with communications and mission equipment packages that are optimized for coordination and interoperability with civilian police, fire, and emergency responders. In addition, the ARNG aviation force provides the Army with a NORTHCOM-dedicated Theater Aviation Brigade for the vital Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) Consequence Management Force that will respond to any natural or man-made disaster in the homeland. The ARNG provides the total Army with 43 percent of its aviation force.

For more details about the Combat Aviation Brigade, please see the information paper at: www.ng.mil/features/ngps.

Light Utility Helicopter (LUH) Update

The UH–72A "Lakota" Light Utility Helicopter is a state-of-the-art aircraft with twin engine reliability, a 21st century navigation/communication system, and a proven record of commercial aviation service.

The Army developed the UH–72 Lakota to meet immediate and future light utility aviation needs. The ARNG now has 36 UH–72A aircraft and eight UH–72A MEDEVAC aircraft for a total of 44 Lakotas. The Army plans to field 12 UH–72As to the Army National Guard over the next several years with a total of 200 new UH–72s to be fielded to the National Guard by fiscal year 2017.

For more details about the Light Utility Helicopter, please see the information paper at: www.ng.mil/features/ngps.

PRESENT AND FUTURE VALUE

Modular Force Conversion and Rebalance

By the end of fiscal year 2009, the ARNG completed the most comprehensive force structure change in its history. This 5-year effort saw more than 2,800 operating force units transform into modular designs while deploying 43,225 Soldiers to combat and support operations in Iraq, Afghanistan, and Kuwait. With this transformation, ARNG brigade combat teams are identical to Active Component Army brigades so they are compatible regardless of the mission. The ARNG continues to grow and adapt to fulfill all levels of the Federal and state missions in support of Homeland Security and Homeland Defense (HD), which includes supporting the warfighter.

The historic fill rate for equipment for the ARNG has been about 70 percent. Fill rates declined to approximately 40 percent of equipment available to the Governors in 2006 due to cross-leveling equipment to support immediate deployment requirements. Seventy-seven percent of the ARNG's Modified Table of Organization and Equipment (MTOE) requirement is currently on hand (as of the end of fiscal year 2009).

Increasing our investment in several key areas is essential to maintaining our forward progress.

Agribusiness Development Teams

An Agribusiness Development Team (ADT) is a self-contained volunteer unit composed of 58 National Guard Soldiers with backgrounds and expertise in various sectors of the agribusiness field. They provide training and advice to Afghan universities, provincial ministries, and local farmers to increase stability and improve opportunities for Afghanistan's reemerging agribusiness sector. Since 2007, Agribusiness Development Teams from the following states have deployed to Afghanistan: Missouri, Indiana, Tennessee, Kansas, Nebraska, Texas, California, Kentucky, Oklahoma, and South Carolina.

For more details about ADTs, please see the information paper at: www.ng.mil/features/ngps.

PERSONNEL STRENGTH AND QUALITY PROGRAMS

The overriding theme of the Army National Guard's recruiting and retention mission is to sustain a high quality force and continue to improve the quality of life for our Soldiers and their families.

The ARNG recalibrated the fiscal year 2009 endstrength mission from 371,000 to 358,200 resulting in a reduction of the recruiting accession mission to a target of 56,000. The endstrength goals focused on achieving historical quality marks in the military entrance exam (the Armed Forces Qualification Test) for high school graduates and an overall retention rate of 106 percent of the ARNG goal. Our sustained recruiting and retention successes are a testament to the outstanding work of our recruiting team and the inherent value of our organization.

The ARNG is improving the quality of recruits through the Patriot Academy and the GED Plus programs.

Patriot Academy

The basic concept for this program came from research that indicated 500,000 students dropped out of high school in 2006. Launched in June 2009, the Patriot Academy enables Soldiers to complete basic training and then perform Title 10 Active Duty for Operational Support while obtaining their high school diplomas, additional military training, and life skills training. The ARNG plans to graduate 500 Soldiers annually.

For more details about the Patriot Academy, please see the information paper at: www.ng.mil/features/ngps.

GED Plus

The GED Plus program provides high school dropouts, 18 and older, basic training and a structured academic environment to earn their GED. To enroll, students must be fully qualified for enlistment and achieve the minimum Armed Forces Qualification Test score. In fiscal year 2007, some 700 Soldiers passed for a 73 percent success rate. In fiscal year 2008, our success rate jumped to 95.6 percent with 2,457 students passing. The GED Testing team tested 2,283 GED Plus Soldiers in fiscal year 2009 with a passing rate of 96.6 percent. The team was noted as the best test site in the nation by Dantes staff. Also in fiscal year 2009, the National Guard began construction on an $18 million GED Plus educational complex which will increase training capacity to more than 7,500 students per year.

As of May 31, 2009, the success rate continues to hover around 95 percent, which is significantly higher than the 69 percent national average achieved by civilian GED programs. The improvement is due in part to grouping students by ability, sharing best practices, and implementing an instructional lab for specific student weaknesses.

For more details on the GED Plus program, please see the information paper at: www.ng.mil/features/ngps.

Full-time Support

The ARNG Full Time Support (FTS) program consists of both Active Guard and Reserve (AGR) Soldiers and Military Technicians and has a direct link to unit readiness. In this continuing era of persistent conflict, FTS personnel are major contributors across the full spectrum of ARNG missions, home and abroad, providing vital strategic depth and continuity of operations. The ARNG is now an Operational Force and its FTS is even more critical to unit readiness. Currently, there is no programmed growth for AGRs while Military Technicians are programmed to increase by 1,170 authorizations by fiscal year 2013.

Ongoing manpower studies are determining changes in FTS requirements. Results will be submitted for validation and coordinated with the appropriate organizations for submission in the Program Objective Memorandum process as completed.

For more details on FTS, please see the information paper at: www.ng.mil/features/ngps.

Medical Readiness

With the Army National Guard's transition to an operational force, the Office of the Chief Surgeon team led medical readiness improvements in fiscal year 2009 by addressing its three primary goals: Support deployment of a healthy force; support deployment of the medical force-units; and facilitate warriors in transition and family care-beneficiaries.

Medical readiness increased 13 percent between fiscal year 2008 and fiscal year 2009. This was a direct result of increased targeted funding and stronger liaison efforts between NGB and Army medical commands to meet funding, manning, and equipment requirements.

Industrial Hygiene Base funding served to both identify and mitigate preventable health conditions prior to impacting the medical readiness of ARNG units by using three programs—Decade of Health, Hooah4Health (H4H), and blood pressure kiosks. These programs have yielded the following results:

—Dental readiness increased 34 percent in fiscal year 2008 and fiscal year 2009;
—An estimated 1 million Soldiers checked their blood pressure at kiosks nationwide; and
—Over the past 5 years, more than 5,400 Soldier-students have completed the Army's first interactive, web-based correspondence course on the H4H site with a 97 percent pass rate.

Soldier Family Support (SFS)

The increased operating and deployment tempo of the Army National Guard has placed additional strain on Soldiers and their Families. In October 2007, the Army initiated the Army Family Covenant program and pledged to provide Soldiers and Families with a quality of life commensurate with their dedicated service and sacrifice to the nation. In fiscal year 2010, the ARNG received an additional $10 million to support and ensure long-term sustainability of SFS functions in support of mission requirements and our role as an operational force. The following SFS programs are currently well underway:

—The Personnel Blast and Contaminant Tracker system records data for all service members involved in blast incidents, even when immediate physical symptoms are absent. If the exposure to a blast or contaminant has long-term impacts to the service member, data will be used for line-of-duty benefit evaluation. The "blast tracker" can be expanded to all Army components as well as to the other services.
—The Resiliency Training Center, opened in Kansas in 2009, builds resilience in our Soldiers and their families. The center focuses on preventing high stress through proactive marriage workshops and stress relief training before, during, and after deployments.
—The Community-Based Warrior Transition Units program provides high-quality healthcare, administrative processing, and transition assistance for recuperating Reserve Component Soldiers while living at home with their families. These Soldiers work at a reserve center within their capabilities.

For details about more medical programs, please see the information paper at: www.ng.mil/features/ngps.

FACILITIES AND MILITARY CONSTRUCTION

Army National Guard facilities are critical to the readiness and capability of the National Guard. These are the locations where our Soldiers perform administration, conduct training, and store and maintain equipment. Additionally, many National Guard facilities are critical rallying points for communities when disaster strikes. Now a combat-proven operational force, the Army National Guard needs adequate facilities to fulfill its crucial role in defending America at home and abroad. The ARNG has over 3,000 readiness centers nationwide. Approximately 1,408 readiness centers are more than 50 years old and are located on five acres or less. Recognized as the hometown "Armory," these essential facilities may be "the only military installation for hundreds of miles." For fiscal year 2010, appropriations for Army National Guard military construction are $582 million.

The Army National Guard received over $1.4 billion in military construction funds for fiscal year 2009 which included:

—$736 million for 54 projects for the Military Construction Army National Guard program;

—$147 million for three emerging requirements projects;

—$470 million to construct 14 projects for the base realignment and closure (BRAC) program (ARNG executed 100 percent of these BRAC projects);

—$50 million for six construction projects as part of the American Recovery and Reinvestment Act; and

—$25 million of fiscal year 2008 funds to assist Mississippi and Indiana with storm damage to their facilities.

ARNG Military Construction funding for fiscal year 2010 includes $30 million from the National Guard and Reserve Initiative. These funds are intended to address critical unfunded requirements of the ARNG.

Environmental Program

Recent success in the ARNG's environmental program underscores its mission to excel in environmental stewardship which balances community needs with sustaining military readiness.

Since the Army Compatible Use Buffer (ACUB) program began in 2003, military funding ($17.5 million) has combined with private funding ($90 million) to protect 40,000 military-acres from encroachment at eight ARNG training centers.

For more details about environmental programs, please see the information paper at: www.ng.mil/features/ngps.

EQUIPMENT READINESS

Equipment On-Hand (EOH) and Equipment Availability

At the end of fiscal year 2009, the Army National Guard had 76 percent of its equipment on-hand. Subtracting equipment that is mobilized and deployed to support Federal missions, the current equipment-on-hand percentage falls to 63 percent of requirements available to the Governors. EOH levels remained fairly flat in fiscal year 2009 as overall requirements increased by 2 percent and equipment inventories rose 3 percent. In many cases, particularly with vehicles, new trucks replaced older legacy vehicles. This kept the EOH relatively constant although capabilities increased due to modernization and an overall decrease in the age of the fleet.

Equipment Modernization and Readiness

Beginning in fiscal year 2006, the Army significantly increased its investment in ARNG equipment, allocating approximately $25.1 billion for new procurement and recapitalization between fiscal year 2006 and fiscal year 2009. As a result of this investment, the Army National Guard received approximately 296,000 new items in fiscal year 2008 and another 433,000 in fiscal year 2009 at a combined value of $10.2 billion. Additionally, $16.9 billion is currently programmed for Army National Guard equipment between fiscal year 2010 and fiscal year 2015.

Despite these successes, the Guard needs to procure and field leading-edge battle command equipment, and improve fill levels for a number of Combat Service Support items such as water purification systems, generators, material handling equipment, field feeding systems, tactical ambulances, and aviation ground equipment. In addition, modernization of the Guard's truck and helicopter fleets, while absolutely critical to long-term success, will continue to be a challenge well beyond fiscal year 2015.

Ground and Air Operating Tempo

Ground Operating Tempo

The ground operating tempo (OPTEMPO) program is one of the keys to equipment readiness. The program consists of two parts: direct and indirect. 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 supplies and equipment, and inactive duty training (IDT) travel which includes Command Inspection, staff travel, and cost of commercial transportation.

Air Operating Tempo

The air 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 fiscal year 2009, air OPTEMPO funding for the Army National Guard totaled $271 million in base appropriation plus $40 million in supplemental for a total of $311 million. This funding provides for fuel and other necessities so that 5,722 ARNG aviators can remain current and proficient 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 Department of the Army programmed the ARNG for $202 million to fund repair parts and the personnel required to repair equipment used in Overseas Contingency Operations during fiscal year 2010. The ARNG is planning to Reset 21 brigade-sized elements as well as many units below brigade level. The Reset process also provides additional training for National Guard Soldiers as they repair this equipment. As in previous years, having the ARNG perform its own Field Reset allows for equipment to be returned to the states' control much faster and repaired in a much more expeditious manner.

Logistics-Depot Maintenance

The Depot Maintenance Program is an integral part of ARNG sustainment activities. This program is based on a "repair and return to user" system as opposed to the direct exchange system used by the active Army component. In fiscal year 2010, depot surface maintenance program requirements increased by 14 percent. Funding for the ARNG's surface depot maintenance requirement was increased by 19 percent because of new requirements. In fiscal year 2010 the ARNG plans to overhaul 2,883 pieces of combat and tactical equipment.

TRAINING AND TECHNOLOGY

During fiscal year 2009, the ARNG information technology (IT) resources supported the implementation of network security projects, mobilization support, wide area network modernization and redundancy, and emergency response projects. This allowed continued support to each United States Property and Fiscal Office, Joint Forces Headquarters—State, and Army National Guard Headquarters primarily in the National Capital Region.

For more details about IT programs, please see the information paper at: www.ng.mil/features/ngps.

eXportable Combat Training Capability

Soldiers and units are better prepared for mobilization due to the advent of the eXportable Combat Training Capability (XCTC) program. XCTC is an innovative training program that reduces training overhead without sacrificing training quality, standards, or outcomes. This pre-mobilization training program provides tough, realistic training to achieve company level certification and battalion battle staff proficiency. XCTC builds on fundamental tactics, techniques, and procedures by using advanced live, virtual, and constructive training technologies.

For more details about the XCTC, please see the information paper at: www.ng.mil/features/ngps.

Muscatatuck Training Center

The 974-acre Muscatatuck Training Center in Indiana provides a realistic training environment for urban warfare, civil support operations, and emergency response. Trainees include Army National Guard troops, firefighters, police officers, and other first responders. The center's concentrated urban infrastructure consists

of 68 major buildings including a school, hospital, dormitories, light industrial structures, single-family dwellings, a dining facility, and administrative buildings totaling about 850,000 square feet.

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

MESSAGE FROM THE DIRECTOR

AMERICA'S EXCEPTIONAL FORCE, HOME AND AWAY

The Air National Guard (ANG), the U.S. Air Force Reserve, and the Regular U.S. Air Force (RegAF) comprise our Total Air Force. The ANG anchors this Total Force team, providing trained and equipped units and personnel to protect domestic life and property; preserving peace, order, and public safety; and providing interoperable capabilities required for Overseas Contingency Operations. The ANG, therefore, is unique by virtue of serving as both a reserve component of the Total Air Force and as the air component of the National Guard.

Upon its founding in 1947, the ANG served primarily as a strategic reserve for the U.S. Air Force. Increasingly and dramatically, the ANG has become more of an operational force, fulfilling U.S. Air Force routine and contingency commitments daily. Since 9/11, over 146,000 ANG members have deployed overseas.

A snapshot of U.S. forces at any time shows Air Guard members in all corners of the globe supporting joint and coalition forces in mission areas such as:, Security; medical support; civil engineering; air refueling; strike; airlift; and intelligence, surveillance, and reconnaissance (ISR)

Currently, over 7,000 ANG members are deployed in Iraq, Afghanistan, and other overseas regions. At 16 alert sites, three air defense sectors, and Northern Command, 1,200 ANG members vigilantly stand watch over America's skies. Amazingly, 75 percent of our deployed individuals are volunteers, and 60 percent are on their second or third rotations to combat zones. Percentages like these speak volumes about the quality and sense of duty of America's ANG force!

The ANG supports state and local civil authorities with airlift, search and rescue, aerial firefighting, and aerial reconnaissance. In addition, we provide critical capabilities in medical triage and aerial evacuation, civil engineering, infrastructure protection, and hazardous materials response with our Civil Support Teams and our Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs).

In the past year, Air Guard members helped their fellow citizens battle floods, fight wildfires, mitigate the aftermath of ice storms, and provide relief from the devastating effects of a tsunami. Here are just a few examples of how the ANG provides exceptional expertise, experience, and capabilities to mitigate disasters and their consequences.

—Kentucky, Arizona, and Missouri Guard members responded to debilitating ice storms, which resulted in the largest National Guard call-up in Kentucky's history.

—North Dakota, South Dakota, and Minnesota ANG members provided rescue relief and manpower in response to Midwest flooding.

—The Hawaii ANG sent personnel from their CERFP, a command and control element, and a mortuary affairs team to American Samoa in response to an 8.4 magnitude earthquake-generated tsunami.

Within the Total Force, the ANG provides extraordinary value in terms of meeting our national defense needs with cost efficiency and immediate availability. In our domestic role, the ANG provides capabilities to support local emergency responders with life and property saving capabilities and expertise not usually found elsewhere in the Total Force.

BEST VALUE FOR AMERICA

Building Adaptable Airmen and Priorities for the Future

The outstanding men and women of the ANG continue to defend American interests around the world. Throughout 2009, the ANG projected global presence in a variety of missions in regions ranging from the Balkans to Southwest Asia, and from Eastern Europe to Latin America. We have provided much more than airpower, contributing our exceptional capabilities in security, medical, logistics, communications, civil support, and engineering, in order to support our nation's national security.

Our unique community-based heritage has been the foundation of our strength since colonial times. While the strategic environment has continually changed throughout history, the ANG has proven itself an adaptive force, able to meet any new challenges. One reason for our success is that our members normally live in

the same communities in which they serve during times of natural disasters or when called upon to respond to national emergencies. Our Guard members know the folks they support very well because they work together, their children attend the same schools, and they shop at the same businesses. Our fellow citizens know the local Guard members and their contributions, and their appreciation has been illustrated through countless welcome home parades and outpouring of support over the years.

Throughout history, many of the issues our forebears faced are essentially the same issues we face today: aging capabilities and declining budgetary resources. The ANG has consistently provided the answer in an efficient, cost-effective, community-based force that is ready and responsive to domestic and national security needs.

Our traditional, predominantly part-time force continually adapts and evolves toward new missions and capabilities. As a nation, we must ensure America's ANG continues to be completely interoperable with the RegAF to meet operational and strategic reserve surge requirements. To continue as America's best value and to meet our national security objectives, the ANG focuses priorities in three areas:

—Developing adaptable Airmen for future senior leadership roles and responsibilities;

—Modernizing and recapitalizing our warfighting capabilities to ensure we remain completely interoperable with RegAF; and

—Evolving and shaping our force to maintain our value to the Air Force mission.

Best Value in Personnel, Operations, and Infrastructure

During the past year, the ANG has deployed 18,366 service members to 62 countries and every continent, including Antarctica. The ANG provides a trained, equipped, and ready force for a fraction of the cost. We provide a third of Total Air Force capabilities for less than 7 percent of the Total Force budget. In all three areas—personnel, operations, and facilities—the ANG provides the "Best Value for America."

A key to ANG efficiency is our part-time/full-time force structure mix. Our predominantly part-time (traditional) force can mobilize quickly when needed for state disaster response missions, homeland defense, or when we need to take the fight overseas.

We have the ability to maintain a stable force with considerably fewer personnel moves than the RegAF, which is a critical factor in our cost-effectiveness. Traditional National Guard members cost nothing, unless on paid-duty status. ANG efficiencies compared to regular military components include:

—Fewer "pay days" per year;

—Lower medical costs;

—Significantly lower training costs beyond initial qualification training;

—Virtually no costs for moving families and household goods to new duty assignments every 3 or 4 years;

—Fewer entitlements, such as basic allowance for housing; and

—Lower base support costs in terms of services and facilities including commissaries, base housing, base exchanges, and child care facilities.

The ANG is an operational reserve with surge potential of 2,200 mobilized and 5,700 volunteering per day. If this force were full-time active duty (as is the RegAF), the military personnel budget would be $7.62 billion. ANG military personnel pay in fiscal year 2009, including military technician pay, was $4.77 billion for a yearly cost savings of $2.85 billion, or a daily cost savings of $7.8 million.

Whether compared to another major command (MAJCOM), the RegAF, or even to the militaries of other countries, the ANG is an extraordinary value. In direct comparison with the militaries of France and Italy, for example, our ANG members cost $76,961 per member, while the bills of those countries respectively run to $128,791 and $110,787 per member. Further, cost per ANG member is less than a fifth of that of the RegAF. Comparisons such as these illustrate well the cost savings realized with an operational reserve possessing surge potential.

Operational savings are due to the ANG's experienced force and lean operating methods. An examination of the ANG's F–16 maintenance by Rand Corporation last year highlighted the ability of our maintenance personnel to generate double the amount of flying hours in a one-to-one comparison of full-time equivalents.

Savings from ANG infrastructure start with basing at civilian facilities. With some ANG base leases costing as little as one dollar annually, the ANG is able to realize even more cost savings for the Total Force through our supporting infrastructure. Three-fourths of ANG bases are located at civilian airports. In fact, our Joint Use Agreements with civilian airports provide access to approximately $12 billion in infrastructure for less than $5 million annually.

Significantly, the ANG is a dual-use force of people and equipment. As indispensable as the ANG is to the Air Force, it is equally indispensable to the National Guard's domestic response capability. The ANG leverages the vast majority of its equipment in this dual role, from the movement of time-sensitive cargo and passengers during a domestic crisis to providing critical capabilities needed to support Total Force requirements overseas.

Recruiting and Retention

Our ability to conduct missions important to our states and nation rely on our people, which requires successfully recruiting and retaining our members. We are fortunate that our retention numbers have remained strong throughout 2009, at 90.8 percent, which beat our goal of 90 percent. This is a testament to the outstanding work of our recruiting and the inherent value of our organization.

We focus our efforts in areas where we face challenges. Officer recruiting and other critical areas include healthcare, engineers, intelligence, mobility pilots, and chaplains. During 2009, we began linking recruiting and retention efforts to our strategic planning functions. This allowed the ANG to better position our force for new missions and align more effectively with shifts in the Air Force capabilities portfolio. Those new ANG members with prior service are particularly valuable for the ANG and constitute more than 50 percent of our recruits.

Developing Future Leadership in the Total Force

In developing adaptable Airmen, we are focusing on initiatives to prepare our Airmen for future Total Force leadership. Developing this leadership capability requires both increased in-residence opportunities at all Developmental Education schools and increased opportunities for joint service. Additionally, command opportunities must be afforded in theater, commensurate with the presence of all forces deployed to the warfight.

One of our recent initiatives involved redesigning our statutory tour program to provide more opportunities for developing critical command and staff experiences for personnel at the National Guard Bureau and in the field. Through this two-way flow, we improve insights and perspectives that will help develop adaptable Airmen.

PROTECTING AMERICA'S FUTURE

Modernization and Recapitalization

The age of the ANG fleet continues to be of grave concern. Meeting future challenges at home and abroad will require modernization and recapitalization of both aircraft and equipment in the RegAF and the ANG. Concurrent and proportional equipping of the ANG within the Total Force ensures continued interoperability with the RegAF. America cannot afford to fall behind in air supremacy. Continued dominance depends on modernizing and recapitalizing planes and equipment, and adapting to the strategic environment while maintaining our technological advantages.

Without concurrent recapitalization, the U.S. Air Force stands to lose 80 percent of its current Air Sovereignty Alert force for homeland defense in 7 years. Similarly, even as older KC–135 air refueling tankers retire, we nearly double the annual flight hours for the newer KC–135R/T, which hastens the aging process. Without suitable replacements, the current Combat and Mobility Air Forces face increasing maintenance and safety issues over the coming years, which will undoubtedly affect mission execution and accomplishment.

It is essential to concurrently and proportionally maintain qualified pilots in the ANG who can provide operational surge capability to the Total Force in times of war, and lessen the burden of high operations tempo faced by the RegAF.

Dual-Use Capabilities

The ANG provides the balance at home and abroad through fielding of "dual-use" capabilities, a cornerstone of the ANG's cost effective contribution to the Total Force. We assist the RegAF as they respond to the needs of the Combatant Commanders. Comparable capabilities also protect the homeland and defend America's skies. As part of the Total Force mission, the ANG requires capabilities to defend against today's threats, and to assist our states, territories, and the District of Columbia in domestic missions, such as disaster response. We also continue to develop ways to take advantage of the cost effectiveness inherent in the ANG, such as maximizing associations and community basing.

Total Force Integration (TFI)

Total Force Integration is the method and process by which Air Force components leverage the inherent strengths of their respective forces and blend their equipment

and capabilities to achieve maximum effectiveness across the full spectrum of air operations. The ANG provides the best value by applying its component-specific efficiencies to Total Force operations and by taking on missions that are appropriate to its cultural and operational composition.

The cost savings offered by the ANG are not derived solely from its part-time force construct. Significant cost-effectiveness is realized in the streamlined operations and limited infrastructure costs unique to the ANG, as well as initiatives that combine RegAF and ANG personnel, equipment, and aircraft at associate units. The associate unit constructs increase Total Force responsiveness to national needs by integrating RegAF and ANG-specific mission capabilities, and by combining the facilities, training, combat support, and logistical infrastructures that maximize combat capability. Three prime examples of this construct are the most recently created associate wings, all of which perform aerial refueling missions in KC–135 Stratotankers: 126th Air Refueling Wing (ARW) at Scott Air Force Base, Illinois; 157 ARW at Pease Air National Guard Base (ANGB), New Hampshire; and 117 ARW at Birmingham ANGB, Alabama.

Planning for Future Missions

The ANG is working with the Adjutants General to update and refine recapitalization and modernization plans through the ANG Flight Plan, a field-driven process in coordination with our Strategic Planning System (SPS) that will help position ANG units for future missions. The SPS enables the ANG to systematically develop plans that make sense for our states and the nation and position the ANG to support the Total Force in the future.

Intelligence, Surveillance, and Reconnaissance (ISR)

The ANG sees opportunities to contribute further to the Total Force in mission areas such as ISR. Our military's increasing focus on special operations and analysis are two areas in which the ANG can help meet increasing demand.

One such area is addressed by the RC–26, the ANG's only dedicated, light-manned ISR aircraft that supports Special Operations Forces. Within the domestic mission, the RC–26 is the ANG's premier aircraft for Incident Awareness and Assessment for National Special Security Events, counter narcotics, homeland security, and response to natural or man-made disasters. The ANG continues to seek Air Force recognition and assignment of a Major Command for this aircraft.

The ANG also operates Remotely Piloted Aircraft (RPA) and has been involved in this rapidly emerging mission area since 2004. Today, five states operate nine RPAs in combat air patrols in theater, and we anticipate even greater involvement in the future. One of these units, the New York ANG's 174th Fighter Wing at Hancock Field ANGB in Syracuse, now operates the MQ–9 Reaper in support of operations in Afghanistan, sending commands to the RPA through satellite networks. This wing, which formerly had an F–16 flying mission, is the first Air Guard unit to operate MQ–9s and to open the Air Force's only MQ–9 maintenance schoolhouse this year.

Space and Cyberspace

As we look to the future, the ANG is well positioned to assist Air Force missions by virtue of the continuity and civilian skills we provide. For example, our Air Guard members' civilian skills are well suited to help the Air Force meet various mission requirements in areas such as cyber security, where the ANG already has eight operational units dedicated to deterring attacks on our nation's cyber networks.

In space operations, Air Force Space Command looks to the ANG to provide support in areas such as missile operations, Distributed Command and Control Missions, and space launch/range operations. ANG efficiencies and initiatives such as TFI help the Total Force mission requirements in areas such as missile warning associate squadrons.

Building Partnership Capacity

In the emerging mission areas of Irregular Warfare/Building Partners/Building Partnership Capacity, the ANG seeks to enhance its ability to meet domestic needs, as well as sufficient force structure to meet the demands of steady state deployments. We are engaged in Light Attack and Armed Reconnaissance (LAAR) testing and numerous Agile Combat Support mission areas. We plan to increase tactical and direct support airlift capacity, such as light mobility aircraft and rotary wing aircraft, as well as increase our ISR capacity and LAAR capabilities.

Continuing Missions

The ANG will retain some conventional mission sets, particularly those associated with Global Persistent Attack. For example, the ANG is well suited for missions requiring surge aircraft in the early stages of a large conflict because of our cost-effectiveness continuity-of-experience. The ANG must also continue to participate in missions such as Rapid Global Mobility, which includes: Strategic airlift (C–5, C–17); Intra-theater or tactical airlift (C–130, C–27); and Air refueling (KC–135, KC–10, and future platforms).

ANG combat aircraft (A–10, F–15, and F–16) make up a third of the combat capability of our nation's Air Force. Additionally, the ANG defends America's air space by conducting the Air Sovereignty Alert (ASA) mission at 14 of 16 sites throughout the country. The F–16s used in this critical mission will reach their service life expectancy in 7 years. While our maintainers continue to keep our fleet mission ready and capable, these "legacy" systems should be replaced as soon as practical for the Air Force to remain relevant and reliable.

The ANG will continue to retain existing missions that provide surge capability, such as those involved in Global Persistent Attack. Our nation's Air Force Reserve Components are particularly well suited in this role, providing unmatched cost effectiveness. Many of our tactical airlift missions, as well as Agile Combat Support missions, such as medical support, services, security forces, civil engineers, transportation, and logistics support, provide dual-use capabilities that are an extraordinary value provided only by the ANG.

Rebalancing the force and training for new missions will directly impact thousands of Air Guard members nationwide. With the continued support of Congress, the ANG will continue to develop and field the most capable, cost-efficient force for fiscal year 2011 and well into the future. The members of America's ANG will continue to serve with pride and distinction at home and abroad.

The ANG is an exceptional force, both in terms of the cost-effectiveness and in the quality and flexibility of our force. We continually strive to improve our capabilities and support the Total Force effort. We look forward to the future with great anticipation, secure in the knowledge that our nation's Air National Guard provides unsurpassed value for America.

MAJOR GENERAL MICHAEL H. SUMRALL, ACTING DIRECTOR, JOINT STAFF, NATIONAL GUARD BUREAU

MESSAGE FROM THE DIRECTOR

Today's prolonged worldwide irregular campaign against the forces of violent extremism requires global engagement across the spectrum of conflict. The challenge for the National Guard, as well as for the military as a whole, is to maintain the skills necessary to help struggling nations fight extremism while addressing the conditions that allow extremist groups to exist. The real challenge lies at the heart of what it means to be a successful, thriving democracy—the relationship among the populace, elected officials and government, and the military.

Fortunately, the competitive advantage of the National Guard is its ability to build the bridges between civil and military authorities. We do this on a daily basis at home, and we are increasingly able to translate this capability to our Title 10 responsibilities abroad.

In 2009, we made great strides in domestic planning efforts between U.S. Northern Command and National Guard Bureau (NGB). The National Guard has long been well prepared for commonly occurring natural disasters such as hurricanes, wildfires, winter storms, and flooding. Preparing for less likely but catastrophic events requires an even more inclusive approach to planning.

In recent years, the National Guard has developed innovative capabilities such as the Weapons of Mass Destruction Civil Support Teams (WMD–CST) and Chemical, Biological, Radiological, Nuclear and High-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) to respond to CBRNE events.

DOMESTIC OPERATIONS

Here are some examples of how the National Guard adds value to America:

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

The National Guard will add two new WMD–CST units, bringing the total to 57 units. Each unit consists of 22 full-time Army and Air Guard personnel. WMD–CSTs help each state's civil authorities in identifying CBRNE agents, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support.

Chemical, Biological, Radiological, Nuclear and High-yield Explosive Enhanced Response Force Package (CERFP)

Seventeen CERFPs became fully operation capable in March 2009. This achievement helped to bridge the gap of a needed capability for a CBRNE response. These professionals train with Federal, state, and local agencies, and include the Marine Corps Chemical Biological Incident Response Forces (CBIRF) and FEMA Urban Search and Rescue. In addition, a number of teams deployed to support national special security events such as the State of Union Address, Presidential Inauguration, and Republican/Democratic National Conventions, and will deploy to many others as the knowledge of this capability grows within the domestic operations community.

Homeland Response Force (HRF)

The National Guard has been directed by DOD to create 10 HRFs: two in fiscal year 2011 and eight in fiscal year 2012. The HRF will be made up of those early, life-saving capabilities including Search and Rescue, Decontamination, Emergency Medical, Security, and Command and Control (C^2), with approximately 566 personnel per HRF. The 10 HRFs, 17 CERFPs and 57 CSTs will provide the initial military response to a CBRNE incident.

CBRNE Consequence Management Response Force (CCMRF)

Whether deliberate or inadvertent, CBRNE incidents are one of the greatest challenges facing our nation today. Accordingly, DOD developed the CCMRF concept: a task force of approximately 5,200 service members who operate under the authority of Title 10 of the U.S. Code. The CCMRF is designed to augment the consequence management efforts of state and local first responders, conventional National Guard forces, and Federal agencies by providing complementary and unique capabilities when the effects of a CBRNE incident exceed state capabilities. Restructured CCMRF 1 capabilities include CBRNE assessment, search/rescue, decontamination, emergency medical security, logistic support, and C^2. CCMRF 2 and 3 each consist of a 1,200 personnel C^2 element to provide additional command and control capability if required during a major incident.

Critical Infrastructure Program (CIP)

National Guard Critical Infrastructure Protection (CIP) assessment teams conduct all-hazard vulnerability assessments of prioritized Defense Industrial Base (DIB) and Department of Homeland Security (DHS) Tier II sites in support of the Departments of Defense and Homeland Security.

DIB CIP Teams are manned by a joint team consisting of nine traditional Air and Army National Guard members. The team consists of a team leader, mission analyst, electrical specialist, transportation specialist, water, heating, ventilating and air conditioning specialist, communications specialist, a petroleum, oil, and lubrication specialist, and security operations and emergency management. These teams conduct mission assurance assessments of prioritized Defense Industrial Base assets. DHS CIP Teams are manned by a joint team consisting of three traditional Air and Army National Guard members. These teams conduct assessments based on Department of Homeland Security criteria of DHS-selected critical assets.

In fiscal year 2009, NGB CIP teams assessed over 200 industrial sites and critical U.S. Government infrastructure for vulnerabilities to attack. The teams anticipate assessing 200 more in fiscal year 2010.

For more details on CIP, please see the information paper at: www.ng.mil/features/ngps.

National Guard Reaction Force (NGRF)

A critical element in the first line of counter-terrorism defense, the NGRF is designed to respond to an incident ahead of Federal assets with the capability to be logistically self-sustaining for up to 72 hours. Reaction Forces provide every state with a ready combat arms force capable of delivering, at the request of the Governor or President, an initial force package of 75–125 personnel who can respond within 8 hours. A follow-on force of up to 375 personnel can arrive within 24 hours. In fiscal year 2009, states and territories used their NGRFs to support the Presidential Inauguration and numerous other events and emergencies.

For more details about the National Guard Reaction Force, please see the information paper at: www.ng.mil/features/ngps.

Joint Enabling Team

The National Guard Bureau Joint Enabling Team (JET) provides critical NGB Joint Staff, Army, and Air National Guard expertise to support the state or territory during a crisis event. In essence, when a disaster strikes, NGB will assist with re-

porting and coordination of NGB support. JETs will be on site within 24 hours of decision to execute. JETs have satellite phones, laptops and printers, cell phones, communications gear, and any other equipment needed to ensure a successful mission. The Team arrives self-sufficient and sustaining. NGB can field up to four JETs simultaneously.

Joint Incident Awareness and Assessment Team (JIT)

Incident Awareness and Assessment (IAA) is a key enabler that leverages traditional DOD and other governmental intelligence, surveillance, and reconnaissance (ISR) capabilities to support domestic operations while strictly adhering to all applicable legal frameworks. The JIT, a select, highly trained, fly-away team, assists the state Joint Force Headquarters (JFHQ-State) in crisis response with expertise in IAA planning, tasking, acquisition, processing, assessment, and dissemination to appropriate responders during an incident.

Counterdrug Programs

The National Guard Counterdrug Program conducts a full spectrum campaign that bridges the gap between the Department of Defense and non-DOD institutions in the effort against illicit drugs and transnational threats to the homeland. The Counterdrug Program supports all levels of government, including DOD, law enforcement and community-based counterdrug operations to anticipate, prevent, deter and defeat those threats in order to enhance national security and protect our society.

The National Guard Bureau Counterdrug Program is part of the national drug control strategy. Initially authorized by the President and Congress in 1989, DOD provides funds on a yearly basis to state Governors who submit plans specifying the usage of each state's National Guard to support drug interdiction and counterdrug activities.

The National Guard brings three unique qualities to the Counterdrug problem: Trained Citizen-Soldiers and Airmen with unique military skills and equipment; legal status as a state militia (exempt from posse comitatus); and ties to the more than 3,200 local communities where National Guardsmen and women live and serve.

In fiscal year 2009, approximately 2,600 National Guard personnel provided counterdrug support to law enforcement agencies in seizing drugs, weapons, and other contraband. During fiscal year 2009, counterdrug academies in Iowa, Florida, Mississippi, and Pennsylvania trained a total of 97,092 students which included: 4,278 military personnel, 23,918 community coalition members, and 68,896 law enforcement students.

The National Guard's anti-drug program "Stay-On-Track" (SOT) has reached over 160,000 youth since 2006. We expect to expand SOT and reach out to 120,000 students in fiscal year 2010.

For more details about the National Guard's Counterdrug program, please see the information paper at: www.ng.mil/features/ngps.

National Guard Prioritized Capability Gaps

Section 351 of the National Defense Authorization Act (NDAA) for fiscal year 2008 directs DOD to provide an assessment of the extent to which the National Guard possesses the equipment required to perform its responsibilities in response to an emergency or major disaster. The assessment is to:

—Identify any equipment shortfall that is likely to affect the ability of the National Guard to perform such responsibilities.

—Evaluate the effect of any shortfall on the capacity of the National Guard to perform such responsibilities in response to an emergency or major disaster.

—Identify the requirements and investment strategies for equipment provided to the National Guard by the Department of Defense that are necessary to plan for a reduction or elimination of any such shortfall.

In response to this requirement, NGB developed its own Capability Assessment and Development Process (CADP), which is modeled after Chairman, Joint Chiefs of Staff processes for analyzing mission functions and capabilities, and determining gaps/shortfalls and solutions. The CADP supports NGB's ability to assess current and future capability needs to respond to domestic events, and to articulate those needs in appropriate planning, programming, and budgeting forums.

The National Guard Bureau conducted regional scenario-based exercises in 2008 that provided data for the National Guard CADP. Subsequent analyses enabled the National Guard Bureau to identity and prioritize several capability gaps and develop recommendations for:

—Improving command and control (C^2), communications, interagency information sharing, and capacity to conduct domestic operations.

—Improving National Guard Chemical, Biological, Radiological, Nuclear, and high-yield Explosive (CBRNE) disaster response capabilities.
—Increasing joint and interagency training and readiness.

The National Guard Bureau is working through appropriate plans, programs, and budgetary processes in order to obtain the necessary resources to mitigate identified National Guard capability gaps and improve National Guard capabilities for Homeland Defense and Civil Support.

JOINT AND INTERAGENCY TRAINING

The NGB is leading the total force in a "Race to the Top" that postures the National Guard as the most effective joint force for domestic military operations. This endeavor started with a training transformation (T^2) in NGB's Joint Interagency Training Capability (JITC) programs. NGB advanced T^2 from a vision to reality in fiscal year 2009 by investing in new joint training and education, and by integrating joint exercises and training capabilities with interagency partners. T^2 will emphasize JITC programs in fiscal year 2010 and beyond that produce experienced leaders and staff officers who are joint-minded, innovative, and who can adapt to the operational contexts of an event. The final objective of T^2 is a fully joint force of motivated people who are well-trained, well-educated, and exercised to accomplish their joint mission essential tasks (JMETs).

Joint Interagency Training Capability (JITC) programs

Since its inception, JITC has prepared the National Guard by providing more than 30,000 man-days of individual, staff, and collective training in over 800 events. NGB plans to conduct over 200 events in fiscal year 2011. Vital JITC programs include:

Defense Support of Civil Authorities (DSCA) Training

DSCA training uses simulations and linked Live-Virtual-Constructive environments to enhance training for homeland defense and emergency response missions.

Joint Task Force (JTF) Commander Training Course

This 5-day course provides current and future JTF commanders with an understanding of directives, current policies, guidance, and lessons learned regarding the complexities of commanding a JTF.

Joint Staff Training Course

This 6-month course blends distance learning with face-to-face sessions to train joint force staff personnel in all aspects of joint operations, planning, and execution to prepare them to act in concert with other joint, interagency, and intergovernmental organizations.

Standardized CBRNE Collective Training

This program trains CERFP, WMD–CST, and NGRF teams to provide an immediate response capability to support civil and military authorities following a CBRNE incident by forensically identifying the contamination; locating, extracting, decontaminating, and medically treating victims; and providing responders with security.

VIGILANT GUARD

Each year, the National Guard conducts four regional Vigilant Guard (VG) exercises to help military first-responders unify their efforts to support civilian authorities. In 2009, regional VG exercises were hosted by Iowa, Montana, New York, and Puerto Rico, with many other states contributing. The NGB is also building a special Vigilant Guard exercise to support the 54 states and territories in preparing for larger scale or real-world events. Implementation will begin in fiscal year 2011.

Emergency Response and Training

The National Guard's Joint Incident Site Communications Capability (JISCC) provides communications capabilities for the National Guard while conducting domestic operations and providing military support to civil authorities. With 85 deployed systems, JISCC is available for utilization anytime and anywhere. It provides interoperable communications and emergency satellite links to command and control centers to share information and tools needed to support collaboration with other Federal, state, and local responders including FEMA, the Department of Homeland Security (DHS), and state emergency management agencies.

The success of JISCC's anytime and anywhere communications capability in supporting domestic operations has received recognition and support from the military departments. The NGB and Army and Air Force are assessing it for future develop-

ment as a programmed and funded defense communications system. The JISCC system, in conjunction with a web-based application (Joint Information Exchange Environment), and a Command and Control Coordination Center (C^4) are known collectively as the Joint CONUS Communications Support Environment (JCCSE).

Together, JCCSE's three elements offer the states and territories, Combatant Commanders, and domestic operations partners a complete communications package for emergency management/response: Deployable communication equipment; situational awareness and common operating picture capability; and a center for coordinating emergency operations.

Partial funding for sustainment of the three JCCSE elements has been recognized in the fiscal year 2010–15 defense budget.

SUPPORTING THE WARFIGHTER AND FAMILY

Financial Management Awareness Program

In 2009, the National Guard Bureau established the Consumer Education and Financial Services Program. Working with defense, government, and civilian agencies, the program educates members of the National Guard and their families on financial responsibility and provides them with the necessary resources available to help them make sound financial decisions. Financial health is essential to the National Guard's preparedness and is an important quality-of-life issue. Continued collaboration among all agencies will ensure that every National Guard member and each family can understand and access the myriad of available financial resources.

Websites: http://www.militaryhomefront.dod.mil/; http://www.myarmyonesource.com; and http://www.jointservicessupport.org/.

The Yellow Ribbon Reintegration Program (YRRP) provides information, services, referrals, and proactive outreach to Service members, families and employers throughout pre-deployment, deployment, and post-deployment. Through May 2009, the National Guard has already conducted 619 events involving 47,182 service members and 58,350 family members.

Youth Development

Our Citizen-Soldiers who, in their civilian lives, are influential across the spectrum of business, education, and government make up the backbone of the National Guard Youth ChalleNGe program. The award-winning community-based program leads, trains, and mentors at-risk youth to become productive citizens in America's future. ChalleNGe has 32 sites in 28 states and Puerto Rico, offering a 5-month "quasi-military" residential phase and a 1-year post-residential mentoring phase for unemployed, crime-free high school dropouts, ages 16–18.

Since 1993, ChalleNGe has graduated over 90,000 students. Over 67 percent have earned a GED or high school diploma and 12 percent enter the military. The program pays for itself by savings realized from keeping young people out of jail and off public assistance rolls. Based on a formula from a 1998 Vanderbilt University study, ChalleNGe saves approximately $175 million annually in juvenile corrections costs, while keeping youth off of Federal assistance.

For more details on the National Guard Youth ChalleNGe program, please see the information paper at: www.ng.mil/features/ngps.

DOD STARBASE Program

Thirty-four National Guard sites host the DOD STARBASE Program which reaches out to at-risk 5th grade students to improve their knowledge and interest in the science, technology, engineering, and math fields. The United States faces a workforce and educational crisis in these fields as American 15-year-olds rank near the bottom of 30 countries in combined science and math test scores. The program exposes the students to advanced technology and positive role models found on military bases and installations.

For more details on the DOD STARBASE program, please see the information paper at: www.ng.mil/features/ngps.

A Leader in Equal Opportunity

The NGB Office of Equal Opportunity (NGB–EO) provides direction, administration, management, and policy implementation of National Guard (NG) military Equal Opportunity (EO) and technician Equal Employment Opportunity (EEO) and Civil Rights programs to both Army and Air Force. NGB–EO ensures the effective management of NG Affirmative Action Programs to achieve a military and civilian workforce structure that is reflective of the diversification of the 54 states, territories, and the District of Columbia.

NGB–EO also oversees the implementation of programs that focus on the special needs of employees with disabilities. People with disabilities can be hired through

the traditional competitive hiring process or if they qualify, noncompetitively through the use of accepted service appointing authorities. NGB–EO is responsible for providing educational awareness about Wounded Warriors, reasonable accommodations, and employment opportunities through various programs. As an employer, the National Guard recognizes that all employees with disabilities and wounded service members are essential to our workforce and have demonstrated excellence in executive, administrative, managerial, and technical fields.

STATE ADJUTANTS GENERAL

Alabama: Major General Abner C. Blalock Jr.
Alaska: Brigadier General Thomas H. Katkus
Arizona: Major General (AZ) Hugo E. Salazar
Arkansas: Major General William D. Wofford
California: Brigadier General Mary J. Kight
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 (ID) Gary L. Sayler
Illinois: Major General William L. Enyart
Indiana: Major General R. Martin Umbarger
Iowa: Brigadier General Timothy E. Orr
Kansas: Major General Tod M. Bunting
Kentucky: Major General Edward W. Tonini
Louisiana: Major General Bennett C. Landreneau
Maine: Major General (Ret) 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: Brigadier General (NE) Judd H. Lyons
Nevada: Brigadier General William R. Burks
New Hampshire: Major General (NH) William N. Reddel III
New Jersey: Major General Glenn K. Rieth
New Mexico: Major General (NM) Kenny C. Montoya
New York: Brigadier General Patrick A. Murphy
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: Major General (PR) 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 (TN) Terry M. Haston
Texas: Major General Jose S. Mayorga Jr.
Utah: Major General Brian L. Tarbet
Vermont: Major General Michael D. Dubie
Virginia: Major General Robert B. Newman Jr.
Virgin Islands: Brigadier General (VI) Renaldo Rivera
Washington: Major General Timothy J. Lowenberg
West Virginia: Major General Allen E. Tackett
Wisconsin: Brigadier General (WI) Donald P. Dunbar
Wyoming: Major General Edward L. Wright

IN MEMORIAM

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

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, 2010.

SGT Christopher P. Abeyta, IL
CPT Clayton L. Adamkavicius, KY
PVT Algernon Adams, NC
SGT. Roger L. Adams Jr, NC
SGT Ryan C. Adams, WI
SFC Brent A. Adams, PA
SGT Leonard W. Adams, NC
SGT Spencer C. Akers, MI
SPC Segun F. Akintade, NY
PFC Wilson A. Algrim, MI
SPC Azhar Ali, NY
SGT Howard P. Allen, AZ
1LT Louis E. Allen, PA
SSG William A. Allers III, KY
SFC Victor A. Anderson, GA
SPC Michael Andrade, RI
SGT Jan M. Argonish, PA
SGT Travis M. Arndt, MT
SSG Daniel L. Arnold, PA
SSG Larry R. Arnold, MS
SGT Jesse A. Ault, VA
SPC Adrian L. Avila, AL
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
SGT Juan C. Baldeosingh, NC
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 Leevi K. Barnard, NC
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 Mark C. Baum, PA
SSG Tane T. Baum, OR
SFC John C. Beale, GA
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
SGT Robert L. Bittiker, NC
1SG John D. Blair, GA
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 Paul F. Brooks, MO
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
SSG Jason E. Burkholder, OH
SGT Casey. Byers, IA
SGT Charles T. Caldwell, RI
MAJ Jeffrey R. Calero, NY
SPC Norman L. Cain III, IL
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 George W. Cauley, MN
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
SGT Brock H. Chavers, GA
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. Dingler, 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 Daniel P. Drevnik, MN
SPC Christopher M. Duffy, NJ
CPL Ciara M. Durkin, MA
SGT Arnold Duplantier II, CA
MSG Kevin A. Dupont, MA
Sgt Lance O. Eakes, NC
SPC Chad A. Edmundson, PA
SFC Amos C. Edwards Jr., GA
CW2 Corry A. Edwards, TX
SFC Mark O. Edwards, TN
2LT Michael I. Edwards, AK
SGT Michael Egan, PA
SGT Christian P. Engeldrum, NY
1LT William E. Emmert, TN
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, GU
CPT Arthur L. Felder, AR
SGT Robin V. Fell, LA
SGT Christopher J. C. Fernandez, GU
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
SSG Alex French IV, GA
SPC Carrie L. French, ID
SPC Armand L. Frickey, LA
SSG Joseph F. Fuerst III, FL
SFC Michael T. Fuga, AS[1]
SSG Carl R. Fuller, GA
SPC Marcus S. Futrell, GA
CSM Marilyn L. Gabbard, IA
SPC Joseph L. Gallegos, NM
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
SFC Alejandro Granado, VA
SGT Jamie A. Gray, VT
SPC Anthony G. Green, NC
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
MAJ Tad T. Hervas, MN
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
SPC Chester W. Hosford, MN
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
MAJ Kevin M. Jenrette, GA
SPC David W. Johnson, OR
SPC Issac L. Johnson, GA
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
SPC Jeffrey W. Jordan, GA
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
SFC Edward C. Kramer, NC
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. Leimback, SC
PFC Ken W. Leisten, OR
SSG Jerome Lemon, SC
SPC Brian S. Leon Guerrerro, 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 Ronald G. Luce Jr., NC
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 Phyo 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. Maresh, PA
PFC Adam L. Marion, NC
PV2 Taylor D. Marks, OR
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. McHalffey, 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
SSG Joshua A. Melton, IL
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. Mettille, 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 Raymundo P. Morales, GA
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
SFC Brian Naseman, OH

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
1SGT 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
SGT Schulyer B. Patch, OK
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 Emanual Pickett, NC
CW2 Paul J. Pillen, SD
PFC Derek J. Plowman, AR
SGT Foster Pinkston, GA
SPC Matthew M. Pollini, MA
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
SSG Matthew A. Pucino, MD
SPC Robert S. Pugh, MS
SFC George A. Pugliese, PA
SSG Thomas D. Rabjohn, AZ
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, 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. Riekena, 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
SPC Simone A. Robinson, IL
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
SSG Lukasz D. Saczek, IL
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 Gerrick D. Smith, IL
SGT Michael A. Smith, AR
SSG Paul G. Smith, IL
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
1LT Jared W. Southworth, IL
SFC Theodore A. Spatol, WY
SFC William C. Spillers, MS
SSG Chris N. Staats, TX
SPC David S. Stelmat, NH
SGT Patrick D. Stewart, NV
SGT Jonnie L. Stiles, CO
SGT Michael J. Stokely, GA
Maj Gregory Stone, ID
SPC Samuel D. Stone, WA
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 Scott Stream, IL
SGT Thomas J. Strickland, GA
WO1 Adrian B. Stump, OR
CW4 Milton E. Suggs, LA
SFC Severin W. Summers III, MS
SSG Daniel A. Suplee, FL
SSG Michael Sutter, IL
SGT Robert W. Sweeney III, LA
SPC Christopher M. Talbert, IL
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
PFC Cwislyn K. Walter, HI
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
SGT Robert M. Weinger, IL
SSG David J. Weisenburg, OR
SPC Michael J. Wendling, WI
SPC Cody Lee L. Wentz, ND
SGT Earl D. Werner, WI
SPC Jeffrey M. Wershow, FL
SPC James D. Wertish, MN
SGT Marshall A. Westbrook, NM
SPC Lee A. Wiegand, PA
SPC Carlos E. Wilcox IV, MN
LTC James L. Wiley, OR
1LT Charles L. Wilkins III, OH
SGT David B. Williams, NC
2LT Derwin I. Williams, IL
SPC Michael L. Williams, NY
SFC Christopher R. Willoughby, AL
SSG Clinton L. Wisdom, KS
SPC Robert A. Wise, FL
SPC Michelle M. Witmer, WI
SSG Delmar White, KY
SGT Elijah Tai Wah Wong, AZ
SPC John E. Wood, KS
SFC Ronald T. Wood, UT
SGT Roy A. Wood, FL
SFC William B. Woods Jr., VA
SSG James Wosika, MN
SPC Brian A. Wright, IL
SGT Thomas G. Wright, MI
SGT Joshua V. Youmans, MI
SPC Christopher D. Young, CA

[1] American Samoa

Chairman INOUYE. Before I call upon General Wyatt, may I recognize Senator Leahy.

Senator LEAHY. Thank you, Mr. Chairman. I will hold my time until the questions.

But, I just cannot help but note what General McKinley said about Senator Bond. One of the great joys of the last few years here in the Senate has been being cochair with Senator Bond—Governor Bond—on the National Guard Caucus. I have enjoyed our bipartisan cooperation, and that cooperation is one of the reasons why you have four stars on your shoulder, General. You earned them, of course, but we made it possible to have that slot there. Mr. Chairman, I think we have four very good friends sitting up here right now who are on both sides of the aisle.

Kit, I know this is going to be your last hearing of this nature before the subcommittee, and I just wanted to say how much I've appreciated both the friendship and working with you.

Chairman INOUYE. I can't imagine not hearing from Senator Bond in years to come.

Your voice——

Senator BOND. I notice that's with a smile, Mr. Chairman—you're not looking sad.

Thank you.

Chairman INOUYE. May I now call upon General Wyatt.

SUMMARY STATEMENT OF LIEUTENANT GENERAL HARRY M. WYATT III

General WYATT. Mr. Chairman, Mr. Vice Chairman, Senator Leahy, Senator Bond, on behalf of the 106,700 extraordinary men and women who serve in America's Air National Guard, thank you for inviting me today, and thank you for the continued strong support that this subcommittee has provided our servicemembers.

Many of our folks continue to volunteer at unprecedented rates for worldwide contingencies and to protect our domestic security through air sovereignty alert missions and in responding to natural and manmade disasters.

A shining example of the quality of individuals that we have is a young man who is seated behind me. And with the permission of the subcommittee, I would like to introduce to you Staff Sergeant Kenneth Walker.

Sergeant Walker, if you'd please stand.

Sergeant Walker is a tactical air control party journeyman. He's assigned to the 116th Air Support Operations Squadron as a flight supervisor at Camp Murray, Washington. He, in 1998, enlisted in the United States Air Force as an operations resource specialist, and joined the 9th Bomber Squadron in Abilene, Texas. In 2004, he joined the Army National Guard and began training with the 19th Special Forces Group in Buckley, Washington. In 2006, Sergeant Walker joined the Air National Guard at Camp Murray, Washington, and began his training as a tactical air control party noncommissioned officer (NCO). Sergeant Walker recently returned from his fifth deployment, this time as a tactical air controller personnel, where he directed close air support in support of the 3d Brigade Combat Team, 1st Infantry Division, Kunar Province, in Afghanistan. On this latest deployment his supported Army unit awarded him with the Army Commendation Medal with Valor Device for his successful efforts to save American lives under fire. He led 19 combat air support missions for nine named operations, spent more than 135 hours outside the wire on combat patrol. He successfully prosecuted 18 precision strikes on enemy positions, with more than 48,000 pounds of ordnance on target. His courage and initiative resulted in 33 enemy casualties and an additional 16 enemy-wounded personnel.

Sergeant Walker is a traditional guardsman. He is employed for the Oregon Youth Authority, which is a maximum security correctional facility for young adults who represent an unacceptable risk to the community.

Sergeant Walker is one of the many 106,700 members of the Guard to which we take great pride.

It's interesting that Sergeant Walker will be facing a decision to reenlist, here, pretty soon. In the Air National Guard, he is eligible for a reenlistment bonus, because of the fact that his job specialty is high-operations tempo and is one that is in great demand. He's entitled to a reenlistment bonus that pays him $15,000, but only if he reenlists for 6 years. Were he on Active Duty, he would quality for a $90,000 bonus and reenlist for 3 years. I say that to point out the need to continue our recruiting and retention budget so that we can continue attracting ladies and gentlemen like this young man.

Sergeant WALKER. Thanks.

Chairman INOUYE. The subcommittee thanks you and salutes you, Sergeant.

General WYATT. In order to ensure our continued success in our State and Federal missions, I've identified my enduring priorities for 2010 as, first of all, modernize our warfighting capabilities; second, secure the homefront and defend the Nation; and third, develop adaptable airmen. All equally important.

In supporting these priorities, we evolve and shape our force and maintain our outstanding value. Our Nation's Air National Guard provides a trained, equipped, and ready force, accessible and available—that comprises about one-third of the total force capabilities for less than 7 percent of the total force budget.

Mr. Chairman, I'm grateful to be here, and I look forward to answering any questions you and the subcommittee may have of me.

Thank you, sir.

Chairman INOUYE. I thank you very much.

Now may I call upon General Wyatt.

SUMMARY STATEMENT OF MAJOR GENERAL RAYMOND W. CARPENTER

General CARPENTER. Mr. Chairman, Mr. Vice Chairman, Senators, it's my pleasure and honor to be here to represent the 360,000 soldiers in the Army National Guard today.

And I would like to take a point of privilege and introduce one of those soldiers to you.

Sergeant Campbell, would you please stand?

He is a Maryland National Guardsman, and he is a senior tactical satellite communications systems specialist. He deployed in 2005–2006 with the 42d Infantry Division, 16th Armored Cavalry Brigade, and was deployed near Kirkuk, in Iraq. In that role, he provided the essential communication link to the warfighter in that area, and had a successful tour there, and returned home.

He has been in the Army National Guard for 9 years. That means that he reenlisted about 3 years ago. When I asked him, "How come he reenlisted in the Army National Guard?", he said because he didn't think he had any other alternative, that that was something that he absolutely wanted to do.

And so, I think that it's important for us to recognize that Sergeant Campbell represents many of those soldiers who make those decisions on a daily basis, of whether they stay in the National Guard, or not. And to date, our reenlistment rate is over 120 percent, which is a huge kudo to what the soldiers inside of our formations see as, first of all, a patriotic, meaningful service, and something that they want to continue.

And so, Sergeant Campbell is in the midst of completing his degree in electrical engineering, and we look forward to his continued service in our Army National Guard.

Chairman INOUYE. Sergeant Campbell, we thank you for your service, and we salute you, sir.

General CARPENTER. As I mentioned, there are over 360,000 citizen-soldiers in our Army National Guard, as we speak today. And of those 360,000, over 60,000 are either mobilized, deployed, and on point for this Nation. The sacrifice of these soldiers, their families, and employers is something we must not only acknowledge, but certainly appreciate.

The National Guard of today is a far cry from the one I joined. The last 8 years have seen the Guard transform to an operational force. The enablers for the Army National Guard, one of the greatest forces for good, in my opinion, have been provided and sustained by the congressional initiatives, many of which we will discuss today.

They begin with incentive and soldier programs, support programs, that allow us to recruit and retain the best and the brightest, of which Sergeant Campbell represents. You have supported the resourcing for equipment that has supported the modernization of our fleets inside the Army Guard. We now have equipped our units to 83 percent of critical dual-use equipment, that being the equipment that's available for use by the Governors as available for use for the overseas mission. Sixty-six percent of that equipment inventory is now on hand, in the States, and available for the Governors, should they need or have to use it tonight.

The National Guard and Reserve equipment account, as General McKinley mentioned, has been especially supportive in our pursuit of equipping the force. Last year, you appropriated almost $800 million for the Army National Guard in that account. And over the last 6 years, you have appropriated almost $5 billion for our use. Thanks to the National Guard/Reserve equipment account, we will retire the M–35, the venerable "deuce-and-a-half," this coming year. That truck has been in the inventory for almost 40 years, and we will replace them with the new family of modern tactical vehicles.

Facilities and infrastructure are especially important in the homeland mission and supporting readiness for the overseas fight. We have 1,400 readiness centers, armories, that are over 50 years old. The President's budget includes $873 million for construction for the Army National Guard. It is a high water mark in that business, as far as the President's budget is concerned; something we'd like to see sustained in order for us to do the modernization for those particular armories and readiness centers.

I also want to highlight the $30 million appropriated last year in the Guard and Reserve initiative, a military construction NGREA-like account. That appropriation has already made a difference in construction of key facilities that we would not have otherwise been able to build.

I solicit your support in the budget for the growth of the non-dual-status technician program. As you may know, those technicians are the ones that do not deploy, because they are not in the National Guard, and they maintain the home fires, they do the pay

accounts, the equipment accounts, those kinds of things, in the absence of the dual-status technician. And, as General McKinley mentioned, I would also ask that the O&M accounts presented in the President's budget be approved, intact.

Finally, I would like to acknowledge the support across the Army for the operational force. That support has been demonstrated in the budget process and programming process for the operational National Guard through fiscal year 2014, and it's actually a great story of the Army team, the Army Guard and the Army Reserve as one team on the battlefield, and one team in the budget process.

Again, I'd like to acknowledge the critical role you all have played in building and sustaining the best National Guard in my career, and I look forward to your questions.

Chairman INOUYE. I thank you very much, General Carpenter.

In recognition of the good work and leadership of the Senate National Guard Caucus, may I call upon Senator Bond first.

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

And thank you, General McKinley, for your very kind words.

And, Mr. Chairman and Senator Cochran, it's been a great honor to work with you, but it's been a real pleasure to work with my friend Pat Leahy. And when we get something that is of importance to the Guard, I can count on Pat Leahy taking the leadership on his side while I try to do the same on my side. Of all the things I'm going to miss around here, this is one of them. I'd better say something about missing working with my chairman on the Transportation/Housing and Urban Development subcommittee, too. But, those things I will miss.

But, back to the work at hand. I think we all agree with General McKinley's statement, and the statement of Generals Wyatt and Carpenter, about the importance of the men and women of our National Guard and Reserve. And that's why we were so honored to be able to recognize and thank Sergeant Walker and Sergeant Campbell, on behalf of all the men and women.

You truly are, not only a vital component of our Nation's total force, but you are our heroes for what you do at home and abroad, and we offer you a heartfelt thanks.

And now it's our job, not only to provide the support for you—and I think General Wyatt had a little idea how we might provide a little more support—but also to support, not only the personnel, but the equipment, to make sure that you are able to do the job.

And I think one of the greatest achievements of this subcommittee has been its leadership in bringing about significant addition of dual-use equipment. At Katrina, when that hit—I've told the story here many times—we sent one of three engineer battalions to Louisiana. They said, "They're doing a great job, send another one." I said, "Well, we've had to send 'em in tennis shoes and pickup trucks, because we only have one of our three battalions equipped." But, we have gone from 33 percent to—according to your posture statement—to now 76 percent for the Army Guard.

Unfortunately, on the air side, the situation is dire. And I think that we ought to agree that if you call it Air Guard, you ought to have aircraft. Aircraft are a paramount piece of equipment for the Guard to fulfill its mission. But, unfortunately, the Air Force, under pressure from the Pentagon, has been pursuing a strategy

that will result in a significant drawdown of Air Guard aircraft. Unless Congress acts, the end result will be the eventual decline of our air dominance and the evisceration of the Guard.

And, Senator Leahy, I've submitted for the record our letter to Secretary Donley.

The Air Force has stated that it is in the midst of modernizing and recapitalizing its weapons systems and that the Air Guard must be concurrently and proportionally recapitalized. But, the problem is, there's nothing available with which to be concurrent and proportional. And the even greater problem is that they do not seem, still, to be willing to consult with, and talk with, the Air Guard.

By the time the F–35 might be ready, we will already have lost multiple Air Guard units. Furthermore, at well over $100 million per plane, according to the Cost Analysis Program Evaluation Office, I'm concerned the F–35 will be too expensive to be procured in sufficient quantities to recapitalize the Air Force and the Air Guard.

Now, the Air Force has signaled its willingness to drawn down on the lift capability of the Guard, shifting 12 C–130s from Air Guard bases nationwide to replace older Active component models. The same scheme would also eliminate the only flying unit in the Puerto Rican Air Guard unit. Everyone prays for its response to and support of Haiti. That's no way to thank them for their selfless service.

I refer to this as a backdoor BRAC of the Air National Guard. If the Air Force would leverage further low operating cost, experience, and effectiveness of the Air Guard, then it would have more resources for a much needed recapitalization of the total force.

General McKinley, recent reporting indicates that the Air Force fighter gap is smaller than previously identified. I'm concerned about what you think about the total force fighter gap, its impact on the ANT, and how could that fighter gap have been made smaller with a final admission that the Joint Strike Fighter—and I will omit calling it what I normally call it—will slip, and the fact that no new fighters have been purchased in well over a decade.

ANG AGING FLEET

General MCKINLEY. Senator Bond, obviously, from the facts in your question, equipment is the lifeblood of a military organization—there is no doubt about it. Whether it's Army, Navy, Air Force, Marine Corps—for our Guard Army and Air Force equipment. And I've been before this subcommittee for 4 years; this is my fourth testimony and my first as the Chief of the National Guard Bureau. My perspective is that, on the Air Guard side—and I'll let General Wyatt comment specifically about what he has done within the Air Force to try to alleviate potential loss of aircraft from some of our units, which actually started in the 2005 BRAC. But, as we all know, by 2011, those BRAC actions must be completed, and therefore, we're in the process of finalizing what aircraft will move and go to different places. But, it is creating some tension at those home units.

The conditions have changed in those 4 years, Senator Bond, in terms of how we plan and program. I would emphasize—and I cer-

tainly don't need to explain to this subcommittee—that the services provide the equipment for the National Guard. The Air National Guard does not purchase aircraft; the aircraft are provided by the United States Air Force. And for over 60 years, there have been enough aircraft to flow or trickle down to the Air National Guard so that they can continue to maintain their units. And we are presently at approximately 88 flying units. We actually have three units that, without any kind of intervention, probably will not have equipment by the end of fiscal year 2012, which is a big concern to all of us, because we know the value of these units, we know the experience of the pilots and the maintenance people; you know those, certainly, better than I do.

So, where do we stand? The Air Force and the Department has said that we can reevaluate the amount of flying life left on the legacy fighters. Those are the F–16 and F–15 aircraft. So, if they reevaluate it and extend the life of the aircraft, they can be used longer.

They also, obviously, have invested a great deal of capital in the development of the F–35, and their planning assumptions are that they will build more F–35s—go from 48 to 80 per year in their budget—and that's a significant change over when I first talked to you about what is the Air Guard's Plan B.

So, with that consideration, and the fact that the United States Air Force and the Department has not entertained any 4.5 new aircraft, there's also a new feature on the table now that would allow for service-life extensions of our Block 40 and 50 aircraft. My concern—and I've expressed this to the Chief of Staff of the Air Force—is that most of our units fly the Block 30 F–16. Those are older F–16s that are very capable today, but, without a significant amount of modernization money, will become less relevant and, potentially, less safe to fly over a period of time.

So, those are the new dynamics that we face as we work within our services to make sure we reequip the Air National Guard.

Senator BOND. Let me add—because I'd like you and General Wyatt to comment on this—the Navy is concerned about the F–35s being ready and available, and even whether they can fly off of carriers. They are looking at purchasing some 4.5 generation. And while they're talking about a Service Life Extension Program, or SLEP, it costs almost as much as one-half of purchasing a new airplane to get a SLEP, and you have much less capability than one-half the life of a new airplane. And I am curious why, with the tremendous production delays, the performance questions, and the huge cost overrun—which can do nothing but continue to build—there isn't a consideration of getting the 4.5 or, some would say, the 4.8 generations—15s, 16s, and 18s. And I'd appreciate it if either you or General Wyatt would comment on that.

General WYATT. Senator, I would suggest that we now have some information available to us that we didn't have when we met, 1 year ago, at this time. There have been, obviously, decisions made regarding the F–35 program through RMD 700.

We continue to work with the United States Air Force on alternatives and options to address the fighter bathtub, which, unlike last year, we are now in sync with the United States Air Force, as

far as how many jets we're talking about and the risk out over the next few years.

As you're well aware, though, the risk is greater for the Air National Guard, because Air National Guard has a preponderance of the older airplanes, the F–16 pre-Block 40s, the Block 30s. And so, our problem is near term, especially when we talk about the fact that, of the 18 Air Sovereignty Alert sites around the country, 16 of those are manned by the Air National Guard. And of those 16, 9 and sometimes 10 of those Alert sites are manned by these older Block 30 F–16s. So, it is a primary concern of mine that we address a plan to make sure that we have the capability, in the near term, as we wait for the fielding of the F–35, whenever that may be.

We continue to work options with the Air Force, but one of the options that the Air Force is not working, at the current time, is the fourth generation 4.5/4.8. That's not one of the options that we are considering. That's not to say that, should circumstances change between now and the next time we have an opportunity to come before this subcommittee, that that might not be a consideration of the Air Force, but, at the current time, that's not part of the plan.

We have offered up and continue working with the Air Force to address this fighter bathtub, considering things such as the previously mentioned Service Life Extension Program. It is expensive. It does extend the life-frame of our Block 30s, if the decision were made to do that, for 4½ to 5 years. But, it, so far, has not been programmed to be done.

We've talked about the concurrent—and you mentioned it earlier—concurrent and proportional bed-down of the F–35 in the Air National Guard, whenever it is eventually fielded. And there are some reports, that the Air Force is required to file here pretty soon, as a result of NDAA 2010, wherein the Air Force will address, specifically, the question of, What is the intent of the Air Force regarding concurrent and proportional bed-down of fifth-generation aircraft in the Air National Guard? Those reports have not been filed, so I don't feel at liberty to speculate on what they might say, but would suggest the subcommittee take a look at those when they come in.

We've talked about a possibility of leveling the squadron size across the combat air forces—Active, Guard, and Reserve—from 24 to 18 aircraft, and flow those legacy airplanes to the Guard, primarily in the form of Block 40 and 50 F–16s, some A–10s, perhaps some F–15Es, that could result in the flow of about 180 jets to the Air National Guard and the Air Force Reserve to address the problem with the age-out of the Block 30s.

And we've talked about, when the F–35 is eventually fielded, to initially field that in numbers of 18 aircraft, as opposed to 24, so that you can spread the fielding out among all three components, and better service the United States Air Force.

We continue to talk about the possible need, because of the delay in getting the F–35 in the inventory, of increased acquisition numbers, from 80 to 110; an expensive proposition, as you have previously pointed out.

We also look at transitioning some of these fighter units to remotely piloted aircraft, and then maybe some other nonflying missions. But, in the end, we face that latter circumstance.

Senator BOND. Well, General, I don't want to impose any more. I have one followup question on that. Maybe I'm getting old and cynical, but to think that the Air Guard is going to get the Joint Strike Fighter when that comes off the line—whenever it comes off the line—at the same time the Actives get it, is something I just—I am from the Show Me State, and I will only believe it when I see it—when, very shortly, 80 percent of the Guard's F–16s will hit the end of their service life. What will the total shortfall be that would have to be filled in with SLEPs of the existing Block 30s, with whatever is left over from the Active Air Force; 15s, 16s, F–4s, Cessnas, or whatever it is that they're going to fill it in with? What's the total number in that bathtub, before you start looking at all the options you have to pursue?

General MCKINLEY. Senator Bond, I asked that of the Air Force today. And outside this future years defense programs (FYDP), the Air Force is predicting 135 aircraft, a gap. That's outside the 2012–17 FYDP. That's from the United States Air Force.

Senator BOND. All right.

General MCKINLEY. But, for the Air National Guard, as I look at our portfolio, closest wolf to the sled right now, we have about 10 Block 30 F–16 units. Those are the ones that will require attention the quickest, and will require General Wyatt, in the United States Air Force, to come up with a solution to either extend the life of those airplanes, to keep them flying longer, if it's relevant and safe—I'm very concerned about the safety of the aircrew in these older legacy fighters—or, we have to find alternative missions. Because the last thing that I want to see is a wing of aircraft leave, and leave 1,200 people at a location with nothing to do. That's just not in the interest of the American citizen.

Senator BOND. Finally, the number of Block 30s in those 10 units, what is the number of airplanes that—and do you know the date—the service-life date range when they would be past service?

General WYATT. Yes, sir. Most of our Air National Guard wings are 18 aircraft, so those 10 wings would equate to that 180 airplanes. And we are now in sync with the Air Force on the estimations of when the service life will expire, and we're looking at somewhere right around the 2017 timeframe when most of those Block 30s will hit the age out. Now, some will age out a little bit before then, and some will age out a little bit after that. But, as far as combat capability in a squadron-size formation, we're looking at about 10 wings.

Senator BOND. Thank you very much.

And, Mr. Chairman, I apologize, I have a bunch more questions I'll submit for the record, but I thank you very much for your kindness.

Chairman INOUYE. Thank you.

Senator Leahy.

NATIONAL GUARD EQUIPMENT

Senator LEAHY. Well, thank you.

And, again, I thank Senator Bond for his work all these years on the National Guard Caucus. I must say, Kit, as I've told you before, it was very helpful to have someone beside me who was a former Governor because you brought a perspective which was very, very helpful.

General McKinley, it is nice to see you here, as always. I've enjoyed the times you've visited us in Vermont. And I've enjoyed being here with you. I was very proud to be there the day you were awarded your fourth star, and to be there with your family; a very nice family, I might add.

What I worry about is how the Army and Air Guard still fall short of the equipment and the aircraft they need. I've introduced legislation, along with Senator Bond, to establish a dedicated budget line for the Army and the Air National Guard. Would you agree we ought to do that?

General MCKINLEY. In my opening comments, Senator Leahy, I said that we really do depend on our services for our equipment and our operations and maintenance, as do the other Reserve Chiefs; there's no doubt about it. And it's tough engagement, and as we build a budget, to convince the Air Force and the Army of our needs. I especially have found, since I've become the Chief of the National Guard Bureau, that many of our domestic requirements fall below the lines, quite frankly, on many of our Active Duty budgets, simply because there's not enough investment capital to take care of both the home game and away.

My bottom line, sir, is, through the support of committees like this, we've been able to mitigate the effects of loss of purchasing power and equipage through the budgetary process. If it gets tighter, which everybody forecasts it to be over the next 3 to 5 years, with budgetary pressure, I'm afraid that both my colleagues on left and right are going to find it more difficult to equip the units in the fashion that they need to sustain the capability of both Army and Air Guard units.

What that leads us to, Senator Leahy—I've got to tell you, I've got to stay within the Department bounds, here, but we will run into a budgetary crisis in reequipping the National Guard as soon as the budgetary pressure starts to set in. And, as you could tell from Senator Bond's question, we may already be there with the Air National Guard.

Senator LEAHY. Of course, Senator Bond and I have the privilege of not being within departmental guidelines and we can do what we want to do. We answer to the voters in our own State.

I'm not trying to set up a conflict between the Guard and the Regular Army or Air Force. I just want less time to be spent on conflicts inside the Pentagon and more time spent concentrating on your mission.

Senator Bond mentioned people calling for help, in Katrina and elsewhere. You're forced to reply, "We're happy to send help, but all our equipment is overseas." I think there has to be—you understand this—a balance here. We're all aware of the number of people from all of the State Guards that are overseas, either in Iraq or Afghanistan. We have the largest deployment of the Vermont Guard that we've had since World War II. I mean, this is very, very significant—thousands of people from a little State like ours. We're

very proud of all these men and women. They have been extraordinarily well trained. When I go to Iraq or Afghanistan, and I talk to the commanders on the field, they make no differentiation between the Guard and the Regular Army or Air Force today, because they're all integrated, they're all working together. And many times, I know, when I've gone from one part of the theater to the other, I'm very often on a Guard plane or helicopter.

General Carpenter, you'd be proud of the pilots that you have flying those helicopters.

But the problems at home continue just the same. God forbid that we have another major earthquake on the west coast, but we remember what happened when the major one that struck California. Had it not been for the Guard, that disaster could have been even worse than it was. Or what happens in wildfires, what happens in rescue missions, what happens in floods, and the whole litany? We know that the Guard is not just homeland security. And we know that, in all likelihood, they're going to be called up to go overseas more in the future. We have got to find a way to get both into the budget.

General Carpenter, I mentioned the Army Guard equipment shortfall. The situation has improved, but I believe the Guard's at only 77 percent of equipment levels. Does the fiscal year 2011 budget request more? Where are we going to be over the next couple of years?

General CARPENTER. Sir, as I mentioned in my opening statement, the equipment that we have coming to the Army National Guard is unprecedented. The modernization piece, as I mentioned, is going to allow us to retire the venerable "deuce-and-a-half," this next year. And we retired the UH–1 helicopter, here, this past year.

And so, a couple of years ago, we started into this process of transparency. Prior to that point, all we saw was the dollars that got appropriated, and we were guessing, or hoping, that the equipment came out the other end and showed up in the vehicle storage areas.

The Army and the Army Guard and the Army Reserve have made great progress in that, to the point where I think we can give you pretty much an 80-percent affirmative that what you appropriate in Congress for the Guard, as far as equipment is concerned, is going to show up, with a time lag, obviously, inside the Army National Guard.

If the promises made to keep the Army National Guard as an operational force are carried out through the next POM, the program objective memorandum, we'll continue to improve, sir. But, as General McKinley mentioned, the issue here is going to be pressure on the budget. And as those pressures come to bear, those POM dollars, those projected programs, are likely to change; and our concern, obviously is, is that it's a proportional change between the Army Guard and the Army. And I guess that's something yet to be seen.

Senator LEAHY. I think perhaps you and I should talk further about this later on, but I am concerned.

C–130

And, Mr. Chairman, my last question is about a letter that Senator Bond and I sent this morning to Secretary Donley. I address this question to General McKinley. We asked Secretary Donley to reconsider the decision to move C–130 airframes out of the Air National Guard into the Active component. Of course, I have not yet heard back from him. I'm not asking you to indicate what he might say, but I worry that we are robbing Peter to pay Paul. It seemed like the Air Force, while they said they were studying the C–130 issue, offered the fiscal year 2011 budget that went ahead and cut Air Guard C–130 force structure. I hear that military airlift throughout the world is stretched to the maximum. Certainly, I hear that message when I go to other parts of the world. Were you consulted by the Air Force leadership before the decision was made to draw down the Air Guard C–130 force structure? And, if so, what did you recommend?

General MCKINLEY. I personally was not consulted. I have brought the matter to the Chief of Staff of the Air Force's attention, and he was very willing to discuss it with me. He, in turn, has asked his staff to revisit this issue. Not only did it affect our Air National Guard C–130s, General Stenner and some of his Air Force Reserve C–130s were included, too. And, Senator Leahy, as I said in my opening remarks, some of this is post-BRAC movement of aircraft. But, the analysis and the assumptions made to reduce the C–130Es, the oldest of our Air Force C–130s, has led some to believe, in the Air Force, from what I understand after I've talked to General Wyatt, that those aircraft need to be retired, that funds need to be used for other purposes.

I certainly want to work with the United States Air Force to make sure that the analysis and the assumptions that they drew, which were part of a mobility capabilities requirements study (MCRS) for mobility aircraft, which included all of our lift aircraft, was done with the appropriate considerations to protecting of our homeland, for supporting our Army in direct support mission. And so, I'm asking the Chief of Staff to take a look at this slide deck.

Senator LEAHY. Well, I'm going to be very interested in hearing the response. I've been on more C–130s than I'd like to think about. As one pilot told me, "It's the only aircraft pressurized to keep this noise inside." I can see some nodding heads in the back. I've been on these in all parts of the world; in fact, even once with Chairman Inouye. And virtually every time, they are being flown by a Guard unit. So, I'll be anxious to hear the response from the Secretary. And you and I will probably discuss this further.

Thank you for your courtesy, Mr. Chairman, in giving me this time.

Chairman INOUYE. Thank you very much.

SUICIDE

General Carpenter, I will be submitting questions on the upgrade of Blackhawks and your shortfall on equipment. But, may I ask one question? Last year, your suicide rates went up 75 percent. And you have responded to that. Is the program sufficient?

General CARPENTER. Sir, we are alarmed by the suicide rates we're seeing inside the Army National Guard, also. January was the highest ever, in terms of the number of suicide rates we've experienced; above last year. That declined in February, to the point where currently we have experienced 24 suspected suicides in fiscal year 2010, against a number of 22 last year.

Senator Brownback, I think, is probably very familiar with the initiatives that are being made by Kansas and the adjutant general of Kansas, in terms of the resiliency program. In addition to that, the Army at large is seriously engaged with the Vice Chief of Staff of the Army, in terms of dealing with the suicide rates.

Obviously, this is for the most part, a function of stress on our forces. Although in the Army Guard we have a little bit of an anomaly, because you find that almost one-half of the suicides we're experiencing are from soldiers who haven't even deployed. And so, there's more to this than just the mobilization and deployment piece.

But, the issue—the bottom line issue, as the Army has viewed it—and I agree with them, and I think most do—is, it is preparing people for situations that are almost overwhelming, in many cases. And we see that in our young people. We see that inside our soldiers. We see that in the families. And so, we've got to build a resiliency out there to be able to sustain those tough times and to be able to not look at suicide as a viable option.

And so, we are engaged with the Army on their Soldier Fitness Program. We are engaged with Kansas and General Bunting, in terms of the Flash Forward Program. And, frankly, we are trying to gather all the resources we can find to come to bear on this problem. And it's very serious.

General MCKINLEY. Senator Inouye, I'd like to thank General Casey and General Chiarelli for doing so much in the United States Army to address this situation. I'd also like to thank the State of Kansas for partnering. These types of programs are essential so that we can continue to take care of deploying airmen and soldiers. I think all of us are very concerned about the rapid rise in suicide and attempted suicide. And only through resiliency dollars—and thanks to this subcommittee for realizing that these programs require money to be successful—have we been able to get our arms around this very, very serious problem.

Chairman INOUYE. Thank you very much.

Senator Cochran.

Senator COCHRAN. Mr. Chairman.

I am curious to know, General Carpenter, about the transition that is taking place into making the Army not just a National Guard force with traditional responsibilities, but actually an operational force, ready to go to the field—possibly combat right away. How well is the Army National Guard adjusting, in your opinion, to this transition? Is it too much for you to handle? Should we take another look at this and maybe take a step back and modify what we're trying to do? What's your assessment of the success of this?

General CARPENTER. Sir, as I mentioned in my opening statement, the National Guard that we have right now is far different from the one I joined, you know, a lot of years ago. And as we went into the—what was then the global war on terrorism, after 9/11, we

had soldiers who had joined the Army National Guard, not expecting to be deployed. And those great soldiers deployed, some of them being from the 155th, and they went and did their duty, and they were proud of what they had done. They came back home, and they came to grips with the idea that maybe that wasn't quite what they had in mind, didn't fit into their lifestyle; their employers and their families said, "You know, this isn't quite what we signed up for," and they made decisions to leave our formations. And that caused the recruiting crisis we saw in the Army National Guard in 2005. And General Vaughn, my predecessor, was key in turning that around.

Since that time, we have had a different look at how we recruit people into the Army National Guard. The people we recruit in to our formations now, as was mentioned, are expecting to deploy. It's not if they're going to deploy, it is when they're going to deploy. And they have come to grips with that idea. And I think that, for the most part, we have an Army National Guard that is, at least in terms of mindset, an operational organization.

What we've got to do is, we've got to make sure that we provide the enablers, the resourcing, for those young soldiers to go out and do what they're supposed to do.

OPERATIONAL FORCE

Operational, at least in my definition, is manning the force, equipping the force, and then training the force, and then, finally, having access to that force. And the access discussion is one we have regularly in the Pentagon.

But, my response is that we are exceeding the recruiting goals, we are exceeding the retention goals. We are stressed, we are sending soldiers more frequently than what we would like. But, frankly, sir, I've got to tell you, we are doing very well in this operational force.

General Campbell, who's the FORSCOM Commander, his comment on the operational National Guard and operational Reserve is that it is a national treasure, one which we abandon at our own peril.

So, sir, the enablers, I think, are the key piece.

Senator COCHRAN. Well, that's very impressive, and we appreciate your leadership in helping achieve these results.

General Wyatt, I was going to ask you the same question. What's your response?

General WYATT. Senator, the way the Air Force has used its Reserve component since about 1990 has been as an operational force. And we have been fortunate to enjoy the support of the United States Air Force in making sure that we train to the same standards, have the opportunities to deploy. And our deployment record speaks for itself. We are accessible, we are available.

And again, the Air Guard is kind of like the Army National Guard; not the Air Guard that I joined, back in 1977. We've come a long way. But, in spite of the operations tempo, we continue to man our force at over 100 percent of our end strength. As we speak today, I believe our numbers are about 1,400 airmen over end strength, gradually coming back down to our target. But, our retention rate has exceeded the requirements. We have the highest re-

tention rate of any of the Reserve components, at close to 91 percent. People want to join our formations, and they want to stay in our formations.

Our concern continues to be the modernization of our equipment to make sure that we provide the combat capability that this country needs in the Reserve component. Similar challenges that, I'm sure, General Stenner faces with the Air Force Reserve.

But, we continue to work those issues with the Air Force. In those areas where we need some additional help with our modernization, both for the warfight and for the domestic mission overseas, this subcommittee has been extremely supportive with the NGREA accounts, and it keeps us relevant and in the fight.

We do have this issue that Senator Bond has brought to the attention of the subcommittee today. We continue to work through that. But, it is a resilient force, continues to be available anytime we're called, and readily accessible.

Senator COCHRAN. Well, we appreciate your leadership very much. Thank you for your service.

Chairman INOUYE. Thank you.

Senator Murray.

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

And thank you, to all of you, for the service that you provide and for the tremendous work you're doing and all those who stand behind you.

And I especially want to recognize Staff Sergeant Kenneth Walker, behind you there. I wasn't here when you were introduced earlier, because I was at a Veterans Affairs Committee hearing. But, we're delighted you're at Camp Murray, and know it's a great place, and appreciate all your service to our country. So, welcome to you.

I wanted to ask, today—we all know the economy is really struggling, and our folks are coming home from Iraq and Afghanistan to a lot of hardships that make it extremely difficult for them. In the State of Washington, our National Guard unemployment is over 14 percent, versus what our State is, at 9½ percent unemployment. And in the last 3 years—Senator Inouye asked about the issue of suicide—we've seen seven suicides, with five of those tied to the guardsmen's financial situation. Twenty-one hundred Washington National Guardsmen live at or below the poverty line, as a result of employment when they come home. And I am really concerned, and increasingly concerned, about our soldiers' mental and emotional well-being as they return home from their service into the financial instability that their families are facing, and wanted to ask all of you what the National Guard is doing, really across the country, to help these National Guard soldiers, and their families, when they return home from deployment to this financial hardship they're facing today.

General MCKINLEY. Senator Murray, thank you for your question. And I just returned from Washington State, had a great briefing from the adjutant general, Tom Lowenberg, about these very serious concerns that he has. I will tell you that our deploying soldiers and airmen are facing challenges that none of us, on this panel certainly, ever did in our military careers. The stresses, the strains, the financial difficulties, the times we live in, the stress on

the family, the fact that we've had continuous rotations, obviously have created an environment where many of our young soldiers and airmen struggle to make ends meet.

General Carpenter has got several programs he would like to cover with this, but I would like to say that we benchmarked off some of the other Reserve component forces. General Stultz, who will follow us, has done some outstanding work with the Army Reserve in trying to address those needs.

But, Ray, if you'll cover the Army Guard, and, Bud, what you've done on the Air side, please.

FAMILIES

General CARPENTER. First of all, I know you know the 81st Brigade from Washington is back home, and they probably——

Senator MURRAY. Yeah.

General CARPENTER [continuing]. Are exactly the population you're talking about, in terms of what they're experiencing, in terms of coming back off from a mobilization, and the job market that they face.

As we looked at it—you are exactly on point, Senator—the unemployment rate for the Army National Guardsmen who come back is about 3 points above what we expect. As General McKinley mentioned, we have partnered with General Stultz in a number of initiatives; "Helmets to Hardhats," for instance, is one that he has championed. He has also, and we have across the States, signed employment partnerships with Indiana, Chicago, California. And the whole effort, here, is to find guardsmen and reservists who are in exactly the plight that you've just described, and find a way for them to find a job and again return to some sort of meaningful lifestyle after deployment.

It's not easy, and, frankly, the economic times have presented even a larger challenge than we had 3 or 4 years ago. But, that doesn't mean we shouldn't start into it and get about this business.

Beyond that, we have a significant number of soldiers who are on what we call ADOS, additional duty operational support, which puts them on orders to support other units that are mobilizing and deploying. And with the qualifications of the soldiers you have in Washington, to the extent that they're willing to be part of that program, there are some opportunities there.

Taking care of the soldiers is the Yellow Ribbon Program, which I know you're very familiar with. The State of Washington, and General Lowenberg and his staff out there, have done great work, in terms of getting to those soldiers and families that need help, that deserve the help.

As I say, there's more to this war than just crossing the berm for Baghdad. We have soldiers who deserve care, and absolutely are entitled to the care, after they come home. And whether it happens to be emotional issues or whether it happens to be job issues——

Senator MURRAY. Well, and we're redeploying them again. And are you concerned about the readiness factor, if they come home, they're unemployed, their families are in financial hardships, they get called up again? How's readiness——

General CARPENTER. Absolutely.

Senator MURRAY [continuing]. Affected?

General CARPENTER. Eighty percent of our force is what we call a traditional Guard force. That means that they have an employer out there—they're doing something else besides being full-time in the National Guard. And if we didn't have the employer support that we've got out there today, we wouldn't have a National Guard. So, we are very mindful of that. And it is a readiness issue. Unlike the—our Active component counterparts, we have to have that support for us to be able to sustain and for us to ask the soldiers in the 81st Brigade to go back again.

Senator MURRAY. Yeah.

General Wyatt.

General WYATT. Senator Murray, we continue to leverage the strengths and the best practices, as General McKinley's indicated, from some of our brothers and sisters in the Reserve component. We enjoy the opportunity to partner with the Army National Guard, through the leadership of the adjutants general in the respective States, territories, and the District of Columbia, to leverage those resources that the Army National Guard provides, and then those that the Air National Guard provides.

We have, at each of our wings—we are a wingcentric organization, and our outreach to our airmen is primarily through the wing leadership, obviously under the supervision and direction and command of the adjutant general. But, we have a wing—wing family support coordinators at each of our 88 wing locations. In addition to that, we're in the process of contracting for what we call behavioral health professionals that will address the mental health issues that you talked about just a few moments ago. These individuals will be provided to the adjutants general to be placed within their States, at his or her direction. They are also available to service the needs of any of the other Reserve components who may happen to be within the boundaries of that State. It's not just exclusively a service provided to the National Guard; it is made available to all members of the military.

We are also embarking upon a process to make sure that the available resources out there are efficiently used and that the communication with our individual wing members is such that they know the programs are there, they know the avenues through which they can access those programs, whether they be provided by the National Guard, Army Reserve, Air Force Reserve, or Active Duty. And we are working with the Active Duty to strengthen the access to Active Duty programs that usually surface at Active Duty bases, but also being made available to our Air Force, Reserve, and Guardsmen.

Senator MURRAY. Okay. I think we really need to focus on this, because I do believe it's a readiness issue, and I see those families struggling, and it's a tough time for everybody.

HEALTH ASSESSMENTS

General McKinley, it's my understanding that some of the returning National Guard members are not honest on their postdeployment health assessments, simply because they don't want to be delayed going home. Totally understandable. I wanted to ask you if it would be beneficial to require the postdeployment

health assessment at their home station instead of the demobilization site, to make sure that they can get assistance at home, in order to properly assess their mental health status.

General MCKINLEY. Ma'am, I think anything that we can do to help soldiers return home quickly, get back into their normal life cycle, and then give them the care that they need and deserve from their deployment, would be helpful.

General Carpenter, have you heard that the Army is looking at doing any of this?

General CARPENTER. We have a ongoing study with the Army right now. Retired General Franks is looking at the Medical Evaluation Board process, something that hasn't been looked at for almost 30 years inside the Reserve component. Part of that has to do with how we handle soldiers as they go through the demobilization process. And you are, again, absolutely right on the money, Senator, in terms of the people who want to get home and be with their families, as opposed to spend time at whatever installation they're being——

Senator MURRAY. And they're afraid——

General CARPENTER [continuing]. Processed——

Senator MURRAY. And I hear it all the time, they're afraid to say something is wrong, because they don't want to sit there, miles and thousands of miles away from family. So——

General CARPENTER. Yes, Senator. And the initiative that's being considered, at this point, is for the soldier to be honest with whatever emotional or physical problems they might have, be allowed to go home, be with their families, and then allow them to return to get the necessary treatment, whether it happens to be at the installation or whether it happens to be elsewhere. Because if they don't do that, and somehow or other we have to treat them through other programs, they are disadvantaged, in terms of the benefits that they get. And so, we in the Army Guard, and in conjunction with the Army, are looking at that and trying——

Senator MURRAY. Okay.

General CARPENTER [continuing]. To use that perhaps——

Senator MURRAY. I think that's——

General CARPENTER [continuing]. As a solution.

Senator MURRAY [continuing]. Important to do. I mean, I understand how much easier it is to keep track of people at one place, but readiness is an issue, again. And if we don't get them home and with their families, and get them the care they need, then we're going to be in trouble in the future, and certainly they are.

General MCKINLEY. Ma'am, I'll bring it up with General Casey when I see him later today.

Senator MURRAY. Okay, very good.

Finally, my last quick question. In the State of Washington, we're very interested in adding a Stryker Brigade Combat Team to the Army National Guard, and wanted to ask you how an additional Stryker brigade would be beneficial to the Army National Guard.

General MCKINLEY. Well, we certainly had great success with our Pennsylvania Stryker formation that went over to Iraq. We're very pleased at the results. Obviously, again, Ma'am, General Casey and his leadership team, in concert with the leadership team

of the Army National Guard, working with the Governors and working with the States, will decide the future acquisition strategy of Stryker.

But, if you're asking our personal opinion, I think, representing the organization in a whole, we would welcome the opportunity to see additional Stryker brigades in the National Guard. And I'm sure my counterparts behind me would agree, too.

It's a great, great platform, that we have found works extremely successfully in the combat theater, and we think it has applications here at home, also.

Senator MURRAY. Okay, very good, thank you.

And thank you, again, to all of you.

Thank you, Mr. Chairman.

Chairman INOUYE. Thank you very much.

ADDITIONAL COMMITTEE QUESTIONS

And, gentlemen, I thank you very much for the testimony this morning. And we're grateful for your service to our Nation, and, through you, may we thank the men and women of your command for their service to our Nation. We appreciate it 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 GENERAL CRAIG R. MCKINLEY

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

ARMY AND AIR GUARD—EQUIPMENT

Question. General McKinley, the equipment levels of the Army and Air Guard have improved significantly in the last 3 years, in large part due to additional equipment funding provided by Congress. The Army Guard now has 77 percent of its equipment requirements, up from 40 percent in fiscal year 2006. Do you believe that the Army and Air Force have adequately budgeted for Guard equipment requirements through the remainder of the future year defense plan?

Answer. The Army National Guard (ARNG) believes $3.5 billion to $4.5 billion is required each year of the future year defense plan to sustain at its current operational capability as an operational reserve. The current funding profile has a steady decline starting in fiscal year 2009 through fiscal year 2011. Additional funding is required to increase the modernization level to maintain not only modernization parody with the Active Component, but also to sustain and improve existing equipping interoperability.

Between fiscal year 2006 and fiscal year 2010, Headquarters Department of the Army invested approximately $29 billion in funding for procurement and modernization of ARNG equipment. While overall growth in equipment readiness and Equipment on Hand increases have been modest during this period, the ARNG's ability to respond to domestic incidents has increased dramatically. Equipment on Hand levels for Critical Dual Use items improved from 66 percent in fiscal year 2007 to 84 percent by the end of fiscal year 2009. Furthermore, the ARNG is projected to reach 87 percent of Critical Dual Use Equipment on Hand by fiscal year 2011.

The Air Force continues to budget the Air National Guard as an operational force; however, the modernization and recapitalization challenges the Air Force is facing continues to affect equipment readiness across all components. We are working with the Air Force and its major commands to find solutions to recapitalization of the ANG's equipment used in domestic and overseas contingency operations. Equipment readiness presents greater challenges as long-term costs in operating and maintaining older aircraft continue to rise due to more frequent repairs, fluctuations in fuel prices, and manpower requirements. The cost of aircraft maintenance continues to rise significantly as we struggle to extend the life of our aging fleet. This infrastructure of equipment is not just fighters; it includes tankers, air traffic control, com-

mand and control, security, and, communications—the entire system supporting and protecting our nation's last line of defense.

Question. General McKinley, what remaining equipment shortfalls are you most concerned about?

Answer. The majority of the Army National Guard (ARNG) equipping shortfalls exist in modernization of Aviation platforms, Force Protection, Communication and Transportation equipment. Specifically the ARNG is concerned with the modernization of UH–60A to UH–60L models, the Medium Truck fleet, High Mobility Multipurpose Wheeled Vehicles (or HMMWVs), Chemical Protection Shelters, and High Frequency Radios.

Modernization of UH–60A to UH–60L models.—While the ARNG currently has sufficient quantities of UH–60 aircraft on hand, much of the fleet needs modernization. Failure to upgrade or replace these aircraft at a rate that outpaces obsolescence will degrade the ARNG's domestic and war fighting mission capabilities. The current UH–60 A–A–L program production rate is less than the established HQDA rate. This reduced production exacerbates the effort to modernize the existing UH–60 fleet.

Medium Truck Fleet.—The ARNG has an fiscal year 2016 Family Medium Tactical Vehicle (FMTV) requirement of 31,568 Medium Trucks with 24,417 on-hand and only 12,009 of the 24,417 are modern. The ARNG is on path to divest all existing M800 Series Trucks by fiscal year 2012. Our legacy M939 Medium Tactical vehicles are projected to remain in the ARNG's inventory until fiscal year 2025. These M939 Series vehicles have an average age of 23 years and are becoming more difficult to sustain. The current Presidential budget for fiscal year 2011 will produce an additional 9,000 FMTVs and increase our modernization to 63 percent.

HMMWVs.—The ARNG has a fiscal year 2016 requirement for 44,286 HMMWVs. After all new programmed procurement and Recapped assets are delivered to existing inventory, the ARNG will have 100 percent of the HMMWV requirement. After new production ends, the ARNG will still have legacy HMMWVs in the inventory that are in excess of 20 years old. It is estimated that 12,127 legacy HMMWVs will require Recapitalization before the end of their use. The programmed Recap program will update 7,800 HMMWVs and will leave a shortfall of over 4,000 vehicles requiring a Recapitalization.

Chemical Biological Protective Shelter System (CBPSS).—The ARNG has a fiscal year 2016 requirement for 291 systems. CBPSS is on contract with First Article Testing being conducted in May 2010 through March 2011. Pending success, full production is projected to begin in the second quarter of fiscal year 2011.

High Frequency Radios.—The ARNG has a fiscal year 2016 requirement for 559 Global Broadcast System (GBS)/Receiver Suite: AN/TSR–8 Satellite Communications Systems, with 35 on-hand. With projected fiscal year 2011 deliveries, the ARNG will have a shortfall of 515 Global Broadcast System.

The Air National Guard continues to face challenges within the Domestic Response framework with equipping Security Forces, command and control personnel, imagery analysts, engineers and medical personnel. There is a need for tactical vehicles for Security Forces to provide enhanced capability to conduct operations such as checkpoints, road closures, traffic control points, civil disturbance operations, town patrol, and similar "on the street" missions. Our security forces require weapons and accessories, upgraded mobility bags and enhanced security and traffic control kits. Direct imagery analysis suites or needed to provide direct imagery analysis support to first responders. Additional CBRNE Enhanced Response Force Packages are critical to support the Homeland Response Force teams. Explosive Ordnance Disposal (EOD) equipment is required by 17 ANG units to respond to hazardous chemical, biological, radiological, and nuclear incidents throughout the United States and abroad. We have a need for deployable power teams during disaster relief operations to provide stable power support, advice and technical assistance in all aspects of emergency electrical power and distribution systems. Other top equipment needs critical to Domestic Support are Disaster Relief Bed-down Sets, and Mobile Short Range Command and Control equipment.

FAMILY SUPPORT AND YELLOW RIBBON PROGRAMS

Question. General McKinley, one of the greatest priorities of this Committee is to ensure that service members and their families receive the support services they need. This is especially true for the families of the nearly 725,000 Guard and Reserve members that have been activated since September, 2001. Outreach efforts such as the Yellow Ribbon Reintegration Program are particularly important for guardsmen and families who are geographically dispersed across the country. Are

family support programs fully funded in the fiscal year 2011 budget request? Are there programs, from your perspective, that could be improved?

Answer. The National Guard Family Program is currently fully funded based on our fiscal year 2011 budget request. The National Guard Bureau continues to work through the Army and Air National Guard branches to ensure we are achieving maximum efficiencies from our funding. While we believe our Family Program does a very good job, we are always striving to do better. The continued support of Congress is greatly appreciated and will ensure our future success.

Question. Gentlemen, the Yellow Ribbon Reintegration Program was established to provide outreach services and to support the members and families of the National Guard and Reserve. Can you please comment on the reintegration efforts for your component and whether or not your needs are being met?

Answer. The National Guard has done a tremendous job ensuring that our service members and their Families are receiving the benefits of the Yellow Ribbon Reintegration Program (YRRP). From October 1, 2009 to September 4, 2010 the National Guard has hosted 1,298 events and activities in 270 different locations. These events and activities have supported 96,276 Army National Guard service members, 3,470 Air National Guard Service members, and 401 service members from other Reserve components. Additionally, 56,297 spouses, 9,446 parents, and 21,391 child/youth have been supported through the National Guard Yellow Ribbon Reintegration Program during this period.

As you can see from the statistics provided the National Guard has a robust Yellow Ribbon Reintegration Program. We are learning however, that in keeping with the intent of the YRRP legislation that we may potentially be providing the education, assistance, and resource information through the YRRP process too early and possibly for not nearly long enough. Feedback from our Commanders, program managers at the State level, and even some attendees at YRRP events and activities indicates that some of the major issues that are addressed as part of the YRRP process (psychological and physical issues, substance abuse, and possible suicide ideology, to name a few) do not actually manifest themselves until long after the Service member has attended their last YRRP event, which is currently the 90-day post deployment event.

QUESTIONS SUBMITTED BY SENATOR DIANNE FEINSTEIN

MILITARY CONSTRUCTION

Question. Can you explain how the National Guard Bureau prioritizes its military construction projects both in a current budget year and in the Future Years Defense Plan?

Answer. This process starts with the submission by each of the 54 States/Territories and the District of Columbia of prioritized lists of major military construction (Milcon) projects. Projects with Regional or National significance are included in the list.

The projects are ranked against each other according to established criteria related to project characteristics. Those criteria are the following: Support of force modernization; joint use project; resolves existing health and safety or environmental problem; equitable distribution of projects (funding not received in previous years); replacement of facilities in poor condition; the Adjutant General (TAG) priority rating.

The criteria are reviewed annually based on National Guard Bureau priorities. The Army and Air National Guard projects compete with other Army and Air Force Projects for funding. Entry into the Future Years Defense Plan, (FYDP), is the goal of the Infrastructure Requirements Plan and the amount of funding provided from the Army and Air Force.

Question. What direction do you provide to State Guard Bureaus as they prepare their lists of priorities?

Answer. Each year the States receive a guidance memo from the National Guard Bureau (NGB) along with any updates to our regulation on program development. The criteria are reviewed annually considering Army and NGB priorities. Those criteria are the following: Support of force modernization; joint use project; resolves existing health and safety or environmental problem; equitable distribution of projects; replacement of facilities in poor condition; and the Adjutant General Priority Rating.

Question. What process do you use to prioritize and rank the requests from State Guard Bureaus into a nationwide list of military construction projects?

Answer. The Army National Guard continues to use the Infrastructure Requirements Plan (IRP). This process starts with the submission by each of the 54 States/

Territories/the District of Columbia of the top #1 and #2 major military construction (Milcon) projects. These are ranked against each other according to established criteria related to project characteristics. Those criteria are as follows: Support of force modernization; joint use project; resolves existing health and safety or environmental problem; equitable distribution of projects; replacement of facilities in poor condition; and the Adjutant General Priority Rating.

This National Guard project list is provided to the Army as part of the budget process.

Question. When, how, and why was this process established?

Answer. Beginning in 1996, Congress was concerned about how the Army National Guard prioritized their Military Construction Projects. The National Guard took the opportunity and did a comprehensive review of its planning process. As a result, now has the Infrastructure Requirements Plan (IRP), a process which has served well for the past 14 years.

Question. It is my understanding that Army National Guard facilities are an average of 41 years old, 24 percent are over 70 years old, and the military construction requirements for Army Guard facilities has been estimated to be around $1.5 billion per year over the next 20 years to bring these facilities up to current standards. Is the Army National Guard's request for fiscal year 2011 sufficient to address the Army Guard's infrastructure needs?

Answer. The current Future Years Defense Program contains only a fraction of what is necessary in both military construction (Milcon) and Operations and Maintenance (O&M) Restoration and Modernization to adequately refurbish these facilities to a standard that enables a 21st Century Army National Guard Operational Reserve. The Army Guard's request for Milcon is $873 million in fiscal year 2011 decreasing to $354 million in fiscal year 2015.

The Army National Guard's plant replacement value for the over 26,000 plus facilities is estimated to be more than $40 billion where 40 percent of ARNG Facilities are greater than 50 years old. It would take in excess of $16 billion over the next 10 years to recapitalize just the aging facilities ($1.6 billion a year). A significant portion of the National Guard facilities inventory is readiness centers.

Over 3,000 readiness centers, approximately 1,247 of them are greater than 50 years old and most will require recapitalization in the next decade. We will have a better understanding of our infrastructure investments needs once the National Readiness center study directed by the Senate Report 111–201 is completed. We plan to address our critical readiness center requirements with the required funding and more importantly stop the increasing decline of our facilities inventory condition and deficits to continue to meet mission readiness.

Question. What is the average age of California Army National Guard facilities?

Answer. The average age of California Army National Guard facilities is 48 years old.

Question. Under the current FYDP and general facility replacement schedules, what will the nationwide average age of a National Guard facility be in 2020, 2030, and 2040?

Answer. The following criteria and assumptions are applied to calculate ARNG responses:

—Start point real property inventory used was September 2010 and included active, semi-active, excess, caretaker, closed, and surplus status facilities.
—Inventory excluded TBA and disposed status facilities.
—Inventory included both DOD and State owned and leased facilities.
—Inventory included all facilities: buildings, structures and linear structures.
—Inventory included ARNG facilities on over 100 enclaves for which the ARNG is responsible.
—Assumed that the one for one disposal to offset additional new construction remains in effect through 2040. Therefore no additional disposal beyond the amount constructed is considered.
—Based on sizes of new construction versus facilities being disposed assumed each newly constructed building is offset by two older buildings.
—ARNG will construct about 50 new facilities each year.
—Facilities older than 50 years are not leaving the inventory because they are eligible for historic status.
—Facilities being constructed each year are replacing facilities that are 50 years old.
—These assumptions result in the overriding assumptions that under the current FYDP and general facility replacement schedules, each year 50 new facilities will replace 100 buildings that are 50 years old. This will reduce the total number of facilities by 50/year and reduce the total number of years by 5,000 each

year. Based on these realistic assumptions given the number of facilities (over 95,000) they make no measurable difference.

Question. Under the current FYDP and general facility replacement schedules, what will the average age of a California National Guard facility be in 2020, 2030, and 2040?

Answer. Under the current FYDP and general facility replacement schedules, the average age of California Army National Guard facilities will be 58 years in 2020, 68 years in 2030, and 78 years in 2040.

BLACKHAWK HELICOPTERS

Question. California has a significant amount of high altitude terrain and heavy historical utilization of UH–60 and HH–60 Blackhawk helicopters in emergency response missions. What factors will the National Guard Bureau take into account when making the decision on where to assign additional modernized UH–60 L and M Blackhawk helicopters in the Army National Guard and HH–60 Blackhawks in the Air National Guard?

Answer. Many factors are considered when stationing modernized helicopters in both the Army National Guard and Air National Guard. A major factor is the Army Force Generation Model that assigns units to deploy overseas for Federal missions. Other factors include availability of aircraft in a state and region by type and state of modernization, the terrain of the region and suitability of other ground and air assets to support operations.

Question. Specifically, will you consider unique geographical constraints and historical utilization rates in emergency response missions when determining assignments? If not, why not?

Answer. The National Guard does consider geography and the threat of natural disasters when stationing units. Historical utilization rates are considered and are balanced against the increased capacity of modernized aircraft.

Question. What other factors will the National Guard Bureau take into account and how do you determine and prioritize/rank those factors?

Answer. National Guard Bureau first considers the availability of a unit for the Warfight when fielding modernized aircraft in order to reduce sustainment and logistical support requirements when units that are stationed across multiple states merge together on a deployment. The next scheduled deployment is considered to ensure a unit has enough time to train on modernized aircraft between fielding of the equipment and deployment. Other factors such as terrain, availability of other aircraft and historical flood, fire, hurricane and other natural disasters is also considered.

QUESTIONS SUBMITTED BY SENATOR SAM BROWNBACK

Question. Tight budgets are going to force us to make the best possible use of government and military facilities. Kansas recently announced it is closing several armories due to budget constraints, and several State budgets are experiencing shortfalls. The Federal budget for facilities also is limited and likely to shrink in the future. Because of these constraints, it might be useful to consider shared-use facilities for Guardsmen, and other public safety-related state and Federal personnel.

Have you considered a shared-use facilities concept? Are you aware of any short-term steps that might be taken to create shared-use facilities or any legal or policy barriers that would need to be addressed to make the concept work?

Answer. The National Guard has considered shared-use facilities and has constructed many installations in conjunction with State or Federal agencies, including other components of the Armed Forces. We are taking short-term steps to identify Federal shared use facilities through Joint Service Reserve Component Review Boards. State shared used facilities are presenting more of a problem, as many States lack the budget for major construction at this time. In addition to State-share requirements, incompatibility issues with Anti-Terrorism/Force Protection criteria and other Federal regulations make sharing facilities with the States difficult. We feel that the report language to accompany the fiscal year 2011 National Defense Authorization Act (NDAA) directed Readiness Center Study will illustrate additional opportunities for shared use facilities.

Question. Up to now, the various resiliency programs have existed on seed money provided through various accounts in Congress. I am concerned that these programs may not survive as budgets get tighter.

What steps are you taking to capture the best practices from the various resiliency programs and make them available to Guardsmen and women around the

country, and will you be able to institutionalize these resiliency programs as other priorities compete for space in the budget?

Answer. The National Guard Bureau continues to work to develop more efficient and effective resiliency programs. One major success of the National Guard has been the The Yellow Ribbon Reintegration Program (YRRP). This program has worked extremely well for the Army and Air National Guard. Through May 2009, the National Guard has already conducted 619 events involving 47,182 service members and 58,350 family members. These attendees have had access to information, services, referrals, and proactive outreach to Services members, families, and employers throughout pre-deployment, deployment, and post-deployment.

The YRRP is made available to all members of the Army and Air National Guard when they deploy. Additionally, the National Guard makes every attempt to ensure that all Service branches within our States, Territories and the District are included, whenever possible, in our Yellow Ribbon Reintegration Program process throughout all phases of the deployment cycle.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL HARRY M. WYATT III

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

AIR NATIONAL GUARD FIGHTER SHORTFALL

Question. General Wyatt, in the statement submitted for the record, you observed that "80 percent of our F–16s will begin reaching the end of their service life in 7 years." Retiring these aircraft will significantly reduce the fighter aircraft that the Air National Guard has dedicated to the Combat Aviation and Air Sovereignty Alert missions. How serious a problem is the fighter shortfall facing the Air National Guard and what steps are being taken to reduce the associated risk?

Answer. The ANG faces a substantial fighter force shortfall in the near term which becomes critical by fiscal year 2016–17. By fiscal year 2017 up to six ANG F–16 units may reach the end of their service life. To address this risk, the Air Force is funding and executing full-scale fatigue tests on aging F–16 aircraft to determine the feasibility of a service life extension program (SLEP).

Question. General Wyatt, what force management options could be taken if the F–16 fleet sees significant aircraft retirements before replacement aircraft are available?

Answer. If recapitalization does not occur in a timely manner and the Air National Guard (ANG) experiences significant aircraft retirements without replacement, the only option available for units without aircraft is to retrain, relocate, or retire their experienced ANG personnel. A preferable alternative to "retrain, relocate, or retire" is concurrent and balanced recapitalization. Addressing the needs of the ANG during recapitalization efforts ensures the ANG and its highly efficient, knowledgeable, and cost efficient forces remain available for Combatant Commander tasking at Home and Abroad.

C–130 FORCE STRUCTURE CHANGES

Question. General Wyatt, in fiscal year 2011 the Air National Guard will lose 18 aircraft through a combination of retiring 6 C–130Es and transferring 12 C–130Hs to the active component. To minimize the adverse impact, the plan is to remove one or two aircraft from multiple sites and reduce the size of the squadrons. The exception is a unit in Puerto Rico that will lose its last C–130Es next year. What is driving this change in your force structure and what are the consequences for the Air National Guard?

Answer. Continuing budget pressures, the rising cost of maintaining and operating older weapons systems and the need to recapitalize aging tactical airlift assets are behind the programmatic actions in the fiscal year 2011 budget request. The reduction in airlift assets will result in fewer assets available to carry out both the Federal and State missions in response to any event or conflict. We are working with the Air Force and the Adjutants General to minimize the impact of the force structure changes.

Question. The Air Guard unit at the Luis Munoz International Airport in Puerto Rico loses its last 6 aircraft (C–130Es) in fiscal year 2011. The Air Force has not yet decided what new mission the unit will receive.

General Wyatt, we understand that the Air Force was concerned about having too much of the C–130 force in the Guard and Reserves. Can you shed some light on the problem being solved with the proposed shift of aircraft to the active component?

Answer. Recent air force studies have suggested that there is an issue with the ratio of C–130's in the Guard and Reserves to those based in active duty units. The study suggests that the ability to access reserve component aircraft is limited, and could be fixed by basing more C–130's in the Active Duty. It is my belief that the ANG C–130 community has proven over the last decade through volunteerism and mobilization that access to ANG iron is not an issue. Although our fleet size has been reduced by 20 percent due to BRAC and Air Force programmatic changes, we continue to increase our level of effort to the total airlift requirements of our nation. This level of ANG C–130 fleet effort cannot be measured strictly by the number of tails currently deployed to Afghanistan and Iraq as studies have suggested, but should also include the total level of effort that our ANG C–130 fleet shoulders on a daily basis. I would remind everyone that the first C–130 aircraft to respond to the gulf area after Hurricane Katrina was an ANG C–130. This is the norm, not the exception.

Question. General Wyatt, the Puerto Rico ANG C–130 unit is scheduled to lose all of its aircraft in fiscal year 2011. Have you and the Air Force identified a new mission for this unit?

Answer. We continue to work with the Air Force basing process to identify the future mission for our outstanding unit in Puerto Rico. We have made a strong case that our ANG unit in Puerto Rico possesses many unique abilities, including language and cultural skills that should be leveraged by the Air Force. We also conclude that the location of Puerto Rico is unique and valuable as our only permanent airlift unit location in the Caribbean.

AIR NATIONAL GUARD—RECRUITING AND RETENTION

Question. General Wyatt, in the last 4 years the Air Guard has undergone significant force structure adjustments. Most of these adjustments have been completed but there are still a few bases without long term missions. How has the restructuring affected recruiting and retention across the Guard and in particular at the units that still lack a future mission?

Answer. Air National Guard recruiting and retention remains strong. The challenge as we move forward is to strike a delicate balance of remaining close to end strength while strengthening "effective" recruiting. We have been very successful with quickly matching missions for a majority of our units in transition and have been diligently working with the Air Force on the few units we have had trouble matching with follow-on missions.

Question. General Wyatt, are you concerned that a decision on the new missions will not be reached in time to include funding in the fiscal year 2012 budget? What is holding up the decision?

Answer. Our BRAC experiences have enabled us to rapidly match the right mission to the right unit. We will continue working with HAF to ensure the timely decisions and appropriate funding requests.

The Executive Steering Group (ESG)—Strategic Basing Process is still a relatively new process and continues to be refined to increase efficiency. The ANG is fully integrated in the process and continues to work with HAF. While often time intensive, this deliberate process ensures the necessary vetting and review of basing actions.

QUESTION SUBMITTED BY SENATOR SAM BROWNBACK

Question. For the last few years, the Air National Guard has been working on a program to demonstrate the capabilities of the AT–6 light attack aircraft. During this time, the concept of a light attack aircraft has gained traction in various parts of the Department of Defense. In fact, the Air Force announced that it intends to purchase several light attack, armed reconnaissance (LAAR) aircraft beginning in fiscal year 2012.

Has the active duty Air Force—or anyone else from across DOD, contacted the Air National Guard about lessons learned from the demonstration program? Alternatively, have you reached out to interested parties at DOD—to include the active duty component of the Air Force, the Navy, SOCOM and JFCOM—about the importance of the AT–6 demonstration program and its relevance to the development of a LAAR-type aircraft?

Answer. The Air National Guard has been working closely with the Air Force on light attack efforts so that all involved are informed on the progress, results, and lessons learned from the various efforts. The AT–6 demonstration is a congressionally mandated demonstration that will provide platform-agnostic lessons learned that can be applied to any light attack effort or future acquisition programs. The Air Force has received inquiries about AT–6 Demo effort from the JFCOM/CC,

EUCOM staff, and most recently, the Director of the Iraq Training and Advisory Mission. Air Guardsmen working the AT–6 demonstration at the ANG Test Center in Tucson and at the National Guard Bureau have actively kept SAF and HAF, JFCOM, and the OSD special capabilities office aware of program status and future plans. The first formal phase of the AT–6 demonstration flights in an operationally representative environment just started in late March and will conclude on April 22. We invited Navy personnel working the IMMINENT FURY program to observe the testing occurring at Nellis AFB April 12–22, and Air Force personnel will also be involved with the Nellis effort. We will actively share the results of that first phase, and the second phase of flights planned for August and September, with all organizations in DOD involved with Light Attack. We have also initiated contact with the offices at AFMC that will be responsible for any future light attack aircraft procurements to ensure they receive and understand the results of the AT–6 demonstration so they may be incorporated into any future full and open competitions.

QUESTIONS SUBMITTED TO MAJOR GENERAL RAYMOND M. CARPENTER

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

UH–60 BLACK HAWK UPGRADES

Question. General Carpenter, one of the Army Guard's top priorities is to modernize the oldest UH–60 Black Hawks to the latest configuration. The budget contains funds to upgrade 35 of these helicopters. How many of those conversions would directly benefit the National Guard?

Answer. Current information indicates that 30 of the 35 A–A–L conversions in the budget will be coming to the Army National Guard. The Army UH–60 "A to A to L" upgrade program is a critical element for the timely modernization of the ARNG UH/HH–60 fleet, which comprises the largest and most heavily used part of the ARNG rotary-wing inventory.

The ARNG is quickly approaching its full authorization of 849 UH/HH–60 aircraft. When that occurs, almost 500 of those will be the older and outdated "A" models that average over 30 years of age. At the presently programmed rate of future buys of "M" models and "L" model conversions, the Army Guard will not be able to divest of the final "A" models until well into the 2020's. Future "A–A–L" conversions are currently planned a rate of 38 per year.

Question. General Carpenter, the dependence on helicopters in Iraq and Afghanistan has created a strain on our depots because of all the repairs needed on aircraft returning from overseas. Do you know if our depots have adequate capacity to accelerate the Black Hawk modernization program?

Answer. These efforts are performed at the Corpus Christi Army Depot (CCAD). In regards to CCAD's capacity, the Depot could "expand/increase" its capacity beyond the current production for the UH–60 A–A–L RECAP of 38 aircraft per year; however, there is no existing requirement to do so.

Any increase above the current requirement would entail a ramp up to properly set the conditions for success. Additional resources, to include staffing, tools, spare parts, facilities, and funding; could be needed depending on the number of additional aircraft to be addressed per year.

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

Chairman INOUYE. And now may I call upon the second panel, Lieutenant General Jack Stultz, Chief of the Army Reserve; Vice Admiral Dirk Debbink, Chief, Navy Reserve; Lieutenant General John F. Kelly, Commander, Marine Forces Reserve and Marine Forces North; Lieutenant General Charles E. Stenner, Jr., Chief, Air Force Reserve.

Gentlemen, thank you for joining us this morning. And may I assure you that your full statements will be made part of the record.

And may I now call upon General Stultz, Chief of the Army Reserve.

General STULTZ. Mr. Chairman and Vice Chairman Cochran, it is an honor to be here and, first and foremost, to say thank you for all of the support that you've given the well over 207,000 soldiers that currently populate the Army Reserve.

I know we're going to be pressed for time, and I don't want to take a long and drawn-out opening statement.

I do want to recognize two soldiers that I did bring with me today, because I think they epitomize what Ray Carpenter talked about, that's referred to as a national treasure, and that is what we call "warrior citizens." You used to be called "citizen soldiers," and when I came into this job as the Chief of the Reserve, we changed the term to "warrior citizen." And I took a little flak about that, because people said, "That's a little harsh." And I said, "I don't think so, because our soldiers, today, in uniform are warriors. They are an operational force. They're making, in a lot of cases, the ultimate sacrifice." We have lost a number of our Reserve component soldiers, sailors, airmen, and marines in combat.

And so, these two soldiers that I want to introduce epitomize that national treasure that we've got. The first one is Second Lieutenant Rachel Milton. Second Lieutenant Milton joined the Army Reserve after 9/11, to serve her country, and she became a private in the Army Reserve. She deployed to Iraq as a specialist, E–4 medic, where she was working inside Abu Ghraib prison, treating prisoners, both inside the prison and in the grounds. But also, during her other time, she was out doing convoy security, where she was a .50 cal gunner in a Humvee, providing security to convoys moving in and around that area of Iraq. And, additionally, was part of a four-person team who flew back and forth into the Green Zone during the Saddam Hussein trial to provide medical support to him and others that were participating in that trial. Came back home from her deployment to Iraq, went back to school, got her bachelor's degree in nursing, became a nurse at a hospital in New York City; in 2 years, has already been promoted to charge nurse and is now getting ready to enter her master's program. That's the

return on investment we get; where we take a young person who is a patriot, put them into the Army Reserve, or the other Reserve components, and let them develop on their own, and let them become leaders, and then let them go back to their communities and give back. So, now, here in the Army Reserve, I've got an officer, I've got a trained nurse, I've got a combat veteran standing before you. A true hero.

The other individual is Sergeant David Foltz. Sergeant Foltz is an engineer. Sergeant Foltz deployed in 2003–2004, in support of the war, and then went back again in 2006–2007. Part of an engineer unit that was out in the Anbar Province during a very, very contested time, which I'm sure General Kelley is very familiar with, doing route clearance. His battalion clearing a number of improvised explosive devices (IEDs) that saved thousands of soldiers and marines' lives as they cleared them, but, in that battalion, lost six of their own soldiers, and 25 percent of their unit received the Purple Heart throughout that battalion. Came back home, works for me in the Army Reserve now as a civilian, giving back not only in terms of his technical skills, but giving back in terms of his leadership as a noncommissioned officer; that which distinguishes our Army from any other army in the world, the backbone of our Army.

This is why I'm here today, sir, to say we need your continued support and the continued support of Congress, for these great young men and women who are in our ranks who are truly national treasures.

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

PREPARED STATEMENT

Chairman INOUYE. We thank you for your service to our Nation, and we salute you.

General, finish with your——

General STULTZ. Yes, sir.

As I said, I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JACK STULTZ

Against the backdrop of the second longest war in our nation's history and the longest ever fought by an all-volunteer force, the Army Reserve continues to be a positive return on investment for America. The fiscal year 2009 $8.2 billion Army Reserve appropriation represented only 4 percent of the total Army budget, yet we supply the Army seven to eight brigade-size elements. Since September 11, 2001, the Army Reserve mobilized 179,782 Soldiers, and now has 29,000 deployed in support of Army missions. We supply the Army with 87 percent of its Civil Affairs capability, 65 percent of its Psychological Operations, and 59 percent of its Medical support—to highlight a few of our top contributing specialized functions. Compared to the cost of expanding the full-time force, the small investment in the Army Reserve provides security at home and fights terrorism abroad. We respond to domestic disasters and participate in security cooperation operations while protecting national interests around the globe. In support of contingency operations, we foster stability in underdeveloped nations where conditions are ripe for terrorists to gain a foothold.

The events of September 11, 2001 forever changed the way in which the Army Reserve provides combat support and combat service support to the Army and to the Joint Forces. Operational demands for Army Reserve support have been heavy and enduring. Operations in Afghanistan soon led to urgent calls for logistical, engineer, military police, medical, and civil affairs capability. The Army Reserve has the largest share of these capabilities and was soon meeting Combatant Commanders' urgent requests. Theater requests have grown larger since operations began in Iraq in 2003. Every year through 2006, Combatant Commanders anticipated needing

fewer troops, but mission demands forced them to keep requesting more troops and support capabilities. In 2007, the "surge" in Iraq reversed that country's descent into civil war, but sustaining that renewed commitment into 2008 represented yet further strain on the Army Reserve, its units and Soldiers, and their Families. As of October 2009, the beginning of the Iraq drawdown hints there may be some operational relief ahead, but new requests from Afghanistan for forces has triggered another presidential strategic re-assessment. The reality is, current operations are consuming Army Reserve readiness as fast as we can build it, but Congress' support for the Army Reserve in recent years has gone far toward both meeting current demands and reshaping the Army Reserve for future national security requirements.

As sustained operational demands on the Army Reserve became heavier after 9/11, it became ever apparent we could no longer function as a part-time strategic reserve. Based on the operational requirements outlined for the Army Reserve in the 2010 Quadrennial Defense Review, and while fighting two wars, we completed our transition from a strategic reserve to an operational force last year—to the extent we can—given today's resourcing and mission demands. An operational Army Reserve is a good return on investment for America because now we are in a stronger position to provide the Army with predictable, trained, equipped, and ready forces to meet global and contingency requirements. What remains is an ongoing effort to sustain an operational posture, with a fully functioning Army Force Generation model—that receives full funding.

Thanks to Congress' leadership, we have made great progress in a number of initiatives required to complete Army Reserve transformation. We have re-organized operational commands to better support theater requirements, opened new training centers, and restructured training commands to support the total force. Through Base Realignment and Closure, we have closed scattered facilities in favor of more efficient, multi-service reserve centers. Through the Army Reserve Enterprise process, we are restructuring our strategic and operational efforts to maximize productivity, efficiency, and responsiveness in four Enterprise areas: Human Capital, Materiel, Readiness, and Services and Infrastructure.

We have identified "Five Imperatives" to facilitate Army Reserve continued transformation to a stronger and more capable operational force. They are Shaping the Force, Operationalizing the Army Reserve, Building the Army Reserve Enterprise, Executing BRAC, and Sustaining the Force.

Shaping the Force

As we look ahead, we know that building the right force is crucial for success. In 2010, we will leverage human capital management strategies to better shape the force into a more affordable and effective Army Reserve capable of supporting national security objectives and our combatant commanders' war-fighting needs. We are developing a more precise human capital strategy to meet our nation's future military needs by ensuring the right people, with the right skills, in the right units, are in place at the right time.

In today's competitive recruitment environment, incentives matter because they allow the Army Reserve to sustain and shape the force. We achieved our fiscal year 2009 end strength due to the hard work and dedication of our recruiters and our Soldiers. We also attribute this success to the recruiting and retention initiatives that support the Army Reserve's manning strategy. These include the Army Reserve Recruiter Assistant Program that promotes strength from within by recognizing and rewarding those Soldiers, Family members, and Department of the Army Civilians working for the Army Reserve who bring talent to the team. The second is enlistment bonuses, which help us recruit the critically short/high demand Military Occupational Specialties. In fiscal year 2009, our focused incentives increased Army Reserve End Strength. As we met the objective, it became evident that not all of our new Soldiers possessed the skill sets needed to support the Army Reserve structure while also fulfilling our wartime requirements.

Successful recruiting added an abundance of Soldiers in the lowest three pay grades, but recruiting new Soldiers as privates and second lieutenants cannot fill the thousands of mid-grade noncommissioned and commissioned officer vacancies that currently exist. Despite excellent retention results, these shortages continue.

Our recruitment efforts will focus on more prior-service recruits who are slightly older and bring more experience than most first-term Soldiers. These experienced Soldiers can fill shortages among mid-level commissioned and noncommissioned officers. Targeted incentives have been crucial to rebuilding our end strength and addressing critical shortages in some grades and job specialties. Continuing these incentives allows the Army Reserve to shape the force to better meet the requirements of our national security strategy and to give Soldiers, Families, and Employers stability and predictability.

Ensuring a Continuum of Service (COS) is a human capital objective that seeks to inspire Soldiers to a lifetime of service. Active (full-time) and reserve (part-time) military service are two elements of valuable service to the nation. Continuum of Service provides Active and Reserve Components some of the means necessary to offer Soldiers career options while maintaining capability for the operational force. COS also recognizes the tremendous cost of accessing and training each service member and seeks to avoid unnecessary replication of those costs. To reach our objective, it is our intention to work with Army to propose recommended changes to current statutes and policies that will ease restrictions on statutes limiting Reserve Component Soldiers from serving on active duty.

Operationalizing the Army Reserve

Our status as an operational force means that the Army Reserve is no longer a force in waiting—we are an operational force in being. We can continue providing that positive return on investment to the nation when the Army Reserve is given the proper resources to succeed.

The Army Reserve plays a vital operational role in overseas contingency operations and will for the foreseeable future. 179,782 Army Reserve Soldiers have mobilized since 9/11 in support of Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF); 45,000 have mobilized more than once. In 2009, the Army Reserve mobilized 34,472 Soldiers to support Combatant Commanders' requests for forces. We execute a readiness strategy to deploy highly ready units and Soldiers to support OIF and OEF requirements. This readiness strategy synchronizes those strategic planning and resourcing actions necessary to generate sufficient manning, training, and equipping levels to meet combatant commander mission requirements. The Army Force Generation process allows for a structured progression of increased unit readiness over time, and provides the Army recurring access to Army Reserve trained, ready, and cohesive units, which translates to predictability for Soldiers, their Families, and Employers. In effect, ARFORGEN drives the battle rhythm of the Army Reserve.

ARFORGEN works for the Army Reserve. It has enduring qualities that have been apparent in providing support to emergencies such as Hurricane Katrina and the Haiti earthquake relief efforts, for training Soldiers in Afghanistan, to supporting the African Contingency Operations Training and Assistance Program with training and equipment for selected militaries engaged in humanitarian or peace operations. The Army Reserve seeks continued support from Congress to be an effective responder to missions such as these.

Within the transformation process, we realigned our force structure to meet the Army's global mission requirements in both the Operational and Generating Force categories. The Army Reserve is ready to take on additional missions as the Department of Defense and U.S. Army validate emerging requirements. Authorized growth in end strength will enable the Army Reserve to activate validated units to meet these emerging requirements and maintain the number of units we have in our ARFORGEN process. Plans reflect an increase of 1,000 to 206,000 spaces of Authorized End Strength (ESA) to provide the Army Reserve capability to meet emerging mission requirements within our ability to operate the force.

Full-time support personnel comprise a select group of people who organize, administer, instruct, recruit, and train our people; and who maintain supplies, equipment, and aircraft. They also perform other functions required on a daily basis to maintain readiness in support of operational missions. Without these critical Soldiers and Civilians, the Army Reserve could not function as an operational force.

Although resourced to the Department of the Army "High Risk" funding methodology (meets minimal acceptable risk in support of a strategic reserve force), it is imperative that future planning ensure full-time support is fully resourced as an operational reserve. Adequate resourcing is critical in meeting the readiness requirements of the Army Force Generation (ARFORGEN) model.

The current full-time support model remains a strategic reserve legacy. Key legislative and policy modifications are required to change personnel support processes. Manpower models and programming processes require review and modifications to provide flexibility and rapid response adjusting resources amid changing priorities across the ARFORGEN process.

Our Active Guard Reserve (AGR) and Military Technician (MT) programs provide the bulk of full-time support at the unit level. They provide the day-to-day operational support needed to ensure Army Reserve units are trained and ready to mobilize within the ARFORGEN process. The AGR and MT programs are vital to the successful transition to—and sustainment of—an operational reserve. The Army Reserve requires added flexibility in its hiring practices to sustain its commitments to ARFORGEN. We must take action to create a new category of Non-Dual Status

Technician, which allows retention and direct hire of personnel from outside the Selected Reserve. This new capability will allow us to support non-mobilizing/deploying organizations while authorizing Dual Status Military Technicians to meet conditions of employment with a military assignment anywhere within the Selected Reserve. We are working with Army to relax legacy fulltime support policies in order to provide flexibility in the reallocation of resources within AFORGEN cycle.

As an operational force, the Army Reserve must have the most effective and sustainable equipment for Soldiers and units at the right place and at the right time. The Army Reserve supports the Army Equipping Strategy of Cyclical Readiness, which means all units are equipped based on their position in the ARFORGEN process and their mission—regardless of Component. The Equipment Readiness levels increase as units move through the ARFORGEN process from the RESET to the Available Phase. Those units that are within the RESET phase start with zero readiness expectation. As the units move to the Train/Ready phase, they will be resourced from 80 percent growing to 90 percent; and once the units enter the Available Phase, they are resourced to ensure 90 percent plus equipment readiness. To maximize collective and individual training opportunities for our units in the ARFORGEN process on high demand/low density systems, the Army Reserve must address the challenge with small pools of current generation systems. Additionally, while the Army Reserve units in the Reset Phase should have minimal specific equipping expectations; the Army Reserve is identifying equipment requirements that a unit can properly maintain at a Reserve Unit Home Station while sustaining Soldiers and training readiness. We are thankful to Congress for helping us meet this goal with National Guard and Reserve Equipment Appropriation (NGREA) funding. These funds greatly add toward operationalizing the Army Reserve by supporting Army Modularity, Homeland Defense/Homeland Security, and the Army Force Generation cycle with a fully modern and interoperable force. With continued NGREA funding, we will be able to train our Soldiers on the latest combat equipment before they deploy into harm's way.

Enterprise Transformation

Using an enterprise approach to managing our internal processes, we add value to the Army by applying a holistic approach to managing our resources and shape the force into what is beneficial for the Army Reserve and supports the needs of the Army. By "shape the force," I mean taking a fresh approach to how we recruit and retain the best and brightest, and positioning them in the right place, in the right job, and at the right time.

The Army Reserve Enterprise consists of four core management areas: Human Capital, Readiness, Materiel, and Services and Infrastructure. To optimize the enterprise we must: Attract and retain the very best Warrior Citizens to serve our nation (Human Capital), Prepare, train, and equip Soldiers (Readiness); provide our Soldiers with the latest mission ready modular force equipment, (Materiel); provide for the well-being of our Soldiers, Families, Army Civilians, and employers while providing training and unit facilities and secure, redundant communications (Services and Infrastructure). Working together, these core management areas enable the Army Reserve enterprise to realize its ultimate goal: predictable, trained, and ready units—the essential components that define CAPABILITY.

BRAC

We have facility responsibilities at more than 1,100 Reserve Centers and the installations of Fort McCoy, Fort Buchanan, and Fort Hunter-Liggett installations. We also are responsible for significant training areas at Jolliet, Devens Reserve Forces Training Area, and Parks Reserve Forces Training Area. Moving toward completion of the current BRAC cycle of 2005, the Army Reserve military construction priority is to complete the remaining projects budgeted at $361 million for fiscal year 2010. Supporting the transformation of the Army Reserve from a Strategic Reserve to an Operational Force, we will implement 21 construction projects at a cost of $381 million. Our construction effort supports the realignment of the field command organizations into Operational Supporting Commands. The resultant Supporting Commands invested $561 million in operating the facilities and some $244 million in repair of those facilities that allows mission accomplishment for the Operational Commands.

Sustaining the Force

The Warrior-Citizens of the Army Reserve and their Families embody a lasting commitment to serve America. The Army Reserve recognizes the strain of this era of persistent conflict on Soldiers and Families. We know Family readiness is inextricably linked to mission readiness, recruitment, and retention. Operationalizing of the Army Reserve creates a requirement for an enduring level of support. As the

Army Reserve transforms, so must Family Programs. Our way ahead includes realignment actions to: support the Army Reserve Enterprise management approach, sustain services to Soldiers and Families in the expeditionary force, standardize existing programs and services across the Army Reserve, and build partnerships with Army Families and communities. Our end state is to optimize programs and services to connect Soldiers and Families to the right service at the right time.

The cornerstone of our planning effort is to ensure the integration of Family Support services with the ARFORGEN process. By doing so, we ensure that our Warrior-Citizens and their Families have solid programs that are ready for execution any time during the training and deployment cycle. Appropriate resourcing will allow us to assess structure requirements, staffing needs, and develop effective processes that ensure the consistent delivery of programs and services that meet the needs of ARFORGEN and especially for those of our geographically dispersed customers.

The Army Reserve Family Programs Virtual Installation Program is an exciting new initiative that ensures the same services provided to active component Soldiers are available to all service members and their Families not living close to a military installation. Leveraging assets we have on hand is allowing us to test the program through a series of pilots located in selected communities. Funding for this priority will allow us to expand Virtual Installation within Army Strong Community Centers around the country and overseas.

We must continue to increase the quantity and quality of support for Army Reserve children and youth. We can increase opportunities for youth to develop leadership skills and strategies for coping with separation. Teen panels provide forums for our youth to propose solutions for concerns that affect their lives during mobilization and deployment. Additional online teen deployment classes support youth living in the "new normal" of repetitive deployments. With additional resources, we will work with our community partners to expand childcare for geographically dispersed Families and respite care for mobilized Families.

This year we provided new opportunities for children of Army Reserve Families to attend camps. While the Department of Defense (DOD) "Purple Camps" were a great initiative, they distributed opportunities among all military communities in DOD. This resulted in fewer opportunities for Army Reserve children than needed. Additionally, Army Reserve children are usually unable to travel, and require activities located in areas near their homes. By operating our own camps, we increased these opportunities to Army Reserve Families in their communities and tailored them to our communities. The goal of the program is to prepare Army Reserve Soldiers and their Family members for mobilization, sustain Families during deployment, and reintegrate Soldiers with their Families, communities, and employers upon release from active duty. The Army Reserve Yellow Ribbon Reintegration Program (YRRP) provides information, services and support, referral, and proactive outreach to Army Reserve Soldiers and their Families through all phases of the deployment cycle. The program includes information on current benefits and resources available to help overcome the challenges encountered with Army Reserve mobilization and reintegration.

The Army Reserve successfully launched its Yellow Ribbon Reintegration Program. We have coordinated with other military agencies, Federal/state/local government agencies, community organizations, and faith-based organizations to provide robust, preventive, proactive programs for Soldiers and their Families. Elements of the program include promoting preparedness through education, conducting effective Family outreach, leveraging available resources, and supporting the All-Volunteer Force. During fiscal year 2009, the Army Reserve executed more than 250 Yellow Ribbon events, serving some 12,000 redeploying Soldiers and 12,000 Family members. In interviews conducted by the Office of the Secretary of Defense, Soldiers and Family members reported positive experiences with the Army Reserve Yellow Ribbon Reintegration Program.

The challenge to the Army Reserve remains to develop, improve, and sustain the mental, spiritual, and emotional health that fosters resilient Soldiers and Families.

We are moving out aggressively to mitigate the effects of persistent conflict and build a strong, resilient force. Multi-symptom conditions including those signature wounds not visibly apparent (for example: Post Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI), exist for Soldiers with military service in Southwest Asia. We will work with Health Affairs and the other Services to continue to provide the care necessary for the wounds from the current conflicts.

We appreciate the resources that Congress has provided to date to further programs such as the new GI Bill and TRICARE. The benefit of TRICARE Reserve Select provides our Soldiers and Families peace of mind knowing that if a Soldier de-

cides to better him/herself career-wise with the skills gained while deployed, medical care will not be a worry if he or she decides to change careers.

We are teaming with civilian industry to shape the Army Reserve into America's premier reservoir of shared military-civilian skills and capabilities through our Employer Partnerships programs. Through these mutually-beneficial alliances with businesses that share our valuable human capital, we can strengthen Soldier-employees, Families, employers, and communities.

We seek to identify locations where our Soldiers can simultaneously add value to both the civilian workforce and the Army Reserve. This effort ties into our objective of achieving a continuum of service for Soldiers who want the option to transition from active and reserve components, and vice versa, to provide Soldiers flexibility with their career objectives, while allowing the Army Reserve to retain the best talent and critical skills capability.

We are committed to minimizing turbulence to Soldiers and their Families while providing the most effective and efficient trained and ready units and forces to meet world-wide requirements. We must maintain current levels of predictability while making plans to increase it. The Army Force Generation process allows for a structured progression of increased unit readiness over time, and provides the Army recurring access to Army Reserve trained, ready, and cohesive units. While our commitment in Iraq may draw down, the requirement for forces to commit to other global missions will only increase. In 2010, we will work with Congress to ensure we obtain the necessary resources to sustain a viable Army Force Generation cycle that supports global commitments and new missions.

Thank you.

Chairman INOUYE. And now, General Debbink—Vice Admiral Debbink.

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

Admiral DEBBINK. Chairman Inouye, Vice Chairman Cochran, thank you for the privilege of appearing before you today.

My force master chief, Ronnie Wright, and myself want to begin by expressing our appreciation for your support for the approximate 65,851 sailors, and their families, of your Navy Reserve component.

My written testimony does go into some length describing the programs that we utilize to ensure the Navy Reserve is a ready and capable force, responsive to both the needs of the Navy and Marine Corps team and joint forces for both strategic depth and operational capabilities, while at the same time providing the necessary support to our sailors and their families and, very importantly, showing our appreciation to the sailors' employers.

As I testify this morning, Navy Reserve sailors are operating in every corner of the world, shoulder-to-shoulder with Active Duty sailors and alongside soldiers, airmen, marines, and coastguardsmen. On any given day, more than 30 percent of the Navy Reserve is providing support to Department of Defense operations. The Navy Reserve is ready now, anytime, anywhere, as our motto and, most importantly, our sailors proudly claim.

While fully engaged in overseas contingency operations around the world, your Navy Reserve was also, most recently, involved in Operation Unified Response in Haiti. During the last 2 months, more than 950 Reserve sailors were proud and humbled to be able to provide over 21,000 man-days of support for the humanitarian assistance and disaster relief efforts in Haiti.

Success in these operations, of course, is no accident, but, rather, it's a result of your sailors' can-do spirit combined with the support of chain of command and the proactive support of this Congress. Together, we seek to provide our sailors with the proper training,

equipment, and support, both abroad and back home, necessary to ensure their success. And Congress' engagement with these efforts is greatly appreciated.

A central focus of our manpower strategy continues to be the establishment of a true continuum-of-service culture that provides a life/work balance, which accommodates individuals' circumstances while at the same time allowing us to sustain the necessary inventory of skilled and experienced professionals to meet the Navy's total force requirements.

The Chief of Naval Operations, the Chief of Naval Personnel, and I recently signed the Navy's Total Force Vision for the 21st Century, which lays the foundation for the Navy to succeed in delivering the human component of our maritime joint warfighting capabilities. Recruiting, retaining, and properly employing the right sailors—Active, Reserve, and civilian—in the service of our country is both an operational and a fiscal imperative for the continued success of our Navy.

Our 2011 budget request will enable the Navy Reserve to continue supporting current engagements and maximizes the strategic value of the Navy Reserve as a relevant force, now and in the future; a force valued for its readiness, its innovation, its agility, and its accessibility. We expect the future will call for even greater displays of all of these traits.

It is a privilege to serve during this important and meaningful time in our Nation's defense, especially as a Navy reservist.

PREPARED STATEMENT

I thank you for your continued support and your demonstrated commitment to our Navy Reserve and the sailors in that Navy Reserve. I look forward to your questions.

Thank you, Mr. Chairman.

Chairman INOUYE. Thank you, Admiral.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL DIRK J. DEBBINK

INTRODUCTION

Chairman Inouye, Vice Chairman Cochran, and distinguished members of the Senate Defense Appropriations 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.

I have now had the honor of serving as the Chief of Navy Reserve for 20 months. In that capacity, I am privileged to work for more than 66,500 Sailors in our Navy's RC, an elite fighting force which just celebrated its 95th birthday. I am continuously amazed and humbled by the daily sacrifices our Reserve Sailors are making for our Nation and our Navy. Witnessing such great deeds helps me to focus on the services that I can provide to each of them: to ensure they are given real and meaningful work every day they are on duty; to ensure that they receive every practical material and organizational advantage to support them in their work; and to provide their families and employers with the proper support to honor and ease their sacrifices.

Our Navy needs, and our Sailors deserve, the best Navy Reserve possible, and today's Navy Reserve is as strong and as relevant as it has ever been. Our success is a direct result of the dedication and professionalism of our Sailors, which is a reflection of the tremendous support those Sailors receive from their families and civilian employers.

Last year, the Navy Reserve adopted an official Force Motto: "Ready Now. Anytime, Anywhere." This motto is our pledge to our shipmates, our Navy, and our Na-

tion and serves as the guiding principle of the Navy Reserve Strategic Plan. In that Plan, the mission of the Navy Reserve is defined: "to provide strategic depth and deliver operational capabilities to our Navy and Marine Corps team, and Joint forces, from peace to war." As Chief of Navy Reserve, I can report without reservation that our Navy Reserve Sailors accomplish this mission every day.

The Navy Total Force is aligned with and supports the six core capabilities articulated in the Maritime Strategy and is managed by Navy leadership to enable the Chief of Naval Operation's priorities: (1) build tomorrow's Navy; (2) remain ready to fight today; and (3) develop and support our Sailors, Navy civilians, and their families. The Navy Reserve is integral to the Navy Total Force—we stand shoulder-to-shoulder with our active duty component executing full spectrum operations that represent every facet of our Navy's Global Maritime Strategy. Within this Total Force framework, I would like to take this opportunity to update you on the programs that support the Chief of Naval Operations' focus areas, while also highlighting some key contributions from Navy Reservists in 2009.

CARE FOR OUR WARRIOR FORCE

This country owes a great debt to the men and women who have gone in harm's way in support of contingency operations around the globe and it is our obligation to provide them not just with every opportunity to succeed while deployed, but also with the means to reintegrate once they return from overseas.

Secretary of Defense Robert Gates has stated, "apart from the wars in Afghanistan and Iraq, my highest priority as Secretary of Defense is improving the outpatient care and transition experience for troops that have been wounded in combat." The Navy Reserve takes this commitment to heart and is setting a higher standard every day for the care and well-being of our Wounded Warriors. In 2009, we completed implementing programs recommended in the Naval Inspector General's Navy Reserve Wounded Warrior Care report, highlighted by the functional stand-up of the Reserve Policy and Integration organization (M–10) within the Bureau of Medicine and Surgery (BUMED). This organization provides BUMED with a Reserve perspective related to medical policies and issues impacting the Total Force. We continue to provide exceptional service to Sailors assigned to the Navy's Medical Hold (MEDHOLD) units. These units provide necessary medical and non-medical case management to the Navy's RC Wounded, Ill, and Injured (WII) population. For those Sailors and Coast Guardsmen who are seriously wounded, ill, or injured, the Navy Safe Harbor program is the Navy's lead organization for coordinating non-medical care for the warrior and their family members. Through proactive leadership, MEDHOLD helps RC WII members return to service and their communities, and Safe Harbor provides individually tailored assistance designed to optimize the successful recovery, rehabilitation, and reintegration of our Shipmates.

Superior care is not reserved for injured Sailors alone. Medical research indicates that health concerns, particularly those involving psychological health, are frequently identified during the months leading up to and following return from an operational deployment. Current Navy programs, such as Operational Stress Control Training, the Psychological Health Outreach Program, and BUMED's Wounded, Ill, and Injured Warrior Support, are designed to align with critical stages of the deployment cycle.

An integral component of Force Health Protection calls for ensuring all service members are fit to deploy, and Navy has improved the screening procedures for mobilizing Sailors to ensure they are medically able to meet theater requirements. For example, the Medical Readiness Reporting System (MRRS) has improved tracking of each Sailor's suitability for Area of Responsibility-specific expeditionary assignments. In addition, annual Physical Health Assessments (PHA), coupled with the new, standardized consolidated pre-deployment screening and local line support will streamline screening requirements while maintaining fidelity on issues which impact medical readiness. Early screening and associated fitness determinations help alleviate unnecessary stress on our Sailors and provides supported commands with a steady stream of well-prepared and able workforce. We are also actively engaged in implementing the new legislation that makes Reservists eligible for Tricare coverage up to 180 days before a mobilization event. We are thankful to Congress for their work in providing this benefit to our mobilizing service members.

Sailors returning from overseas mobilizations are encouraged to attend a Returning Warrior Workshop (RWW), which is the Navy's "signature event" within the Department of Defense (DOD) Yellow Ribbon Reintegration Program (YRRP). In the 8 years since 9/11, the overwhelming majority of Reserve Sailors mobilized to active duty have deployed as Individual Augmentees (IAs). Deployed apart from their parent unit and often assigned duties which differ greatly from their primary specialty,

these combat zone deployments can be uniquely stressful. The RWW is a dedicated weekend for Sailors to reconnect with spouses, significant others, and each other following an IA deployment. Staged at a high-quality location at no cost to the participants, the RWW employs trained facilitators to lead Warriors and their families/guests through a series of presentations and tailored break-out group discussions that address post-combat stress and the challenges of transitioning back to civilian life. Additionally, my goal is to have a Navy Flag Officer in attendance at every RWW to make a visible statement of Department of the Navy support for this valuable program. A total of 43 RWWs have been held as of March 1, 2010, attended by 3,083 military personnel and 2,329 guests/family members. The fiscal year 2011 budget supports another 25 events. Pioneered by the Navy Reserve, these workshops are now available for all Navy IAs. RWWs are a true success story in honoring our Sailors and their families. It is one of my top priorities to ensure this program continues to have both the full support of Navy leadership and the widest possible participation by all returning Sailors.

RWWs serve as a key component of the Navy Reserve Psychological Health Outreach Program. Outreach teams assigned to each Navy Region Reserve Component Command facilitate the RWWs and engage in other critical aspects of the Deployment Health Assessment (DHA) process. DHAs are regularly scheduled encounters used to screen service members prior to and after deployment and to facilitate appropriate psychological care. The DHA process supports the DOD health protection strategy to deploy healthy, fit, and medically-ready forces; to minimize illnesses and injuries during deployments; and to evaluate and treat physical, psychological, and deployment-related health concerns. The process is designed to identify stress injuries and other health concerns requiring further assessment or treatment as appropriate. The Navy Reserve now has dedicated mental health professionals and associated assets available to provide psychological health services for the Navy and Marine Corps Reserve communities. Providing psychological health assessment services for deploying reservists will assist in identifying potential stress disorders and facilitate early intervention before these disorders accelerate to a more critical "injured or ill" stage, keeping Navy and Marine Corps Reservists psychologically healthy for continued retention in the Reserves and for future overseas and CONUS mobilizations. Also recently established as part of the YRRP, the Pre-Deployment Family Readiness Conference (PDFRC) utilizes Psychological Health outreach teams to provide education and information to ensure that Sailors and their families are ready for the rigors of deployment and the challenges of family separation.

Additionally, Navy's formalization and emphasis of the Operational Stress Control (OSC) Program is working to de-stigmatize psychological health issues, which can improve Sailors' participation in valuable psychological health programs for those in need. The Navy Reserve team is a charter member of the OSC Governance Board. The Psychological Health Outreach teams provide the OSC Awareness brief during periodic visits to Navy Operational Support Centers (NOSCs) across the country. As of February 1, 2010, the psychological health outreach team members have made 196 visits to NOSCs, providing the Operational Stress Control Awareness brief to over 20,200 Reservists and staff personnel.

Finally, and although not solely related to mobilized Sailors, the Navy Reserve has aligned closely with the Chief of Naval Personnel on programs that detect and help individuals who are at risk of suicide. Families, often the first people to notice a desperate change in a Sailor, are included in programs such as the PDFRC and the RWW. A Suicide Event Report (SER) is completed on all actual or attempted suicides, regardless of duty status, which has provided a more complete picture of the problems afflicting all Navy Sailors. In every instance where the chain of command knows of a Navy Reservist who has attempted suicide, either in a duty or non-duty status, the Reservist is referred to the Navy Reserve Psychological Health Coordinators for follow-up and referral to the appropriate mental healthcare services. The aforementioned OSC Awareness briefs provided by the Psychological Health Outreach teams also include Suicide Prevention briefs.

PROGRESS IN PROGRAMS FOR OUR PEOPLE

The Navy Reserve Strategic Plan defines the vision for the Navy Reserve as follows: "Our vision for the Navy Reserve is to be a provider of choice for essential naval warfighting capabilities and expertise, strategically aligned with mission requirements and valued for our readiness, innovation, and agility to respond to any situation." During the last 8 years, the Navy Reserve has demonstrated the ability to continue sustained and valuable contributions to the Total Force, in the full spectrum of missions, at home and abroad, and as both an operational and strategic

force. We continue to forge ahead with ideas and programs that will allow us to continuously contribute to the strategic aims of the Navy and the Joint Force.

As defined in the Strategic Plan, one of the three Focus Areas for the Navy Reserve is to enable the Continuum of Service (CoS). CoS reflects the reality of our Navy. As our Chief of Naval Operations, Admiral Gary Roughhead, states, "we are one force today. One Navy, with an Active Component and a Reserve Component." CoS initiatives provide for seamless movement between the Active Component (AC), RC, and civilian service, while delivering operational flexibility and strategic depth at the best value for the Navy. Responding to the CoS philosophy, we recruit Sailors once and retain them for life through variable and flexible service options that provide a career continuum of meaningful and valued work.

Not long ago, we spoke of creating active duty "on ramps" and "off ramps." Today, a better analogy is that we're all on the same career highway, and during our career we may wish to change lanes several times, moving from Active to Reserve and back. Our commitment to our Sailors is to make these lane changes easier and faster.

CoS is forcing us to think differently and make big changes in the way we do business. Changing our culture might be the hardest part. Too often we think the only way to have a Navy career is by serving on active duty alone. Our Navy Reserve gives Navy Sailors many other possible ways to have a full Navy career.

There were many important accomplishments associated with our CoS efforts in fiscal year 2009. Beginning last year, the Career Management System—Interactive Detailing (CMS/ID) allowed our AC career counselors to assist Sailors transitioning from active duty to consider Reserve units in the location where they planned to live. This is a good example of how an effective career development program can be a fantastic opportunity for Sailors to Stay Navy for Life. Additionally, Sailors in selected ratings and designators are informed about their eligibility for bonuses of up to $20,000 for affiliating with the Navy Reserve in the specialties we need most.

Our Perform to Serve (PTS) program has given AC Sailors avenues for continued service in the AC Navy, primarily through transitions from overmanned rates into undermanned rates. Last fall, Navy expanded this program to allow AC Sailors the option to affiliate with the RC in their current rate to continue their Navy career. Integrating Reserve opportunities early into the Sailor's transition process demonstrates the AC's commitment to CoS initiatives.

One of the most exciting developments supporting CoS is the new Career Transition Office (CTO) within Navy Personnel Command. The goal of the CTO is to counsel Sailors before they leave active duty and through the transition process in order to help them to take full advantage of the opportunities in the Navy Reserve. By engaging our fully qualified, world-wide assignable personnel before they leave active duty, we can turn a personnel loss into a retention transaction without the need to involve a Navy recruiter. We started with officers transitioning from AC to RC, and immediately reaped success by nearly doubling Navy Veteran officer affiliation rates from 28 percent to 55 percent. We have recently expanded the program to include enlisted Sailors who elected the Selected Reserve (SELRES) option in PTS. In the future, the CTO will handle all officer and enlisted transitions from AC-to-RC and RC-to-AC, except mobilizations.

Expanding our CoS efforts is one of my top priorities for fiscal year 2010. In the upcoming year, we will further our participation in the World Class Modeling initiative sponsored by the Chief of Naval Personnel to anticipate Navy warfighting needs, identify associated personnel capabilities, and recruit, develop, manage, and deploy those capabilities in an agile, cost-effective manner. Additionally, we will place Reserve information in the Navy Retention Monitoring System to provide enhanced reporting and analysis capabilities for retention metrics.

With regard to educating a ready and accessible force, we thank Congress for its support of the post 9/11 GI Bill. The opportunity to transfer post-secondary education funds to a spouse or child is a significant benefit for our Sailors and their families. Since implementation on August 1, 2009, over 3,000 reserve members have been approved for transferability. We will continue to assess the impact of transferability on enlisted and officer retention.

Another Focus Area for the Navy Reserve is to Deliver a Ready and Accessible Force. Reserve support for contingency operations in the Central Command Area of Responsibility (AOR) is one of the most critical elements in the success our forces have experienced throughout Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). In fiscal year 2009, Navy Mobilization Processing Sites (NMPS) processed more than 7,400 Sailors for long-term active duty service. Of those Sailors, over 6,100 were mobilized to support Operation Iraqi Freedom and Operation Enduring Freedom in combat, combat support, and combat service support missions;

the remaining 1,300 were on Active Duty for Special Work orders providing valued support throughout the Fleet.

In fiscal year 2010, Navy will continue to improve advance notification of personnel for upcoming mobilizations, with a goal of consistently providing at least 180 days prior notification for all recurrent and rotational mobilization assignments. Further, the Navy Reserve will continue to leverage the already robust Total Force Command IA Coordinator (CIAC) program at all NOSCs in order to optimize the frequency, quality, and depth of communications with mobilized reservists and their families throughout the deployment cycle. The CIAC program, complemented by the extraordinary efforts of our command and unit leadership teams, is significantly increasing quality of life for our deployed warriors and their families. Also, full-time, long-term support of Navy and Joint Flag Officer requirements by Reservists will help expand the expertise and knowledge of the Navy, and I thank you for the increased ability for Reserve participation in those assignments due to the legislation passed as part of last year's National Defense Authorization Act (NDAA).

The Navy Reserve executed the Navy Reserve Personnel (RPN) and Operations and Maintenance (OMNR) accounts, valued at $3.2 billion, at 99.9 percent in fiscal year 2009. The force executed nearly $150 million in discretionary Reserve Personnel funding in support of missions world-wide, including $98 million in Active Duty for Training (ADT) funding—a 32 percent increase over fiscal year 2008—contributing 311,345 man-days of on-demand expertise to our Navy and Marine Corps team and Joint Forces. This operational support is a critical enabler to the Navy as Navy Reservists provide full-time excellence through part-time and full-time service. In fiscal year 2011, the budget requests $1.94 billion in baseline RPN, to include $190 million in discretionary RPN, and $1.37 billion in baseline OMNR appropriations.

In addition to personnel support, Navy Reserve units and hardware contribute to Navy's warfighting effort across multiple mediums, in missions ranging from combat operations or combat support operations, to logistics support around the globe, to training and readiness facilitation for soon-to-be-deploying units. The wide spectrum of missions that can be completed with Reserve units is in keeping with the third of our focus areas: Provide Valued Capabilities. Even when a Reserve unit itself is not mobilizing, our focus is centered on guaranteeing that Sailors are ready to provide necessary capabilities to the supported Combatant Commander.

In fiscal year 2010, it is one of my top priorities to ensure the use of long-term budgeting processes to ensure sufficient Operational Support funding to meet Navy and Joint Force requirements. Demand for the services of our talented Sailors has never been greater, and we must solidify our access to the ADT dollars used to fund this on-demand expertise. Navy Reserve Sailors can be incredibly cost-effective, but there is a cost, and that cost must be incorporated in any long-term plan. This means planning and budgeting for the Navy Reserve to do the part-time work of the Navy.

Some of the Navy's work is ideally suited for the RC. For example, billets that require specialized skill sets on a periodic and predictable basis are the billets where the Navy Reserve can deliver great value on an ongoing basis while at the same time providing critical strategic depth in case of emergency. By working closely with the Navy to identify and quantify the work for the Navy Reserve, we can ensure the Fleet receives the support it requires and our Sailors will have real and meaningful work, delivering full-time excellence through part-time and full-time service.

The Office of the Secretary of Defense (OSD) designated the Navy Reserve as the lead agency for managing the RC Foreign Language/Culture Pilot Program. This exciting new program encourages our Reserve Sailors to take classes at institutions of higher learning to expand their awareness of critical foreign language and cultures. Incentivizing our Sailors' natural desire to learn will foster understanding across cultural lines which will shape our force for the better. Bonuses are awarded based on performance which can add up to $5,000 for strategic languages and cultural areas studied which are in high demand within DOD.

The Navy continues to strive for "Top 50 Employer" recognition and the Navy Reserve is in lock-step with those efforts. Top 50 organizations encourage innovation and focus on performance while taking care of their people through programs and policies that support a culture of trust, respect, communication, and collaboration. Maintaining a work environment that is conducive to quality work and leads to equal treatment of all personnel is paramount to the success of any organization. Sexual assault is a detractor from a healthy work environment, and it will not be tolerated in the Navy. The Navy Reserve participates in the Navy's Sexual Assault Prevention and Response (SAPR) Cross Functional Team to ensure compliance with the Navy's Total Force SAPR program instructions, policies, and procedures. Navy

leadership continually communicates a "Not in my Navy" stance towards Sexual Assault through the ranks.

The policies focused on enhancing the quality of life in the Navy have paid dividends for the Force. Fiscal year 2009 marked the second consecutive year Navy attained enlisted and officer recruiting goals in both Active and Reserve components. In the Reserve, enlisted recruiting was at 100.6 percent of goal; officer recruiting finished at 107.7 percent of goal. Not only did Navy find the quantity of recruits necessary to meet requirements, but the measured educational achievement of our recruits was at the highest level in years. SELRES retention numbers were equally strong, with attrition rates approximately 20 percent improved from fiscal year 2008 totals. There is still room for improvement in SELRES Officer strength, and numerous initiatives are underway to get SELRES Officer communities "healthy" by 2014, including targeted Officer affiliation and future retention bonuses, the increase of accession goals, refinements in the CTO process, and development of retention measurements and benchmarks. The value of recruiting incentives and special pays has been critical to every success the Force has enjoyed in this arena, and I thank you for providing us with the tools necessary to populate the Navy Reserve in the right manner while working towards the fiscal year 2011 budgeted end-strength of 65,500. Bonuses have helped shape the "Fit versus Fill" successes of recent years; however, for certain enlisted wartime skills sets and in the officer inventory in general, the Navy Reserve requires the help bonuses provide to continue to meet recruiting and retention goals.

WAY AHEAD

In addition to the continuing attention to the programs and policies listed above, there are several other topics that have priority status this fiscal year to enhance our force-wide effectiveness, make it easier for each of us to serve, and to fully support our deploying members and their families.

Foremost among my list of priorities is to achieve resolution on a path to fielding a Total Force Future Pay and Personnel System (FPPS). The Navy and Navy Reserve currently have separate pay and personnel systems, designed and built in an era when Sailors rarely mobilized or transitioned between components. With the present system, it can take weeks to properly transition a Sailor from one pay and personnel system to another. This creates a barrier to realizing our CoS goals.

FPPS would enable Sailors to transition quickly and seamlessly on and off active duty without the commensurate delays and confusion regarding pay and benefits. The Navy Total Force goal is to transition a Sailor from one component to another within 72 hours. Navy leadership understands the urgency of resolving this issue, which impacts every Sailor. I am confident that in fiscal year 2010, we will make considerable progress towards this goal.

Another top priority this year is to ensure Navy has the funding allowing the RC to perform directed missions. In addition to working through the long-term budgeting process needed to pay for our Sailors, we are fully engaged in the development of Naval Aviation Plan 2030 to ensure that the valued capabilities delivered by the Navy Reserve are properly resourced.

Navy Reserve aviation trains the Fleet, moves the Fleet, and when needed, surges to the fight. Twenty-eight squadrons, eight Fleet Replacement Squadron (FRS) Squadron Augment Units (SAUs), and 17 Chief of Naval Aviation and Training SAUs provided more than 70,000 flight hours in fiscal year 2009, including 80 percent of the Navy's direct and indirect Fleet operational support. Our four adversary squadrons provided 76 percent of Navy capacity, and the Fleet Logistics Support Wing provided 100 percent of the shore-based Navy Unique Fleet Essential Airlift (NUFEA) with an average weekly cost avoidance of $655,000. These assets provide strategic surge capacity and maintain warfighting readiness at a lower cost, both in terms of payroll and airframe life, than AC squadrons. Navy Reserve's lower Fatigue Life Expenditure (FLE) has provided Navy inventory managers increased options that have been a valuable part of Naval Aviation's recapitalization plan generally, and of P–3Cs and F/A–18s in particular.

Historically, Reserve aircraft have been procured via a combination of routine procurement processes, the use of National Guard and Reserve Equipment Appropriations (NGREA), Congressional buys, and the transfer of aircraft from the AC to the RC as new production aircraft enter the Total Force inventory.

Current aviation procurement trends will challenge RC aviation capabilities as the Navy Reserve continues to recapitalize assets. Priorities include completing the C–40A (airlift) procurement and recapitalizing the electronic attack capability that is fully integrated into the Airborne Electronic Attack (AEA) deployment plan that has provided 12 years of combat deployments in support of COCOM requirements.

I am very appreciative of the Congress' support for the purchase of three C–40A aircraft in the last two budgets. The C–40A provides twice the range, twice the cargo load, and twice the Ready for Tasking (RFT) days of the C–9B it replaces. The overall burdened hourly operating cost of the C–9B is $8,147/flight hour versus the C–40A cost of $6,141/flight hour. As a result, a $42 million per year cost avoidance will be realized by completing C–40A procurement and retiring the 15 remaining C–9Bs.

The fiscal year 2011 budget also supports the creation of a fourth Riverine Squadron for the Navy Expeditionary Combat Command (NECC). This additional unit was expressly addressed in the most recent Quadrennial Defense Review, and recognizes the unique skills and capabilities that the joint forces desire for current operations. NECC is manned equally by AC and RC personnel.

We will continue to utilize NGREA as available to meet the needs of the Navy. NGREA has been a high impact capital infusion for the Navy Reserve since its inception in 1981, but has taken on added importance in recent years. While the Navy Reserve's NGREA service allocation has decreased from 11.3 percent in 2004 to 5 percent in 2009, the appropriation has been instrumental in resourcing the capability of NECC and has bolstered the recapitalization of critical RC equipment in both Naval Aviation and the Surface Navy. In fiscal year 2009, the Navy Reserve executed NGREA funding to equip the Maritime Expeditionary Support Force, Explosive Ordnance Disposal, Naval Construction Force, Naval Expeditionary Logistics Support Group, Naval Aviation and Surface Warfare units with: tactical and armored vehicles; Civil Engineering Support Equipment; communications equipment; Table of Allowance equipment; aviation modernization upgrades; and Rigid Hull Inflatable Boats. I am thankful for the $55 million NGREA allocated to the Navy Reserve for fiscal year 2010.

Secretary of the Navy Ray Mabus has committed the Navy and Marine Corps to meet bold, ambitious goals to advance Navy's energy strategy. The Navy Reserve, in cooperation with the Naval Installations Command, is committed to providing the Secretary an innovative and agile RC that can and will be a significant force multiplier in the pursuit of these goals.

Navy Reserve Military Construction and Facilities Sustainment, Restoration and Modernization (FSRM) projects will be stringently evaluated for efficient use of energy and water, use of new and emerging energy technologies, employment of innovative strategies and best practices, use of renewable energy sources, and energy-efficient mobility. Large-scale, comprehensive organizational efforts will be made in the use of energy efficiency and management tools. All Navy Reserve Military Construction and FSRM projects will incorporate conservation measures and environmental stewardship practices into their design and execution. The focus will be to reduce the cost and environmental impact of Navy Reserve construction projects by advancing energy efficiency and water conservation, promoting the use of distributed and renewable energy, and improving utility management decisions at all Reserve facilities.

Additionally, these energy goals can be helpful in facilitating transformation of the force; for example, completion of C–40A fleet logistics squadron recapitalization will offer a 13.2 percent fuel consumption reduction over the aging C–9B. Fuel savings in excess of 43,300 barrels per year will be realized when the C–9s are finally retired.

The Navy Reserve is an agile, innovative force, and in no arena is that description more apt than in the realm of Information Dominance. Navy Reserve has engaged in a directed, efficient transition from legacy systems and has successfully piloted state of the art solutions that are currently in use and will be used by the Fleet of the future. Continued use of this responsive Force as the Navy's test platform is critical in successfully deploying the latest technology in the most timely and cost effective manner possible.

The threat posed to the government from aggressive actors in the cyber arena grows every day, and the Navy is engaged in actions to keep our country's systems protected. Key to the Cyber Manpower Strategy is the development of an RC Surge capability. The vision is to transition current Cyber manpower into Reserve Cyber Units that would serve in this capacity. Also, an enhanced direct-commission program would allow for increased accession of Cyber specialists. Finally, the Navy is considering a Civilian Cyber Augment Force: an "on call" team of experts that can provide strategic relevance and depth to the Navy as the cyber environment changes and technical progress is made. Civilian experts and consultants can be rapidly hired under existing authorities to meet the emerging critical requirements of Fleet Cyber Command/Commander Tenth Fleet. We feel this effort can open unexplored areas of expertise in support of Navy's Cyber vision and mission execution.

CONCLUSION

Since 9/11, more than 62,000 mobilization requirements have been filled by SELRES personnel, along with an additional 4,500 deployments by FTS Sailors in support of the on-going conflicts in Iraq, Afghanistan, and the Horn of Africa. On any given day, more than 20,000 Navy Reservists, or about 31 percent of the Force, are on some type of orders providing support to global operational requirements of Fleet Commanders and COCOM global operational requirements. Our Navy Reserve Force—more than 66,500 Sailors—are forward deployed in support of Coalition forces, at their supported commands around the world, or in strategic reserve and ready to surge 24/7 if and when additional 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 call to duty. I am honored to receive the support of Congress on key initiatives, such as providing TRICARE eligibility to "gray area" retirees. Although I readily admit my bias, there has never been a better 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 globally. 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 INOUYE. General Kelly.

STATEMENT OF LIEUTENANT GENERAL JOHN F. KELLY, COMMANDER, MARINE FORCES RESERVE AND MARINE FORCES NORTH

General KELLY. Mr. Chairman, Senator Cochran, like everyone at the table, I want to first start off by saying thank you so very much for all of the support you've provided the Reserve component for as long as I can remember, sir; and I've had a fair amount of experience in this city working these issues.

There are in the neighborhood of 90,000—if you consider all classes of marine reservists, we're about 90,000; almost 40,000 of them are being what we would consider to be drilling reservists, spread out across the country, like we all are, 183 different locations, 48 States, Puerto Rico. The strength of our Marine Corps Reserve has always been, perhaps, first and foremost, the very, very large percentage of marines in the Reserve component have considerable Active Duty time—4, 6, 8, 10 years. Not all, but a considerable number. All of the requirements are the same. It's a total force organization, to say the least. Marine reservists don't consider themselves part-time marines or second-tier marines. It is one very large Marine Corps.

Since 9/11, of course, one of the great strengths of the Marine Corps Reserve is that virtually all of us—all of them—have been involved in the fight at least once, and in many cases, multiple times. All of our battalions and squadrons have been called up or have had substantial portions activated and served at least once in Afghanistan or Iraq; 7,000 are mobilized today.

I'm an Active Duty officer. I have used and abused reservists many times over my nearly 35 years in the Marine Corps, and I only saw one part of the Reserves. And I just wanted to share with

you, on this issue of operational versus Strategic Reserve. When I took this job, in October, my thinking was that the natural state of a reservist, or at least Marine Corps reservist, is weekend—a weekend a month and 2 weeks during the year. And that could not be—and you've heard that many times here this morning—could not be further from the truth. They see themselves as gunfighters because they are gunfighters. The vast majority of them have served as an operational Reserve since 9/11.

And their appeal to me—and this comes from families, as well—is, as long as this fight is on, they want to be in it. And even when this fight is over, they want to continue in this operational Reserve mode, they don't want to be put back on the shelf. And we ought not to lose their services as we go into the future.

PREPARED STATEMENT

Recruiting is good. Retention is good. The marines are happy. The families are happy. I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JOHN F. KELLY

Mr. Chairman, Senator Cochran and distinguished Members of the Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve.

I assumed command of Marine Forces Reserve (MFR) and Marine Forces North in October of last year; however, these past months have by no means been my first experience with the Reserve Component (RC). Over my many years as a Marine, but particularly over the course of three tours totaling nearly 3 years in Iraq, I have served with and fought alongside Marine Reservists and know first hand the mettle of these men and women. My appearance here today represents my first opportunity to share with you my assessment of these tremendous Marines, and to outline my priorities for the Force going forward.

First and foremost Marine Forces Reserve continues to be an integral element of the Marine Corps' "Total Force." We share the culture of deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and thinking since our beginning more than two centuries ago. All Marines stand eternally ready to answer the Nation's 9–1–1 call and as our charter requires, is to "be most ready when the Nation is least ready." The Reserve Component is trained, organized and equipped in the same way the active forces are, and consequently we are interchangeable and forever leaning forward to deploy as the Nation requires. The Commandant of the Marine Corps recently stated that Marine Forces Reserve can be "whatever the Nation needs it to be," an operational or a strategic reserve. Sustained combat operations and worldwide theater security cooperation and training commitments over the last 9 years more than suggest the essential need for the Reserves to continue focusing at the operational vice strategic end of the continuum. Indeed, in the just-published United States Marine Corps Service Campaign Plan 2009–2015, Marine Forces Reserve is tasked no less than five times to train, organize and equip for participation as an "operational reserve" within the Corps' Total Force. The Marines themselves, most of whom came to the Nation's colors after 9/11 and have deployed deep into harms way, prefer this model and do not desire to assume lives as so called "weekend warriors." This high level of flexibility, responsiveness and élan is only possible by the ever deepening bench of combat tested and uniquely qualified citizen "Soldiers of the Sea." I am humbled daily by my interactions with these magnificent young Americans. Like their active duty brothers and sisters they sacrifice so much of their time, and so much of themselves, to protect and serve this Nation. The way they balance their family responsibilities, and civilian lives and occupations—and still stay Marine—amazes me. They do it with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation. They continue to affirm the Commandant's conviction that today's Marines are cut from the same cloth as those who fought conspicuously upon the battlefields of our Corps' long history.

TODAY'S MARINE CORPS RESERVE

The Commandant has said the Marine Corps Reserve will be whatever the Nation needs it to be. In the last decade, the nation has needed its Marine Reserves to be continuously engaged in combat operations in Iraq and Afghanistan and in regional security cooperation and crisis prevention activities. This tempo has built a momentum among our warfighters and a depth of experience throughout the ranks that is unprecedented in generations. The Marine Corps Service Campaign Plan calls for the employment of an operational reserve no less than 5 times. Understanding that we are fighting a transnational enemy and that partner nations will continue to seek our training and mentoring capabilities, I expect our Marine Reservists to be in great demand during the coming years in a sustained manner. We are prepared to provide that persistent capacity. Our Commandant has further stated that Marines, Active or Reserve Component, join the Marine Corps to do the things they are now doing—deploying and winning our nation's battles. The nature of the fight in Afghanistan for instance, is particularly suited to our Marine Reserves. It is a thinking man's fight that requires solutions at the grassroots level, where our Marines operate best, among the population, as evidenced by our combat prowess in Iraq and humanitarian assistance today in Haiti. Our successes in Iraq were hastened by the types of individuals we have in our ranks, who were utilizing civilian skills in ways not necessarily anticipated, but ultimately pivotal to the success in Al Anbar. That maturity, creativity and confidence is what an Operational Reserve brings to the fight. Your Marine Corps Reserve is more highly trained, capable, and battle-tested than at any time since the Korean War. As an integral part of the Total Force Marine Corps, it blends seamlessly into the gaining force regardless of whether Marines come as individual augments, detachments, or as operational units.

As of January 31, 2010, more than 54,000 Reserve Marines have executed over 70,000 mobilizations in support of Overseas Contingency Operations (OCO) since September 11, 2001. The vast majority of these Marines deployed to the U.S. Central Command area of responsibility. One hundred percent of Marine Corps Reserve units at the battalion and squadron level have either been activated in their entirety or activated task-organized detachments. Again, the vast majority deployed to the U.S. Central Command area of responsibility. Without going into too many specifics, 4,000 Marines and sailors—citizens from Texas, California, Missouri, Nevada, Utah, Maryland and Virginia—from the 4th Marine Division deployed to both war zones and went a long way to achieving success in al Anbar Province, Iraq and training security forces in Afghanistan. Thousands of other Division Marines also deployed in support of Combatant Commander Theater Security Cooperation initiatives to South America, Eastern Europe, Asia, Africa, Australia, and various Pacific island nations. This year will be no different with exercises planned for Norway, Peru, Belize, Uganda, Estonia and Morocco, and again in various nations in Asia and the Pacific islands.

Our Reserve aviators of the 4th Marine Aircraft Wing are no less busy supporting Marine and joint training requirements here in the United States, as well as deploying fighter and helicopter squadrons to the war zones and Horn of Africa, and supporting Combatant Commander initiatives across the globe as well. Of particular note the Total Force Marine Corps has had to rely heavily on the 4th Marine Aircraft Wing in support of the Marine Corps Aviation Transition Strategy. Modernizing from, in some cases, 40 plus year-old legacy aviation systems, to the leap ahead capabilities inherent in the V–22 "Osprey" and the Joint Strike Fighter, we have had to temporarily transfer manpower, airframe, and support structure to the active component. Beginning in 2014, Marine Forces Reserve will commence the process of transitioning to the new systems and capabilities, but in the mean time is in total support of the overall Total Force modernization efforts.

The third Major Subordinate Command of the Reserve Component is 4th Marine Logistics Group. Anyone who understands the Marine Air Ground Task Force (MAGTF) concept knows full well the ground fighters of the Division, and aviators of the Wing, go nowhere without the logistics professionals in the Group. In addition to service in both wars, and every one of the 57 events—large and small—that have contributed so mightily to all the Combatant Commanders' efforts across the globe, there were two special endeavors I want to highlight. The first was the command element's service as operational logistic providers in the Korean Theater last April during exercise KEY RESOLVE, made necessary by a dearth of joint logistics capability due to the demands of Iraq and Afghanistan, and particularly the additional expeditionary demands of transitioning Marine forces in large numbers out of Iraq and into Afghanistan. The second is the increased support provided to various Mari-

time Prepositioning Exercises, again made necessary by wartime demands experienced by the Total Force.

Unique inside the Marine Corps is the Mobilization Command (MOBCOM), of Marine Forces Reserve. As the increased use of the Individual Ready Reserve (IRR) has grown over the last several years, so too has the workload of Mobilization Command. During the last fiscal year, more than 900 sets of mobilization orders were issued with a total of 653 IRR Marines reporting for activation. MOBCOM also processed more than 9,400 sets of shorter duration orders. Mobilization Command developed and participated in family readiness programs that are particularly difficult within the IRR construct. Initiatives like the Congressionally-mandated "Yellow Ribbon Programs" seek to provide support to families from initial call up through return and demobilization. Additionally, Mobilization Command conducted regional IRR musters, often partnering with other government agencies like the Department of Veterans Affairs, to maintain required annual contact with Marines once they have left active service but still "owe" the Nation reserve time.

Let me touch again on one of the important planning mechanisms for an Operational Reserve. Our Force Generation Model, developed and implemented in October 2006, continues to provide long-term and essential predictability of future activations and deployments. The Model provides my Marines, their families, and just as importantly their employers, the capability to plan their lives five or more years out. It enables them to strike the critical balance between family, civilian career, and service to the Nation, while allowing employers time to manage the loss of valued employees. The Force Generation Model also assists service and joint force planners in maintaining a consistent and predictable flow of fully capable Marine Corps Reserve units. Internal to the Marine Corps this flow of fully trained and capable Reserve units has proven essential in reaching the Secretary of Defense established target of a 1:2 dwell for our Active Component. The Model is a relatively simple management tool based on 1-year activations, to 4-plus years in a non-activated status. This makes continued programmed utilization of the Reserve Component sustainable at 1:5 over the long term and supports the momentum about which I spoke in my introduction.

Predictable activation dates, mission assignments and geographical destination years out now permits me to orient training on core mission requirements early in the dwell period, then transitioning training focus to specific mission tasks once the unit is 12–18 months from activation.

In each of the past 3 years, between the wars in the Middle East and South Asia, and theater security cooperation activities to include mobile training teams conducting "Phase Zero" operations, nearly one-third of our 39,600 Marines have deployed outside the continental United States both in an activated and non-activated status. In fiscal year 2009 alone, 7,500 Marines were activated and deployed in support of the war in Iraq and Afghanistan, and an additional 5,800 were sent overseas to many locations on several continents in support of joint and combined theater security cooperation exercises.

For the second year in a row Marine Forces Reserve stateside will sponsor exercise "Javelin Thrust" in June focusing on Marine Air-Ground Task Force (MAGTF) core competency training. The scenario of this year's event is tailored to the current operating environment, and participating units have been identified consistent with their future deployment schedule as defined by the Force Generation Model. The end state of the exercise (Javelin Thrust) is that the headquarters staffs of the participating organizations (regiments, aircraft groups, battalions, and squadrons) are prepared for activation and are provided an in-depth roadmap to guide future preactivation training. Additionally, individuals serving on those staffs will receive training allowing them to take their place as individual augments on a MAGTF or joint staff overseas, while other individuals in those units will be prepared for activation and the conduct of pre-deployment training. Last year's Javelin Thrust was the first large scale MAGTF exercise involving all three Major Subordinate Commands (Division, Wing and Marine Logistics Group) in 6 years. The 2009 distributed operations Afghan scenario also allowed other Department of Defense agencies to participate and to test advanced technologies and transformational concepts. This year's exercise will also be conducted aboard installations throughout the Western United States with both virtual and real world aspects to the exercise.

PERSONNEL

The Selected Marine Corps Reserve is comprised of Marines in reserve units, those in Active Reserve status, Individual Mobilization Augmentees, and those in initial training. When taken together, these various categories of Marines form the

inventory of the 39,600 authorized end strength in the Selected Marine Corps Reserve.

Although we continue to enjoy strong volunteerism there has recently been some slight degradation in our ability to maintain authorized end strength. We were above 100 percent of our authorized end strength during fiscal years 2002–2005. There was a very slight drop to 99.71 percent in fiscal year 2006. In fiscal years 2007 and 2008 percentages of authorized end strength dropped to 97.36 and 94.76 percent—shortfalls of 1,044 and 2,077 individuals—respectively. This past fiscal year (2009), end strength improved to 97.25 percent. This is within the mandated 3 percent of authorization. When the 138 Marines who had served on active duty for more than 3 of the last 4 years were taken into account, our shortfall increased to 3.1 percent (1,228). The dip below authorized strength experienced in 2007 and 2008 was predicted at the time due in large measure to the pressure put on the recruiting and retention of individuals to serve in the active force as the Marine Corps built to 202,000 active duty Marines. Now that the 202,000 goal has been met and surpassed well ahead of schedule, we are now institutionally focusing on Reserve recruiting and retention efforts to maintain required Reserve Component end strength. The bonus and incentive programs that you provide for recruiting and retention will remain essential tools to continue achieving this goal.

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

The Marine Corps-Navy Reserve Team is as strong as ever. In the past year the Navy ensured Marine Reserve units were fully manned and supported with Program 9 (U.S. Navy personnel in support of Marine Forces) and HSAP (Health Service Augmentation Program) personnel during all phases of the deployment (pre, operational, post). More than 500 Navy personnel were sourced to staff Marine Forces Reserve units deploying to Iraq and Afghanistan, as well as numerous joint/combined exercises. These individuals focused almost entirely on providing medical, dental and religious services. The Navy Mobilization Office works with my headquarters, as well as with the four major subordinate commands, sourcing 100 percent of all requirements. As the demand increases throughout the forces, Program 9/HSAP support commands a high level of attention to fulfill not only Marine Corps missions, but Army and Navy missions as well. I am confident this process will continue ensuring Marine Forces Reserve units are supported with qualified Program 9 and HSAP personnel to accomplish the mission.

The Marine Corps is unique in that all recruiting efforts—officer, enlisted, Active and Reserve Component, and prior-service—fall under the direction of the Commanding General, Marine Corps Recruiting Command. This approach provides tremendous flexibility and unity of command in annually achieving Total Force recruiting objectives. Like the Active Component, Marine Corps Reserve units rely primarily upon a first-term enlisted force. Recruiting Command achieved 100 percent of its recruiting goal for non-prior service recruiting (4,235) and prior service recruiting (4,501) in fiscal year 2008. It also exceeded its recruiting goal for non-prior service recruiting (5,296) and exceeded 100 percent of its goal for enlisted prior service recruiting (3,862) during fiscal year 2009. As of January 31, 2010, 2,359 non-prior service and 1,397 enlisted prior service Marines have been accessed, reflecting 46 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.

The Selected Marine Corps Reserve Affiliation Involuntary Activation Deferment Policy was implemented during June 2006. The policy allows a Marine who has recently completed a deployment with an active unit an option for a 2-year deferment from involuntary activation if they join a Selected Marine Corps Reserve once they leave 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, while at the same time giving them a break and an opportunity to start the process of building their new civilian career.

Officer recruiting remains our most challenging area. Historically, the Active Component has been the exclusive source of lieutenants and captains for the Reserves. This arrangement has paid tremendous dividends. Responding to the critical challenge of manning the Reserves with quality company grade officers, we have implemented three commissioning initiatives that focus exclusively on officer accessions for the Reserve Component: Reserve Enlisted Commissioning Program (expanded to qualified active duty enlisted Marines as well); Meritorious Commis-

sioning Program—Reserve (open to individuals of either component holding an Associates Degree or equivalent in semester hours); Officer Candidate Course—Reserve (OCC–R). Since 2004 these three programs have produced a total of 190 lieutenants for the Reserves with OCC–R being the most successful of the three, producing 161 officers. The program focuses on ground billets with an emphasis on ground combat and combat service support and within specific Reserve units that are scheduled for mobilization. The priority to man units with these officers is once again tied to the Force Generation Model.

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

With the Congress' help, affiliation bonuses, officer loan repayment and other initiatives have effectively supported our efforts to gain and retain the very best. The Commandant and certainly all of us in Marine Forces Reserve, greatly appreciate the continuance of all of the many programs that help us recruit and retain the best young men and women this nation produces.

EQUIPMENT

As mentioned previously we are as good today as we have been since at least the Korean War, if not World War II. This level of proficiency as warfighters is due, in large part, to the amount and frequency of combat the reserve forces have accumulated over the past 9 years while serving as an operational reserve. In addition, the quality of our equipment is on par with that of the active duty. Therefore, it is imperative we spend the relatively small amount required to maintain our operational reserve and provide a reasonable return on that investment. The end result is a better trained and more capable force than ever operating alongside our active duty brethren on the ground, in the air, and at sea. To achieve and maintain this high level of readiness and proficiency we have like all of DOD relied heavily on supplemental funding in the Overseas Contingency Operational account. As we move forward it is in the best interests of the nation to not lose these historically high levels of proficiency. The current strong and operationally competent Reserve Component has cost us much in lives and budgetary treasure to achieve over the last 9 years.

As part of the Total Force, Marine Forces Reserve has two primary equipping priorities. The priority is to equip units and individuals set to deploy, and the second is to ensure units that are accomplishing normal training within the first 2–3 years of their dwell cycle have what they need in training allowance. We will always continue to provide those next into the fight all that they need in the latest generation of individual combat and protective equipment, and unit suites, to fight, accomplish the mission, and come home with the fewest number of casualties possible. Those not as close to deploying overseas to combat will also continue to be equipped with the best of everything and tailored specifically to whatever is next in their lives as defined by the Force Generation Model.

The Marine Corps approaches equipment procurement and fielding from a Total Force perspective with the Reserve Component treated in exactly the way as the three active operational Marine Forces organizations. In many cases we have achieved lateral fielding when Active and Reserve Component organizations are receiving equipment sets simultaneously. Again, fielding is prioritized by who is next to the fight. If they need it to train with post-deployment, they have it, otherwise in some cases they will pick it up in theater in the normal transfer of equipment that has marked the way the Marine Corps has done business since 2003.

The National Guard and Reserve Equipment Appropriation (NGREA) allows me to mitigate any equipment deficiencies here in CONUS. For fiscal year 2009, Marine Forces Reserve received two sources of NGREA funding totaling $62.4 million. By providing the flexibility to purchase or accelerate the fielding of mission essential equipment, our units are better trained during pre-deployment and integrate effectively once they get in theater.

As the Commandant consistently states, our number one focus will be the individual Marine and Sailor in combat. 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, Lightweight Helmets, enhanced Small Arms Protective Insert plates, Modular Tactical Vests, and the latest generation Flame Resistant Organizational Gear

(FROG.) 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. The decisions regarding what they deploy with are made by commanders with a great deal of combat experience, and nothing is left to chance. However, as personal protective equipment has evolved over the years of this conflict there is now so much equipment and it is so heavy that the way we fight is adversely impacted. In particular the infantrymen are so heavy, in some cases carrying more than 100 pounds of equipment; they are more beasts of burden than they are agile hunters. It is not simply a matter of reducing the weight of individual items as these only add up to marginal weight savings, but hard decisions about what they carry and how much they carry are essential.

The Commandant's unit equipping priority for Marine Corps Reserve units inside their dwell periods is to provide sufficient equipment to train with, but not burden the organizations with so much gear that they use all of their training time or unit funds maintaining it. We call this a reserve unit's Training Allowance (TA.) This TA is the amount of equipment required by each unit to conduct home station training. Our goal is to ensure that the Reserve TA contains the same equipment utilized by the active component. It is imperative that our units train with the same equipment they will utilize while deployed. The Marine Corps Reserve maintains a training allowance at each of its reserve centers. As a whole, we are adequately equipped to effectively conduct training.

NGREA funding from 2009 continues to be used to purchase much needed Light Armored Vehicles, ruggedized command and control laptops, aircraft systems and survivability upgrades and continued procurement of the Logistics Vehicle Replacement System Cargo variant.

Marines are exceptionally good stewards of American taxpayer dollars, and the public property procured by those monies. In order to sustain an inventory of current equipment necessary to conduct home station training several resources and programs are utilized. The first is the routine preventive and corrective maintenance performed locally by user and organic maintenance personnel. Second, we have expanded ground equipment maintenance efforts, which rely largely on contracted services and depot-level capabilities. Third is our reliance on Marine Corps Logistics Command mobile maintenance teams providing preventive and corrective maintenance support to all 183 Marine Reserve sites across the nation. This partnership provides a uniquely tailored Repair and Return Program. Fourth, we are intimately involved in the Marine Corps Enterprise Lifecycle Maintenance Program rebuilding and modifying an array of principal end items as required. Finally, we field the Corrosion Prevention and Control Program. Cumulatively all of these initiatives have resulted in a Marine Forces Reserve ground equipment readiness rate of 97 percent. Our 4th Marine Aircraft Wing "mission capable" rate in 2009 was 73 percent which is consistent with recent year rates and with the Active Component rate of 71 through November 2009.

TRAINING

The reality today is that the Reserve Component has transitioned from what was considered a strategic reserve, to what is today the "operational reserve." Forever gone are the days when Reserve Marines were considered mere "weekend warriors" and held in reserve to reinforce the active force when it experienced catastrophic casualties from a World War III scenario against the former Soviet Union. For the last 9 years our Reserves have been a fully integrated force, routinely deployed to fight in Iraq and Afghanistan, and to execute theater cooperation engagement operations around the world at the behest of the combatant commanders. From all of these experiences we have captured important lessons that we have put to immediate use in improving every facet of our 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.

Marine Forces Reserve is fielding several immersive complex digital video-based training systems, complete with the sights, sounds and chaos of today's battlefield environments. These systems are particularly important considering the limited training time and facilities available to our commanders. Last year we completed the fielding and upgrading of the Indoor Simulated Marksmanship Trainer-XP (ISMT). These simulators make it possible for the Marines to "employ" a variety of infantry weapons (pistols through heavy machineguns) in rifle squad scenarios. These simulators now serve as regional training centers and more are planned. The Virtual Combat Convoy Trainer-Reconfigurable Vehicle System provides invaluable pre-deployment training for the drivers or all makes and models of tactical vehicles. The conditions of terrain, road, weather, visibility and vehicle condition can all be

varied, as can the combat scenario (routine movement, ambush, IED, etc.) 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. We are now preparing to accept the fourth generation of this system, with student throughput doubling.

Another simulation technology being fielded is the Deployable Virtual Training Environment (DVTE.) 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. All of this provides individual, fire team, squad and platoon-level training associated with patrolling, ambushes and convoy operations. Additional features include supporting arms upgrades (for virtual combined arms indirect fire and forward air control training), combat engineer training, small-unit tactics training, tactical foreign language training and event-driven, ethics-based, decisionmaking training. It is important to recognize the key role Congress has played in the fielding these advanced training systems, all of which have been rapidly acquired and fielded with supplemental and NGREA funding.

FACILITIES

Marine Forces Reserve is comprised of 183 sites in 48 states, the District of Columbia, and Puerto Rico. These facilities consist of 32 owned sites, 151 tenant locations, 3 family housing sites, and a Marine barracks. 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.

Department of Defense policy and the use of standardized models for Marine Forces Reserve Facilities Sustainment, Restoration, and Modernization (FSRM) dollars have greatly improved funding profiles for our Reserve Facilities over the last several years. We are experiencing some of the best levels of facility readiness due to increased funding in the last 3 years, complemented by the addition of $39.9 million in stimulus dollars from the American Recovery and Reinvestment Act of 2009.

We have repaired and upgraded sites across the country with projects continuing to completion in 2011. Between the BRAC 2005 and our normal Military Construction of Naval Reserve (MCNR) Program, we will have replaced over 35 of our 183 Reserve Centers in the next 2 years. This represents the largest movement and upgrade in memory for the Marine Corps Reserve.

MARFORRES research and investment for the last 2 years in energy efficiency, sustainability, and renewable energy is coming to fruition this fiscal year. Every new FSRM renovation project or MILCON is targeted for energy efficiency and sustainability aspects in accordance with policy and Leadership in Energy and Environmental Design (LEED) guidelines. We recently commissioned our first LEED Silver building at Camp Lejeune (the first in the Marine Corps) and are anticipating completion this year of our first LEED Silver rehabilitation project for 4th Combat Engineer Battalion in Baltimore, Maryland (a potential first for the Marine Corps as well). All of our MILCON projects from fiscal year 2009 on will comply with directives to achieve LEED silver or higher as funding profiles allow. We will be conducting energy assessments of all our 32 owned sites this fiscal year along with preparation of smart metering technology for each to enhance conservation and management. The MARFORRES approach combines efficiency, conservation, and renewable aspects to achieve optimal return on investment. We have six active solar projects underway this year with all coming on line within the next 12 months. Our six wind turbine projects are under suitability and environmental evaluations. If findings support, they will start coming on line within 18 months at an anticipated payback of as little as 8 years. Marine Forces Reserve is working with the National Renewable Energy Lab to produce a sound renewable energy plan for all Marine Forces Reserve locations. Our investment and implementation of these technologies provides energy security, efficiency, and cost avoidance for our dispersed sites. The visibility of our projects in heartland of America and cities across the nation provides tangible evidence of our commitment to the future.

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

Marine Corps Reserve. The MCNR program for exclusive Marine Corps construction must effectively target limited funding to address at least $132 million in deferred construction projects of our aging infrastructure. Increases in our baseline funding over the last 6 years have helped to address these deferred projects substantially. Over 27 percent of the reserve centers our Marines train in are more than 30 years old and of these, 55 percent are more than 50 years old. Past authorizations have improved the status of facilities in the 30 to 50 year range and continued investment will allow for further modernization. The $35 million in additional MCNR funding this fiscal year has allowed MARFORRES to commence several additional projects.

The Base Realignment and Closure (BRAC) 2005 continues to move forward and the Marine Corps Reserve will relocate 12 units to consolidated Reserve centers this fiscal year. Marine Forces Reserve is executing 25 of the Marines Corps' 47 BRAC directed projects to include the only closure; Mobilization Command in Kansas City Missouri, is moving to New Orleans, Louisiana. Of these 25 BRAC actions, 21 are linked to Army and Navy military construction projects. Our BRAC plans are tightly linked to those of other services and government agencies as we develop cooperative plans to share reserve centers and coexist in emergent joint bases such as Joint Base Maguire-Dix-Lakehurst. All remaining Marine Corps Reserve BRAC projects are on track for successful completion with the directed timelines for closure.

Of special note is the movement of Headquarters, Marine Forces Reserve and consolidation of its major subordinate commands in New Orleans. This unique BRAC project, integrating state, local and Federal efforts, is now well underway for the new headquarters compound and tracking for on time completion. The state of Louisiana is providing construction dollars for the new headquarters facility and saving the Federal government more than $130 million. The Department of the Navy is providing the interior finishings and security infrastructure in accordance with the lease agreement. This building will incorporate multiple energy and environmentally friendly processes to meet LEED certifiable standards. Marine Forces Reserve is working with the Department of Energy's Federal Energy Management Program to maximize the sustainability and energy efficiencies of the buildings and compound. Upon completion and certification, this building and its surrounding acreage will become the newest Marine Corps Installation: Marine Corps Support Facility, New Orleans.

Our Marine Forces Reserve Environmental Program employs the Environmental Management System (EMS), which uses a systematic approach to ensure that environmental activities are well managed and continuously improving. Additionally, Marine Forces Reserve has initiated a nationwide program to reduce hazardous waste production and ensure proper disposal at our centers. Our Green Box Battery Program was responsible in fiscal year 2009 for recycling over 2 tons of various types of batteries alone. MARFORRES Environmental undertook steps to replace the recycling equipment with completely operable, fully recycling systems. Through fiscal year 2009, wash rack recycling systems at 16 reserve center sites have been replaced. This project has saved over 650,000 gallons of water and cost savings of $500,000, not to mention the enhanced risk avoidance to our national water infrastructure. Marine Forces Reserve is updating all environment baseline surveys of our owned sites to ensure we are current in all aspects of caring for our nation's resources.

HEALTH SERVICES

The most important part of any Marine organization is of course the Marines, Sailors, Civilian Marines and families who shoulder the burden of defending our country every day. Taking care of them is a sacred trust. This begins with arduous training for combat, and equipping them with the best equipment in the world to do the job once deployed to the fight. It then extends to providing the best healthcare possible to them and their loved ones. Our routine health services priority is to attain and maintain Individual Medical and Dental Readiness goals as set by the Department of Defense. In 2009, individual medical and dental readiness for our Marines and sailors was 68 percent and 77 percent respectively. This represents a 5 percent improvement over the previous year.

The Reserve Health Readiness Program (RHRP) is the cornerstone for individual medical readiness. This program funds contracted medical and dental specialists to provide healthcare services to units specifically to increase individual medical and dental readiness. In the near term Navy medicine supports through various independent contracted programs such as the Post Deployment Health Reassessment (PDHRA), and the Psychological Health Outreach Program. The first identifies health issues with specific emphasis on mental health concerns which may have

emerged since returning from deployment, while the Psychological Health Outreach Program addresses post deployment behavioral health concerns through a referral and tracking process. Worthy of mention in the area of mental health is our full participation in a very recent initiative designed and ruthlessly monitored by our Commandant and Assistant Commandant, in an effort to get at the tragedy of suicide. Our Warrior Preservation Program, run by senior staff officers and non-commissioned officers has trained 239 instructors who will return to their home units and reinforce the important lessons they received. We conducted training for all of our personnel at each of our units and I have as the Commander, filmed my own message on this topic and prominently displayed it on our public website.

TRICARE remains a key piece of our medical support programs, providing medical, dental and behavioral health services. Members of the Selected Reserve qualify for and may enroll in TRICARE Reserve Select, which provides TRICARE Standard coverage until the member is activated. While on military duty for 30 days or less a Reservist who does not choose TRICARE Reserve Select coverage is covered under Line of Duty care. Upon activation, and during any applicable early identification period, the Reservist is covered by TRICARE Prime and may choose to enroll eligible family members in TRICARE Prime, Prime Remote or Standard. When deactivated, a Reservist who mobilized in support of overseas contingency operations is eligible for 180 days of TRICARE transitional health plan options. With your support these DOD programs will continue to provide Reservists and their family members' important medical benefits as they transition on and off active duty status.

QUALITY OF LIFE

Our Commandant has affirmed that our Corps' commitment to Marines and Sailors in harm's way extends to their families at home. As part of 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 Commandant's family readiness mission. As you might imagine an organization spread across the nation and overseas has unique challenges, but communication technologies, improved procedures and processes have worked to more effectively inform and empower family members including spouses, children and parents who often have little routine contact with the Marine Corps and live far from large military support facilities. The installation of full-time Family Readiness Officers at the battalions and squadrons bridges many gaps and overcomes many challenges unique to the reserve component. It is a low cost solution with a significant return on investment and I urge the continued support of this critical program.

We fully recognize the strategic role our families have in mission readiness, particularly with mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle by providing education at unit family days, pre-deployment briefs, return and reunion briefs, and post-deployment briefs. To better prepare our Marines and their families for activation, Marine Forces Reserve 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 are particularly supportive of Military OneSource, which provides our reservists and their families with an around-the-clock information and referral service via toll-free telephone and Internet access on subjects such as parenting, childcare, education, finances, legal issues, deployment, crisis support, and relocation.

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 access to these services as well.

The Marine Forces Reserve Lifelong Learning Program continues to provide educational information to service members, families, retirees, and civilian employees. More than 1,100 Marine Forces Reserve personnel (Active and Reserve) enjoyed the benefit of Tuition Assistance, utilizing more than $3 million that funded more than 3,900 courses during fiscal year 2009. The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRA) continues to provide a great resource for service members and their families in accessing affordable child care, before, during, and after a deployment in support of overseas contingency operations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand services for family members of our Reservists who reside in isolated and geographically-separated areas.

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. The Peacetime/Wartime Support Team and the support structure within the Inspector-Instructor staffs at our reserve sites provide families of activated and deployed Marines with assistance in a number of support areas. Family readiness directly impacts mission readiness and your continued support of these initiatives is deeply appreciated.

CASUALTY ASSISTANCE AND MILITARY FUNERAL HONORS

Casualty assistance remains a significant responsibility of active component Marines assigned to our Inspector-Instructor and Site Support staffs. Continued operational efforts in Afghanistan and Iraq have required that these Marines remain ready at all times to support the families of our Marines fallen in combat abroad or in unforeseen circumstances at home. By virtue of our geographic dispersion, Marine Forces Reserve personnel are best positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide assistance to the family. Historically, Marine Forces Reserve personnel have been involved in approximately 90 percent of all Marine Corps casualty notifications and follow-on assistance calls to the next of kin. There is no duty to our families that we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers (CACOs) continue well beyond notification. We ensure that our CACOs are adequately trained, equipped, and supported by all levels of command. Once a CACO is designated, he or she assists the family members in every possible way, from planning the return of remains and the final rest of their Marine to advice and counsel regarding benefits and entitlements. In many cases, our CACOs provide a permanent bridge between the Marine Corps and the family, and assist greatly in the process of grieving. The CACO is the family's central point of contact and support, and is charged to serve as a representative or liaison to 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 12,700 military funeral honors in 2009 (91 percent of the Marine Corps total). We anticipate providing funeral honors to more than 13,000 Marine veterans in 2010, even as projected veteran deaths slowly decline. Specific authorizations to fund Reserve Marines in the performance of military funeral honors have greatly assisted us at sites such as Bridgeton, Missouri, Chicago, Illinois, and Fort Devens, Massachusetts, where more than 10 funerals are consistently supported each week. As with Casualty Assistance, we place enormous emphasis on providing timely and professionally executed military funeral honor support.

CONCLUSION

Your Marine Corps Reserve is operational and fully committed to train and execute the Commandant's vision for the Total Force. The momentum gained over the past 9 years, in Iraq, Afghanistan and in support of theater engagements around the globe remains sustainable through coordinated focus, processes and planning. In everything we do, we remain focused on the individual Marine and Sailor in combat. Supporting that individual requires realistic training, proper equipment, the full range of support services and professional opportunities for education, advancement and retention. That is our charge. You should know that the patriots who fill our ranks do so for the myriad reasons familiar to those who wear this uniform and those who sustain us. Yet reservists serve while balancing civilian careers and outside responsibilities, often at significant personal cost. Your continued unwavering support of the Marine Corps Reserve and associated programs is greatly appreciated. Semper Fidelis.

Chairman INOUYE. General Stenner.

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

General STENNER. Chairman Inouye and Vice Chairman Cochran, thank you very much for the opportunity to be here today.

And as I start, I'd like to introduce my Air Force Reserve Command Command Chief, Chief Master Sergeant Dwight Badgett, who joins me here today in representing the 71,000 Air Force Re-

serve members, the large majority of whom are our enlisted force and are the backbone of what we do out there every day.

And I would like to also state, as I start, that, most recently, I had an opportunity to take a trip through the area of operations and stop at some places in both Afghanistan and Iraq. One of the stops I made was at Kandahar. And at Kandahar, we had an opportunity to talk to some of our engineers, our explosive ordnance disposal folks, and go through what kinds of things they were doing just coming back from missions, just going to missions.

And, of course, along the way, we always have the photographers, and we take the pictures. And as I returned home, 3 days later I received a picture of one of the individuals on explosive ordnance detail (EOD) who I had just chatted with, along with the notice that he had been killed on a route patrol in clearing some of the IEDs that had been along the way. I will tell you, sir, that as I met his family on my return, that it really hits home that we have a sacred pact with this Nation to sustain and maintain these valuable resources that we have that we call citizen warriors in each and every one of our services.

So, that brought home to me that I need to continue with all effort, along with you and your subcommittee, in making sure that we are ready and we are capable in the jobs that we have. And in the Air Force Reserve, we are part of every mission set in the Air Force. We share those missions with our Active Duty and our Guard partners.

And in two perspectives I'd like to talk real quick about readiness and readiness that goes to training and equipping. The training piece of this readiness—and since I last talked to you and introduced what we called a "Seasoning Training Program"—has been extremely successful. We have used some of the dollars that you have allocated to take our brand new folks who we have been recruiting, putting through tech school. After tech school, we take them into a continued training program, as opposed to a monthly program, and have, in fact, been able to, in most cases, reduce by 18 to 24 months the time at which they become combat ready and combat capable, thereby getting them to the fight earlier. We're going to continue in that vein with that Seasoning Training Program, accelerate that. And if those folks have the availability, I want to get them to the war, and they want to be there, and our retention is much higher on the folks who have been able to go do the things that they have signed up to do as those volunteer warriors.

The other part of this readiness piece is, of course, equipping. And we've talked a lot about that. The National Guard and equipment (NGREA) dollars are extremely important to all of us. In our case, we've looked at the precision engagement equipment, we've finished our buys on some of the pods. Our gear gets to the fight, it's able to be used. We've accelerated those buys of our defensive systems on our large aircraft, and thereby get that equipment U.S. Central Command equipment to the area of responsibility (AOR), as well, much earlier.

And then, along the way, we've got the irregular warfare fight that we are all fighting. And we're looking at the personal protective gear—the body armors, the helmets, and the goggles that go

along with those. We're accelerating those and making sure that, as we partner with our Active Duty and Guard partners, that we have the same equipment, so we have it at the same time, so we train with the same equipment and then can deploy, seamlessly integrated, as you have noted, throughout the area of operations.

Let me finish with what I see—again, back to my sacred bond with this Nation is to make sure that we sustain and maintain that Strategic Reserve, which I believe we are, first and foremost. I leverage that Strategic Reserve on a daily basis to provide that operational force around this world in every single mission set that the Air Force has. I want to be at every location that the Active force is. So, when somebody makes a life-changing decision, I can capture that talent; I put them to work in the Air Force Reserve. I will offer them to the Army Guard and the Army Reserve and our other partners up here, as well.

We just need not to lose that talent when they have a change in their life. At that point, I want to make sure I know where all of our folks are. I want to make sure I know where all that talent is. And I need to manage that such that we can be sustainable and predictable. And I'm working very hard with our Air Force to change the way we mobilize, to streamline that process, to make it much more efficient and effective across all of the expeditionary combat support and the operational arms that we have, to make sure that we get to the warfighter that package of capability they need to continue the fight we've got in every combatant command in the world today.

I am committed to doing that. I'm committed to the readiness of this particular Air Force Reserve. I'm committed to sustaining these folks at the highest state so we can seamlessly integrate and holistically look across our entire enterprise to ensure that we do sustain that force in a predictable fashion, taking care of the family, the member, and their employer at the same time.

PREPARED STATEMENT

I look forward to your questions, sirs, and thank you for your support.

[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 21st century security environment requires military services that are flexible—capable of surging, refocusing, and continuously engaging without exhausting their resources and people. Moreover, the 21st century fiscal environment is becoming ever-more constrained as threats by rising nations and pressing national interests compete for limited resources.

In this challenging environment, the Air Force Reserve has never been more relevant. Reserve Airmen continue to support our Nation's needs, providing superb operational capability around the globe. We have sustained this operational capability for nearly 20 years—at high operations tempo for the past 9 years. The Air Force Reserve is accomplishing this while still providing a cost-effective Tier 1 ready force to the Nation available for strategic surge or ongoing operations.

Speaking of ongoing operations, U.S. Air Force C–130 aircrews were among the first U.S. military to respond to the earthquake disaster in Haiti, on the ground in Port Au Prince within 24 hours of the earthquake. This quick response was not simply fortuitous, but the result of planning, preparedness, and readiness. This rapid-

response capability is available 24/7, 365 days a year through Operation Coronet Oak.[1]

Since 1977, the Operation Coronet Oak mission has been manned primarily by Air Force Reserve and Air National Guard crews who rotate every 2 weeks, year-round. Crews from the Regular Air Force now perform about one-third of the mission. These Operation Coronet Oak crews are postured to respond within 3 hours of notification to any crises requiring airlift support within the U.S. Southern Command Area of Responsibility (AOR).

This predictable-rotational mission allows Reservists to perform real-world operational missions and still meet their obligations to their full-time civilian employers. And, like Air Expeditionary Force (AEF) rotations, this operation leverages the Tier 1 readiness of Air Force Reserve Airmen in a way that works for the Combatant Commander, and the Reservist. Equally important, when Air Force Reserve Airmen are not training or performing an operational mission—they are not being paid; yet they remain ready to respond to any crisis within 72 hours should they be called upon. In this resource-constrained environment in which manpower costs are placing downward pressure on our budgets, I believe this full-time readiness/part-time cost is a great use of taxpayer dollars.

This next year brings new challenges and opportunities. Air Force Reserve Airmen are being integrated into a wider variety of missions across the full spectrum of Air Force operations. Indeed, the Department of Defense (DOD) is considering using Reservists from all services to perform missions utilizing their unique civilian skill sets.

The challenges we face are not unique to the Air Force Reserve or the Air Force as a whole. Each of the military services is being asked to shift capability and capacity across the spectrum of conflict—including irregular warfare—and to resource accordingly. Each has been asked to shift focus away from major weapon systems acquisitions and to the current fight.[2]

To do so, all three components of the Air Force must continually strive to improve the capability provided to the warfighter. Each service component must examine its existing business practices and explore new processes to make optimal use of personnel, platforms, and monetary resources. The Air Force Reserve is helping lead the way in improving Air Force capability as we approach fiscal year 2011 and beyond.

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 ways that meet both their needs and the needs of the Nation, is already manifest in the U.S. Air Force every day—in the extraordinary Americans of the Air Force Reserve.

I'm proud to serve alongside 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 careers, their families and their employers. I will work to eliminate barriers to 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 9 years, the Air Force Reserve has exceeded its recruiting goals and is on track to meet fiscal year 2010 recruiting and end-strength goals. Our success in great part has been due to the accessions of experienced Active Component members upon completion of their active duty commitments. Indeed, recruiting highly trained individuals is essential to lowering the training costs for the Air Force Re-

[1] In addition to Haitian relief support through Operation Coronet Oak, Air Force Reserve ISR personnel provided exploitation support to assess the damage and focus relief while Air Force Reserve airlift crew saved lives with much needed medical, water and food supplies flown into Haiti. Air Force Reserve members in fact planned, commanded and exploited Global Hawk derived exploitation missions in order to provide situational awareness on infrastructure status and guide relief efforts during one of the worst earthquakes to hit Haiti on over 200 years. The professional expertise and capabilities of these seasoned Citizen Airmen demonstrates the flexibility and service inherit in the men and women of the Air Force Reserve as they shifted from supporting combat operations to humanitarian relief.

[2] In Operations Enduring and Iraqi Freedom, Reserve C–130 crews flew over 9,800 hours in fiscal year 2009; Reserve F–16 and A–10 crews flew over 5,400 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.

serve. For some of our most critical specialties, affiliation and retention bonuses have provided a greater return on investment versus recruiting non-prior service Airmen. However, due to lower Regular Air Force attrition rates, we no longer have the luxury of large numbers of experienced Airmen leaving Active service.

As the Air Force Reserve builds end strength to meet the needs of new and emerging missions, we are facing significant recruiting challenges. Not only will the Air Force Reserve have access to fewer prior-service Airmen; but, we will be competing with all other services for non-prior service (NPS) recruits. In fact, our non-prior service recruiting requirement has nearly doubled since the end of fiscal year 2007. To improve our chances of success, we have increased the number of recruiters over the next 2 years.

Air Force Reserve retention is solid with positive gains in all categories in fiscal year 2009, after rebounding from a slight annual drop from fiscal year 2006-fiscal year 2008. Both officer and enlisted retention are up; enlisted retention has returned to the fiscal year 2006 rate. Career Airman retention is at its highest level in the last five years.

Some of this success can be attributed to implementing several retention-focused initiatives such as developing a wing retention report card tool and General Officer emphasis on retention during base visits. With Air Force Reserve retention at its best for the last 3 years, this renewed focus on retention is expected to ensure that rates continue on a positive trend.

We can't take all the credit for this success. Congress has generously responded to our requests for assistance with improved benefits such as the post-9/11 GI Bill, inactive duty training (IDT) travel pay, and affordable TRICARE for members of the Selected Reserve.

To date, under the conditions of the post-9/11 GI Bill benefit, the Air Force Reserve has processed over 4,400 transferability requests impacting nearly 7,000 dependents. Under the Individual Duty Training travel pay benefit, more than 5,100 Air Force Reservists have received this benefit. This has helped us address those critical duty areas where we have staffing shortages.

Since October 2007 when the three-tier TRICARE plan was eliminated, the Air Force Reserve has seen an increase in covered lives from 4,541 to 14,982 through January 31, 2010, equaling a 330 percent increase in program usage. The current coverage plan has made TRICARE more accessible and affordable for members of the Selected Reserve at a critical time when healthcare costs are rising. In addition to these new benefits, the Air Force Reserve has taken advantage of the many tools that you have provided us including the bonus program, the Yellow Ribbon Program, and our Seasoning Training program.

The Bonus program has been pivotal to recruiting and retaining the right people with the right skills to meet Combatant Commander warfighting requirements. The Air Force Reserve uses the Bonus Program to fill requirements on our "Critical Skills List." Those skills are deemed vital to Air Force Reserve mission capability. Development of these skills usually requires long training courses and members who have these skills are in high demand within the private sector. We are able to offer a wide menu of bonuses for enlistment, reenlistment, affiliation, and health professionals.

Our Yellow Ribbon Reintegration Office is up and running and fully implementing Department of Defense directives. Our program strives to provide guidance and support to the military members and their families at a time when they need it the most, to ease the stress and strain of deployments and reintegration back to family life. Since the standup of our program from August 2008 to December 2009, we have hosted 113 total events across 39 Wings and Groups. 4,515 Reservists and 3,735 family members attended these events reflecting a 67 percent program usage rate for members deployed during this timeframe. From event exit surveys and through both formal and informal feedback, attendees indicated positive impressions, expressing comments about feeling "better prepared, (and) confident following events."

Designed to build a "ready force," our Seasoning Training Program allows recent graduates of initial and intermediate level specialty training to voluntarily remain on active duty to complete upgrade training. The results have been a larger pool of deployable Reservists at an accelerated rate through this program. As a force multiplier, seasoning training is ensuring the Air Force Reserve maintains its reputation for providing combat-ready Airmen for today's joint fight. The Seasoning Training Program is also proving beneficial for recruiting, training, and retaining members in the Air Force Reserve. This program is a success story and one that we will build on in the next year.

The Air Force Reserve is working hard to increase Reservists' awareness of benefits and incentives associated with their service. Reservists are taking advantage of these programs because they are having their intended effect. These programs are

helping to create the sustainable and predictable lifestyle that our members need to continue to serve in the Air Force Reserve.

I am confident that as we act on not only our Air Force Reserve priorities, but also on those of the Air Force and the Department of Defense 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.

MAINTAIN A STRATEGIC RESERVE WHILE PROVIDING AN OPERATIONAL, MISSION READY FORCE

The Air Force Reserve is first and foremost a strategic reserve leveraged to provide an operational, mission ready force in all mission areas.[3] Air Force Reserve Airmen accomplish this by training to the same standards and currencies as their Regular Air Force counterparts. As indicated at the outset, Air Force Reserve Airmen continue to volunteer at high levels and provide superb operational capability around the globe, serving side by side with the joint team. These Airmen provide the insurance policy the Air Force and the Nation need: a surge capability in times of national crises. In fact, the Air Force Reserve is currently mobilizing our strategic

[3] Airmen 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. 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 now, more than any other time, relies on members of the Reserve and Guard to meet its operational requirements around the globe.

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 43 percent of each AEF rotation and augment existing USEUCOM and USPACOM AE forces in conducting 12 Tanker Airlift Control Center tasked AE channel missions each quarter—all on a volunteer basis.

In 2009, the men and women of our Combat Search and Rescue (CSAR) 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 500 hours and saved more than 200 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. In addition, the 39th Rescue Squadron (HC–130s), also at Patrick AFB, flew rescue missions in Africa and provided airborne CSAR support during the rescue of the Maersk Alabama's Captain from Somalian pirates.

The Air Force Reserve provides 100 percent of the airborne weather reconnaissance (hurricane hunting) capability for the Department of Defense. Throughout the year, the Citizen Airmen of the Air Force Reserve's 53rd Weather Reconnaissance Squadron "Hurricane Hunters", a component of the 403rd Wing located at Keesler Air Force Base in Biloxi, Mississippi fly over 1,500 operational storm hours. The Hurricane Hunters have 10 WC–130J Super Hercules aircraft that are equipped with palletized meteorological data-gathering instruments. They fly surveillance missions of tropical storms and hurricanes in the Atlantic Ocean, the Caribbean Sea, the Gulf of Mexico and the central Pacific Ocean for the National Hurricane Center in Miami. The unit also flies winter storm missions off both coasts of the United States and is also used to perform advanced weather research missions for the DOD and the National Oceanic and Atmospheric Administration (NOAA). The life-saving data collected makes possible advance warning of hurricanes and increases the accuracy of hurricane predictions warnings by as much as 30 percent.

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. Since September 11, 2001, 1,079 intelligence personnel have 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 as well as support to the National Command Authority, such as, Defense Intelligence Agency, National Security Agency and National Geospatial-Intelligence Agency.

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.

airlift resources and expeditionary support to assist surge requirements in Afghanistan.[4]

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.

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 Airmen to one Regular Airman.[5]

However, we cannot take for granted the high level of commitment our Reservists have thus far demonstrated. We must do our best to ensure their continued service. Accordingly, we are undertaking enterprise-wide actions to make Air Force Reserve service more predictable.

In the Air Force Reserve, we are revising our management structures and practices to eliminate redundancies associated with mobilizing and deploying Reservists to meet Combatant Commanders' requirements. The intent is to create an integrated process that will be more responsive to the needs of Reservists, provide them greater predictability, make participation levels more certain, and ultimately provide Combatant Commanders with a more sustainable operational capability. This is still a work in progress.

At the Pentagon, the Air Force Reserve is examining its processes to improve Reserve interaction among the Air Force Headquarters staff to better support the Chief of Air Force Reserve, the Chief of Staff of the Air Force, and the Secretary of the Air Force in discharging their service responsibilities. Through the Air Reserve Personnel Center, the Air Force Reserve is also taking action to improve Reserve and Air National Guard personnel administrative and management capabilities. Collectively, these actions will contribute to the overall health of the strategic reserve and improve the sustainability of the Air Force Reserve and the Air Force operational capability required by the warfighters in this new century.

PRESERVE THE CARE AND VIABILITY OF THE RESERVE TRIAD

Reservists have relationships with three basic entities: family, civilian employer, and military employer—what I like to call "The Reserve Triad." Helping our Airmen preserve these relationships is critical to our sustainability. In this Year of the Air Force Family, our policies and our actions must support the viability of these relationships—especially the one Reservists have with their families. Open communication about expectations, requirements, and opportunities will provide needed predictability and balance among all three commitments.

To that end, we are now consistently and actively surveying Reserve and Regular Airmen to better understand why they come to serve and why they stay. We are continually learning and gaining a better understanding of attitudes toward service and issues associated with employers and family. From their feedback, I can better advocate for benefits that help us recruit and retain Airmen for the Air Force Reserve.

Military services must be flexible: capable of surging, refocusing, and continuously engaging without exhausting resources and people. That is sustainability. Approaching fiscal year 2011 and beyond, it is imperative that we preserve the health of our strategic Reserve and improve our ability to sustain our operational capability.

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[4] Our Reserve community continues to answer our nation's call to duty with large numbers of volunteer Reservists providing essential support to Combatant Commanders. 46 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.

[5] Fiscal year 2008 budget, 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.

Going forward, we need to continuously balance capabilities and capacity against both near-term and long-term requirements.

Clearly, in a time of constricted budgets and higher costs, in-depth analysis is required to effectively prioritize our needs. We must understand the role we play in supporting the warfighter and concentrate our limited resources in areas that will give us the most return on our investment. Optimizing the capability we present to the warfighter is a top priority, but we must simultaneously support our Airmen, giving them the opportunity to have a predictable service schedule and not serve more than they can sustain.

BROADEN TOTAL FORCE INITIATIVE OPPORTUNITIES

As weapons systems become increasingly expensive and more capable, their numbers necessarily go down. Aging platforms are being retired and not replaced on a one-for-one basis. The Air Force is required to make the most of its smaller inventory. To this end, the Air Force Reserve, Air National Guard, and Regular Air Force are integrating across the force, exploring associations wherever practical. The Air Force is aggressively examining all Air Force core functions for integration opportunities.[6]

Over the past 40 years, we have established a wide variety of associate units throughout the Air Force, combining the assets and manpower of all three components to establish units that capitalize on the strengths each component brings to the mix. We recently partnered with Air Mobility Command to create three more active associate flying squadrons in 2010 and beyond. About 500 Regular Airmen will associate with Air Force Reserve flying units at Keesler AFB, Mississippi (C–130J); March Air Reserve Base, California (KC–135); and Peterson AFB, Colorado (C–130H) by 2012.[7]

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[6] The 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 of 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 AFR 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 Command is establishing its first Intelligence, Surveillance and Reconnaissance Group Association at Langley AFB, Virginia, this year. This Group and assigned Intelligence Squadrons of Reserve Airmen will partner with the Regular Air Force to provide operational command and control of units delivering 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 has also programmed additional associate intelligence squadrons for Beale and Langley Air Force Bases for distributed support to global ISR operations to include USEUCOM, and USPACOM theaters. Once these units have reached full operational capability, Air Force Reserve exploitation and analysis surge capacity of Remove Piloted Aircraft (RPAs) will be approximately 10 percent of the Air Force's capability based on 65 orbits. Additional Command and Control Intelligence, Surveillance, and Reconnaissance capability is being stood up with an AFRC associate Air Forces Forces Command (AFFOR) unit at Beale AFB, California, to support USPACOM and one at Hurlburt AFB, Florida to support USSOCOM global Special Operations Forces. 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.

[7] 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 benefitting from our first C–130 Active Association with the 440th AW at Pope AFB.

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

But associations are not simply about sharing equipment. The goal is to enhance combat capability and increase force-wide efficiency by leveraging the resources and strengths of the Regular Air Force, Air National Guard, and Air Force Reserve while respecting unique component cultures in the process. To better accommodate the Air Force-wide integration effort, the Air Force Reserve has been examining its four decades of association experience. With Regular Air Force and Air National Guard assessment teams, we have developed analytical tools to determine the optimal mix of Reserve, Guard, and Regular forces in any given mission. These tools will give the Air Force a solid business case for associating as we go forward.

AIR FORCE RESERVE MANPOWER

The Air Force is balancing Reserve forces across the full spectrum of conflict. We are leveraging the experience of Reservists to alleviate stressed career fields. And we are improving our ability to retain experienced Airmen by providing them a means to stay in the service following any life-changing decisions they make regarding full-time participation. Over the next decade, the Air Force Reserve will grow into many new mission areas, including nuclear enterprise, intelligence, surveillance, reconnaissance, unmanned aerial systems, space, and cyberspace.

However, rebalancing a force can take time, and the fight is now. To meet the more pressing needs of the Air Force, such as easing strain on stressed career fields and taking on new mission sets, the Air Force Reserve is growing by 2,100 Airmen in fiscal year 2010. This will bring Air Force Reserve authorized end-strength to 69,500. By fiscal year 2013, Air Force Reserve end-strength is planned to grow to 72,100. As mentioned earlier, the Air Force Reserve is truly a cost-effective operational force; making up nearly 14 percent of total Air Force end strength at a cost of just over 5 percent of the Military Personnel budget.

These manpower increases are placing a premium on recruiting highly qualified and motivated Airmen and providing them the necessary training. The Air Force Reserve recruiting goal for fiscal year 2010 is 10,500. While we met our goal of 8,800 new Airmen for fiscal year 2009 in August, nearly 2 months before the end of the fiscal year, our forecast models indicate we will continue to face challenges in both recruiting and retention.

Each of these measures—Total Force Integration (TFI), expanding into new mission areas, rebalancing of forces, and, where needed, increasing manpower—will help the Air Force more closely align force structure to current and future DOD requirements, as well as provide increased capability to the combatant commanders.

AIR FORCE RESERVE MODERNIZATION

The Air Force Reserve is an organization of extraordinary working people, wedded to the fabric of our great Nation. Our Citizen Airmen support all Air Force mission areas in air, space, and cyberspace. They are trained to the same standards and readiness as their Regular Component peers and are among the most highly-experienced members of the United States Air Force.

A number of trends continue to influence dependence on Air Force Reserve forces to meet the strategic and operational demands of our nation's defense: sustaining operations on five continents plus surge efforts in Iraq and Afghanistan and the resulting wear and tear on our aging equipment; increasing competition for defense budget resources; and increasing integration of the three Air Force components.

The Air Force leverages the value of its Reserve Components through association constructs in which units of the three components share equipment and facilities around a common mission. Increasing integration of all three Air Force components requires a holistic approach be taken when modernizing. To ensure our integrated units achieve maximum capability, the precision attack and defensive equipment the Air Force Reserve employs must be interoperable not only with the Guard and Regular Component, but the Joint force as well.

As Chief of the Air Force Reserve, I am dedicated to ensuring that Air Force Reservists have the training and equipment available to them required to provide for our Nation's defense. I appreciate the attention and resources provided to the Reserve thus far, and I ask for your continued support.

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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.

The National Guard Reserve Equipment Account (NGREA) appropriation has resulted in an increase in readiness and combat capability for both the Reserve and the Guard. For fiscal year 2010, the Air Force Reserve Command received $55 million in NGREA appropriations. This resulted in the ability to purchase critical warfighting requirements for Reserve-owned equipment including critical upgrades to targeting pods, aircraft defense systems for C–5s and C–130s, and personnel protective equipment like security forces tactical weapons. 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 truly appreciate and thank you for your support with this critical program.

MILITARY CONSTRUCTION (MILCON) AND INFRASTRUCTURE MODERNIZATION

Along with challenges in modernizing our equipment, we face challenges modernizing our infrastructure. During the fiscal year 2011 budget formulation, both the Regular Air Force and the Air Force Reserve took risk in military construction appropriation in order to fund higher priorities. Over time, this assumption of additional risk has resulted in a continuing backlog exceeding $1 billion for the Air Force Reserve. I would be remiss if I didn't take this opportunity to sincerely thank you for the $112 million that we received in last fiscal year's military construction appropriation. This allowed us to address some of the most dire needs that exist in our backlog.

We will continue to work within the fiscal constraints and mitigate risk where possible to ensure our 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 these roles as Chief of the Air Force Reserve and Commander of the 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. As a strategic reserve, over 68,500 strong, we are a mission-ready reserve force serving operationally throughout the world every day with little or no notice.

As we approach fiscal year 2011 and beyond, it is clear the Air Force Reserve will play an increasingly vital role in meeting national security needs. The actions we initiated in 2009 and those we advance in 2010 will preserve the health of the Air Force Reserve but also help Congress address the more pressing issues we will face as a Nation in the years to come.

I sincerely appreciate the support of this Committee for the appropriation and legislation it provides to our readiness and combat capability. I desire to continue working with each of you on the challenges facing the Air Force Reserve, the Air Force, and Our Nation. Thank you.

RECRUITING AND RETENTION

Chairman INOUYE. I thank you very much.

The subcommittee is very pleased, looking over the record of recruiting and retention. A few years ago, it was pretty bad. Now all of you have improved it. Retention is good. For example, in the Air Force, you have 20 percent retention along the first-termers. And the Marines, 20 percent of your forces are now on deployment, and yet, they're coming in. What's your secret?

General STULTZ. Sir, I'll lead off. As I mentioned earlier, today I command almost 208,000 soldiers. I'm authorized 205,000. That means I've got 3,000 more than I actually need in my ranks at this point. And the reason I have that is because of what you just said, the success of our recruiting and the success of our retention. And as people wondered about, "Are we asking too much of our Reserve components?" this operational tempo that we're under, with multiple deployments of many of our soldiers, I remind them that everyone that's in my ranks either enlisted or reenlisted since 9/11. They knew what they were getting into. They know what they're staying for.

And I think, sir, that the soldiers and sailors and airmen and marines that we have joining our forces today are joining because, one, they feel a duty to their country; number two, they're seeking to make something of themselves that they're proud of; and three, they just feel good about what they're doing. And if we just provide them the support for them and their families, we provide them the support for their employers, as we've discussed before, so that they know they have a job to come back home to, and then we give 'em predictability, they'll stick with us.

Chairman INOUYE. Admiral.

Admiral DEBBINK. Chairman Inouye, I would definitely echo everything that General Stultz has said, and I would just offer some numbers for perspective.

In our officer ranks, our attrition has dropped from approximately 18 percent to less than 12 percent; in our enlisted ranks, from the mid-20s down to the mid-teens. And I do believe that the primary cause for all of this is the real and meaningful work that we're giving our sailors on a daily basis. And to the extent that we can continue doing that, which is not a problem in today's very operational tempo, but as we look past the overseas contingency operations into the future, and working hard to identify what we call the "periodic and predictable part-time work of the Navy" so we give these sailors continued access to real and meaningful work, I would predict that we'll continue to see this strong retention.

Chairman INOUYE. General Kelly.

General KELLY. Sir, if I could just add, I think it's the product we offer, and the product we offer, regardless of what uniform they wear, is service to the Nation. There was a time when there were vastly larger numbers of young men and women that were willing to step forward. We don't have as many anymore, but we have just enough out there that come in with a smile on their face and want to serve. As long as, I think—and I'm new at this business—but, it seems to me, as long as we strike the right balance between deployments, family, benefits, predictability, and the Nation keeps faith—which, to date, certainly the Nation has kept faith with all of these warriors—as long as the Nation continues to keep faith with us, I don't think we'll have much in the way of problems.

Chairman INOUYE. General Stenner.

General STENNER. Mr. Chairman, I'll just take off from that very last statement. If the Nation continues to keep faith, we will continue to be able to provide the capabilities in each of our services.

I have statistics that show that we've asked the questions, "Why do you join?" and then, "Why do you stay?" The number one answer on every single one of those is: patriotism. They want to serve their Nation, as has been said up here.

I will add to what has been said—and I agree with everything that my partners have articulated—is that I think that we have kept faith, as a Nation, with some of the work that has been done to ensure we had parity of benefits. And a lot of that work over the last several years to ensure that the healthcare systems for folks who are fighting side by side, are equal and right and just. The GI bill, sir, has been an absolute huge retention-and-recruiting tool, especially when you can pass those benefits to families.

Everything that has been done to make sure that all three components—Active, Guard, Reserve—have this kind of equality and fight side by side, doing the meaningful work that has been mentioned, they want to go. The benefits are equal. The patriotism piece is felt. The Nation keeps faith. And our folks are amazing people and will continue to serve.

Chairman INOUYE. All of you have problems with equipment shortfalls. But, with the Army, I note that it's about $6 billion. And why is the Army always underfunding the Reserves? Is there a reason for that?

General STULTZ. Senator, I don't think it's because they don't like us.

I think we face the challenge of transformation, modularity, and a changing enemy. And just as was given testimony by the previous panel about the amount of equipment that has been flowing in our force, you can look at it from a variety of numbers. You can look at it today and say, "The Army Reserve is somewhere between 75 and 80 percent equipped, the best we've ever been." We've gone from somewhere in the range of about 61 to 62 percent, when I first got here, now to almost 80 percent.

But, I can tell you, we're still short $6.7 billion in equipment if we're looking to the future of what the Army Reserve looks like by fiscal year 2016. And we're short somewhere to the tune of about $11 billion if you look at what we're short, in terms of the actual modernized equipment that we need by that time.

And so, one would say, "Well, you're getting shortchanged." And that's not exactly the case, because what's happening is, we're transforming.

When I took over this position and looked at the force of the Army Reserve, I said, "We don't have the operational force that we need for the future. We've got to transform." And within the 205,000 end strength that we had, we went in and converted somewhere to the tune of about 25,000 spaces into new capabilities. And that is, we took down the legacy structure that we had—a lot of administrative overhead—and we stood up transportation, military police, civil affairs, medical, all that structure, which now is coming onto the books as new structure within the existing 205,000, but it also comes with a bill for new equipment that wasn't planned in the past, because that structure wasn't being recognized.

And so, I think one of the challenges we've got today is, we've got to continue to press for the equipment. And Congress and the American people have to understand it's not because we're wasting the money we're getting—and we appreciate everything we're getting—we're continuing to transform the Reserve into an operational force, with new capabilities, as the Army modernizes and modularizes. And so, that bill just continues to—I won't say "grow," but it continues to be out there, because we're always trying to play catchup to the newest capabilities we need, and the equipment that goes with them.

That being said, we have partnered very closely with the Army and the Army Guard to make sure that any soldier or any unit that goes into combat is best equipped, is best trained. Where we're lagging behind is, we don't have the right equipment back here, in

all instances, to train on, for those soldiers back here that are getting ready to go.

And that's our next step, and we've got to do a better job of getting that equipment. We've got equipment back here, in that 80 percent on-hand that is allowable substitute, but it's not that piece of equipment he's going to operate when he gets to Iraq or Afghanistan; it's a substitute item. What I need is to get the modernized item back here so that he's training on the same piece of equipment he's going to operate when he gets into theater.

Chairman INOUYE. I realize that, in the bureaucratic discipline, all of you are called upon to tell us that everything is fine, that we have all the equipment we need and the budget is fine. But, I, too, served in the military at one time, and I know what shortfalls can do. So, I'm asking all of you to submit to the subcommittee what you feel are shortfalls in equipment and what you feel is necessary for you to carry out your mission and improve your performance. So, I would hope that you could respond to that.

[The information follows:]

As we transition into a fully modernized operational force we continue to encounter and successfully tackle many challenges, among them equipping a modernized Army Reserve (AR). The AR's force structure is predominantly composed of Combat Support and Combat Service Support units, as such to effectively complete our mission, now and into the future we must not only ensure we fully equip our formations with the required quantities of equipment but we must also strive to equip them with the most modern and capable version available.

The AR supports the Army's fiscal year 2011 President's budget which reflects the Army's highest priorities. In addition to the Army's fiscal year 2011 President's budget, the Army submitted a list of war-related items where additional resources would enhance existing programs. The list, totaling $358.7 million, includes programs that support the AR.

—Civil Affairs/Psychological Operations (CA/PsyOps) equipment for Tactical Local Area Network (TACLAN) and peripheral systems for Information operations and Irregular Warfare. 80 percent of the CA units and 84 percent of the PsyOps units reside in the AR. $55 million for TACLAN equipment will greatly enhance the AR CA/PsyOps units' ability to perform their wartime mission.

—NAVSTAR GPS: Defense Advanced GPS Receiver (DAGR). Of the $51.2 million request, $10.8 million will go toward filling 4,000 of 6,000 AR DAGR shortfall.

The budget as submitted by the President will allow the Navy Reserve to carry out its mission as part of Navy's Total Force.

AIR FORCE RESERVE UNFUNDED REQUIREMENTS LIST (PROCUREMENT)

	Qty	Item Cost	Total Cost
C–130 Large Aircraft Infra-Red Countermeasure System (LAIRCM)	21	$3,000,000	$63,000,000
A–10/F–16 Helmet Mounted Integrated Targeting (HMIT)	39	155,000	6,045,000
C–130 Secure Line of Sight/Beynold Line of Sight (SLOS/BLOS)	63	350,000	22,050,000
C–5 Aircraft Structural Issues	6	11,000,000	66,000,000
C–5 Large Aircraft Infra-Red Countermeasure System (LAIRCM)	9	10,000,000	90,000,000
F–16 Center Display Unit	24	208,333	5,000,000
AFRC ATP Procurement & Spiral Upgrade	54	1,000,000	54,000,000
C–130 Aircraft Armor	79	200,000	15,800,000
C–130 Modular Aerial Spray System (MASS) (Request is for 3600 Appropriation—Developmental) [1]	([2])	([2])	20,000,000
C–130 Modular Aerial Spray System (MASS) (Follow-on Procurement Appropriation—Prior 3600 Funds Required)	6	2,670,000	16,020,000
C–130 Crash Resistant Loadmaster Seats	76	250,000	19,000,000
KC–135 Large Aircraft Infra-Red Countermeasure System (LAIRCM) Light	15	1,000,000	15,000,000
C–130 NVIS Windows (Installs)	64	15,625	1,000,000
C–17 Armor Refurbishment and Replacement	17	117,647	2,000,000
Security Forces Weapons & Tactical Equipment	([3])	([4])	5,500,000
Trunked Land Mobile Radio (Carswell)	([3])	([4])	3,900,000
F–16 Simulation Training Device Upgrade	2	1,100,000	2,200,000

AIR FORCE RESERVE UNFUNDED REQUIREMENTS LIST (PROCUREMENT)—Continued

	Qty	Item Cost	Total Cost
F–16 Combined AIFF with Mode 5/S for RVSM & Autonomous ID capability	16	380,000	6,080,000
F–16 All WX A–G Precision Self-Targeting Capability	54	2,222,222	120,000,000
A–10 On Board Oxygen Generating System (OBOGS)	54	204,703	11,053,962
Total	.....	.....	543,648,962

[1] One Item Developmental Appropriation.
[2] Not available.
[3] Various.
[4] Various items.

INTEGRATION WITH ACTIVE FORCES

Chairman INOUYE. Senator Cochran.

Senator COCHRAN. Mr. Chairman, I want to be on the record as seconding the motion and the suggestion that you've just made. And looking over the notes in preparation for the hearing, that was one thing that stood out. In looking at the management responsibilities that you gentlemen have, and the responsibilities that you have of transition to becoming more and more of an Active component of our military force structure, rather than a traditional Reserve component that's just called upon from time to time to join the force; you're in the force every day, in terms of training and mobilization plans, equipment, upgrades, on and on. And I can appreciate the fact that that's a tough, tough job, particularly since most folks think they are part-timers, in the Reserves.

I was a Reserve officer, and, you know, I would put on the uniform from time to time, and go on Active Duty for a short period of time. One of the most enjoyable experiences was being an instructor at Officer Candidate School in Newport, Rhode Island. I thoroughly enjoyed that. I worked a good deal with the Navy that, during—when law school wasn't meeting, I'd get to go back on Active Duty and be an instructor, because it was building up for the Vietnam challenges and the things that were going on right then. That was a new program, they were trying to supplement their teaching complement with Reserve officers. Well, that was terrific for me. I didn't have to go work in a law firm as a clerk or something for a summer job.

But, I wonder, are we making the adjustments? Do we need to do something, like provide funding specifically dedicated for these purposes of reorganizational changes that have to be made, and resetting the force, so that you can operate seamlessly as an Active Duty force, at a moment's notice?

General KELLY. Well, sir, from the Marine Corps perspective, just talking about these reset issues and the equipment issues and all, I think we're unique, in that our Reserve units, as they're spread around the country, have a training allowance to work with, and that is sufficient for them to keep up with their training. And then, of course, as they get closer and closer to deploying to Afghanistan or Iraq, once mobilized, they get all their equipment and move to training sites and get ready to go. So, from my perspective, if the Marine Corps has got a problem, then I have the same problem. And, of course, the reset—Commandant, I think, has testified in this subcommittee, and others, that our reset and reconstitute bill, Marine Corps-wide, is something in the neighborhood of $13

billion. If you address that, you address my issues. But, again, I think I'm a little bit unique than the other services are, I believe.

Senator COCHRAN. General.

General STENNER. Senator Cochran, I will tag onto that, saying that we are probably also, as an Air Force, more closely aligned, and the equipment that we have, we share, in the association models. So, when the Air Force recapitalizes, all three components recapitalize. But, I will tell you that there's an awful lot of changing of mission sets right now. And some of the things that are going on with intelligence, surveillance, reconnaissance, cyberspace, space missions, the things that happen when you are deployed in place, so to speak, at home station, require a good bit of infrastructure modification. And in a lot of cases, with those new missions, and the high tech that comes with them, there comes a bill. So, the old facilities don't marry up. The infrastructure, the facilities, sustainment, restoration (FSRM) dollars that we need on a continuing basis to keep those facilities going, and, in some cases, the Milcon necessary to transition to new mission, are both as important to us, as an Air Force, as the recapitalization piece that goes into that.

And the NGREA dollars we leverage to facilitate an expeditious recapitalization is also, of course, very, very important to us, as well.

Senator COCHRAN. Admiral.

Admiral DEBBINK. Senator, I would offer that, as our CNO has stated, we are one Navy today, with an Active component and a Reserve component. And that type of integration has driven us to the point that we work very closely with all of our procurement. Couple of examples might be, for example, anytime the Navy needs to fly logistics anywhere, it flies on Navy Reserve aircraft. Now, it just says "Navy" on the side, but they're actually Navy Reserve aircraft. Anytime our special operations forces over in Afghanistan get on a helicopter at night, it's a blended squadron of Active and Reserve getting onto those HH–60s. And so, that's a fully supported mission. We stood up our fourth riverine force. We're in process of doing so right now. And that'll be also a blended mission, Active and Reserve.

I think the real key to all of these procurement accounts is what we list as our second strategic focus area, and that is to provide valued capabilities. And if we are doing that as a Reserve component, the resourcing will follow, to the extent that it can, with the overall constraints on the budget.

Senator COCHRAN. General.

General STULTZ. I guess I get to be the naysayer.

I think the challenge we face today is, we have operationalized the Army Reserve. We are using the Army Reserve as part of the total force on a repeated basis, and we have developed a cyclical model, called our Army Force Generation Model, that says—the Army is on this same model, where—1 year forward, 2 years back home; the Reserve is 1 year forward, 4 years back home. And that means that you go through a cycle of progressive readiness, where you're building capability so that, when you come into that available window, you're trained, ready, and equipped. That means that each year in that cycle, you are required increased support for

equipment, increased support for training dollars, because there's more expected of you to get ready.

The problem is, our budget and our funding is based on the Army Reserve you came into; one weekend a month, 2 weeks in the summertime. It's not based on this operational model. And so, everything that we're funding today, in most cases, to put the units through that model—and we do, and we get 'em out, best trained, best qualified, ready to go—is based on overseas contingency operation dollars or supplemental dollars that we've gotten.

What we have to do is, we've got to get those dollars identified and put them into the base budget of the Army and the Army Reserve as requirements for the future, because we're going to be in an extended period of conflict. And when we have put so much capability in our Reserve components today—the Army Reserve that I have today accounts for 60 percent of the Army's medical capability. Over 80 percent of its civil affairs capability. At least one-third or more of the engineer, logistics, and transportation capability. And if you combine us with the National Guard, 75 percent of the engineer capability of the Army is in the Reserve components. You cannot fight an extended conflict without reliance on the Reserve as part of that operational force. Yet, we haven't built the budget model to allow it to do that.

And I think that's the challenge, as we're looking forward into the 2012–17 years, is that we've got to put that into the budget. And the Army has to figure out how to accommodate that, because we know we're going to be in a period of, you know, limited budget increases. But, we're going to have to—if we operationalize the Reserve—and, in my opinion, we don't have a choice—then we've got to put those dollars required for training, for equipping, all that, into the base budget. And that training has to be, not just at a training center somewhere, where you send 'em for that 2 week, 3 week, or whatever, period of training, it's also got to be the training capability when they're in their home station, that they're getting meaningful training.

You know, soldiers tell me today, "Don't waste my time. You know, if you're going to have me come to a weekend drill, make it meaningful." And we've got soldiers now that are coming back from their second and third deployment, and the last thing they're going to accept is for us to send 'em to a Reserve unit on a Saturday and sit 'em in a classroom. They want something meaningful. They've been there, they've done that. They want that piece of equipment that they've just been, in theater, operating; not coming back home and looking at that 30-year-old truck that they're saying, "We don't use that anymore."

So, that's the challenge. Yes, sir, we've got to get more resourcing into our budgets for the Reserve component if we're expected to use it as an operational force, which I think we don't have an option; it is part of that force.

Senator COCHRAN. Thank you very much. Thank you for your leadership and your service.

ADDITIONAL COMMITTEE QUESTIONS

Chairman INOUYE. And we thank you very much, gentlemen, for your testimony this morning. And we thank you for your service to

our Nation. And we thank the men and women of your command for their service to our Nation.

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

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JACK C. STULTZ

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

TRANSITION TO OPERATIONAL RESERVE

Question. General Stultz, the Army Reserve continues to transition from a strategic to an operational reserve. Do you believe the Army is adequately resourcing the Reserve to make this transition?

Answer. The Army is committed to maintaining a trained and ready Reserve Component force as full participants in the ARFORGEN process. Steady state funding to achieve this goal is a topic for our fiscal year 2012 budget deliberations. The Army National Guard and the Army Reserve, like the Active Army, currently rely on Overseas Contingency Operations funding to resource readiness for the current fight including pre-mobilization training and reintegration activities. We anticipate working with the Army National Guard and the Army Reserve to come to a consensus position on this issue.

Question. What are the biggest challenges still remaining?

Answer. The Army and Army Reserve is currently evaluating the resource requirements to achieve an "operational reserve" in the fiscal year 2012–17 POM. Decisions on fill level for full time staff, funded training days, and type of training will all drive the cost of operationalizing the reserve component. The Army has not yet validated the $1.5 billion training cost estimate and anticipates there are cost impacts beyond training that must be evaluated.

Question. General Stultz, the transition to the operational reserve has increased the need for full time support personnel. The Army was supposed to conduct an analysis 2 years ago to reevaluate the Reserve's full time support requirements but, so far, these studies have failed to produce actionable results. What is delaying this decision?

Answer. Creating a sustainable operational Reserve Component requires competition for scarce resources. The Army has validated the requirements reflected in the 2005 report and the optimal solution is 100 percent manning of the validated requirement. However, given funding constraints and the past 8 years experience, the Army Reserve has proven we can provide trained and ready units, within the current required timeframes, with our current level of Full-Time manning augmented by a substantial level of Full-Time Equivalents using ADOS to build readiness in ARFORGEN and support RTC/CSTC requirements. That is why we have supported FORSCOM's operational model as the minimum critical requirement for the 2012–17 POM.

QUESTIONS SUBMITTED TO VICE ADMIRAL DIRK J. DEBBINK

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

CONTINUUM OF SERVICE

Question. Admiral Debbink, the Navy Reserve has initiated a program called the Continuum of Service which would allow sailors to easily transition between active and reserve service. This is a novel approach to the idea of military service. What is the status of this program and has it been successful so far?

Answer. Continuum of Service (CoS) is a Total Force imperative and one of my three Strategic Focus Areas for the Navy Reserve. CoS reflects the reality of our Navy—as our Chief of Naval Operations, Admiral Gary Roughhead, states, "we are one force today. One Navy, with an Active Component and a Reserve Component." This is what CoS is about—bringing together our active component (AC) and reserve component (RC) to provide an integrated and balanced Force to meet current and emerging challenges in the most cost-effective way possible, while concurrently honoring all our Sailors who desire to serve our country to the best of their ability.

We have been very successful with the implementation of our CoS strategy since we launched it in fiscal year 2009. As barriers to seamless movement between the AC, the RC and civilian service are removed, our ability to deliver operational flexi-

bility and strategic depth at the best value to the Navy increases dramatically. The CoS philosophy of recruiting Sailors once and retaining for life through variable and flexible service options is providing Sailors a career continuum of meaningful and valued work.

CoS is forcing us to think differently and make major changes in the way we do business, including changes to regulations, policy and law. We now have systems and business processes in place to ease the transition between components. For example, AC Sailors can now choose to affiliate with the Selected Reserve while still on active duty, eliminating the requirement to be re-recruited into the RC upon leaving active service. At the Naval Personnel Command, a Career Transition Office (CTO) was established to support optimized assignment of personnel into available Navy active and reserve billets, decreasing transition processing times and error rates while increasing reserve Sailor transition and affiliation rates. We started with officers transitioning from AC to RC, and immediately realized positive results by nearly doubling Navy Veteran officer affiliation rates from 28 percent to 53 percent. We have recently expanded the program to include enlisted Sailors transitioning from AC to RC. In the future, the CTO will handle all officer and enlisted transitions from AC to RC and RC to AC, except mobilizations.

Foremost among my list of priorities is to field a Total Force Future Pay and Personnel System (FPPS). The Navy and Navy Reserve currently have separate pay and personnel systems, designed and built in an era when Sailors rarely mobilized or transitioned between components. FPPS would support the timely and seamless transition on and off active duty without the existing delays and confusion regarding pay and benefits. The development of FPPS is the Navy Reserve's top priority for 2010.

CAREER INTERMISSION PILOT PROGRAM

Question. Currently reservists have numerous opportunities to transition to active service but only a small number of active duty sailors, who are part of a pilot program, have opportunity to make a short term transition to the reserve. Do you see this pilot program expanding for active duty sailors?

Answer. Our Continuum of Service (CoS) initiatives provide several ways for Sailors to transition back and forth between components over the course of a career. Navy Personnel Command's Career Transition Office engages Sailors nearing the end of their active service obligation, aiding and incentivizing them toward affiliation with the Reserve Component.

Navy's Career Intermission Pilot Program, authorized by Congress in the fiscal year 2009 NDAA, is just one of the ways to transition between components. It provides a one-time temporary transition from active duty to the Individual Ready Reserve for up to 160 service members during the timeframe from 2009–2012, to pursue personal or professional growth outside the service while providing a mechanism for their seamless return to active duty. At the end of the program participation, the member returns to active duty service with an adjusted Pay Entry Base Date, or lineal number, to reflect service time commensurate with their peers and to ensure continued promotion opportunity. Based on the Congressional authorization, similar programs are currently being developed by the U.S. Army and the U.S. Air Force for summer 2010 and the Department intends to request permanent authority for this program in the fiscal year 2013 NDAA.

The limited number of active duty sailors who are participating in the pilot program to date may reflect the current economic environment, as well as other factors which we are assessing. We feel it is important to offer our Sailors multiple avenues to transition between components to accommodate individual circumstances. Though any one program may not seem to be significant, the opportunities represented by the aggregate of our CoS programs are one of the main tenets of our "Top 50 Organization" emphasis.

NAVY AND MARINE CORPS RESERVE OFFICER RECRUITING

Question. Admiral Debbink and General Kelly, over the last several years both the Navy and Marine Reserves have struggled with officer recruiting. The Marine Reserve is now back to its authorized end strength but the Navy Reserve is still facing a serious officer shortage, due to years of low recruiting. Have you shared strategies for attracting and retaining reserve officers? What measures are being considered by the Navy Reserve to address remaining shortages?

Answer. Due to the different target populations for Navy Reserve and Marine Corps Reserve Officer Recruiting, General Kelly and I have not engaged in detailed strategy discussions for attracting and retaining reserve officers. However, the Chief

of Naval Personnel and I have a shared vision of implementing initiatives and programs to have all Reserve communities "healthy by 2014."

Navy Reserve Recruiting difficulties are mostly concentrated in recruiting personnel with highly sought-after skills—both in the military and in the private sector—and capturing our warfare qualified Navy veterans. High retention within the active component has limited the pool of veteran officers and has increased our reliance on Direct Commission Officers to meet annual recruiting goals. Over the last couple of years, our primary challenge has been in recruiting Reserve Medical Officers, where our goal increased 43 percent in fiscal year 2010 alone. Another challenging officer community is Special Warfare/Special Operations, a community that is in high demand supporting overseas contingency operations.

Our primary recruiting challenge for fiscal years 2010 and 2011 will be in the Navy Veteran (NAVET) market. As more Navy Officers opt to remain on active duty, which is truly good news for Navy, the NAVET goal is becoming increasingly difficult to achieve. Despite historical lows in RC officer attrition, increasing Reserve Component (RC) retention will help alleviate the some of the shortfalls in specific communities and pay-grades. Navy has several measures and initiatives in varying stages of implementation to improve RC officer manning including: (1) expansion of lateral transfer opportunities, (2) flexible mobilization policy for medical professionals, and (3) implementation of a RC officer retention bonus. Improving RC officer retention, increasing and expanding our DCO program, and capturing a larger percentage of the NAVET market, are all elements of our strategy to attract and retain officers to meet our goal of getting healthy by 2014.

Question. Admiral Debbink, how is the shortage of officers, particularly in critical specialties, affecting the readiness of the Naval Reserve?

Answer. Overall, the shortage of officers in the Navy Reserve has a limited affect on the readiness of our Force. However, we do have significant shortages of officers in two major categories: Healthcare Professionals in Critical Wartime Specialties (to include Medical Corps, Dental Corps, Nurse Corps, and Medical Service Corps); and critical undermanned non-healthcare designators (to include SEALs, Civil Engineer Corps, Supply Corps and Explosive Ordinance Disposal (EOD) officers). Each of these communities is undermanned and faces possible shortfalls in meeting dwell time targets, placing those communities under continuous stress.

During fiscal years 2007–2009, high mobilization demand had a direct (though not necessarily causal) relationship to high officer attrition, particularly for junior officers. The Navy is considering options for better managing demand for critical Reserve Component (RC) specialties, including adjusting Total Force deployment schedules to improve Reserve mobilization dwell times, and deleting or not filling some Overseas Contingency Operations requirements that would require unacceptable dwell times, resulting in additional stress on the Active Component as well as the Joint Force. Additionally, the use of incentive programs has increased Navy's ability to assess officers and increase retention in these stressed communities, but there are still projected shortfalls in some communities for several years.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JOHN F. KELLY

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

MARINE CORPS RESERVE—STRAIN ON THE FORCE

Question. General Kelley, the Marine Corps Reserve is maintaining a high operational tempo with nearly one-fifth of the force mobilized this year. Over 20,000 Marine reservists have been deployed more than once since 2001. This must put a huge strain on your reservists, their families, and employers. How is this high operational tempo affecting morale?

Answer. In my travels across the numerous sites and facilities that comprise MARFORRES, I routinely encounter Marines from all walks of life and military job specialties. For the most part, they are a well seasoned force of combat veterans whose pride in their accomplishments serving this nation may be exceeded only by the level of their morale. They have a strong desire to stay in the fight, to be part of the Total Force Marine Corps even as hostilities in the current conflicts start to wane. That they still are willing to stand strong while having to balance civilian employment in addition to family concerns is a testament to their patriotism and esprit de corps. We certainly recognize the costs associated with the current operations but have mitigated them to a large degree with the use of our Force Generation Model, which provides needed predictability for the Marines, their families, and their employers.

Question. General Kelley, the active duty Marine Corps has now completed its end strength growth. Will this reduce the operational tempo for the Marine Reserve?

Answer. The Marine Corps Total Force—Reserve and Active Components—are now in balance and both are approaching the Commandant's desired dwell time. So long as we are involved in a major overseas contingency operation this balance will be maintained. To the specific question, Yes, I expect the tempo will be reduced to the benefit of the Operational Reserve. This should stabilize our dwell time to meet or exceed the desired one to five ratio, and add to our already established unit deployment predictability for our Reserve Marines, their families, and their employers. It will allow us to continue to use the MARFORRES Force Generation Model to ensure our Reserve units are ready to answer the nations call in the face of any future contingency or requirement. We have achieved a very favorable balance with the Active Force at 202,000 and the Reserve Force at 39,600, allowing the Operational Reserve to maintain its place as an integral and enduring part of the Total Force.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CHARLES E. STENNER, JR.

QUESTIONS SUBMITTED BY CHAIRMAN DANIEL K. INOUYE

AIR FORCE RESERVE—RETENTION

Question. General Stenner, after several years of low retention, the Air Force Reserve has completely turned around its retention levels, improving retention by over 20 percent for First-Term Airmen. What is driving the improved retention and what are you doing to ensure that high retention continues?

Answer. The Air Force Reserve's continued recruiting and retention success is due to a variety of factors, but one of the most concrete is the support we have received in recent years from the President and Congress. By enhancing incentives for service, they have recognized the critical contributions of Reservists and rewarded Reservists for that service. As a highly trained, experienced, and cost effective strategic reserve force, our members serve proudly, providing operational capability on a daily basis. In return, Congress (at the urging of the Reserve Officer Association and other support organizations) has provided numerous improvements in benefits our Reservists receive. These include flexibility in terms of service requirements, competitive pay, improved retirement benefits, inactive duty training (IDT) travel pay, Post 9/11 GI Bill education benefit, affordable TRICARE for members of the Selected Reserve, targeted pay for critical career fields, and reducing the age a retired Reservist may begin receiving retirement benefits based on their service participation.

To ensure our continued retention, I frequently seek feedback on the issues important to Reservists and then I act to address their concerns. One of the methods I use to solicit feedback from our Reservists is a process known as the Reserve Internal Communication Assessment Group (RICAG). In fact, one incentive initiated based on information from a RICAG, the TRICARE Retired Reserve program, is expected to begin this fall.

Another factor important to Reservists, their families, and employers is predictability. We continue to improve the predictability and sustainability of deployments and participation in contingency operations, making it easier for members to volunteer, mobilize, and deploy. These enhancements are important steps in maintaining the Air Force Reserve's high retention rates which are critical to sustaining our professional Reserve force.

Question. General Stenner, the Combat Air Force restructure is just starting, are you concerned about its affect on retention levels?

Answer. The Combat Air Force restructuring plan enables the Air Force to move manpower authorizations to emerging and priority missions such as manned and unmanned surveillance operations and F–35 training or operational missions. Within this realignment, the Air Force Reserve will continue to offer citizen Airmen the opportunity to serve and support all mission sets across the spectrum of air, space and cyber. In part, through normal attrition (due to separations, retirements, etc.) and with Air Force Reserve end-strength increasing to approximately 72,100 Airmen, the Air Force Reserve is putting the right Airmen in the right jobs to meet mission requirements. This realignment will not affect the overall retention for the Air Force Reserve.

SUBCOMMITTEE RECESS

Chairman INOUYE. The Defense Appropriations Subcommittee will reconvene on Wednesday, April 14, at 10:30 a.m., at which time we will meet in closed session to receive testimony on fiscal year 2011 budget request for intelligence activities.

The subcommittee stands in recess.

[Whereupon, at 11:54 a.m., Wednesday, March 24, the subcommittee was recessed, to reconvene at 10:30 a.m., Wednesday, April 14.]